# Our Voice Our Vision – JOY’s Strategic Plan 2014 - 2017

## Need

The gay, lesbian, bisexual, transgender, intersex and queer (GLBTIQ) communities in Melbourne and Australia have been forged through activism over the last half-century. JOY has played a strong role as a community radio station over more than two decades – providing a voice and breaking down isolation. GLBTIQ people now enjoy more freedom to be themselves than in most of modern human history. There is much to be celebrated in our diverse communities’ cultures, achievements, and pride.

At the same time, GLBTIQ people continue to face discrimination, isolation and abuse fuelled by fear and ignorance. This leads to GLBTIQ people facing elevated risks of trauma, anxiety, depression and suicide. These risks are particularly strong for:

* People who are questioning their sexuality or gender
* Young people
* People from minority groups in our community, such as transgender or bisexual people
* Aboriginal and Torres Strait Islander people
* People from culturally or linguistically diverse backgrounds
* People from religious backgrounds
* People in rural and remote areas
* Elder people
* People living with HIV
* People living with different abilities
* People globally living under oppressive regimes.

### The difference JOY makes to this need

We know JOY is a strong mental health support – we are ‘always there’. Everyday our radio content uplifts, informs and empowers. Our professional sound and engaging content reaches GLBTIQ people and others, and our speciality programming represents the diversity of our communities and supporters. Over 300,000 people listen in Melbourne, and we are streamed and downloaded 10,000s of times a month across Australia and globally. We are one of only four community GLBTIQ radio stations in the world. Our members and volunteers make us one of Australia’s largest GLBTIQ organisations and one of our strongest voices.

### This strategic plan

The ever-changing needs faced by our communities demand we stay determined and innovative. The changing media landscape demands we stay easily-accessible and globally connected. The changing social landscape demands we stay in touch with our communities and be ever-evolving in our understanding of inclusion. And finally, our listeners demand we continue to produce GREAT RADIO through the power of entertainment, leading-edge music and in-depth specialist content.

This Strategic Plan, *Our Voice Our Vision (July 2014 – June 2017)*, is the result of extensive consultation including two surveys and five workshops with over 300 responses from volunteers, members, listeners, Patrons, Life Members, and community stakeholders. Its development was overseen by the Board and a working group with input from JOY’s five Committees. It is our collective vision for JOY going from strength to strength over the next three years.

## Purpose

JOY is a volunteer-based community radio station committed to providing a voice for the diverse gay, lesbian, bisexual, transgender, intersex and queer communities, enabling freedom of expression, the breaking down of isolation and the celebration of our culture, achievements and pride.

## Values

In pursuing our purpose, we value:

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| Inclusion | To have diverse voices be heard and celebrated, representative of our diverse communities, promoting freedom of expression |
| Respect | To demonstrate pride in ourselves and our achievements, to recognise the work of our volunteers and staff, and to cherish strength in diversity |
| Integrity | To be professional, accountable, equitable, participatory and ethical |
| Sustainability | To be balanced in our content, finances, governance and operations, and individually in our work/volunteer commitments |
| Leadership | To be strategic, courageous and visionary, and to empower everyone to take creative and constructive action aligned with our purpose and values |

## Strategic goals

Our strategic goals are across five pillars.

Two externally focussed:

* Radio and associated media
* Community.

Three internally focussed:

* People
* Infrastructure
* Governance.

(Please note: figures under ‘measures’ refer to the last 12 months (2013/14) or are as at June 2014.)

### Radio and associated media

Dream Statement: To connect, represent and celebrate our diverse communities through programming that uplifts, informs and empowers.

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| **Goals** | **Strategies** | **Activities** | **Measures** |
| Deliver quality programming that serves our purpose and demonstrates our values | Represent and celebrate diversity | Optimise the gender balance of presenters, including increasing the number of LBTQ females on-air | Improve female representation on-air (currently weekday 37%, specialist 31%) |
| Improve LBTQ female representation on-air (currently weekday 16%, specialist 25%) |
| Develop and monitor metrics on sexuality and gender diversity on-air |
| Ensure programming reflects the diversity of our communities | Have specialist programs that represent all cohorts of our community across sexual and gender diversity (GLBTIQ and allies) |
| Maintain and increase music from GLBTIQ artists (currently weekday 13%) |
| Increase the breadth of voices and programs on-air, and build capacity of GLBTIQ presenters from other priority communities | Develop GLBTIQ presenters who identify from target cohorts listed under ‘need’ |
| Actively encourage program proposals from target cohorts listed under ‘need’ |
| Produce a professional sound and quality content that entertains, informs and empowers | Optimise weekday programming to ensure broadly-appealing, entertaining, engaging and professional radio is consistently produced | Review, endorse and adhere to weekday programming policy |
| Implement selection and review process for breakfast and drive programs that reflects their key strategic and financial importance |
| Review, endorse and adhere to music policy regarding weekday music |
| Optimise specialist programming to ensure a mix of high quality programs inform, empower and engage the diversity within our communities | Review, endorse and adhere to specialist programming policy |
| Review, endorse and adhere to music policy regarding specialist programs |
| Quality news and current affairs | Conduct induction training, regular review and development for newsreaders |
| Provide support for investigative and current affairs specialist programs |
| Support knowledge exchange, and presenter development | Provide induction training for broadcasting (currently 9 Taste of Radio courses) and ongoing training (currently 75 sessions) |
| Develop a program/presenter review and development strategy |
| Conduct a presenter needs analysis |
| Support and encourage presenters to exchange knowledge and good practice, including through adult extended learning modules |
| Compliance | Manage all broadcasting complaints consistent with external frameworks and internal policies (currently 2, both resolved, and nil referrals to ACMA) |
| Maintain talk/music ratio within licence requirements (currently 59%) |
| Finalise digital playout | Increase availability and use, across studios (currently 1), programming (weekday 31%, specialist 15%), traff scheduling system (50%), and music (weekday 90%). |
| Achieve more people accessing our content and with increased interaction | Maintain and build broadcast licence approvals | Maintain relationship with CBAA | Work towards obtaining a digital licence, a metro licence, and renewing our sub-metro analogue licence |
| Research and campaign locally and federally |
| Increase listener engagement and feedback | Promote listener feedback | Conduct on-air announcements for feedback |
| Coordinate a system for mapping patterns in feedback |
| Conduct regular listener surveys | Conduct at least annually |
| Associated media further leverages on-air content | Develop new roles to assist programs with associated media (off-air) functions | Develop and support an associated media team |
| Programs share good practice in developing online and social media presence to engage with listeners | An audit of current programs social media use, to identify and share excellence, harness new ideas and ensure quality |
| Ensure all specialist content is accessible via podcast, and further develop great podcasting | Increase specialist content podcasted, and develop metrics (currently approx. 25 hours per week) |
| Build and maintain preferred provider status in podcasting apps |
| A website that allows for easy access to content, and ongoing engagement with the station | Maintain and build an effective website with updated and engaging content (currently reliability 99.6%, sessions 204k, users 109k, page-views 427k, session duration 4m33s) |
| Encourage programs to provide, and link to, website content |
| High quality and continuous streaming | Maintain and improve quality and reliability |
| Utilise emerging technologies including apps and audio on demand | Continue to explore and develop new ways to connect with our listeners, and allow our content to be easily accessed |
| Expand audience reach | Melbourne (radio) | Maintain and increase unique listeners (currently 361,000 per month) |
| Rest of Australia & international (online) | Increase live listener sessions (currently 9,000-14,000 per month) |
| Increase podcasts streamed or downloaded (currently 4,600 per month) |
| Engage more people outside of Melbourne | Explore and leverage innovative ways of remotely producing content | Engage volunteer contributors beyond Melbourne |
| Engage with other media organisations | See activities under ‘Community’ | See measures under ‘Community’ |

### Community

Dream statement: To nurture a thriving community through building relationships, providing a voice, celebrating diversity, and encouraging support for the station’s sustainability.

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| **Goals** | **Strategies** | **Activities** | **Measures** |
| Provide a voice and build community | Engage with community organisations and partners | Encourage GLBTIQ community organisations to present on-air content and programs | Increase number of programs produced by GLBTIQ community organisations (currently 1) |
| Promote awareness of other GLBTIQ community organisations | Document the impact of the current Community Service Announcements, and promote to new organisations |
| Explore innovative partnerships, both community and corporate | Document current and explore further partnerships |
| Strengthen relationships with key GLBTIQ community partners | Document current and explore further strategic alliances |
| Be seen and heard in the GLBTIQ community | Maintain and build networking | JOY representatives to continue attending networks & events |
| Maintain and build community presence | Maintain representation at key community events, including outside broadcasts (currently 9) |
| Lead and capacity-build | Lead advocacy | Identify under-represented segments of the GLBTIQ community and initiate affirmative action to encourage greater engagement |
| Build access and training | Provide greater support to grow participation of people from target cohorts listed under ‘need’. Increase grant funded revenue and projects (currently $42k) |
| Engage with other media organisations (shared with “Radio” pillar) | Develop partnerships with other radio stations and media organisations | Improve partnerships with other organisations locally and globally to regularly share content and co-lead collaboration projects (currently 7) |
| Export content for use by other radio stations and credited to JOY | Maintain and increase number of programs distributed via the Community Radio Network (currently 3). Develop strategy for increasing use by more stations. |
| Celebrate ourselves, our community and our supporters, to nurture further community support | Increase listener engagement and feedback | See activities under ‘Radio and associated media’ | See measures under ‘Radio and associated media’ |
| Investigate, trial and establish subscriber model that complements membership (e.g. podcast or program based) | Revenue built from listeners that complements membership revenue |
| Engage with members | Expand member benefits | Review membership data, and undertake a needs and ‘value proposition’ analysis. Maintain prizes pool (currently 1317 prizes worth $89k) |
| Build communication and relationship, including phone drives to thank and re-sign lapsed members | Develop and implement an engagement strategy for members. Increase membership levels and revenue (currently 2164 memberships, $109k) |
| Continue Salesforce integration, including option for automatic renewal | Develop functionality for automatic renewal |
| Hold member-only events and forums | Increase number of members-only events |
| Engage with sponsors | Build communication and relationship, including with large corporate sponsors | Develop and implement an engagement strategy for sponsors. Increase sponsorship revenue (currently $508k including contra) |
| Engage with donors | Hold on-air and off-air donation drives, including ‘tech drives’ and alternative-funded projects | Develop and implement an engagement strategy for donors. Increase donation revenue (currently $139k) |
| Build Patrons’ Program and bequests | Maintain and build engagement with Patrons (currently 2 events) and bequests |
| Host other fundraising events | Increase fundraising revenue (currently $16k) |
| Connect with new communities and audiences | Build JOY value proposition, marketing and branding | Build a marketing strategy, including a business case with target areas and cohorts | Marketing strategy developed and implemented, with measures of success |
| Review branding | Review completed |

### People (volunteers and staff)

Dream statement: JOY is an inclusive and nurturing place for volunteers and staff.

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| **Goals** | **Strategies** | **Activities** | **Measures** |
| A culture that reflects our values | Values are central | Culture survey conducted regularly | Average results improve (currently 3.7) |
| In-station displays developed and referenced | Strategic plan is launched and in-station displays developed |
| Balance celebrated to combat burnout | Establish and embed the value of ‘sustainability’ | Strategic plan is launched and informs future events and reporting |
| Identify and address issues as part of performance development and review process. | Ongoing development and review process consistently followed (currently 14 reviews) |
| Rights and responsibilities are lived | Reward positive behaviour and address non-JOY-aligned behaviour | Ongoing development and review process consistently followed, with clear transition in and out procedures |
| Effectively and quickly resolve disputes | Processes are embedded, clear, followed and documented in handbook | Handbook continued to be updated and followed |
| Timely resolution of issues is measured based on agreed timelines and circumstances | Disputes register records metrics and shows resolutions within policy timeframes |
| Empowered and skilled professional volunteers | Deliver high quality and regular training that meets needs | Induction process across all roles, including position descriptions developed and maintained | Review human resource processes and implement findings of review |
| Leadership development program developed and implemented | Program implemented for key leaders |
| Diversity and mental health - speciality training program developed | Program implemented, with regular ongoing development, information and visibility. |
| Develop quick reference materials for volunteers that summarise hand book details | Summary materials produced |
| Utilise volunteer skills | Identify available skills in volunteer ranks and identify vacancies to match | Volunteer skills program/register developed |
| Recognise and celebrate volunteering and excellence | Continue with and expand volunteer recognition program, including milestones and awards for effort, attitudes, excellence and longevity of service | Increase volunteer recognition award events (currently 1). Volunteer milestones are tracked and honoured consistently. Volunteer participation is celebrated (currently 80 appreciation incentives). |
| Life Members are celebrated and engaged, and the nomination process is strengthened | Nomination and selection process is reviewed to possibly include Life Members in the process |
| An inter-connected community | Improve support and mentoring | Embed in performance and development reviews the identification of needs and availability of mentors/buddies across all roles and at induction | Mentor/buddy system established |
| Celebrate diversity and build connections | Develop an annual calendar of events, that is inclusive of the different communities and diversity of JOY | Annual calendar of events for volunteers and staff. Increase volunteer-only events (currently 5) |
| Build communication and feedback | An annual forum for staff and volunteers to provide constructive feedback | A forum which reinforces how to provide and receive constructive feedback |
| Strong and consistent workforce planning | Improve attraction and recruitment processes | Perform a skills audit and gap analysis | Volunteer skills program/register developed |
| Offer and be open about opportunities | Recruitment is transparent, timely and competitive |
| Position descriptions are consistently used | All roles have a clear position description (currently all paid roles, and many ongoing volunteer roles) |
| Improve transition in | Provide appropriate induction feedback and review | Three and six-month feedback and reviews undertaken for all new volunteers |
| Build a high retention rate | Embed performance development and review process to manage staff and volunteers, recognising performance and taking on board feedback | Continue performance and development review process, with appropriate rewards and recognition. Develop and monitor retention metrics. |
| Improve transition out | Undertake exit interviews and celebrate achievements | Exit interviews take place and feedback collated |
| Have courageous conversations about behaviour not aligned with our purpose, values or legal requirements | Clear processes are followed and provide early feedback and warnings. Summary dismissal enacted for serious misconduct. |
| Improve succession planning | Development process and identification of individuals, including revision of position descriptions with consultation as appropriate | Succession planning takes place regularly for all key leadership roles |

### Infrastructure

Dream statement: JOY empowers its people to shine with fit-for-purpose technology and infrastructure.

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| **Goals** | **Strategies** | **Activities** | **Measures** |
| Develop detailed technology strategy | Audit existing technology | Understand and measure current technology | Audit completed |
| Develop strategy | Consultation and development of strategy | Strategy completed and implemented |
| Minimise risk and balance with cost | Build risk management planning | Maintenance planning | Integration with risk management framework |
| Disaster recover planning |
| Improve redundancy | Improve commercial redundancy | Redundancy measures developed and monitored |
| Improve technology redundancy |
| Manage technology lifecycle issues | Strengthen procurement processes | Lifecycle reporting developed and monitored |
| Manage change well |
| Consolidate existing technologies |
| Build robust processes, procedures, and repeatability | Develop knowledge and skills | Develop training | Training developed and delivered |
| Act to reduce risk | Document and share peoples’ knowledge | Manuals and other materials developed |
| Build engagement in station’s infrastructure strategy | Build Board oversight | Establish a regular governance Committee or advisory working group | Governance structure improved |
| Introduce new technology | Stakeholder engagement strategy developed | Strategy completed and implemented |

### Governance

Dream statement: JOY is governed according to our purpose and values, with strong oversight supporting clear strategy and long-term sustainability.

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| **Goals** | **Strategies** | **Activities** | **Measures** |
| Financial sustainability | Generate sustainable surplus levels | Grow net surplus | Grow net surplus 5-10% year on year |
| Generate sustainable cash levels | Grow cash income levels | Grow net cash income by 5-10% year on year (currently $22k) |
| Manage, protect and replace net assets to sustain and grow core business | Manage, protect and replace net assets to sustain and grow core business | Ensure cash management to meet asset replacement needs (currently $316k) |
| Set and meet increased investment goals | Surplus cash held in low risk cash management | Increase investment (currently $18k) |
| Highly functioning governance, with a strong focus on purpose, values, compliance and strategy | Board | Highly skilled members, strong collaboration, and effective reporting from operations and from Board to stakeholders | Host member forums and Annual General Meeting. Review information provided by applicants and methods of advertisement. Surplus applicants for vacancies. |
| Organisational performance measured and aligned with Strategic Plan | Regular review against Strategic Plan. Ensure clear annual implementation plans. New projects assessed against Strategic Plan |
| Discuss and finalise guidelines regarding the separation of governance and operations as it applies at JOY | Guidelines developed and enacted |
| Finance and Audit Committee | Highly skilled members, strong collaboration, and effective reporting from operations and to Board | Regular reviews against this Strategic Plan ‘Financial sustainability’ area. Oversee annual external audit |
| Programming Committee | Regular reviews against this Strategic Plan ‘Radio and associated media’ area. Oversee broadcasting compliance |
| Membership Committee | Regular reviews against this Strategic Plan ‘Community’ area. |
| Risk working group | Continue consultations and finalise risk framework. Embed regular reviews within appropriate Committee structure. Audit and update insurance policies. |
| Performance Committee | Robust performance and development process for General Manager | Regular reviews against this Strategic Plan ‘People’ area |
| Infrastructure Committee or similar | See ‘Infrastructure’ area | Regular reviews against this Strategic Plan ‘Infrastructure’ area |
| Constitutional review working group | Ensure regulatory requirements are met | Form a working group, develop updates, and hold a Special General Meeting |
| Review Board term lengths | Form a working group, develop updates, and hold a Special General Meeting |
| A permanent home | Work towards a permanent home for JOY | Campaign and start to raise awareness and funds | Campaign researched and implemented |