



**DRAFT**

**STRATEGIC PLAN**

**2019 - 2023**

## Introduction

This plan has been prepared for the five year period 2019 to 2023. It is a reviewed and updated version of the 2017-2021 plan which was the result of a collaborative process in ArtSound which began with a strategic planning workshop on 4 March 2017 facilitated by media consultant Steve Ahern.

The plan will be supported by more detailed annual implementation plans, which will specify the tasks, targets and timelines associated with each strategic objective and assign responsibilities for working on them. ArtSound's volunteers, staff, contractors and Board members will all have a role in ensuring that our priorities are achieved.

## Our organisation

ArtSound is a not-for-profit incorporated association, established in 1982 with the aim of providing a distinctive, high quality radio service that connects the community to the arts in Canberra and the region. Full-time broadcasting commenced in December 2000.

ArtSound is licensed by the Australian Communications and Media Authority as a community radio station focusing on music and the arts in the Canberra region. It broadcasts continuously on 92.7 MHz and 90.3 MHz (Tuggeranong) and streams via the Internet.

ArtSound works with a range of arts partners, donors and arts organisations. For musicians, artists, writers, and others involved in a cultural activity, ArtSound provides a voice and, through its audio

services, a unique forum to record, broadcast, promote and archive their work.

For listeners, the station provides up-to-date information on the wealth of cultural activity in the ACT region. Listeners also enjoy a mix of musical styles and a range of programming not generally available on other stations. In addition, the Senior Memories service, which is streamed to locations including aged care facilities, provides entertainment, health and education information to people with restricted access to social services and entertainment.

## The need for our service

Surveys show that ArtSound listeners are interested in quality, variety and arts-focused information and are seeking an alternative to other stations. At a time when market forces are reducing media diversity and Australian commercial broadcasters and the ABC are reducing local content, they are searching for content and local voices that cannot be heard on other electronic media.

ArtSound's programs fill that need.

## Our people

ArtSound draws upon the skills and commitment of its staff, contractors, volunteers, members, arts partners, donors and supporters. Under Board oversight they manage the station, fund its operations, prepare and deliver programs and ensure connection with the community of the Canberra region.

## Vision

To support a strong and vibrant music and arts scene in Canberra through broadcasting and related services.

## Mission

Excellence in broadcasting with a community arts focus.

## Values

1. Independence,
2. Professionalism,
3. Integrity,
4. Respect for the rights, dignity and culture of others,
5. Inclusiveness, and
6. Participative decision-making.

## Strategic priorities

1. Engage with and support the Canberra community as a media arts organisation and broadcaster
2. Increase and diversify sources of funding and other support
3. Manage station operations and finances responsibly and sustainably
4. Engage the wider community to play a greater role in ArtSound's development and operations.
5. Ensure that ArtSound's technology can support reliable, high-quality operations in an increasingly digital future
6. Participate in the process for development of the Kingston Arts Precinct and the determination of best outcome for ArtSound at Manuka or Kingston.

### Strategic priority 1

Engage with and support the Canberra community as an arts organisation and broadcaster.

#### Objectives

- Provide the Canberra arts community with a voice, a focal point for information and a forum for expressing views,
- Engage with the Canberra arts community, ArtSound listeners and potential audiences in order to better serve their needs,
- Deliver high-quality 24-hour on-air and streamed programming with a music and arts focus, supported by the ArtSound website and social media presence,
- Maintain professionalism, independence, relevance, variety and local focus in programming.

### Strategic priority 2

Increase and diversify sources of funding and other support.

#### Objectives

- Develop and implement a comprehensive marketing plan to increase awareness of ArtSound and its services and develop mutually beneficial partnership and sponsorship options,
- Actively recruit new ArtSound partners, sponsors, donors and members,
- Cultivate positive relationships with major stakeholders in government, community and arts organisations,
- Understand the sources of grant funding available to ArtSound and the opportunities they offer,

- Plan, draft, review and submit grant applications efficiently and acquit grants in a timely way.

### Strategic priority 3

Manage station operations and finances responsibly and sustainably.

#### Objectives

- Ensure financial and other policies and procedures are efficient and comply with ArtSound's funding and other obligations,
- Monitor and mitigate financial, technical and personnel risks,
- Develop, nurture and retain necessary skills and undertake succession planning,
- Oversee the implementation of agreed plans, budgets, committee operations and staff performance and address opportunities and problems promptly,
- Communicate station developments and Board decisions to members, station staff and volunteers in a timely and appropriate way,
- Encourage feedback from staff, volunteers, members, partners and sponsors and respond promptly to opportunities and problems.

### Strategic priority 4

Engage and empower the wider community to play a greater role in ArtSound's operations.

#### Objectives

- Encourage and support the wider community to participate in station operations as volunteers,

- Apply best practice in volunteer management by drawing on the models and practices of other community broadcasters and community organisations,
- Engage, recruit, train and roster volunteers for a range of station functions,
- Encourage a sense of community among volunteers through regular communication, events and recognition.

### Strategic priority 5

Ensure that ArtSound's technology can support reliable, high-quality operations in an increasingly digital future.

#### Objectives

- Ensure that major equipment, including transmission and outside broadcast equipment, is fit for purpose, replaced or repaired in a timely way when necessary and can be operated reliably and safely,
- Plan for the expected transition to digital broadcasting,
- Upgrade storage capacity, editing software and related equipment to ensure reliability, improve efficiency and support future digitisation of services and resources.

### Strategic priority 6

Participate in the process for development of the Kingston Arts Precinct and the determination of best outcome for ArtSound at Manuka or Kingston

#### Objectives

- Identify and evaluate options for long-term station location at the Kingston Arts Precinct or remaining in Manuka,
- Consult with artsACT, other relevant groups and ArtSound members to investigate potential to stay in Manuka but have a satellite studio in Kingston to support the Arts precinct
- Ensure that the potential benefits or risks for each scenario are clear to be able to determine the overall long term viability of ArtSound
- Plan and execute any final decision including any potential relocation or development in an efficient and timely way with minimal disruption to services.