

2021/24

The logo features two overlapping circles: a white one on the left and a teal one on the right. The number '4' is black and positioned on the white circle. The letters 'ZZZ' are white and positioned on the teal circle. Below this, the words 'STRATEGIC PLAN' are written in black, spanning across both circles.

**4ZZZ**  
**STRATEGIC PLAN**

**Connecting and amplifying  
the voices of our local  
communities**

# Introduction

4ZZZ are embarking on a new Strategic Plan commencing in the 2021 financial year to see us through to 2024.

The Station Manager and the board undertook a period of volunteer & staff consultation to develop this plan, that included surveys and an in-person planning day at the end of 2019. The original timeframe had us launching the new plan at the beginning of the 2020 financial year.

However, the unforeseen trials of 2020 meant that we had to pause and reflect on our strategic goals. The plan we have produced below is focussed on getting the basics right: broadcasting relevant content that connects with listeners no matter how they are tuning in, and improving our finances and our physical infrastructure with a focus on accessibility & redundancy planning.

The Strategic Plan for 2017-2020 concluded with a lot of accomplishments under its belt, including a review of subscription systems leading to the first subscriber price increase in 7 years, introducing increased airplay quotas to ensure announcer playlists reflect our values, redevelop the 4ZZZ website, online cart and database and improving human resource outcomes with consistent reviews of both staff and volunteer roles. It was a broad and ambitious plan, at times difficult to decipher which elements of the plan took precedence.

This new plan clearly identifies the priority areas to focus on. Engagement & Broadcasting covers our listenership, our content and our stakeholders including a Pay The Rent plan. This followed a conscious decision, in consultation with First Nations broadcasters & board members, to move away from the more formal Reconciliation framework for First Nations engagement. Organisational Capacity focuses on getting our organisation structure & remuneration right across both paid and volunteer roles, undertaking the long-awaited accessibility projects to the building, increasing income & planning for tech redundancy.

The challenges of 2020 combined with the milestone of our 45th year of broadcasting provided a space for reflection on 4ZZZ's history, how far we have come and what our future holds.

The development of the Strategic Plan 2021-24 benefited from this reflection, and we hope it brings a focus & clarity to the direction of the station overall.



# Values and People



## OUR VALUES

**Respect** – We will embrace a culture of respect among ourselves and with others

**Independence** – We will promote community action and forge our own way

**Diversity** – We will value and engage people on the margins

**Creativity** – We will support and encourage creative thinking and actions within our community



- People seeking an alternative
- People seeking an independent source of news and platforms for discussion
- People who don't have a voice and who are misrepresented in the mainstream media
- Subscribers and listeners
- The local music community, music nerds and music subcultures
- The local arts and cultural community
- Brisbane and South-east Queensland communities
- People wanting to participate in media platforms or related fields



## WHO WE EXIST FOR

# Strategic Focus Areas

## 01

### ENGAGEMENT AND BROADCASTING

1. Connect with people who need Zed but don't know they do
2. Better integrate radio and online offers across all content initiatives
3. Develop a holistic Pay-the-Rent Plan as a model for First Nations connections

## 02

### ORGANISATIONAL CAPACITY

1. Develop a sustainable staffing model
2. Rethink the Zed physical space to reflect core values and culture
3. Improve financial sustainability
4. Boost station's overall tech capacity

# Engagement & Broadcasting

Connect with people who need Zed (but don't know they do)

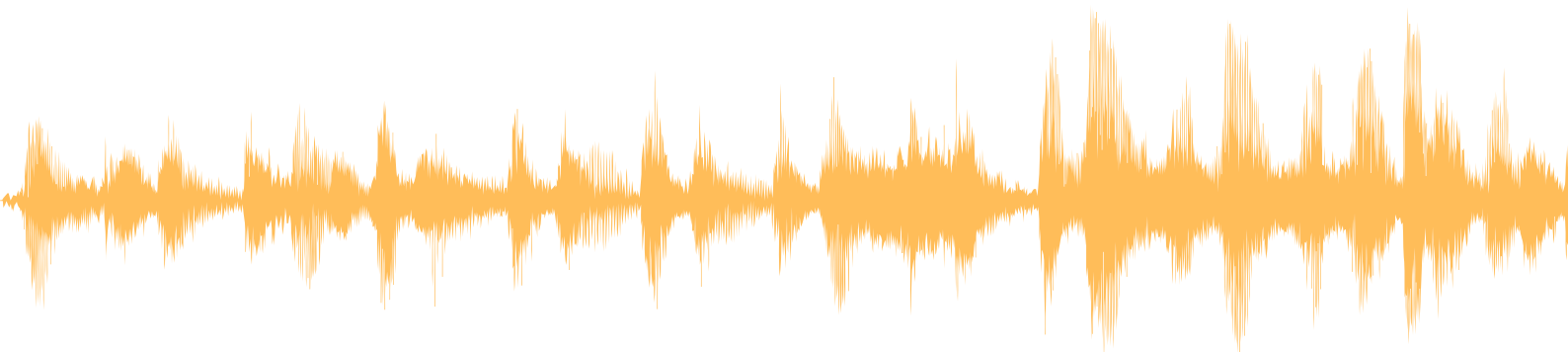
Better integrate radio and online offer across all content initiatives

Develop a wholistic Pay-the-Rent Plan

- Deliver an Outreach Strategy that encompasses both marketing and volunteering engagement plans
- Increase marketing budget to support strategic marketing objectives
- Undertake events that align with strategic priorities, that represent the music community and resonate with 4ZZZ listeners.
  
- Develop a segmented audio strategy showcasing content from 4ZZZ programs online, offering multiple digital "entry points" for new listeners to the station
- Produce original podcasts as digital first content
- DAB strategy (simulcasting and original content)
- Develop a website and social media framework that sets the style, tone and direction of our online presence
- Consider how station interacts with streaming platforms
  
- Develop solid pathways into the station for First Nations people
- Provide free broadcaster training for First Nations people
- Investigate model for free subscriptions for First Nations people
- Ensure induction processes are culturally safe, including resourcing First Nations volunteers to provide a culturally specific introduction to 4ZZZ for new First Nations announcers.
- Make news current affairs space a place for First Nations journalists and content
- Archive cultural knowledge and radio content
- Continue to build relationships with our own First Nations broadcasters, along with 98.9FM and other First Nations organisations.

We will measure our performance in **Engagement and Broadcasting** based on the following Key Performance Indicators:

- Produce an Outreach Strategy that with internal and external considerations
- Segmented 4ZZZ content available across multiple platforms with a focus mobile and online listening
- Increase the number of people engaging with online content (website and social media)
- Report on Pay the Rent initiatives each year
- Maintain high benchmarks and positive feedback in annual volunteer satisfaction surveys



# Organisational Capacity

Develop a sustainable staffing model

Rethink the Zed physical space to reflect core values and culture

- Review Organisation Structure and assess what resources are needed to achieve strategic goals and effective day to day operations
  - Invest in our human resources and develop stability in funding core staff from Zed revenue (independent of grants)
  - Review volunteering systems, dates and processes
  - Define station needs, skills, and how to fill them, what can be covered by volunteer labour and what needs financial support
  - Review intersection of training, volunteering and announcing
  - Explore and expand formal educational partnerships
- 
- Review the building and maintenance priorities to fund and address issues such as:
    - Car park accessibility project reviewing the St Pauls Terrace entrance & Studio level to improve physical accessibility
    - Make Level 3 office space a suitable work area with aircon and ceiling insulation
    - Kitchen hot water
  - Audit the stations policies on health, safety and accessibility to utilise the value of our building
  - Review, finalise and promote Safe Spaces Policy

# Organisational Capacity

Improve  
financial  
sustainability

- Continue to develop under-utilised income streams of donations and bequests
- Increase the value of subscriptions to listeners through partnerships with sponsors and sub-discount outlets
- Increase listenership to support an increase in sponsorship rates
- Ensure we have a well supported sponsorship team, look into creating new roles in this department to support income generation
- Identify all available grant opportunities
- Improve cash position
- Build a plan around capital outgoings

Boost Tech  
capacity

- Sustainable redundancy for internal studio and broadcast equipment
- Develop a Broadcast Chain redundancy plan
- Build organisational IT capacity through better hardware and software that supported by a maintenance plan
- Support ongoing training of technical staff and volunteers in specialised and under-resourced areas such as broadcast technology



We will measure our performance in **Organisational Capacity** based on the following Key Performance Indicators:

- Increase income growth on 2021 levels by 5% in 2022, 7% in 2023 and 10% in 2024.
- Increase cash reserves by 38% on 2021 levels by 2024.
- Reach 3000 subscribers by 2024.
- Produce organisational structure that reflects both paid and volunteer staff needs.
- Implement broadcast & studio equipment redundancy plan.
- Invest in & produce better accessibility outcomes in the 4ZZZ building and other station infrastructure.

