



# STRATEGIC PLAN 2022-2027

QUEENSLAND RADIO FOR THE PRINT HANDICAPPED LIMITED  
LEVEL 13, 149 WICKHAM TCE, SPRING HILL Q 4000

## EXECUTIVE SUMMARY

What are the factors that contribute to people having opportunities for a high quality of life in our community? This question fuels the vision of Reading Radio and resides at the heart of our strategic plan. While we provide answers in the form of five-year objectives and strategies, we know that the most effective community foundations in the twenty-first century will continuously refine their strategies as the external landscape evolves and new lessons are learned. In this spirit, our strategic plan is intended to be a dynamic roadmap, defining a clear “destination” – where we want to be in 2027 – and encouraging flexibility and creativity throughout the journey over the coming decade.

This plan is intended to drive positive change within Reading Radio and the community while also embracing continuity. The plan provides a sharper focus to our work in the form of community-impactive objectives, driven by the community’s needs and priorities. It requires us to rethink how we organise our time and talent, and where we invest dollars. At the same time, the plan strongly reaffirms the station’s historical commitment to helping our community’s print disabled residents have access to information and education. The plan strengthens our commitment to donors, members, volunteers, sponsors, and community leaders as essential drivers of innovation and positive changes in our community.

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## MISSION STATEMENT

Reading Radio exists to empower and engage those with a print disability, vision impairment, and those who have English as a second language who live in the greater Brisbane area. This is done through reading informative, educational, entertaining, and community-minded printed content during our 24-hours a day, seven days a week broadcast on AM 1296, DAB+, and online streaming. We want to help foster a culture where a print disability is not a barrier to information, education, volunteering, or employment.

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## VISION

Reading Radio envisions a community where those with a print disability in the greater Brisbane area have better access to the news, current affairs, and literature thus helping to improve their lives. This is why our motto is ***empowerment through information***.

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## VALUES

**Leadership:** We listen to and learn from our community, our members, volunteers, and staff. Reading Radio continues to help better the lives of those with a print disability through information, education, and guidance.

**Equality:** We believe in the right of participation of those with a print disability and assist the community in ensuring that print disability isn’t a barrier to that.

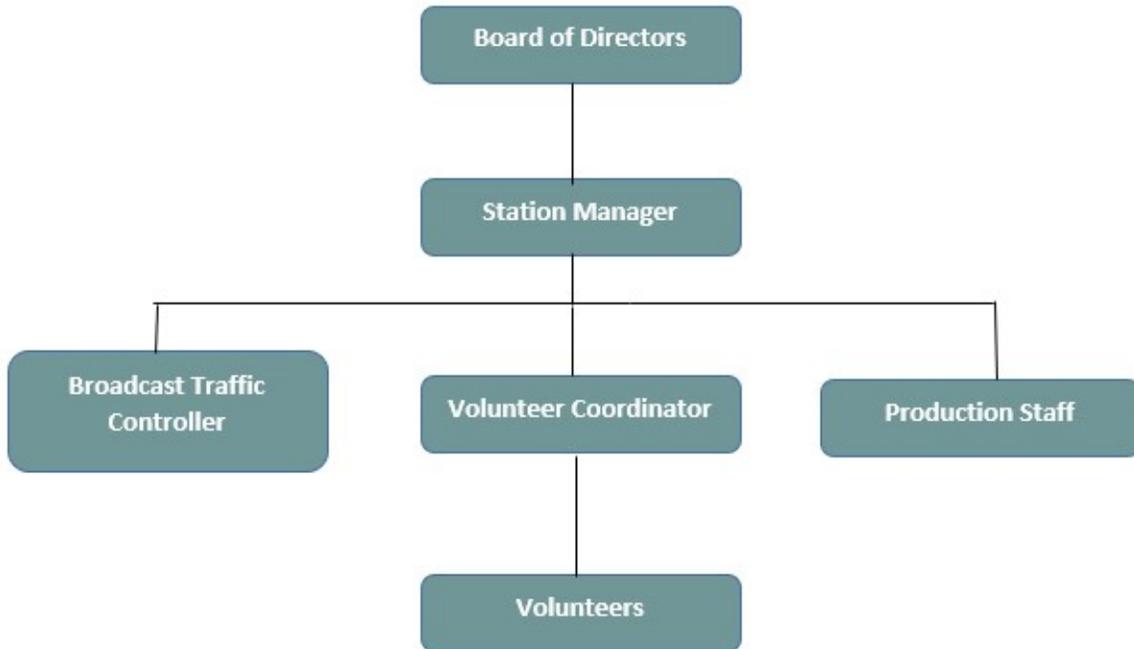
**Inclusiveness:** We practice and champion inclusiveness in our community. We honour diverse strengths, needs, voices, and backgrounds of all members of our community. We also encourage people from all walks of life to take part in our broadcasting activities.

**Service:** Reading Radio believes in excellence in service delivery through collaboration and effective communication. This service is achieved with the willing participation and commitment of volunteers, members, and the staff of Reading Radio.

This strategic plan is constructed to advance, uphold, and strengthen our mission, vision, and core values. It translates our enduring ideas into tangible outcomes and pragmatic strategies.

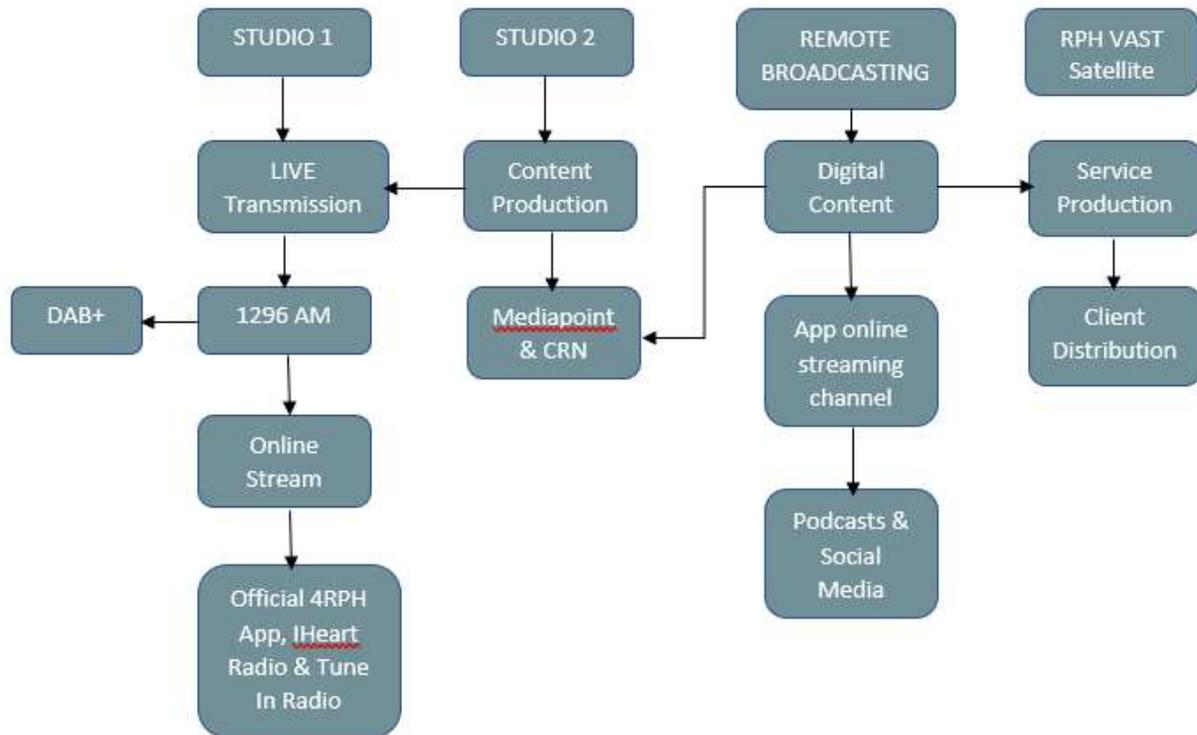
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**ORGANISATIONAL CHART**



*Updated February 2022*

## BROADCAST PIPELINE



Updated February 2022

## SWOT

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>- Niche Service</li> <li>- AM, Digital, and Online streaming signals</li> <li>- Ability to read most printed content</li> <li>- Advanced playout systems</li> <li>- Strong community support</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- Trouble attracting sponsors</li> <li>- Profit</li> <li>- AM Signal strength</li> <li>- Aging member &amp; volunteer base</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>- Better digital engagement</li> <li>- Programming variety</li> <li>- Strengthen internet service awareness</li> <li>- Partnerships with Universities</li> <li>- Different content streams online</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>- Podcasts</li> <li>- FM Radio</li> <li>- Ageing population</li> <li>- Reduction in amount grant funding</li> </ul>

## GOALS AND STRATEGIES

At one-time Reading Radio was the top station in the greater Brisbane area for the community to get their news. Over the past two decades, this has been in a steady decline due to lack of community engagement, lack of marketing, and not taking into consideration the community's wants and needs. In 2017, this trend was turned around, and we took the station in a new direction. To continue this trend, we will need to focus on five main goals.

### GOAL 1. GROW AUDIENCE, SALES, CONTENT, AND COMMUNITY ENGAGEMENT

Strategies	Activities	Measures
Participate in community events	Engage with local community groups and not-for-profits to participate in their events	Media coverage, social media engagement, an increase of member, volunteer, and sponsorship interest.
Target marketing via social media	Continue to develop and implement improved social media marketing	Increase in Facebook likes and Twitter followers by 10% each year.  The overall increase of volunteer interest through Volunteer Queensland, and our website.
Partner with sponsors to deliver mutually beneficial content projects	Seek and sign partnership agreements with sponsors for content production	Achieve an increase of 25% in sponsorship by December 2022, with an increase of at least 20% year on year after then.

<b>Strategies</b>	<b>Activities</b>	<b>Measures</b>
		An increase paid broadcast time by 25 per cent by 2023
Engage with volunteers' passions to help create diverse content and build community	<p>Establish new volunteer created content to deliver diverse programs.</p> <p>Hold volunteer events including training, social events, feedback forums.</p>	<p>Increase volunteer content creation in 2023 by 20%.</p> <p>Three planned and volunteer curated initiatives for 2022.</p>
Partner with Universities for content, listeners, and volunteers	Engage with main universities and promote volunteer opportunities with the station and marketing pathways for the university.	Re-establish detailed engagement arrangements with at least two universities by end 2022.
Establish RPH Creative content	Produce new educational video and audio content for digital distribution.	<p>Publish at least three new programs under the RPH Creative banner by the end of 2022</p> <p>Increase production by at least 2 new programs in subsequent years.</p>

## GOAL 2. CREATE A MORE INCLUSIVE AND DIVERSE CULTURE

<b>Strategies</b>	<b>Activities</b>	<b>Measures</b>
Engage with Aboriginal and Torre Strait Islander Community	Partner with the Turrbal Aboriginal Nation to help create inclusive and diverse content	<p>At least two Indigenous programs by the end of 2022.</p> <p>Increased to at least five in 2024.</p> <p>Indigenous volunteers on-air, and on the board.</p>
Engage with LGBTI community	Partner with QNews and Open Doors Youth Service to help create inclusive and diverse content	At least two LGBTI programs by the end of 2022.

		Increased to at least five in 2024.  LGBTI volunteers on-air and on the board.
Engage with the CALD (culturally and linguistically diverse) communities	Partner with 4EB and local ethnic communities	At least two CALD programs by the end of 2022.  Increased to at least five in 2024.  CALD volunteers on-air and on the board.
Celebrate women in the industry	Create specials for World Women's Day and profile the women that work and volunteer at Reading Radio	Increase our female volunteer participation by 10% in 2022.  Maintain at least 50% female participation on the Board
Establish more "English as a second language" specific content	Partner with local English learning centres to establish educational protocols for ESL content	At least two ESL programs by the end of 2023.  Increased to at least five in 2025

### GOAL 3. EMPOWER AND UPSKILL VOLUNTEERS AND STAFF

Strategies	Activities	Measures
Hold regular bi-monthly training events	Bi-monthly in-studio training on various topics, online educational tutorials	Improved technical and procedural understanding of the station, less on-air "dead spots."
Partner with an RTO to provide accredited training	Provide training for members, volunteers, and staff	Increase volunteer training numbers by 25 per cent each year
Partner with employment agencies for pathways for volunteers	Establish accessibility pathways for seniors, vision impaired, and ESL individuals	A minimum of a 5 per cent turnover in volunteers due to employment placement.
Celebrate our volunteers and members	Profile our volunteers on-air and via social media, hold	A 10 per cent increase in Community Engagement Survey entries each year.

	member and volunteer functions twice a year	The increase of 50 shares, likes, and retweets on social media posts per month.
Create volunteer award and appreciation event	Honour the hard-working volunteers by creating an honorary volunteer award	A 25 per cent increase in bi-annually internal review survey entries.

#### GOAL 4. CELEBRATE OURSELVES AND OUR COMMUNITY

Strategies	Activities	Measures
Establish RPH Inclusive Community initiative	Partner with local not-for-profits, highlight the work via on-air and social media promotions.  Engage in communities not represented on the station.	Partner with at least two NFPs by the end of 2023.  Increase in social media targets in followers and likes in 2023.
Promote special volunteers in the community	Share 'volunteer of the month' stories on-air and on social media	A 10 per cent increase in Community Engagement Survey entries each year.  The increase of 50 shares, likes, and retweets on social media posts per month.
Highlight our content on different platforms	Use social media and print partners via media release to promote popular, new, and exciting programs	An increase in web traffic in 2022.  A 10 per cent increase in Community Engagement Survey entries each year.  The increase of shares, likes and retweets on social media posts per month.
Engage with members and donors.	Expand member benefits, request feedback on new programs or schedule changes, and hold more member only events	A 10 per cent increase in donations in 2022.  An increase of at least 50 new members by end 2023.

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## YEAR TO YEAR ACTION PLAN

### 2022

By December 2022

- Complete technical upgrades to new premises
- Increase social media likes and shares by 10% from 1 January 2022
- Create at least three new RPH Creative programs
- Create at least two programs for Indigenous, LGBTI, ethnic, and ESL communities
- Re-establish partnerships with two universities and two NFPs for mutually beneficial engagement plans
- Run three volunteer training sessions and one social event for volunteers and members
- Increase sponsorship by 25%
- Increase donations by 10%
- Run bi-monthly training for staff
- Provide two training sessions for volunteers
- Acknowledge at least six volunteers on social media and on-air
- Develop new members welcome pack
- Hold at least one member only social event

### 2023

By December 2023

- Increase sponsorship by 20%
- Increase in paid broadcast time by 25%
- Increase donations by 10%
- Increase social media likes and shares by 10% (from previous year)
- Increase in volunteer content creation by 20% (from previous year)
- Increase production of RPH Creative programs by at least 2
- Develop an additional two ESL programs
- Establish new partnerships with two NFPs
- At least 50 new members
- Hold at least two member only events
- Provide at least four training sessions for volunteers
- Acknowledge at least 12 volunteers on social media and on-air

### 2024

By December 2024

- Increase sponsorship by 20%
- Increase all other income by 10%
- Grow all other activities by a minimum of 5%
- Other activities to be developed by July 2023

### 2025

- Increase sponsorship by 20%
- Increase all other income by 10%

- Grow all other activities by a minimum of 5%
- Other activities to be developed by July 2024

### **2026**

- Increase sponsorship by 20%
- Increase all other income by 10%
- Grow all other activities by a minimum of 5%
- Other activities to be developed by July 2025

### **2027**

- Increase sponsorship by 20%
- Increase all other income by 10%
- Grow all other activities by a minimum of 5%
- Other activities to be developed by July 2026