

ArtSound Strategic Plan 2024 – 2028: Status (Feb 2024)

Priority Area: Funding

Activity	Progress	Outcome	2	2	2	2	2	Responsibility	Resource Impact
			0	0	0	0	0		
			2	2	2	2	2		
			4	5	6	7	8		
Maintain and build sponsor and donor relationships	Fundraising committee re-formed in 2023. Donor campaign to secure \$100K for studio and transmission infrastructure support kicked off in Feb 2024.	Stable sponsorship income; long-term relationships; re-engage with arts partners post covid; replacement of ageing equipment.	√	√				Board, volunteers	H
Seek access to local and national government sponsorship/grants	Grant applications submitted to CBF, ACT Government, Commonwealth Government.	Contribute to station viability; several successful grants secured again.	√	√	√	√	√	Board	H
Recruit new members and supporters	Open days, radiothon, on air donor/membership drives.	Now regularly scheduled activities.	√	√	√	√	√	Board, volunteers	H
Contain costs via collaboration with like-minded organisations	Proposal made to 1CMS-FM, for shared facilities/concert staging collaboration and ongoing technical collaboration.	Positive financial ratios; contain costs; promote administrative, technical & operational efficiencies.	√	√				Board	L
Recruit development contractor to secure sponsorships/donations	Funding raised to support short term consultancy.	Implemented 4Q 2023; donor development underway.	√	√				Board	H
Expand fundraising events	New fundraising activities under way: Plans for a series of events, quiz night, Radiothon, EOFY appeal, Radio Rookies courses for kids; new presenter & podcasting courses; Summer/Autumn live music events held; marketing, philanthropy and bequest campaigns in planning.	40 th anniversary projects completed successfully in 2023. Ongoing momentum to continue to program these activities annually.	√	√	√	√	√	Fundraising/Tech Teams	H

Priority Area: Governance & Operations

Activity	Strategies	Progress	2	2	2	2	2	Responsibility	Resource Impact
			0	0	0	0	0		
			2	2	2	2	2		
			4	5	6	7	8		
Streamline administrative and operational procedures	Major focus on financial accounting processes and membership administration; Continue to follow best practice in financial reporting, budgeting and forecasting procedures	Volunteer Finance Manager & Office Manager commenced; website fixup; new Treasurer appointed; database upgrade being planned; internships held	√	√	√	√	√	Board, volunteer staff	H
Review constitution, strategic plan and policies	Membership categories being updated	AGM will likely attend to membership amendments; Strat Plan reviewed; offer CMTO training	√	√	√	√	√	Board	M
Build a culture defined by our values	Volunteer/Member Newsletter; social functions	Newsletter reinvigorated post Covid; some social activities recommenced	√	√	√	√	√	Communications Team	M
Ensure compliance with ACMA licence undertakings	Program Committee to educate presenters; no formal complaints	To be promulgated via refresher training	√	√	√	√	√	Board, Program Team	M
ACMA Licence renewal	Prepare documentation and statistical records	In progress	√					Board, Management Operations group	M
Develop a succession plan for board and staff	Recruit skills-based board members to fill vacancies; no paid staff	Under development	√					Board	L
Develop a volunteer skills audit	Attract new volunteer cohort to on air and off air roles	Established volunteer orientation visits; training courses for youths and adults	√	√	√	√	√	Volunteer staff	L

Priority Area: Technology & Infrastructure

Activity	Strategies	Progress	2	2	2	2	2	Responsibility	Resource Impact
			0	0	0	0	0		
			2	2	2	2	2		
			4	5	6	7	8		
Complete transmitter site upgrades - transmitter & DAB+ receiver backup to STL.	Initiate fund-raising campaign including CBF grant support.	Grant request lodged	√					Technology Manager, Technical Team	H
Plan studio console upgrade (x3)	Complete feasibility / requirements study including vendor evaluation and migration strategy to digital in 1-2 years.	Bespoke analog consoles are well beyond design life & lack flexibility to support modern operations	√	√				Technology Manager, presenters	H
Ensure technology flexibly supports programming and presentation requirements	Consult with volunteers about needs; focus on supporting the more sophisticated program demands, including for sight-impaired presenters	See Technology Development Plan 2024/25. Digital playout now used regularly. OB equipment and van upgraded, branding refreshed; production support for sight-impaired.	√	√	√	√	√	Technology Manager, Technical Team	M
Undertake regular maintenance and upgrades to manage risk	Software upgrades and server maintenance major focus; Implementation of cybersecurity measures; UPS battery checks / replacement.	No major outages; studio servers require upgrade asap; daily remote desktop checks and weekly on-site visits; OB codec upgraded.	√	√	√	√	√	Technology Manager, Technical Team	M
Explore and adopt emerging broadcast technologies for improved quality, and reach	Update Shoutcast streams to secure website and enable directory listing; improve processor at transmitter site; Design in-house Audio on Demand capability.	Stream secured. Processor to be integrated with new transmitter install. AOD being tested on Microsoft Azure platform.	√					Technology Manager, Technical Team	M
Investigate renewable energy options for the broadcast infrastructure.	Plan to install solar PV cells on studio complex roof.	ACT Government permission/feasibility being sought	√	√				Technology Manager, Management Operations group	L
Ensure compliance with ACMA regulatory requirements	Transmission parameters and studio audio monitored for nominal specifications; logging of air programs	Fully compliant	√	√	√	√	√	Technology Manager, presenters	L
Review technology development plan	Set priority of initiatives according to High, Medium or Low categories	Updated Jan 2024; incorporated in CBF documentation	√	√	√	√	√	Technology Manager, Technical Team	L
Talent Development	Establish a technology mentorship program to nurture emerging talents in the broadcasting industry.	Established technical collaboration with 1CMS to mentor tech apprentice.	√					Technology Manager, Technical Team	L

Priority Area: Marketing and Communication

Activity	Strategies	Progress Indicators	2	2	2	2	2	2	Responsibility	Resource Impact
			0	0	0	0	0	0		
			2	2	2	2	2	2		
			3	4	5	6	7	8		
Maintain and improve website, social media engagement and publicity	Appoint volunteers to maintain; Collaborate with influencers and thought leaders to increase ArtSound FM's visibility	Website volunteer recruited; website, Facebook & Instagram pages regularly posted; website integration with membership database	√	√	√	√	√	√	Volunteers	H
Actively engage with listeners and members	Newsletter, social media tools; on air engagement; Participate annually in CBAA Community Engagement Surveys	Monthly newsletter; Mailchimp acquisition; Give Now campaign launched	√	√	√	√	√	√	Board, presenters	H
Talent Development & Diversity	volunteer recruitment campaign; Implement diversity and inclusion training to amplify voices from underrepresented communities. Initiate partnerships with local educational institutions to provide internships and training programs. Utilise CMTO opportunities for training	Oral history training/interview skills etc. Training of socio-economic challenged youth; sight impaired podcast training; Established internship program with University of Canberra staff/students; use of CMTO/Technorama webinars	√	√	√	√	√	√	Staff, volunteers	H
Promote station identity and value proposition	Improve on air promotion; promotional giveaways; re-commence breakfast & drive programs; partnerships with music festivals; run music concerts outdoors; expand OB's Explore partnerships with other media outlets to cross-promote content and reach new audiences.	On air promos renewed; mugs, stickers & flyers being developed; CIMF partnership; Smiths Jazz; Open Day; Tuggeranong Arts Centre; Jazz Haus; Signed MoU with 1CMS	√	√	√				Board, Fundraising Committee, presenters	M
Capacity Development aligned with the "CBF Roadmap 2033"	Launch a digital content incubator to support experimental projects and new ideas.	Under development; feedback to be sought	√						Board, volunteers	L
Build ethos of community contribution and recognition among volunteers; promote a culture of appreciation among members	Hold regular social events; maintain volunteer communication; annual awards; thank regularly	Being pursued actively; newsletter expanded; examining google sheets and similar to communicate with volunteers	√	√	√	√	√	√	Board, staff	L

Revised January 2024