

**Radio 2RPH 2023 strategy**

**Executive summary**

2RPH is uniquely placed as the only radio station in NSW whose role is to provide a service to those unable to access published material. It also maintains its coveted 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 concentrate on broadening our program appeal; diversifying our audience, including attracting a younger audience; and extending our broadcast footprint across NSW.

We will do this by providing increasingly 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 in addition to 2RPH Digital and Newcastle/Lower Hunter on 100.5 FM. 2RPH offers reading services as part of their belief in the rights for all Australians to access published material. 2RPH radio station is funded in part by government grants, memberships, fundraising, sponsored messages and corporate support.

We station aims to attract new listeners, readers and volunteers from a potential audience, of 390,000 sight-impaired people in Sydney i.e10% 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, more opportunities are now available for 2RPH. This is an expanded community of interest thus more demand for the type of content the station provides.

The increasingly busy lifestyle of people leaves no time for people to sit and read and has also increased the demand for print material in audio format such as audio books and audio magazine articles.

The increase in the number of people using mobile devices to listen to audio content has removed the limit on the number of hours people access such content. Listeners can now access the content from anywhere (and don’t have to necessarily be at home), in the car or at work as was previously the case.

2RPH is on air 24 hours a day. Volunteers prepare, produce and present the shows, this includes daily items from local and national newspapers, Australian and international magazines, books and station curated content.

Radio for the Print Handicapped of NSW (2RPH) is a part of the Radio Print Handicapped Network, which is the peak Australian body for a unique network of radio reading services which champion the rights for all Australians to access published material.

**Our Impact**

In developing programs 2RPH seeks partnerships and collaborations with other organisations to facilitate a sense of belonging by informing and connecting with those who are part of, or care for, a member of its community of interest. 2RPH contributes to the cohesion of the community and a person’s wellbeing by:

* Empowering listeners: 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;
* Informing the public: driving an understanding of the issues facing our Community of Interest and the challenges of living with disability, mental illness, or being older;
* Reducing isolation: via our broadcasting capability helping more Australians increase their participation in the community by becoming aware of events, information and opportunities, and in so doing reduce a sense of isolation;
* Enriching our listeners well-being and engagement: by presenting enlightening and entertaining programs help develop an understanding of their place in the community and help foster participation in public discourse.

**Our Stakeholders**

**External stakeholders include:**

1. **Listeners**

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

1. **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.

1. **Content providers**

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

1. **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 – Glebe, Newcastle, Wollongong, NSW.

1. **Government**

These include:

* **Local government:** Sydney City Council, Glebe Council, Newcastle City Council, Wollongong,
* **State Government:** NSWGovernor; NSWMinister for Family and Community Services; NSW Ageing and Disability Commissioner; Local Member; and
* **Federal Government:** Federal Minister for Communications; Federal Minister for Seniors, 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 Sydney to Newcastle. We have traditionally regarded ourselves as a “radio reading service” – reading published material over broadcast radio for those with a print disability. However, over the last few years we have begun to develop other services, while retaining our traditional activities: we now produce some curated content; and we have added other dissemination channels besides broadcast such as podcasting and streaming.

**Our Challenges and Opportunities**

We face various challenges and opportunities, but the most significant ones that need to be addressed by this strategy are:

**How we grow and diversify our audience***:* Our audience is ageing – we need to find ways of appealing to younger demographics. At the same time, we are seeing “emerging audiences” arise for our content: we should look at ways of fostering and developing these. We also have a strong desire to increase our ties in the areas of blindness and disability, and with other relevant stakeholders.

**The potential of new technologies to threaten our traditional reading service offering***:* New technologies (including AI) are likely to finally make computer text reading more natural and accessible over the next five years. We expect to see an increase in competition to our traditional reading service over that time.

**The changing audience expectations for content access***:* We are seeing the rise of “multi-channel” “platforms” in media and a consequent rise in the expectations of easy and wide access.

**Growing and diversifying our volunteer base***:* Our volunteer base will need to diversify as we look to diversify our content (in response to audience diversification). We continue to face the challenge of attracting and retaining high quality volunteers at all levels of the organisation.

**Lifting technology and infrastructure quality and accessibility***:* A key part to meeting the above expectations will be better technology and more accessible premises. We need to address these 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 Strategic Plan 2021-23 outlines our focus areas, objectives, and the outcomes we wish to accomplish. We recognise that enabling activities are required to facilitate many of the initiatives we want to undertake. These are noted as part of the strategic framework. This plan also outlines how will measure our performance in achieving our aims.

We are entering an exciting period of expansion and growth and to activate our plans we are confident that we can draw on our whole community of volunteers, listeners, and personal. 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.

**Strategic Goals**

Stakeholder Partnerships

Profile Building and Outreach

Programming

Engaged and Capable Volunteers and Staff

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**External level: STRATEGIC FOCUS AREAS**

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| **PROGRAMMING:** **Provide informative, enabling and entertaining content and information on issues and events of interest to a diversified audience.** | |
| **OBJECTIVES** | **OUTCOMES** |
| 1.1 Generate content relevant to younger and more culturally and geographically diverse audience.  1.2 Provide listeners with content that enhances their potential to participate in the community.  1.3 Facilitate content that fosters and celebrates the abilities of our community of interest. | • Content is significantly diversified, including content for younger and diverse-ability audiences resulting is a significantly diversified and younger audience.   * Programming opportunities our supported by members of diverse community groups.   • The audience is enriched and advanced through programming reflective of high standards of journalism, literature and broadcasting.  • Curated programs and content are a greater proportion of our overall programming.   * Our programming is increasingly informed by our listeners. |
| **PROFILE BUILDING AND OUTREACH:** **Develop a significant footprint across NSW through broadcast and other distribution arrangements.** | |
| 2.1Provide access to our programs and services across NSW and beyond through expanded services.  2.2 Expand our reach beyond traditional broadcasting via multiple platforms.  2.3Harness the bourgeoning interest in audio services in the community. | • The community of Wollongong can access our station through the activation of our Wollongong licence.  • 2RPH is ready to expand to a second well researched area of expansion.  • People in health and aged care outlets able to select 2RPH as a listening option to inhouse broadcasting services.  • People across NSW enjoying 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. |
| **STAKEHOLDER PARTNERSHIPS:** **Strengthen our position as a respected and widely recognised niche station in the media through strategic partnerships.** | |
| 3.1 Support listeners in accessing unique and relevant content through pertinent partnerships.  3.2 Engage other parts of the media for specialised services and content.  3.3 Enhance our reputation as a community builder through strong links with government. | • 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. |

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| **Engaged and Capable Volunteers and Staff**  **Supportive Infrastructure**  *(Premises, studios, technology, governance frameworks, organisational policies)* | |
| 1. **Deliver sound governance, financial, management and technical capabilities to meet the aspirations of 2RPH.** | |
| **OBJECTIVES** | **OUTCOMES** |
| 4.1 Generate and diversify income to effectively resource the organisation.  4.2 Ensure governance structures, policies and procedures are effective and transparent.  4.3 Provide a fit for purpose, contemporary, efficient, safe, accessible and productive workplace using the most contemporary and accessible technologies available.  4.4 Deliver high standards of content production through recruitment, induction, and professional development. | • Revenue from other business activities becomes a reliable source of income.  • We provide a contemporary, efficient, safe, accessible and productive workplace.  • The equipment and premises are actively supporting 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.  • Strong engagement program is reactivated with volunteers post- COVID– including management and recruitment.  • 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 indictors (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.