

# Strategic Plan

## 2026 -2028



### Executive summary

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Radio 1RPH's 2026-2028 Strategic Plan charts a sustainable and impactful future for the station, closely aligned with the Community Broadcasting Association of Australia's (CBAA) Roadmap 2033 (the Roadmap). It has been co-designed with a cross-section of our internal and external stakeholders, ensuring diverse views are represented and we are aligned on our strategic direction.

As a community radio station dedicated to serving the needs of people with a print disability as well as a general local listening audience, Radio 1RPH is committed to expanding our presence, representing the diverse perspectives and interests of our community, and strengthening connection. These goals can be achieved through our four strategic priorities for 2025:

- Secure financial sustainability
- Enhance understanding of our current and future audience
- Build community awareness and strengthen engagement
- Expand programming to serve evolving community needs and amplify local voices
- Implement the 2024 technology plan

*Radio 1RPH thanks and acknowledges **Empact Group** for their work supporting the development of this document.*

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Radio 1RPH aims to remain a vital and trusted resource in the rapidly evolving media landscape. This Strategic Plan outlines the activities necessary to build on our strengths, address emerging challenges, and seize opportunities, ensuring the station's continued relevance and impact for years to come.

### Who we are

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Our vision and mission reflect our focus on amplifying diverse voices and fostering a sense of belonging. With our vision as our guiding beacon, our mission brings our impact to life.

**Our vision** is connecting people to community through accessible information and entertainment.

**Our mission** is to connect and empower listeners by transforming written media content into engaging audio, delivered through volunteer-led broadcasts.

### Our service

Radio 1RPH operates within the community broadcasting sector, guided by the Roadmap as a shared vision of community broadcasting being at the heart of every community.

Radio 1RPH is a Canberra-based broadcaster, delivering services to Canberra and surrounds as well as Junee and Wagga Wagga. We are an independent, not-for-profit organisation that provides a radio reading service to people with a print disability as well as to the general listening public.

We offer a trusted, human voice to deliver diverse news, education and entertainment content that fosters connection and enables participation.

## Our stakeholders

Our stakeholders are diverse and crucial to achieving our mission. Internally, the 1RPH Board provides strategic direction and governance; employees manage day-to-day operations; and members and volunteers contribute their time and expertise to programming and operations.

Externally, listeners are at the heart of the station's service; the disability sector helps promote the station's offerings; the radio media and community broadcasting sectors provide the broader context for Radio 1RPH's role within the media landscape; content providers offer material for diverse programming; partner organisations and supporters collaborate to enhance the station's impact; and donors and sponsors provide essential financial support. Finally, government bodies contribute through regulation, funding, and policy development, ensuring Radio 1RPH's sustainability and growth.

## Our environment

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Radio 1RPH has been delivering a vital, unique and localised service to a niche under-served audience for over 40 years. We have an established reputation and longstanding relationships with listeners, the community and local organisations. There are opportunities to further enhance and broaden our relationships through enhanced connection with community, leveraging our online and media presence as well as community outreach to enhance our impact.

Our current funding model of government grants supplemented by smaller donations and sponsorship lacks certainty and is sensitive to economic and political factors. It impacts on our ability to maintain and upgrade technology and infrastructure, as well as limiting options for paid staffing. Diversifying funding sources as well as leveraging partnerships and collaboration will maximise resources and enhance financial sustainability.

We have a large and deeply committed volunteer workforce with broad skillsets and experience. As the nature of work and volunteering shifts, workforce planning is critical for a sustainable workforce. Leveraging our workforce through strengthened volunteer management and initiatives like peer mentoring, skills refinement and upskilling, as well as enhancing the connection volunteers have with each other, the station and the community, will contribute to retention as well as attracting new contributors.

Radio 1RPH owns its station premises, benefiting from long term stability, flexibility and reduced costs. We have identified opportunities to upgrade facilities and technology through investment in a review; however, only essential repairs are able to be prioritised with limited funding. Addressing funding challenges will enable greater investment.

While traditional radio offers free access to listeners with basic equipment, emerging technologies and distribution models as well as audience preferences for on-demand content offer opportunities for Radio 1RPH to expand its offering. Expanding into digitised recordings, online streaming and podcasting could enhance our impact and attract a broader audience. In considering these avenues, we must also be mindful of increasing competition from digital media platforms.

With changing media habits and a growing audience for on-demand audio content, we also have an opportunity to expand our audience. This can be supported through an enhanced understanding of our audience, feedback from listeners and considering how our programming and content can be even more timely, relevant and representative of diverse interests.

# Our Strategic Priorities

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Our 2024-25 Strategic Priorities are crafted to align with the Roadmap and advance our shared vision of community broadcasting being at the heart of every community. These priorities including strengthening our engagement with the community and deepening our understanding of the diverse needs of our audience. By enhancing this connection, we can enrich our service offerings and amplify our impact, contributing to the wellbeing of those we serve. At the same time, securing financial sustainability is critical to ensuring we have the resources and capacity to meet the evolving needs of the community. This financial security also empowers us to explore new opportunities, adapt to emerging challenges, and further leverage our strengths as we continue to make a meaningful difference in the lives of our listeners.

## **Strategic Priority 1: Secure financial sustainability**

We will proactively plan for and seek funding that supports our financial goals to ensure we have the capacity to meet community needs.

### **1.1 Develop a funding strategy and plan**

- Success measure: achievement of short, medium, and long-term goals to manage the station's finances, as defined in our strategy and plan

### **1.2 Actively scan and apply for grant opportunities**

- Success measure: higher frequency of successful grant applications

### **1.3 Invest financially in experienced resources to prepare grants on behalf of Radio 1RPH**

- Success measure: higher frequency of successful grant applications

### **1.4 Standup a volunteer team dedicated to raising funds through community events**

- Success measure: increased funding reserve

### **1.5 Partner with external organisations, schools and universities**

- Success measure: shared resources and access to new sources of funding

## **Strategic Priority 2: Enhance understanding of our current and future audience**

We will establish methods to collect, analyse, and share audience feedback to understand our audience as well as listener preferences and future program needs.

### **2.1 Gather quantitative data on audience and listening habits**

- Success measure: increased understanding of audience size and demographic and listener habits including peak listening times and popular programs

### **2.2 Invite listeners to send feedback at the end of programs and share that feedback on air**

- Success measure: increased volume and frequency of listener feedback

### **2.3 Gather feedback through text message broadcasts and social media**

- Success measure: actionable feedback received through listener and stakeholder text messages, and through social media channels

### **Strategic Priority 3: Build community awareness and strengthen engagement**

We will enhance community awareness of and engagement in Radio 1RPH to broaden our audience, strengthen our volunteer workforce and enhance our impact.

#### **3.1 Develop a recruitment and volunteer management strategy that supports attraction, development and retention**

- Success measure: increased number of volunteers, increased diversity of volunteer skills and activities, enhanced volunteer experience

#### **3.2 Advertise at expos, in magazines and newspapers and through free community advertising**

- Success measure: increased number of volunteers, increased engagement from community, increased placements in community advertising

#### **3.3 Implement a station hotline that is always attended or diverted to mobile**

- Success measure: reduction in the number of missed calls and increased responsiveness to messages

#### **3.4 Seek opportunities for mobile broadcasting at school and university events**

- Success measure: increased mobile broadcasts contribute to increased listeners, volunteers and community engagement

#### **3.5 Engage industry stakeholders on collaboration opportunities**

- Success measure: positive industry relationships support collaboration opportunities

### **Strategic Priority 4: Expand programming to serve evolving community needs and amplify local voices**

We will use our enhanced understanding of our audience and connection with our community to enrich our programming to represent the diverse views and interests of our audience.

#### **4.1 Explore opportunities to represent voices of those with a disability**

- Success measure: increased representation of voices with a disability in audio content

#### **4.2 Seek feedback from volunteers on programming ideas and opportunities**

- Success measure: increased volume and frequency of volunteer feedback and ideas on programs

#### **4.3 Develop programs that provide audio descriptions of non-text visual material e.g. artwork**

- Success measure: positive listener feedback on programs

### **Strategic Priority 5: Implement the 2024 Technology Review**

Our technical plan will guide our use and maintenance of our current broadcasting and administrative technical infrastructure.

#### **5.1 To guide us in our technology priorities in the coming years**

# Monitoring and evaluation

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Monitoring and evaluation are integral components of Radio 1RPH's Strategic Plan, ensuring that the station stays on track toward its goals and delivers measurable outcomes.

Regular monitoring will involve tracking the progress of key initiatives through the Board. This will be done through ongoing data collection, including listener feedback, volunteer participation rates, and financial performance reports. Evaluation will take place periodically in Board meetings, assessing the effectiveness of strategies and identifying areas for improvement. By comparing actual outcomes with the priorities outlined in the Strategic Plan, Radio 1RPH can adapt its approach, make informed decisions, and continuously improve its operations.

Monitoring and evaluation will ensure accountability to stakeholders, support transparency, and guide the station in meeting its mission.

The committee reviewed the current strategic plan at its meeting in January 2026 and recognised the need to develop the current document into a 3 year strategic plan and underlying business plan.