

4ZZZ ANNUAL REPORT 2021



**A YEAR IN REFLECTION FOR
CREATIVE BROADCASTERS LTD**

PREPARED BY STEPHEN STOCKWELL



CHAIRPERSON'S STATEMENT

DENISE FOLEY

Well, its 12 months since we were here at The Triffid with a touch of optimism for a new year forward and a reprieve from the global pandemic of COVID in our sights. 2021 was going to be different.

We had already made the decision that we couldn't celebrate our 45th Birthday as we had originally hoped, but we would be able to "do something", "hopefully somewhere", with optimistically a few people.

We knew we needed to can our physical Hot 100 party here at The Triffid, but 2021 was still looking hopeful. We did however hold our AGM through the tears of knowing Grace Pashley would be leaving us in 2021, and the trepidation of wondering how we would ever replace her.

This last year did in fact bring us many things. Firstly, we did hold our 45th birthday celebration somewhere, and that was Greenslopes Bowls Club, and a fantastic day was had by young and old.

It was wonderful to welcome so many important people from Zed's past to the celebration and we all had a fantastic time looking in the rear-view mirror, but just as importantly cooking up the future that we all want to see.

We did not hold our Hot 100 at the Triffid, but we did have Sonic Masala here where we had to sit down and wear masks.

Fortunately, we are a radio station, and a little physical distancing did not stop us broadcasting. In fact, this global phenomenon called COVID has not stopped us broadcasting at all throughout the past two years. For that remarkable feat I would like to thank everyone at Zed who has kept us on air, through remote broadcasting, to coming into the station on your own and sitting in that building with no one else allowed in there, for respecting the ever-changing COVID mandates when you could let one more announcer come in, but no guests, for sanitising, for masking up, and just for turning up. Our listeners have been comforted by the dulcet – and not so dulcet tones of our broadcasting throughout this journey.

CHAIRPERSON'S STATEMENT

CONTINUED

We did in fact lose the wonderful Grace Pashley in March this year, but after a recruitment process that saw a huge number of applications and an outstanding quality of candidates, we appointed the thoughtful and capable Mr Stephen Stockwell to the Station Manager role. Stephen stepped into the position with a baptism of fire and every facet of his skill collection was put to the test before Grace had even walked out the door.

2020/2021 has seen Zed finalise our strategic plan for 2021 -2024. This was a challenge to finalise because for the first time in my 20 odd years of being involved in writing strategic plans we did not really know what the future might hold.

Here at Zed, we have been running at three tier option since March 2020, a worst-case scenario, a mid-case scenario and a best-case scenario. It was difficult to write an aspirational plan that allowed for all three. So, we focused on getting back to basics, and those basics are: Our Values and who we Exist for.

We have two goals in our current strategic plan, Engagement and Broadcasting, and Organisational Capacity.

We have spent the last 12 months prioritising securing the staffing structure and the people within it. We have begun to address the parity of wages and hours within the station and have bolstered the positions surrounding the Station Manager to make their job easier to do.

We have done all of this in a fiscally prudent manner that we know is sustainable and does not put the future operation of the station in jeopardy.

We have prioritised the technical capacity and physical spaces of the station and we hope to finally make plans to address the accessibility of the building. We have supported Pat and Ben to plan for the redundancy needs of the station into the future to ensure that we are broadcasting and operating from a position of strength as we edge towards our 50th year.

CHAIRPERSON'S STATEMENT

CONTINUED

Finally, I would like to thank everyone who has contributed to the station over the past 12 months, Grace, Ann, Pat, Charlotte, Blair, Ian, Dom, Clare, Stephen, the Volunteer Coordinators, Radiothon Coordinators, Volunteer Coordinator, announcers, reception volunteers, merch volunteers and my fellow volunteer board members.

My final thank you goes to my colleague and comrade Mr Andrew Bartlett, who this evening steps down after ten years continuous service on the 4ZZZ Board.

He has done previous terms on the board and continues to be an active broadcaster. I don't need to tell any of you about the dedication and service that Andrew has given to the station over many many long years.

Through the ups and downs of his own life, political careers and aspirations and battles, his commitment to Zed has never wavered. We thank you Andrew for the immeasurable gift you have given to the station, and we look forward to continuing to see you and hear you around the station

TREASURER'S STATEMENT

IAN MCINTOSH



For the year ended 30 June 2021, the Statement of Financial Performance shows a surplus of \$75,462. The position is a down on the previous year (profit of \$114,201) and is mainly due to higher Federal government stimulus payments and the receipt of a bequest in the previous year.

Revenue increased slightly on the previous year mostly due to an uplift in subscriptions, grants and donations. The August 2020 Radiothon was once again a record year. The main areas that declined were Sponsorship and Event income – mostly due to the impact of Covid-19.

Other Income was very close to the prior year. In 2021 Other Income mostly related to the JobKeeper subsidy. In 2020 it was a combination of Cash Flow Boost and JobKeeper subsidy. The JobKeeper subsidy required wage top ups of to be made to certain employees to satisfy the rules. These top ups increased wages by almost \$32,226 in 2021.

Employment Expenses increased by \$47,860 mostly due to JobKeeper top up payments, grant funded roles and increased hours for some staff especially during the early covid period.

Other Expenses for the year increased by \$6,426. The Other Expenses in the 2020 year was significantly lower than normal due to lower grant and event related costs so this slight increase is a good outcome. We've been fortunate to obtain various covid related concessions on broadcast licences and council rates.

4ZZZ's cash position increased by \$127,625 year on year, mainly due the profit position and approximately \$62,000 of Cash Flow Boost and JobKeeper funds recognised in the 2020 accounts but received in the 2021 financial year. Cash reductions related to the acquisition of new assets (\$4,060). 4ZZZ's premises were revalued in October 2021 at \$1.5M. They were previously valued at \$1.1M in October 2018.

TREASURER'S STATEMENT

CONTINUED

The station's long-term liability relates to the QRIDA loan taken out in 2020. This has a 10 year term with a 0% interest rate for the first 12 months and then 2.5%. Repayments are not required until the third year. The QRIDA loan can't be used for acquiring assets or building improvements but it provides a security blanket for daily running costs in uncertain times. We will assess the need for the loan over time.

At 30 June 2021 the net assets of 4ZZZ were approaching \$1.8M. The working capital (Current Assets less Current Liabilities), which was only approximately \$15,000 in 2019, has increased to approximately \$339,000 in 2021. Adjusting for the QRIDA loan leaves approximately \$217,000 providing 4ZZZ with a good safety buffer.

We are expecting a more difficult 2022 financial year as stimulus is wound back and some of the covid concessions are removed. Hopefully this can be partially offset by increases in Sponsorship and Grants.

The station met all its financial obligations during the year. Brian Tucker Audit completed the audit on the 4ZZZ accounts at a fee of \$3,450 excluding GST. The auditor completed the Financial Statements and they had no major issues to report to management.

Once again a huge thanks to the most valuable assets of Zed - the staff, the vollies and subscribers (in no particular order). The financial statements don't represent these groups but we all know how important they are in holding Zed together. The Board, the staff and the vollies have continued to steer 4ZZZ through one of the more financially complex periods in its history and set the station up well for the future.



MANAGER'S STATEMENT

STEPHEN STOCKWELL

Walking back into 4ZZZ as station manager in March was incredibly exciting.

It's been a wild nine months; we've seen some wonderfully successful subscriber drives, a bedding down of our on-air schedule and the constant juggle of COVID restrictions and lockdowns.

The period covered in this report, mid-2020 to mid-2021, has been huge for the station.

It started with the most successful Radiothon in recent memory, led into our 45th Birthday celebrations, saw us broadcast live from Invasion Day marches and chased it all with our best ever April Atonement result.

Things have changed on-air too. The 102.1fm schedule that started in May was the realisation of several years of work by Programming Coordinator, Ian Powne. Ian has worked hard to standardise show times across the week and to make sure we're platforming a diverse range of perspectives, ideas and topics.

On top of all that, we also launched our first podcast: From A to Triple Zed.

This growth has been driven by our wonderfully supportive community. It's been really exciting to see support from our listeners increase over the last couple of years.

Despite the economic impact of COVID and the disruptions to our lives, every subscriber campaign we've run since the start of 2020 has broken records.

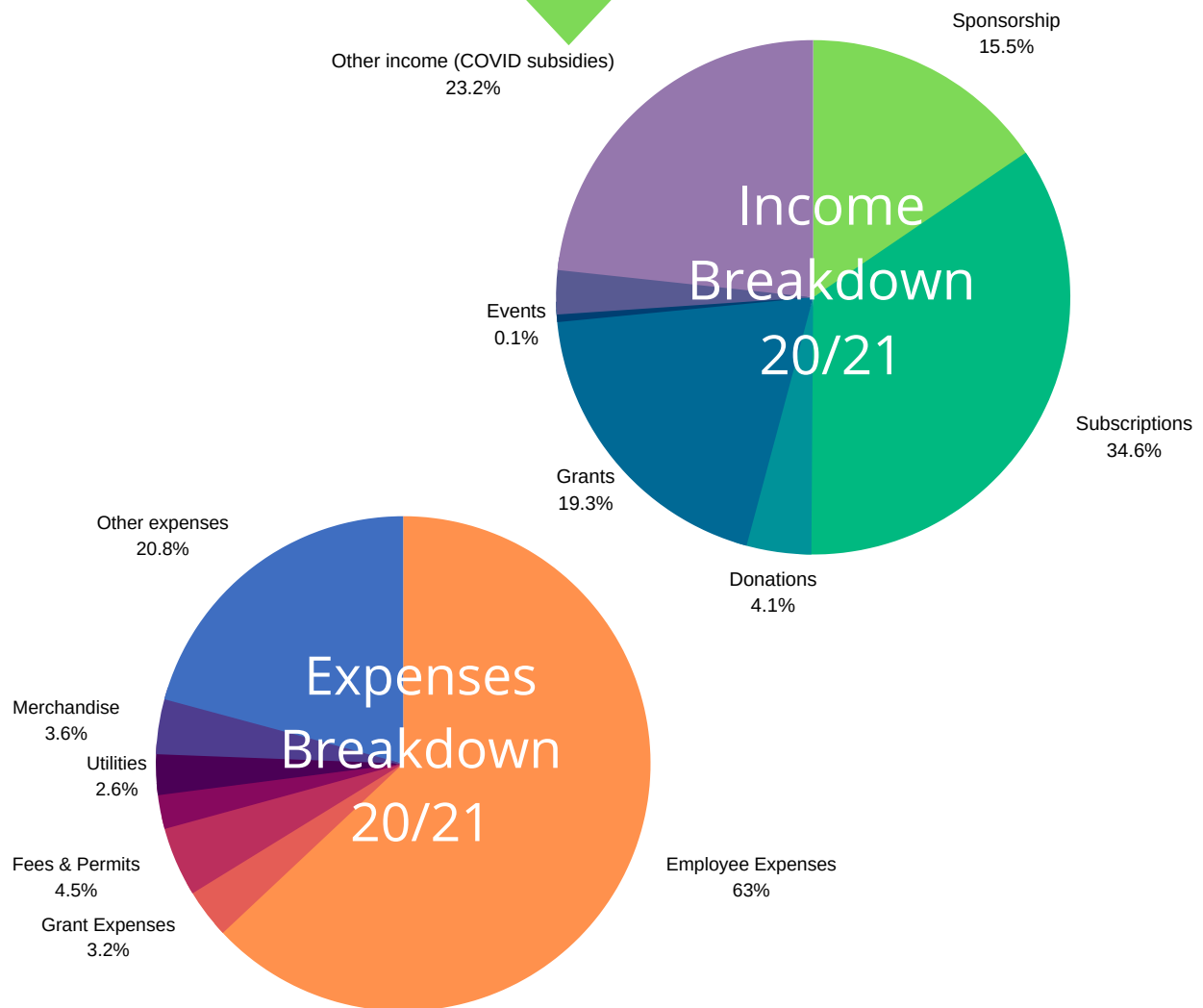
My hope is this support is a reflection of the value we provide in connecting and amplifying the voices of our communities during a time when people were feeling increasingly disconnected.

I wouldn't be able to support our volunteers to do this work without the help (and patience) of 4ZZZ's incredible staff. To Ann Ashton, Charlotte Jones, Clare Neal, Dominique Furphy, Ian Powne and Patrick King, thank you for helping me find my feet.

I would also like to thank former station manager, Grace Pashley, for handing over 4ZZZ in such a strong position (and for helping out a lot as well).

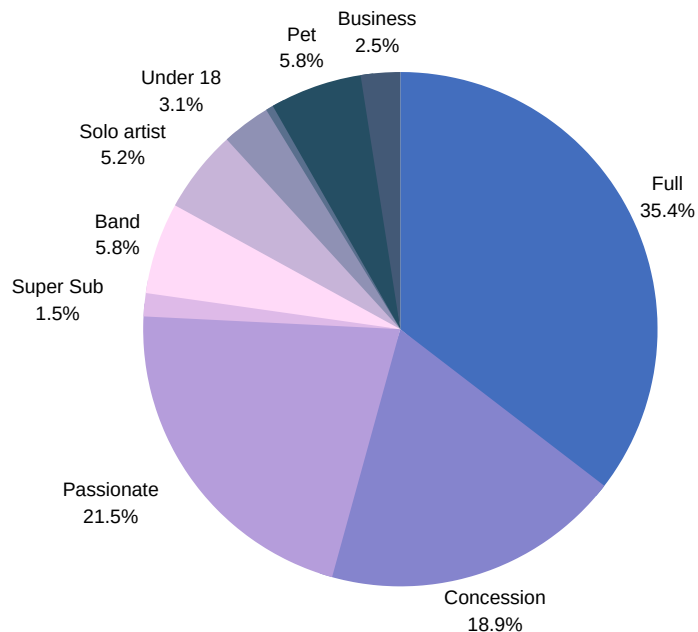
Finally, thank you to all the volunteers who make 4ZZZ tick. We're nothing without them and I'm incredibly proud to lead an organisation with such a dedicated and talented volunteer base.

FINANCIALS



- **Another year of profit, but again mostly due to COVID subsidies** - In 20/21, 4ZZZ made a net profit of \$75k. Subscriptions, covid subsidies and grant income were the main sources of this result, helping offset sponsorship income which continued to be affected by the commercial impact of COVID.
- **Employment expenses increase again** - Wage spending has increased again as staff hours and pay rose to cope with the increased workload of managing COVID-19 changes at the station and the increasing capacity of 4ZZZ.
- **COVID Subsidies** - COVID subsidies that helped support 4ZZZ in the 19/20 financial year continued into the 20/21 financial year with the station receiving \$125k of Jobkeeper benefits.
- **Subscription income has remained strong** - Radiothon 2020 was at the time the best Radiothon in recent 4ZZZ history, raising \$156k in subscriber income and \$14k in donations. April Atonement 2021 also outperformed the 2020 campaign, with a 30% increase in subscriptions. Listener support has remained strong over 20/21, as we suspect people spend more time at home and use 4ZZZ as a connection to their community.

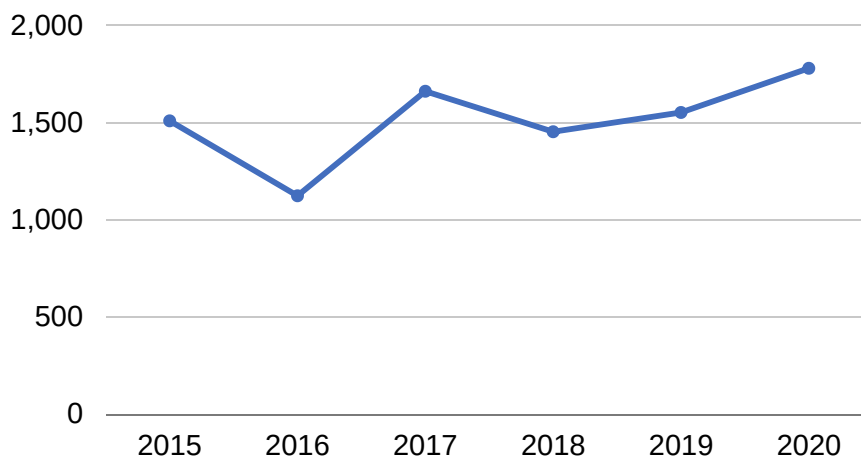
SUBSCRIBERS



Approximately
2,750 subscribers
at June 30 2021.

Graph shows subscriber breakdown by category at June 30, 2020

Radiothon Subscriber Numbers 2014-20



Comparison of
Radiothon subscriber
figures for the last 5
Radiothons up to 2020
(Radiothon 2020 is the
relevant campaign for
the 2020/21 financial
year)

- 4ZZZ saw a jump in subscriber numbers over the last financial year, increasing by almost 20% thanks to a strong support from listeners during the 2020 Radiothon and 2021 April Atonement campaigns.
- We believe this increase has been driven by people turning to radio while stuck at home through COVID and seeing real value in the service 4ZZZ provides connecting and amplifying the voices of our communities.
- Listeners are also supporting 4ZZZ in higher categories over the 2020/2021 financial year with the biggest annual increases in Passionate and Super Subscriber subscriptions.

PROGRAMMING

4ZZZ has been a constant during COVID. We've kept broadcasting to make sure our communities stay connected.

Despite lockdowns 4ZZZ has remained on air 24/7 throughout the pandemic, connecting and amplifying the voices of our various communities. We've continued to provide flexibility for various announcers to broadcast remotely, and continue to ensure safety for announcers to venture into the station.

Yani from Something Else



Here's how a couple of our announcers describe how 4ZZZ helped during COVID

"Knowing that I had a show to prepare and a community of other people to be a part of helped me to feel more valued and less isolated during lockdowns."

"4ZZZ remained largely consistent throughout COVID - it didn't shut down its programs, but gave tools for us to continue exploring them in different ways."

Manny from Restless Treats



June 2021 saw a massive timetable change to our evening programming affecting the programming times of 10 shows. These timetable changes saw many shows between Tuesday and Thursday broadcasting an hour later, and a change of day for the longstanding 4ZZZ program Zed Games. This has contributed to a more coherent program guide in the evening for the listener.



STRATEGIC PLANNING

Following the progress that was made during the 2017-2020 strategic plan the impact of COVID saw us delay the introduction of the next stage of development to could focus on surviving the impact of the pandemic.

The 2021-2024 strategic plan builds on work we've already started with ambitious but achievable goals. It's been split into two key parts, with one focussing on engagement and broadcasting with the other on the organisational capacity.

Engagement and Broadcasting

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

We'll measure our performance toward these goals with some key indicators, including the development of an outreach strategy, making sure 4ZZZ content is available on a range of devices, increasing the number of people who engage with our online content, reporting annually on Pay-the-Rent initiatives and setting high benchmarks for volunteer satisfaction in annual surveys.

Organisational Capacity

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

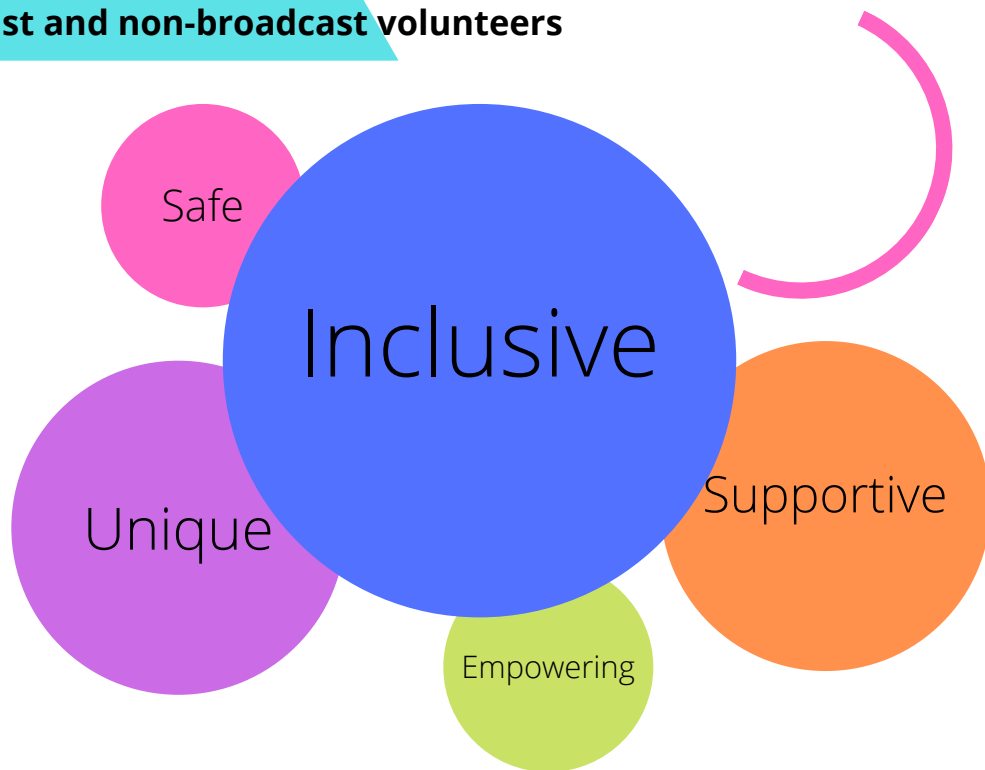
These goals will also be measured with a set of benchmarks. These include income growth on 2021 by 5% in 2022, 7% in 2023 and 10% in 2024, an increase of cash reserves by 38% by 2024, reach 3,000 subscribers by 2024, produce an organisational structure that reflects both paid and volunteer staff needs, implement broadcast and studio equipment redundancy and invest in better accessibility outcomes in the 4ZZZ building and station infrastructure.



PEOPLE



**Words used by
respondents in
4ZZZ's 2021
Volunteer Survey to
describe the station**



96% of the respondents to the 2021 volunteer survey said that 4ZZZ's COVID response was either effective or very effective.

Here's how one volunteer described the impact 4ZZZ had on them during the pandemic:

"I was completely isolated the whole lockdown/s. Zed reminded me every day that all was not lost, and that I was not alone even though it very much seemed that way. i had faith that when it was all over zed would be there to bring the community back together 'in real life'."

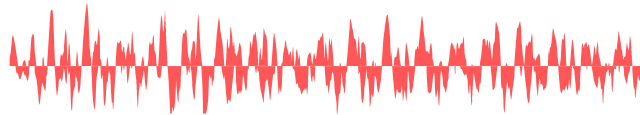
LISTENERS



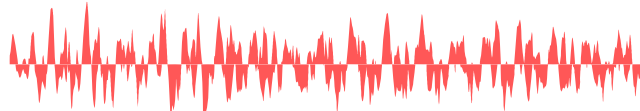
Why do you listen to 4ZZZ?



Feedback from our subscriber survey



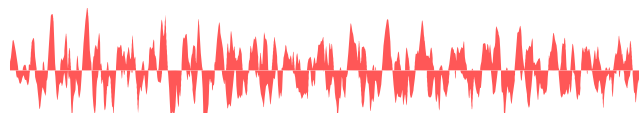
"I find myself listening more often to 4ZZZ. Having listened to more variety of programs and support groups I feel the need to help by subscribing. Also a tinge of guilt having let my subscription lapse back in 1976."



"[I subscribed because] I support the independent music and community aspect to it plus independent views that help me learn about different points of views."



"[4ZZZ] consistently gives me something I don't get on any other radio station, whether that be authentic local voices or music I've never heard."





**Connecting and amplifying the
voices of our local communities
since 1975.**

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