



BANKSTOWN-AUBURN COMMUNITY RADIO INCORPORATED

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**CONNECT FM 100.9 – BANKSTOWN AUBURN COMMUNITY RADIO INCORPORATED
FIVE YEAR STRATEGIC PLAN AS AT JANUARY 2025**

1. Objectives of the Organisation's Plan

The objectives of the 5-year Strategic Plan parallel the objectives of Bankstown Auburn Community Radio (BACR) as summarised below-

- (i) to provide a sustainable radio service to the local community
- (ii) to involve the local community in the provision and selection of BACR programming and be involved in the operation of the service

These objectives are achieved by providing broadcasting facilities for the information, needs, wants and entertainment of persons living in the licensed area, principally Bankstown & Auburn in addition to reviewing on a continual basis our strategies for promoting the service and inviting participation. We also aim to assist members of the community in developing and producing programs of relevance to the community.

Our Mission Statement, Vision Statement and Values Statement are also considered to be a part of this 5-year Plan.

2. The Organisation

BACR is a Not-For Profit Incorporated Association, registered with the Office of Fair Trading.

3. Recent Organisation History

BACR was incorporated in 2007 with a board of five directors, subsequently increased to seven directors. The Yagoona premises were acquired at that time, and initially BACR were granted a temporary broadcasting license. A permanent five-year license was granted in October of 2011, following 4 successful TBLs.

In 2014 the Management Committee felt that to prosper, it was necessary to move to larger premises and acquire two state-of-the-art broadcasting panels in addition to other technical enhancements. It was decided that the station would remain in the current building due to the low rent, but would

move to a different suite of offices, and undertake renovations to create a more modern and attractive environment.

In 2019, BACR moved to their new location of Shop 1, 78 Cahors Road, Padstow. Funding of the premises was acquired by approaching the State Government to release funds from the sale of assets from previous license holders.

In 2023, the station rebranded, changing the on-air identifier from 2BACR to Connect FM 100.9. New logos, developed by UTS Shopfront Project. A group of 4 students took on the project of our rebranding as part of their final projects/exams. The name change has been received well by the community and fits our mission statement "Connecting the Community".

4. Organisation Structure

BACR has a constitution (revised in 2025), that is registered with the Office of Fair Trading, and a Management Committee. Each management committee member has the responsibility to plan the details of the association administration in the following ways:

1. Presenting plans to the management committee for consideration and approval.
2. If approval is given, act on behalf of the association to implement such plans.
3. Form relevant sub-committees from members of the association or the public generally.

There are two Life Members who have voting rights and Ordinary Members who must live in the area also have voting rights. In the revised constitution, those who have contributed as a volunteer for the station for a continuous five years of service, are also entitled to become an Ordinary Member, based on the Management Committee's discretion, with the same entitlements. BACR also has Associate, non-voting memberships.

The Association works on a democratic basis. Ultimately, all management control responsibilities and decisions rest with the BACR Management Committee that operates in a fully democratic way. BACR recognizes that an autocratic management style is not conducive to harmonious operations and militates against the principles of inclusiveness.

5. The Management Committee

| | |
|----------------------|--|
| President: | Anthony Bennetts |
| Secretary/Registrar: | Ruth Le Bas |
| Treasurer: | Wendy Lindsay |
| Committee Member | Emani Alaalatoa (Ethnic Broadcaster Liaison) |
| Committee Member | Marilyn Brewer |
| Committee Member | John Dearing |
| Committee Member | Peter Menton |

6. Our Services

Our focus is on creating quality radio programs that are educational, informative, and entertaining for our CALD community. We also provide a forum for other community organisations, including schools, to have their message replicated, by way of Community Service Announcements and program interviews. We endeavor to promote as many local events and messages as possible in multiple languages. As well as radio broadcasting these CSA's, we also cross promote events on our Facebook page, website and led window screens to further engage as well as increase our audience.

7. Potential Additional Services

We are always seeking other ways to create extra income and expand our capacity to develop further services. Our boardroom, for example, that can double as a training facility, has guest Wi-Fi, facilities such as kitchen and bathroom.

8. The Target Audience and Network

The residents of Bankstown and Auburn, including
Community Organisations and their members
People with a disability
Indigenous Communities
Ethnic Communities
Educational Institutions and students
Elderly People including Aged Care Facilities
Youth and associated organisations
Sporting Enthusiasts and their Organisations
Sponsors and supporters
Local Business and Professionals

9. Schedule of Fees @ 14/10/2025

Show Specific Sponsor

1 x 30 second announcement plus 1 x 10 second show specific promo announcement \$550.00 (Inc GST)
one a week or when specific show is played over 1 hour / 365 days

Best Offers - Daily Announcements

- 1 x 30 second Announcement for 365 days **\$770.00 (Inc GST)**
- 2 x 30 second Announcements for 365 days **\$1,400.00 (Inc GST)**
- 3 x 30 second announcements for 365 days **\$1,960.00 (Inc GST)**
- 4 x 30 second Announcements for 365 days **\$2,620.00 (Inc GST)**

News/Traffic/Weather Sponsor

- **News Sponsor** – 1 x 10 second announcement Plus 4 x 30 second Announcements for 365 days **\$4,000.00 (Inc GST)** -This includes the cost for the newsfeed from provider News is played on the hour each weekday from 9AM through to 5PM where the 10 second announcement will be heard with your business name approx. 10 times per day as well as the 4 x 30 second announcements previously quoted.

Casual Sponsorship Rates / Event Promotion

Standard *

Announcements 3 weeks prior to the event. 15 x 30 sec spots per week - **\$616.00 (Inc GST)**

Basic *

Announcements 3 weeks prior to the event. 10 x 30 sec spots per week - **\$412.00 (Inc GST)**

***Production of Announcements - \$150.00 (Inc GST) per 30 sec version. Client to provide draft script.**

Additional to the above announcements in the package your business receives the following (not included for Casual/Event Promotion*):

- Regular mention of sponsors on social media.
- A laminated certificate saying your business is a proud sponsor of CONNECT FM

- Plus – You get the option to retain these rates for an additional 12 months once you realise they are working for your business. *Casual packages excluded. Large LED window displays/signage at Cahors Rd Padstow/that will show sponsorship messages in the graphics line up.

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|------------------------|---|
| Airtime Fees | - \$20 / hour + GST (Has not been increased since original license application) |
| Boardroom Hire | - \$50 / hour + GST |
| Studio Hire | - \$50 / hour + GST |
| Production Hire | - \$50 / hour + GST |
| Training Facility Hire | - \$50 / hour + GST |

10. Company Assets

In order for the station to prosper over the next 5 years, we need to ensure that the aging, existing equipment is well maintained and upgraded when needed to ensure that we continue to have a top-class facility. Our 5 Year budget reflects this.

See the station Asset List for current assets

11. Organisational Timeline

Planned timeline for our objectives are:

2025

- To increase airtime fees by 10% if necessary, and incorporate airtime fees for all programs, to cover ever increasing running costs of the station.
- To increase grant revenue by 15%
- To increase our sponsorship by 50%
- To maintain production and studio hire costs
- To increase ordinary membership (voting rights) by 20%
- To increase associate membership (non-voting rights) by 30%
- To increase volunteers who are positively participating in the administration and operation of the station by 10%.
- To have a complete and varied Program Timetable
- To maintain the MYOB accounting system for grants tracking, station expenditure, etc.
- Increase our participation in Community Events
- Increase community participation in broadcasting, including all age groups and ethnicities.
- Increase Station Co-Ordinator, Grant Writer & Community Engagement Officer's paid hours
- Increase Technical Assistant Hours
- Further develop a social media Policy
- Establish a quality in-house training program for presenters and volunteers
- Have at least 3 presenters complete CMTO Certificate 3 Media Training
- Have our Station Co-Ordinator complete Cert 4 in Media with CMTO
- Further develop our contacts with other Ethnic Media Outlets
- Have funding available to include CRN and news services available through the CBAA
- Maintain on-demand service via the website.
- Review Broadcaster Airtime Agreements and have all broadcasters sign up with new and relevant conditions relevant and updated social media policy.
- Community engagement via promotion and participation in local events, multicultural festivals, etc.

- Rebuild and refresh the website.
- Studio and building rebranding to reflect Connect FM 100.9
- Shirts for station volunteers representing the organisation at community events.

2026

- Review all Policies and Procedures
- To increase airtime fees by 10% if necessary
- To increase grant revenue by 25%
- To increase our sponsorship by 50%
- To increase production and studio hire costs by 20%
- To increase ordinary membership (voting rights) by 30%
- To increase associate membership (non-voting rights) by 30%
- To increase volunteers who are positively participating in the administration and operation of the station by 10%.
- Review our Ethnic Broadcasting percentage in the timetable, and increase to 40%
- Review our Australian Music content, and increase the content to 30% across all general programming
- Encourage our management team to seek and acquire up to date skills in regard to management practice.
- Station Co-Ordinator to complete Cert 4 in training course
- Review and broaden our program content to reflect the interests of the greater community
- Support & develop local artists and musicians
- Hold Youth Talent Quest in broadcast area
- Develop strategies to include more local organisations and individuals involved in the selection of programs.
- To encourage program development to involve older people, people with disabilities and the local indigenous population. We will now be able to do this with our new premises.
- Continue established connections with other community groups and further extend our association with local service organisations.
- Focus on specific events tabled in calendar for example Australia Day, Melbourne Cup, Mothers' Day etc.
- Contact the wider community of Bankstown & Auburn with a view to creating radio services relevant to the development of our local community. An example of this might be that a network of community organisations would use the radio service for the purpose of informing their clients and keeping them updated.
- Re-connect with aged care facilities, and bespoke programs to suit the needs of the elderly.
- Line of sight technology replacing NBN which was letting the station down, causing outages.
- Engage more seniors as volunteers, including program presentations.
- Encourage youth to become a part of the station.
- Re-build new studios within our existing building that accommodate those with a disability, i.e. wheelchair access/vision impaired.

2027

- To increase airtime fees by 10% if necessary
- To increase grant revenue by 5%
- To increase our sponsorship by 50%
- To increase production and studio hire costs by 20%
- To increase ordinary membership (voting rights) by 30%

- To increase associate membership (non-voting rights) by 30%
- To increase volunteers who are positively participating in the administration and operation of the station by 10%.
- Increase our community presence by attending events, and broadcast live

2028

- To increase airtime fees by 10% if necessary
- To increase grant revenue by 5%
- To increase our sponsorship by 50%
- To increase production and studio hire costs by 20%
- To increase ordinary membership (voting rights) by 30%
- To increase associate membership (non-voting rights) by 30%
- To increase volunteers who are positively participating in the administration and operation of the station by 10%.

2029

- To increase airtime fees by 10% if necessary
- To increase grant revenue by 5%
- To increase our sponsorship by 50%
- To increase production and studio hire costs by 20%
- To increase ordinary membership (voting rights) by 30%
- To increase associate membership (non-voting rights) by 30%
- To increase volunteers who are positively participating in the administration and operation of the station by 10%.

12. SWOT Analysis

(A) Strengths Analysis

Technical Skills – We have 3 volunteers that have a range of technical skills that have been put to good effect in the maintenance of our old studios, and in the building of the two new studios.

Management Skills – Our Management Committee has a broad scope of expertise and comes from varied professional and community service backgrounds.

Administration Skills – The current station coordinator has exceptional organization skills and a strong background in finance. These skills have assisted in facilitation in the completion of the new station and updating policies and procedures.

Established programs – Many of our presenters have had long running programs that are well established in the RA1 Broadcasting area.

Local Knowledge and Connections in the Community – Many of our Management Committee and broadcasters have strong involvement in other community organisations which in turn assist in our commitment to the Bankstown Auburn Area.

(B) Weakness Analysis

Lack of volunteers from the community.

Current lack of a strong income stream means that the opportunity to finance a full-time Station Co-Ordinator has hindered some essential operations being fully implemented. This has resulted in a diminished quality of performance in key areas, such as training the presenters, and our outreach capacity.

Our location in Yagoona on the Hume Highway has presented some problems with accessibility, particularly for nighttime presenters. Unfortunately, due to the high rental demand in more appropriate community buildings we had to take advantage of the lower rental on our current premises, so that funds could be better spent on more quality equipment.

(C) Opportunities Analysis

Our new studios have created a much more pleasant interior environment, making it more attractive to volunteers. We hope that this will be a deciding factor in increasing our numbers of volunteers and the length of time that they commit to the station.

The acquisition of new broadcasting equipment ensures that we are able to offer first-class facilities to attract quality broadcasting programs. This also will ensure that we have a sound basis for securing further sponsorship.

With the pertinent management of funds, the organization is now able to move to new premises and will be able to provide facilities enabling us to invite training programs to be held on-site and further increase our income source. We have already achieved this in conjunction with the CMTO, facilitating Cert 3 Courses for other radio stations at our premises at Yagoona. With our move to Padstow, we will be in a better place for public transport and disabled persons' access. We have consulted with Emma from the CMTO in regard to our station move, and upon receiving keys to the new premises, Key members of the CMTO organization will give their input into establishing the infrastructure of a training hub, before tradespeople begin works.

(D) Threats Analysis

A downturn in the economy may impact our ability to acquire sponsors.

A revision of how grants are funded may lead to reduced revenue.

The advent of new technology may have an unforeseen impact on our capacity to deliver quality broadcasting.

13. What We Need to Achieve in the Strategic Plan - Objectives

Factors required to achieve the objectives are –

- Continued & enhanced Management capacity to plan, organise, direct & control the Corporation.
- Continued democratic management style to obtain ideas from all community and regulatory sources and consider these ideas in decision-making.
- Maintaining our financial capacity to fund the plans of the Corporation.

- Improving and updating our technical capacity to deliver the service.
- Reviewing Policies and Procedures to handle situations as they arise.
- Increased drives to recruit people from the community to be members and volunteers to run the corporation, including to replace persons that may exit the Corporation.
- Involvement of as many cultural groups from the community as possible.
- Advanced Training of persons that become involved in the corporation.
- Continued compliance with relevant legislation and administrative regulations.

14. How We Will Achieve the Plan's Objectives

BACR will achieve its objectives by ensuring its democratic management style leads to effective and efficient planning, organising, directing and controlling of our corporation.

The 5 Year Budgets indicate that BACR has the financial capacity to achieve its objectives.

BACR already has the required technical capacity to deliver the service. After 2 years of full-time operation with a permanent license, BACR becomes eligible for Equipment Grants from the CBF. Our Policies and Procedures can handle situations as they arise and foster a corporate culture of compliance with legislation and regulations.

BACR has a core of dedicated members and broadcaster volunteers completing the programming and operations of the service and actively pursues more involvement by the local community. BACR expects to increase our membership and volunteers over the coming years. An advertising campaign is currently in force for this purpose.

BACR already involves many culturally and linguistically diverse individuals and groups in the service and actively pursues multicultural involvement. We are actively seeking to expand our range of languages.

BACR has many experienced broadcasters and persons involved in the operations that can give adequate training to volunteers. Training is an ongoing process and during the period of this 5 Year Business Plan BACR shall seek grant funds for training as it has in the first 5-year plan. The CBF makes grants for training purposes.

Liaison with the CBAA, CMTO and other peak organisations have and will continue to provide valuable guidance and resources to achieve our goals and objectives.

15. Financial Requirements

The 5 Year Budget form part of this Strategic Plan.

The Budgets indicate that BACR shall have sufficient funds to meet its objectives.

16. Measurements of Progress

Measurements of progress include –

- Feedback from listeners, broadcasters, members, volunteers, sponsors, and especially the Committee Chairpersons, is used to monitor progress and effectiveness. We welcome oral and written input from all stakeholders.
- We propose to consult with the CBAA and ask them to review our community radio station with a view to finding ways to improve our services and our standards of performance.
- Engaging consultants (financial, legal, technical, etc.) to inform us of progress in specific critical areas of organisational and radio station performance.
- Cash funds at banks are a guide to progress and ensure sustainability.
- The amount of funds from sponsorship received by the radio station.
- The number of complaints from stakeholders
- The number of members and volunteers in the operations of the service.
- The number of broadcasters presenting programs on the radio station.

17. Conclusion

BACR has made much headway over the last four years. We are well aware that there is still much to be done, and we are particularly conscious of the need to increase efforts to involve the community in the roles of both listeners and participants. There are complexities in the Bankstown and Auburn diverse communities that present strong challenges, but we are confident that the coming five-year plan will see many if not most of these addressed in a conclusive manner. The Board and all our broadcasters and volunteers and members are committed to ensuring that the objectives of our strategic plan will be achieved.