



BUSINESS PLAN

Hobart FM Incorporated
Broadcasting as
Community Radio HOBART FM

2017 - 2022

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INTRODUCTION

1.1 Background

Hobart FM Incorporated applied for and was granted a Public Radio License in 1977 under the auspices of the Tasmanian College of Advanced Education at Mount Nelson.

Using the call sign 7CAE-FM the Station broadcast a wide range of specialist programs. Following the college's relocation to Launceston in 1980, Hobart FM Inc. assumed the full responsibility in the running of the Station, subsequently moving premises to the Hobart CBD, where it continued to operate a lively and alternative radio service under the call sign of 7THE FM (Hobart FM 96.1).

In March of 1992 the station re-located to its current premises in the City of Clarence and are now located at 17 Alma Street, Bellerive where it is better placed to fulfil its role as a responsive and innovative Community Broadcaster with Specialist Music Programs, Community Access and Multicultural presentations, as well as information programs covering a wide and varied range of subjects. In 2008 the organisation changed its broadcast on air call sign from 92fm to Hobart FM 96.1

1.2 Scope

The Management Committee has set in place its objectives for the future survival of Hobart FM Incorporated. Its aim is to reach a wide number of listeners in the general Hobart area while filling the gaps left open by commercial and public radio (ABC and SBS).

While we are not in a financial position to contribute to radio surveys conducted by McNair Anderson or Morgan Gallup Poll, the station is part of the McNair Ingenuity survey conducted on a regular basis through the Community Broadcasting Association of Australia. Committee is of the firm belief that our listening audience is far greater than indicated when being grouped with "others" as is the current situation with commercial ratings and this has been substantiated by the Mc Nair Ingenuity surveys. Last survey available here <https://www.cbaa.org.au/sites/default/files/media/McNair%20Ingenuity%20Research%20-%20National%20Listener%20Survey%20-%20Main%20Report%20-%20Jan%202017%20-%20compressed.pdf>

Management are also of the belief that people do not associate the radio station they listen to as a Community Station, when in actuality it is, this is despite in the case of 7THE regular on air mention that we are a Community and Multicultural Broadcaster.

In recent years the Community Broadcasting Foundation in partnership with McNair Ingenuity have conducted several surveys on behalf of the Community Sector and while the Hobart sample is for all community stations in the region including the stations

located at Nubeena, New Norfolk and Geeveston, Committee is of the firm opinion that the figures shown are reasonably accurate in reflecting the audience that it reaches. Current figures show approximately 32% as listeners to Community Radio, some community stations i.e. EDGE Radio, Huon FM and Tasman FM do not have the audience reach that Hobart.

Committee is of the firm belief that apart from other Community Radio stations who cater for a similar audience, the other players in the field of radio (i.e. Commercial) caterer for vastly different audience with its music tastes.

Current programming philosophy appears to be working as is indicated from the various sources of feedback and we will continue to reach out into the areas that have not yet found us on the dial.

1.3 Methodology

Self-promotion is the best method of becoming wider known and received in the community, this is achieved by running regular fundraising events, which are classic music and quiz based; this type of entertainment totally lacking in Hobart for the over 50 age group.

Live out-side broadcasts have also helped to produce a greater community awareness and should remain to do so.

Management also supports fund-raisers i.e., Tas Fire, Community Houses, Apex, Lions and other Community based organisations.

We will continue to go out into the Community to spread the concept of Community Radio.

2. SITUATION ANALYSIS

2.1 Current Performance

Since 1995 Hobart FM Incorporated has slowly but surely clawed its way back into the market place.

In 1995 the Organisation was very close to being wound up with the incoming Committee of that year being faced with the daunting task of whether to wind up the Organisation or attempt a salvage, fortunately the latter was chosen and since re-gaining confidence in the Community, Hobart FM Incorporated has continued to grow in many areas and continues to do so in 2017.

Membership or subscriber ship continues to be a steady income source for the organisation in 1997-1998 the membership dollar increased by 5% with a further increase of 25% in

1998-1999 with a similar increase of 13.5% in 1999 - 2000. In March 2017 as was the situation in 2010 the organisation has approximately 360 members, while not growing, the situation has remained static and not decreased. Any decline in membership has been matched by new members and the organisation will continue to seek new members.

Music programming has changed slightly over the past 12 months which has shown a shift in sponsorship. We now have new sponsorship coordinators to pursue more sponsors suited to particular timeslots. Consumer confidence has also increased with the sponsorship dollar starting to move in an upward direction.

This was the area most affected by the “ill-treatment” of the Organisation over a number of years. While still not actively sought, sponsorship plays a vital part in the financial survival of the organisation.

Listener confidence is the most notable of the improvements to Hobart FM Incorporated over the past ten years or so and this is evident by the number of callers to the Station, either during request time or just to compliment the Organisation on its programming. This has also been borne out by the McNair Ingenuity surveys.

It has been necessary to take a change of direction in programming, with a large concentration towards and audience of 45 years and older, this change has also been reflected in the Membership growth.

Hobart FM Incorporated also dedicates a portion of its programming to Ethnic Broadcasting and the support from this sector of the Industry has also assisted the Management Committee in establishing itself in the Community.

2.2. Management and Staffing

Hobart FM Incorporated is operated by a Management Committee of twelve (12), including one representative from the Multicultural Broadcasters. The Committee is made up basically of a President, Vice President, Secretary and Treasurer with the balance being made up from ordinary Committee people.

There is currently no paid staff with a lot of the day to day operations being carried out by Members of the Committee or other volunteers. Our grants coordinator will be seeking funding to employ an admin officer in the studio for a minimum 15 hours per week (2018-2019).

The organisation is staffed by approximately 90 volunteers that participate in various aspects of broadcasting, some of these volunteers also assist in the day to day operations of the organisation including administration, technical and fundraising activities.

2.3 Distribution of Services

Hobart FM Incorporated is a Community Radio Station and its signal is distributed by links to a transmitter on Mount Faulkner in Hobart's northern suburbs and then to the Community at large either directly or via a translator service on Droughty Point servicing the poorer reception areas in the southern party of the city.

Because of the demographic lay out of Hobart and the hilly terrain, some difficulty is experienced in receiving a radio signal due to black spots which are experienced in some of the southern suburbs.

A translator service operations from Droughty Point covering any black spots that may occur in the southern suburbs.

In general the station's signal output is well received and is heard in areas as far afield as Dover to Brighton, New Norfolk to Triabunna and South Arm to Bagdad.

With the introduction of on-line broadcasting the station's signal can be heard on the World Wide Web - www.hobartfm.org.au

2.4 Competitors

Competition is limited in the area of Community Radio in Hobart as the other licensees in this sector target a totally different audience and in essence pose no real threat to Hobart FM Incorporated.

Commercial Radio poses no real threat apart from the race for the sponsorship dollar as they target a different audience and age group.

Hobart FM Inc. targets the 45 and over aged group during the daylight hours with a heavy concentration of country, nostalgia and 50's/60's/70's music being a key feature. Speciality programs are presented between 6pm and 6am nightly and daytime on weekends.

A.B.C. Radio poses no threats at all, as with the commercial stations the ABC attracts a totally different audience with a heavy concentration on talk and sport.

S.B.S. Radio, while broadcasting in various ethnic languages, poses no real threat as there programs emanate from Sydney and have very little if any local content. S.B.S. does broadcast in languages not heard on Hobart FM and attracts listeners that would not normally listen to Hobart FM.

3. DIRECTION

3.1 Values

Hobart FM realises its value in the community as a broadcaster, this is evident from public feedback. Its music programs target audiences not normally covered by mainstream radio. There other programs that allow a community voice, which otherwise would not be allowed on main stream radio including ethnic programs.

3.2 Business Objectives

It is the aim of Hobart FM Incorporated to further improve its standing in the business community and as such it is the long term goal of Committee that Hobart FM will rely on the sponsorship dollar to survive rather than government grants. New sponsorship strategies are in place along with more fundraising and awareness campaigns.

3.3 Advertising Strategy

Hobart FM apart from on-air promotions seeks every opportunity to promote itself to the general public. With some of its achievements it receives local print media coverage and this area of publicity although very limited will continue.

The station will continue to increase the number of outside broadcasts at various public functions and this should prove to be a valuable source of promotion.

Hobart FM continues to promote itself through fund-raisers such as concert functions etc.

Hobart FM will promote its Multi-Cultural aspect more in the print media which will also increase our weekly programming and raise awareness of our diversity.

4. DEMOGRAPHIC ANALYSIS

A survey of general listeners/membership and support base indicate that a large number of our listeners come from the working class areas of Hobart, with a much lesser number of known listeners coming from the more affluent suburbs.

It is noted that this is not the case with the suburbs of Howrah and Tranmere, which rank 2 and 3 behind Sandy Bay in regards to affluence. The support in these two suburbs is reasonably significant but no comparison to the support from the working class areas.

It must be taken into consideration that people from the more affluent suburbs do not want to be identified as making contact with a local radio station.

A survey of the Hobart area, with specific questions related to community radio is desired and should be conducted when funds become available.

This survey will help in assessing the areas of listener ship.

5. SWOT ANALYSIS

5.1 Strengths

Hobart FM considers its current strengths as being its listening audience. This has been achieved by the current program philosophy adopted by its Committee which has targeted an audience that is mainly forgotten by mainstream radio.

The organisation has a stable committee that is dedicated to the future of Hobart FM as a broadcaster and not as individuals whose main reason for involvement is self-interest. These two factors combined together with the adoption of an updated constitution a few years back has provided stability and continuity to the organisation which can only help in its growth.

5.2 Weakness

One of the main weaknesses of the organisation is the attitude of a small number of its members to accept, that although we are a community broadcaster, we must conduct ourselves as a professional organisation at every turn. Also some think we should be more like the commercial stations in order to get

The lack of funding is to a degree a weakness in that it does not allow the organisation to develop at the rate it would like to.

The in-ability to fund paid staff is a further weakness which should be addressed as the organisation continues to develop. Although paid staff is basically against the philosophy behind community radio, such a project would boost the organisations professionalism and sponsorship.

5.3 Opportunities

Hobart FM Incorporated is continually seeking opportunities to promote itself with in the community, taking every opportunity to participate in community events wherever possible and feedback indicates that our participation in the Community will, has and is bearing fruit.

It is also evident that main stream radio in Hobart is at times “syndicated” or “automated” and this area is beginning to provide opportunities to Hobart FM. We offer live local breakfast 7 days a week, overnight radio from our studios with local presenters who connect directly with our listeners in the community.

5.4 Threats

There are no major threats, but past history of the organisation reveals that member attitude, self interest groups, and the inability to accept change or accept the concept of what community radio is all about has a proven record that has on more than one occasion almost destroyed some stations.

Our constitution is under review to face the challenges of the future. We have engaged legal assistance from Justice Connect, a free legal service, to ensure good Governance, up to date policies and professional mechanisms are in place for the best possible outcomes for the community and for Hobart FM.

Attitudes continue to be a threat but are presently a minority, but with the involvement of so many people this is an area that should be monitored on a regular basis.

As indicated elsewhere in this Business Plan we are of the opinion that we cater for an audience not catered for by main stream radio in Hobart, but past history has shown that where opportunity strikes, sections of main stream radio have been to the fore front in attempts to remove Hobart FM from the broadcast band.

This is more evident when it comes to the sponsorship dollar, this is an area to be strongly monitored.

6. STRATEGIES

6.1 Business Objectives

To continue to make our mark in broadcasting in the general Hobart community.

To continue to broadcast to the needs of the community, which in turn provides vital income by way of Membership, Sponsorship and general support to the organisation.

To reach out at every opportunity in the area of self-promotion.

6.2 Staff Development

To provide Staff/volunteer training and support where ever possible.

Upgrade equipment to provide the latest in broadcast technology to our broadcasters.

As a volunteer organisation offer as many opportunities as possible to staff so that they can pursue a career in main stream broadcasting should they desire to move on.

6.3 Quality Improvement - Sales and Services

Provide a production studio for the production of sponsorship announcements, programs etc. which will add to the quality of the over-all product.

Prompt and efficient service to our clients will ensure a steady flow of business for the future.

Prepare for transition to Digital Broadcasting. Upgrade of Studios to ease access for presenters. This will ensure smoother operations during airtime. Studio B has been improved but is very small (no space for guests) and the current Studio A is over 40 years old and has antiquated equipment that constantly creates problems. Our grants coordinator is seeking funding to assist with the refurbishment of Studio A.

7. BUDGETS

Budgets must be prepared and monitored on a regular basis.

Past history of the organisation has shown this to be a major area that has contributed to the severe financial problems that Hobart FM has found itself in on numerous occasions.

The stations financial operations must be kept within budget to ensure a healthy future, with Committee endorsing all financial transaction.

Purchases must only be made when in a financial position to do so.



HOBART FM INC
Community Consultation

July 2019 - June 2023

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1 Purpose

This Consultation Strategy outlines Hobart FM Inc's approach during its five-year licence period to ensure that it connects with the community and encourages a broad cross-section of the licence area community and community organisations to contribute to the operations and programming of the service. It is to be read in conjunction with Hobart FM Inc's Engagement Program at all times.

This Consultation Strategy:

- assists the Board/Management Committee, sub-committees and staff to conduct effective community consultation;
- ensures that consultations obtain relevant information, opinions and data from members of the licence area community and community organisations; and
- provides a clear guide for the Board/Management Committee, sub-committees and staff on the various consultation methods to be used to obtain optimum outcomes from their consultations.

Hobart FM Inc has five (5) sub-committees. They meet regularly to assist them to address matters specific to their respective areas of responsibility. The sub-committees are: Program Sub-committee, Community Engagement (*including Social/Fundraising*) Sub-committee, Sponsorship Sub-committee, and Technical and Finance Sub-committee. These sub-committees constitute a formal mechanism which enables Hobart FM Inc to facilitate participation by members of its community interest in the operations and programming of the service.

While consultation is used to obtain information and opinions on a variety of issues relating to the service, including operations and programming, the Board/Management Committee remains the overarching determining authority.

2 Background and scope

This Consultation Strategy applies to:

- Board/Management Committee members;
- Sub-committees members; and
- Staff.

Community consultation is an interactive process between Hobart FM Inc and the community in the Hobart FM Inc RA(X) licence area. It promotes the exchange of ideas and information as well as the identification of relevant issues and options. This enables Hobart FM Inc to continue to represent its Hobart FM Inc community interest, and furthermore, to involve members of the community in the decision-making process relating to the operations of the service, as well as in the selection and provision of programs.

While the information and opinions held by members of the community and community organisations are varied and may be conflicting at times, community consultations help to bring about shared views and outlooks. To achieve this, community consultations are to be conducted according to the following principles:

Community consultations are to be:

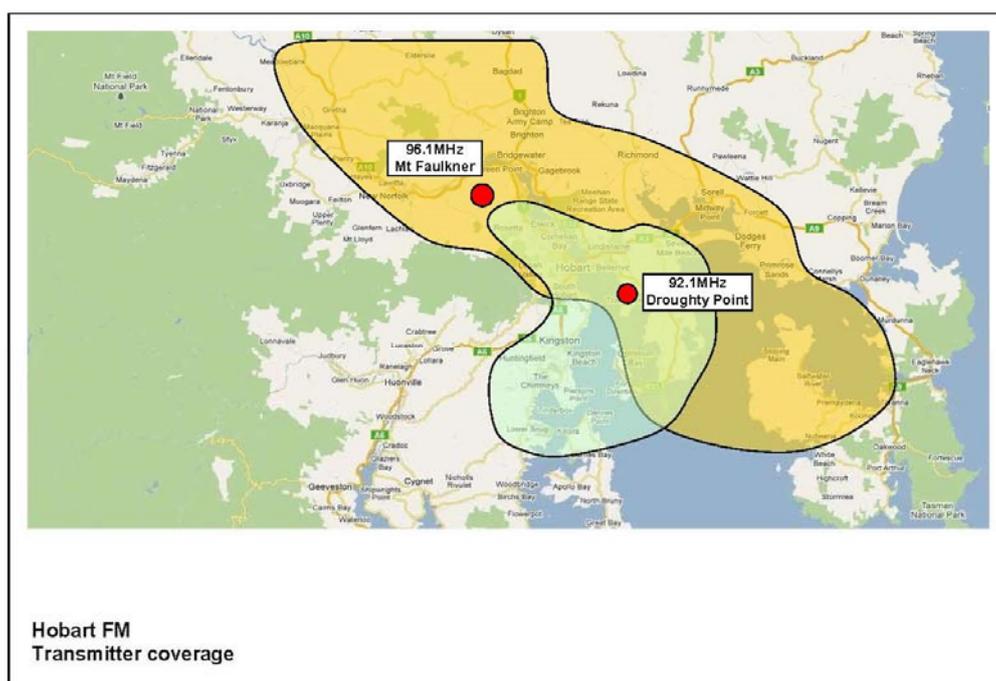
- community focused and targeted;
- interactive and inclusive;
- responsive and constructive; and
- timely and documented.

3 The Hobart FM Inc RA(X) licence area community

For Hobart FM Inc, representing the Hobart FM Inc community interest in the Hobart FM Inc RA(X) licence area means providing a service that meets the needs of people who:

- live or spend a substantial amount of time within the Hobart FM Inc RA(X) licence area; or
- share an ethnic or cultural background; or
- share religious beliefs; or
- share, or identify with, some other particular characteristic or interest.

A map of the Hobart FM Inc RA(X) licence area is provided below.



In addition to the general community within a licence area, community organisations provide fertile ground for community consultation. Community organisations encompass a diverse list of institutions in our licenced area. Hobart FM Inc will encourage participation from schools, universities and churches, as well as agencies representing sections of the community such as cultural, youth, women's, men's and senior groups. Hobart FM Inc will not exclude any person or group on the basis of ethnicity, nationality, race, language, gender, sexuality, religion, age, physical or mental ability, occupation, cultural belief or political affiliation.

4 Matters for community consultation

Hobart FM Inc will:

- hold regular gatherings open to the public and have information available;
- distribute questionnaires and undertake surveys of listeners and the wider community to ascertain the extent to which Hobart FM Inc is responding to their needs and meeting their interests;
- identify the needs and interests, including key issues and specific areas, of significance and priority to the community interest in the Hobart FM Inc RA(X) licence area;
- consult on the most efficient ways and the most appropriate strategies to respond to those needs and to meet those interests;
- identify and remove barriers to participation by members and volunteers in the operations and programming of the service; and
- make available operations and programming opportunities within the service to broaden the scope for participation by members and volunteers in the service.

5 Methods for community consultation

Information may be distributed to community organisations and members of the licence area community in emails and letters, newsletters or brochures. However, their opinions and ideas are sought with a range of methods. Such methods for community consultation include but are not limited to the following:

- having a presence at key community events such as cultural events;
- holding or participating in workshops and seminars;
- holding or participating in discussion forums and community meetings; and
- administering questionnaires and surveys.

6 Community consultation process

The most appropriate method will be selected for each community consultation to allow for the open exchange of information and ideas between Hobart FM Inc and the relevant community organisation or members of the community participating in that consultation.

This will entail the following process:

- identify the issue or area requiring community consultation;
- identify who will participate in the consultation;
- identify when and where the consultation will take place;
- identify how the consultation will take place;
- implement the consultation and gather results;
- analyse the results against the issue or area for consultation;

- make recommendations for responding to the issue or addressing the area consulted; and
- implement the approved response and/or actions.

7 Community consultation protocols

In undertaking community consultation, the Board/Management Committee, sub-committee and staff will operate according to the following protocols:

- specify the issue or area for consultation;
- convey information simply and concisely;
- canvass and hear all information and opinions;
- enable participation of those from different cultural or linguistic backgrounds;
- allow adequate time for input and feedback;
- acknowledge time made available;
- honestly collate and fairly analyse all input; and
- inform the community the results and actions for implementation.

8 Review

This Consultation Strategy may be reviewed from time to time, as required, or within six (6) months of the election of a new Board/Management Committee.

9 Relationship to other documents

All Hobart FM Inc policies will be aligned with those set out in this Consultation Strategy and the Engagement Program, as amended from time to time.

Please see over for Engagement with Multicultural Community

Notes to engagement with community – specifically Multicultural Community.

All of the above Community Engagement and Consultation information is also applicable in this section.

Engagement with Multicultural Community includes members of Multicultural Broadcasters of Hobart FM and members of the multicultural communities.

Hobart FM encourage program applications from all multicultural individuals and groups. Hobart FM has an established protocol for communicating with Multicultural groups and individuals.

Hobart FM must - recognise existence, recognise spokesperson, accept program ideas/applications from the group/individual for consideration.

Hobart FM encourage all multicultural presenters and members to utilise contacts on the committee of management to express their views.

While there is no obligation to dedicate a nominee from Multicultural members onto the committee, Hobart FM encourages Multicultural members to nominate for committee of management.

There is an obligation to consult with all multicultural groups and individuals including Multicultural Broadcasters.

7THE-FM Technical Strategic Plan 2018 - 2021

	2018	2019	2020	2021
Studio A		X		
Re-furbish existing studio with new furniture and purchase a new mixing console. Apply acoustic treatment to studio walls and ceiling.				
New Outside Broadcast Equipment		X		
Droughty Point upgrade				X
Install higher capacity cavity filter Install IP link for monitoring and control Install mixed polarised array to meet ACMA spec for site Install fail-over to off-air as program source on failure of STL				
Digital Transition				
Upgrade of equipment for Readiness to Digital transmission		X		
Equipment Room		X		
Relocate equipment room Install new equipment racks Install improved monitoring Investigate UPS upgrade				
Mt Faulkner upgrade			X	
Install IP link for control and monitoring Upgrade transmitter remote switching Investigate back-up power strategy.				
Studio B console upgrade				X
Console will now be 20 years old and consideration will be given to its replacement if deemed necessary				
Office and Green room		X		
relocation and Renovation of office and green rooms and new works on outer building				
Disabled Access				X