

# **4ZZZ STRATEGIC PLAN 2024 - 2027**



**CONNECTING AND  
BROADCASTING THE  
VOICES OF OUR  
COMMUNITIES**



# INTRODUCTION

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On the eve of our 50th birthday, we look ahead past the milestone to where 4ZZZ will sit at its 60th birthday.

As we look ahead, we consider the challenges and opportunities 4ZZZ will face and the role that community media will play in our society.

This strategic plan will span from July 2024 to the end of the financial year in June 2027.

It was developed with the board, staff and an array of volunteers coming together to discuss the values, opportunities for change and vision for the station.

In regards to the Pay The Rent plan, discussions were held with First Nations volunteers and board members to refine our goals.

The conclusion of the 2021-2024 strategic plan saw significant achievements and growth, including meeting our 3000-subscriber goal, increasing our annual income growth, starting an Accessible Zed program and increased support of our Pay The Rent plan.

This gives us a steady platform on which to engage in the next phase of Zed's journey.

We hope this plan gives us clarity as we focus on two areas:

- Engagement and Broadcasting
- Organisational Capacity and Capability

4ZZZ will continue to evolve and adapt while staying true to the strong history and role of community radio in our society.

# OUR ASSUMPTIONS

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## Local Connections

Access to local news will remain important for the community, particularly as people become increasingly disillusioned with the mainstream alternative. As Brisbane's population grows, there will be an increasing need for people to connect with each other. People will continue seeking out local music and conversations that resonate.

## Values Driven

The community will continue to value diversity, inclusivity, transparency and accountability. Journalistic integrity will be key to demonstrating that 4ZZZ is a values driven media organisation.

## Platforms and Access

The way people access news and music continues to evolve. It is critical that 4ZZZ embraces new technologies to connect with listeners across multiple platforms

## Sovereignty

Either state by state or nationally, a Treaty or another First Nations sovereign mechanism will be recognised. Zed will need to engage differently with Aboriginal and Torres Strait Islander (First Nations) people.

## Evolution

4ZZZ is not the organisation it was 40 years ago. We have experimented, challenged and surprised. 4ZZZ will need to continue to be relevant to the community we serve or risk a reduced financial and social-license capacity. The continued evolution of 4ZZZ is critical to our relevancy and sustainability.

## The Subscriber Model

This is our superpower. Within a mix of ethical funding sources, it will continue to be relevant regardless of increased cost-of-living pressures.

# **ACHIEVEMENTS**

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- **Achieved annual income growth of 25%**
- **Increased cash reserves to 28%**
- **Increased subscribers by 31% from July 2021**
- **Invested \$140K in new transmitters**

- **Embedded a new organisational structure**
- **Delivered quality content across multiple platforms**
- **Implemented the Accessibility Action Plan**
- **Progressed the Pay The Rent plan, with 7.7% of music played in 2023 being First Nations, annual Pass The Mic training and a First Nations carpark show, collaborations with Triple A, and the start of a Pay The Rent subscription scheme**
- **Maintained high benchmarks and positive feedback in annual volunteer satisfaction surveys**

# OUR PURPOSE

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To connect and broadcast the voices of our communities.

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## OUR VALUES

- **Respect** - We embrace a culture of respect among ourselves and with others.
  - **Independence** - We promote community action and forge our own way.
  - **Creativity** - We support and encourage creative thinking and actions within our community.
  - **Making Space** - We value and make space for intentionally exploited communities.
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We exist to connect with, reflect and serve 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

## OUR COMMUNITY

# **OUR FOCUS AREAS**

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## **01**

### **Engagement and Broadcasting**

1. Integrate radio and online offerings
2. Creative and diverse programming that connects
3. Understanding our community
4. Pay The Rent to First Nations people
5. Build connections with people who we are making space for

## **02**

### **Organisational Capacity and Capability**

1. A supportive internal culture
2. People development and support
3. Improved organisational sustainability
4. Equipment and technology is current
5. Good governance is practised

# ENGAGEMENT AND BROADCASTING

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## Integrated radio and online offering

1. Develop a Digital Audio Broadcast Strategy
2. Fully establish Zed Digital
3. Produce original podcasts as digital first content
4. Review the website and social media framework
5. Explore new models of content production on current and emerging platforms

## Creative and diverse programming that connects

1. Build better sounding radio that reflects the community we are making space for
2. Build capacity of announcers in
  - content creation
  - confidence in using technical equipment
  - on-air sound that reflects activism
3. Build Newsroom capacity including the number of First Nations journalists
4. Continue to build relationships with our own First Nations broadcasters, along with Triple A and other First Nations organisations

## Understanding our community

1. Conduct an annual 4ZZZ Listeners Census
2. Responsibly use technology to better understand the community we engage with
3. Use the information we collect about our community to inform programming strategy

# ENGAGEMENT AND BROADCASTING

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Pay The Rent  
to First Nations  
People

1. Formalise, implement, promote and measure the impact of a holistic Pay The Rent plan
2. Document the processes of culturally safe inductions, succession planning and self-determined processes
3. Work towards having a paid First Nations engagement coordinator
4. Ensure current shows are maintained
5. Amplify First Nations music

Build  
connections  
with people  
who we are  
making space  
for

1. Deliver an engagement strategy to connect with communities who are marginalised
2. Invest in external marketing strategies to reach people who aren't listening
3. Form partnerships to increase connections with people we are making space for



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



**Increase listener diversity as demonstrated through annual Listener Census**



**Achieve annual programming targets**




**Measure and then increase the number of people engaging with online content.**



**Maintain at least a 90% satisfaction rating amongst broadcasters and volunteers**

# ORGANISATIONAL CAPACITY AND CAPABILITY

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A supportive  
internal culture

1. Develop solid pathways into the station for First Nations people
2. Embed and implement the 4ZZZ Rights Framework
3. Implement effective internal communications mechanisms across the organisation
4. Create safer and braver spaces
5. Update and implement the Accessibility Roadmap
6. Promote our values internally, on-air and across our platforms



People  
development  
and support

1. Implement a sustainable staffing model to improve our operational capacity
2. Ensure induction processes are culturally safe
3. Create and implement a framework that supports and clarifies expectations of announcers
4. Implement succession planning of specialty shows.
5. Build pathways and engagement with new volunteers

# ORGANISATIONAL CAPACITY AND CAPABILITY

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Improved  
organisational  
sustainability

1. Develop and implement the Future Building and Maintenance Plan
2. Further develop alternative income streams, including donations and bequests
3. Review subscription strategy
4. Leverage available grant and funding opportunities
5. Maintain a positive cash position
6. Continue to plan for significant capital expenses
7. Leverage 50th birthday celebrations to raise revenue

Equipment and  
technology is  
current

1. Ensure sustainable redundancy for internal studio and broadcast equipment
2. Build organisational IT capacity through updated hardware and software that is supported by a maintenance plan
3. Develop an IT and broadcast technology succession plan

# ORGANISATIONAL CAPACITY AND CAPABILITY

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Good  
governance is  
practised

1. Understand and deliver on obligations under the new ICIP legislation
2. Update key internal policies
3. Document processes and systems for broad understanding
4. Implement effective board onboarding and skills development processes

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



**Increase income growth on 2024 levels by 5% in 2025, 10% in 2026 and 15% in 2027**



**Increase cash reserves by 10% on 2024 levels by 2027**



**Increase number of subscribers by 5% in each year of the plan**



**Maintain at least a 85% satisfaction rating amongst staff**