



Radio 2RPH 2023 strategy

Executive summary

2RPH is uniquely placed as the only radio station in NSW providing a service to those unable to access published material. It maintains this position as the only station in Australia able to reach existing and potential listeners on AM, FM and digital channels.

Over the next three years, we will broaden our program appeal by: diversifying our audience, including attracting a younger audience; and extending our broadcast footprint across NSW.

We will do this by providing diverse programming, expanded services in new areas of NSW, delivering content to our listeners to their preferred device, and strengthening new and existing partnerships. These aspirations will be underpinned by the infrastructure, resources and expertise required to facilitate our vision.

Who we are

2RPH is a community radio station that broadcasts in Sydney on 1224 AM and 100.5 FM and in addition to 2RPH Digital and Newcastle/Lower Hunter on 100.5 FM.

We provide reading services as part of our view of the right of everyone to have access to published material. 2RPH radio station is run by around 200 volunteers and is funded in part by government grants, memberships, fundraising, sponsored messages and corporate support.

We aim to attract new listeners, readers and volunteers from a potential audience, of 390,000 sight-impaired people in Sydney i.e.10% of the population. Of those, 137,000 (35%) are “occasional” listeners to community radio while 76,000 (19%) are weekly listeners to community radio. The opportunity to increase listenership is clearly evident.

While audiences with a print disability and people over the age of 65 remain at the core of 2RPH listeners, there exists a large group of people, whom for a number of reasons are unable to access published material. This includes people with a physical impairment, those who are isolated and those for whose first language is not English.

Additionally, increasingly busy lifestyles leave little time for leisurely reading which in turn has increased the demand for print material in audio format such as audio books and audio magazine articles.

The increased use of mobile devices to listen to audio content has driven an increase in the number of hours people access our content. Listeners can now access audio content

from anywhere i.e in the car, at home, commuting to and from work or wherever they may be.

2RPH broadcasts 24 hours a day with volunteers preparing, producing and presenting the majority of programs. These include daily items from local and national newspapers, Australian and international magazines, books and station curated content.

We are part of the Radio Print Handicapped Network, which is a for a unique network of radio reading services which champion the rights for all to access published material.

Our Impact

In developing programs we seek partnerships and collaboration with other organisations that exist to promote inclusion and participation in the community. We do this by:

- Providing information that assists those with a disability; those managing their mental health or who are older and unable to access appropriate support and services;
- Driving an understanding of the issues facing those with a disability and the challenges of living with physical disability, mental illness, or ageing;
- Reducing isolation: our broadcasts help people increase their participation in the community by becoming aware of events, information and opportunities, and to help reduce a sense of isolation;
- Entertaining and enriching our listeners with programs to help foster enjoyment and involvement in public issues and discourse.

Our Stakeholders

External stakeholders include:

a) Listeners are those who:

- are blind, or who have low vision;
- Live with a physical disability or who are hospitalised; in aged-care facilities, or who are infirm and restricted in mobility and independence;
- have difficulty reading or comprehending written information, e.g. migrants; people with an intellectual disability; have early dementia; those who have low levels of literacy and those for whom English is a second language; and
- isolated; time poor; drive for a living; are unable to regularly purchase or access a range of published content those who enjoy the diversity and style of programs provided by 2RPH.

b) Disability and broadcast sectors

This group includes:

- Sector policy makers and peak organisations eg Community Broadcasting Association of Australia (CBAA);

- Peak state and national organisations eg Blind Citizens Australia, Vision Australia, People with Disability Council of NSW; and
- Community organisations eg: Blindness, disability.

c) Content providers

- Media organisations whose content is broadcast by 2RPH;
- Publishers of titles read by 2RPH presenters; and
- Other RPH stations, web content providers and other community stations.

d) Funders and supporters:

This target audience includes:

- Funding bodies eg Family and Community Services (FACS), Broadcasting Foundation of Australia (CBF);
- Sponsors of programs, studios and presenters;
- Donors and those making a bequest; and
- Our geographic community – Sydney, Newcastle, Lower Hunter, Wollongong, Illawarra NSW.

e) Government

These include:

- **Local government:** Sydney City Council, Glebe Council, Newcastle City Council, Wollongong City Council, Sutherland Shire,
- **State Government:** NSW Governor; NSW Minister for Family and Community Services; NSW Ageing and Disability Commissioner; Local Members; and
- **Federal Government:** Federal Minister for Communications; Federal Minister for Seniors, Federal local members, ACMA, NDIS.

Internal stakeholders include: 2RPH Board, Employees, Members and Volunteers.

Strategy 2021-2023

We are a successful community radio station with over 300,000 monthly listeners and a reach from Wollongong and Sydney to Newcastle and the Lower Hunter. We are essentially a “radio reading service” – reading published material over broadcast radio for those who for any reason are unable to access print. As part of our inclusive agenda we now produce some curated content and expanded dissemination via channels such as podcasting and streaming.

Our Challenges and Opportunities

As with most organisations challenges and opportunities exist. For 2RPH these include:

Growing and Diversifying our audience: Our audience is ageing – and as well as addressing their needs, we also must find ways of appealing to younger demographics. At the same time, we are seeing “emerging audiences” arise for broadcast content and the opportunity is there to foster this by creating new programs presented by a greater diversity of presenters.

The adoption of new technologies, by listeners, may threaten our traditional radio reading service: New technologies (including AI) are increasingly likely over the next few years to finally make computer text reading more natural and accessible. We expect to see an increase in competition to our traditional reading service over that period and the demand for curated content may increase.

Changing audience expectations for accessing content: The development of “multi-channel” “platforms” and high-quality sound available in new media will increase listeners expectations easy and wide points of access.

Growing and diversifying our volunteer base: Our volunteer base will need to diversify to reflect the diversify in our broadcast content which in turn will reflect a diverse audience. The challenge of attracting and retaining high quality volunteers at all levels of the organisation is ongoing.

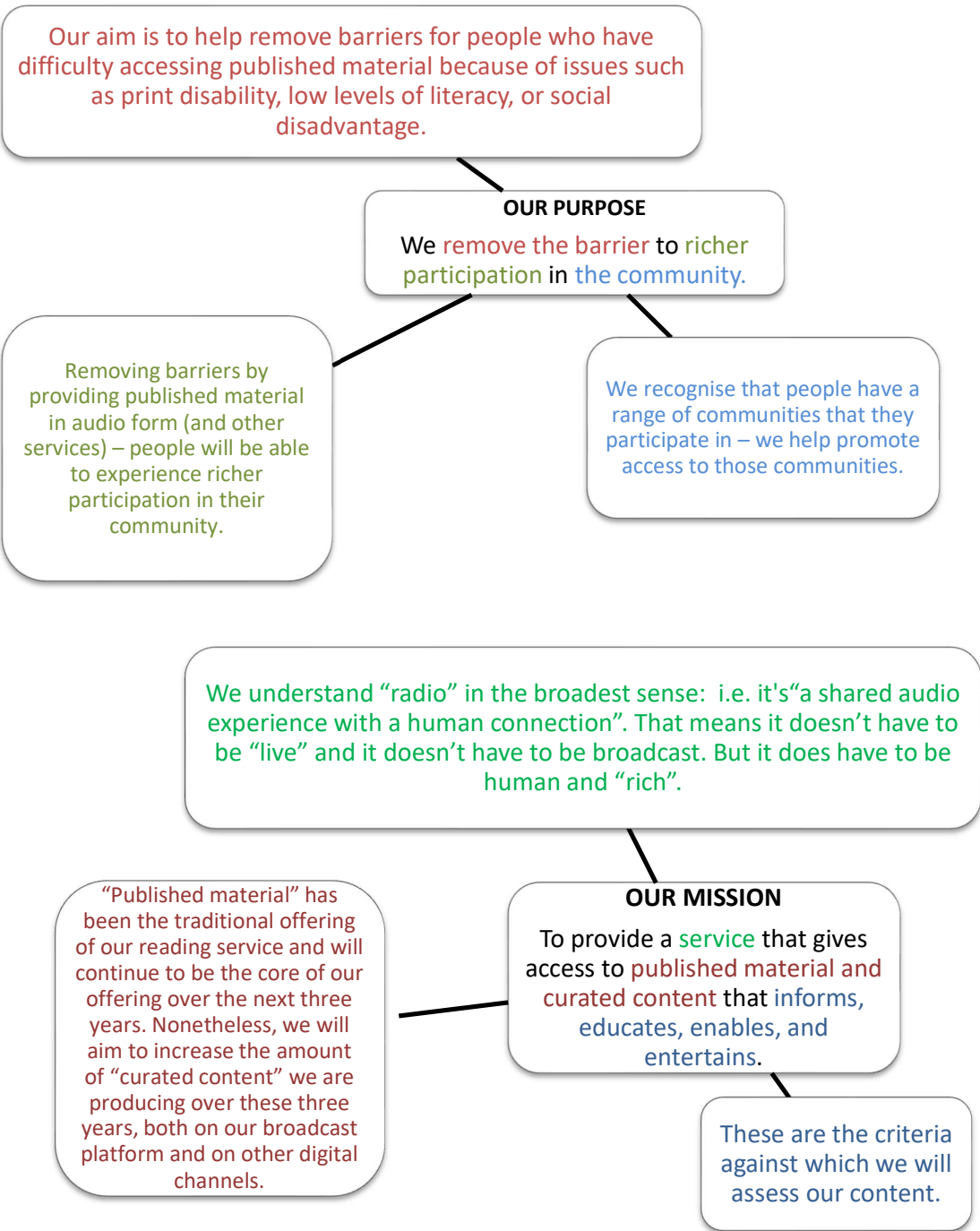
Lifting technology and infrastructure quality and accessibility: A key element in being able to meet the wide range of expectations will lie in better technology and more accessible premises. These need to be addressed as a matter of priority.

Growing and diversifying our revenue: To enable all this to occur we will need both to grow our revenue and start to diversify away from our reliance on grants.

Our 2023 Plan outlines our focus areas, objectives, and the outcomes we wish to accomplish. We recognise that certain activities are required to facilitate many of the initiatives we want to achieve. These are noted as enablers in part 4 of the strategic framework. This plan also outlines how we will measure our performance in achieving our aims.

We are entering an exciting period of expansion and growth and in activating our Plan to 2023 we are confident that we can draw on our whole community of volunteers, listeners, and personnel.

We look forward to strengthening our footprint across NSW, elevating our programming, diversifying our audience and heightening our relationship with our partners and the community.



PROGRAMMING - PROFILE BUILDING AND OUTREACH - STAKEHOLDER PARTNERSHIPS



Engaged and Capable Volunteers and Staff

Supportive Infrastructure
(Premises, studio, technology, governance frameworks, organisational policies)

STRATEGIC FOCUS AREAS

| 1. PROGRAMMING: Provide informative, enabling and entertaining content and information on issues and events of interest to a diversified audience. | |
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| OBJECTIVES | OUTCOMES |
| <p>1.1 Provide listeners with content that enhances their potential to participate in the community.</p> <p>1.2 Facilitate content that fosters and celebrates the abilities of our listeners.</p> <p>1.3 Generate content relevant to younger and more culturally and geographically diverse audience.</p> | <ul style="list-style-type: none"> • Content is significantly diversified, including content for younger audiences, those with disabilities and older Australians resulting in a significantly varied and younger audience. • Programming opportunities are supported by a broad range of community groups. • The audience is enriched and advanced by high standards of journalism, literature and broadcasting. • Curated programs and content become an increased proportion of our overall programming. • Our programming continues to be informed by our listeners. |

| 2. PROFILE BUILDING AND OUTREACH: Develop a significant footprint across NSW through broadcast and other distribution arrangements. | |
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| OBJECTIVES | OUTCOMES |
| <p>2.1 Provide access to our programs and services across NSW and beyond through expanded services.</p> <p>2.2 Expand our reach beyond traditional broadcasting via multiple platforms.</p> <p>2.3 Harness the burgeoning interest in audio services in the community.</p> | <ul style="list-style-type: none"> • The community of Wollongong can access our station through the full activation of our licences. • People in health and aged care facilities are able to select 2RPH as a listening option to inhouse broadcasting services. • People across NSW enjoy our programs as demonstrated by an increase in listenership across all our platforms. • A profitable Audio Book service is established and seen as a valuable initiative for emerging writers. |

| 3. STAKEHOLDER PARTNERSHIPS: Strengthen our position as a respected and widely recognised niche station in the media through strategic partnerships. | |
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| OBJECTIVES | OUTCOMES |
| <p>3.1 Support listeners in accessing unique and relevant content through pertinent partnerships.</p> <p>3.2 Engage other parts of the media for specialised services and content.</p> <p>3.3 Enhance our reputation as a community builder through strong links with the community and government.</p> | <ul style="list-style-type: none"> • Increased awareness of 2RPH supported through partnerships with organisations in the disability, blindness, health, aged care sectors, and in emerging areas. • Ongoing partnerships are established with publishers to create mutual value. • Community broadcasting stations in NSW increase their accessibility and RPH programming. • Successful engagement and regular communications with relevant NSW Ministers and bureaucrats as measured by their willingness to engage and support the station. • Established initiatives that engage current and potential listeners and the broader community. |

| 4. Deliver governance, financial and general management and technical capabilities to meet the needs of 2RPH listeners. | |
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| OBJECTIVES | OUTCOMES |
| <p>4.1 Generate and diversify income to effectively resource the organisation.</p> <p>4.2 Ensure governance structures, policies and procedures and operations are effective, transparent and engaging.</p> <p>4.3 Provide a fit for purpose, contemporary, efficient, safe, accessible and productive workplace using the most contemporary and accessible technologies available.</p> <p>4.4 Deliver high standards of content production through recruitment, induction, and professional development.</p> | <ul style="list-style-type: none"> • Revenue from other business activities becomes a reliable source of income. • We provide a contemporary, efficient, safe, accessible and productive workplace. • Equipment and premises actively support the strategy. • People with disability and from diverse backgrounds are engaged at every level of the organisation. • Stakeholders can utilize the website to access content, become involved with the station, donate, and participate in initiatives with ease. • The Quality Assessment and Professional Development Framework meets the needs of volunteers and the station. • A strong and enduring engagement program in place including their management, recruitment and nurturing. • Increased diversity in our content is driven by the diversity of volunteers. |

IMPLEMENTATION & EVALUATION

Tactics and Key Performance Indicators

Our strategic plan is underpinned by an Operational Plan which details the full range of tactics we will employ to achieve the goals and objectives. All our key tactics are linked to short- and long-term key performance indicators (KPIs), over the duration of the plan.

Monitoring

Biennially, we will undertake a review of our progress, to ensure that we are achieving our strategic goals through relevant tactics and operational activities. This action will enable us to adjust our activities and organisation capacity to meet any emerging requirements and expectations of our stakeholders, in the ever-developing audio and broadcasting landscape.

Evaluation

Formal, and incidental listener feedback and evaluation processes form part of the design and delivery of all programs. Feedback and evaluation are sort as part of all engagement activities such as volunteer events, community Expos and professional development workshops. The feedback we receive will be used to continually improve the quality and relevance of our programs and services.