# GSFM Strategic Plan 2026 – 2030

(Adopted at the Board meeting of September 19, 2026, Agenda Item 12.1)

**Great Southern FM 100.9**

*Respectfully acknowledging the Menang people as the Traditional Custodians of the land on which we conduct our business, and paying respect to Elders Past and Present.*

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## 1. Executive Summary & Overview

The **GSFM Strategic Plan 2026–2030** charts a sustainable future for the station, closely aligned with the Community Broadcasting Association of Australia's (CBAA) Roadmap 2033. Developed with input from members and the community during our June 2024 strategic workshop, this plan outlines our roadmap across five core pillars. The Strategic Plan sets the direction. An annual GSFM Strategic Implementation Plan turns that direction into measurable action.

For every significant action identify WHAT, WHY, WHO, WHEN, MEASURE and EVIDENCE.

### Who We Are

Great Southern FM 100.9 is a community-owned, registered ACNC Charity radio station based in Albany and serving the Great Southern region of Western Australia. For more than 30 years GSFM has provided trusted community broadcasting, operated substantially through volunteer participation.

GSFM provides locally produced radio and community information; diverse music and programming; promotion of local events, organisations and community services; opportunities for people to participate in broadcasting; a platform for local voices, ideas and stories; and information and entertainment reflecting the diversity of the Great Southern.

Our future is not simply about maintaining a radio station. It is about maintaining and strengthening a trusted community asset and community voice.

**Our Vision:** To be authentic and inclusive, to provide quality entertainment and information, and to be a trusted voice for our community.
**Our Values**: We are guided by community connection, participation, inclusion, and diversity; grounded in independence and integrity; and committed to collaboration, respect, sustainability, and resilience.

# 2. High-Level Strategic Pillars Summary

| Strategic Pillar | Core Objective | Key Action Highlights |
|---|---|---|
| **1. Financial Sustainability** | Secure funding, diversify revenue, and build long-term fiscal resilience. | • Secure grant funding in line with priorities and Board direction<br>• Increase annual sponsorship revenue by 50%<br>• Grow other revenue (e.g. Radiothon) by 50%<br>• Build a 12-month operating cash reserve<br>• Conduct feasibility studies for owning premises and mast |
| **2. Volunteer Base** | Recruit, train, and retain a diverse, well-supported volunteer team. | • Proactive volunteer recruitment focusing on diversity<br>• Maintain clear guidelines and task lists for onboarding and provide regu<br>• Provide peer mentoring and upskilling<br>• Enforce zero-tolerance policy on discrimination and harassment |
| **3. Audience & Reach** | Expand community connection, increase membership, and grow digital presence. | • Conduct audience research to broaden listener diversity<br>• Expand social media presence and online engagement<br>• Host regular community programming forums<br>• Maintain active presence at local events |
| **4. Technical Sustainability** | Ensure broadcast continuity, modernise tech, and disaster readiness. | • Develop Asset Management Plan, to include a budgeted maintenance plan<br>• Formalise disaster recovery and backup systems<br>• Deploy mobile recording studio for remote events<br>• Expand technical volunteer support network |
| **5. Operations, Governance and Administration** | Streamline office workflows, manage legal/WHS obligations, and safeguard station assets.<br><br>Maintain ACMA compliance, uphold standards, and secure licence renewal. | • Ensure APRA AMCOS and PPCA copyright compliance<br>• Automate broadcast audio archival & centralised record keeping<br>• Maintain Standard Operating Procedures (SOPs) for administration<br>• Maintain Organisational Risk Register & conduct WHS audits<br><br>• Align with CBAA Roadmap 2033 objectives<br>• Maintain robust records of community participation<br>• Execute licence renewal action plan |

# 3. Strategic Actions by Pillar

## Pillar 1: Secure Financial Sustainability

Financial sustainability ensures our community radio station can continue to inform, entertain, and connect people across our region. We aim to secure and consolidate funding sources through grants, sponsorships, and donations to maintain and grow operations.

- Diversify funding sources.
- Increase annual sponsorship revenue by 50% over the next five years.
- Build a cash reserve equivalent to 12 months of operating costs.
- Continually grow other revenue by 50% through activities like Radiothon.
- Explore the feasibility of owning our station premises.
- Explore the feasibility of owning our broadcast mast.

## Pillar 2: Strengthen Volunteer Base

Volunteers are the heart of community broadcasting. By attracting, training, and supporting an inclusive volunteer team, we build resilience, share the workload, and ensure our station reflects our community.

- Proactively recruit presenters to increase the number of presenters consciously promoting age and other diversity, as well as diversity of music and content.
- Continually increase the number of other non-presenting volunteers.
- Increase volunteer retention through recognition, social connection, and role clarity.
- Provide adequate training and support, including peer mentoring, skills refinement, and upskilling.
- Maintain and develop clear guidelines and/or task lists and onboarding processes.
- Enhance the connection volunteers have with each other, the station, and the community.
- Maintain and monitor a zero-tolerance policy for discrimination, bullying, and harassment.

## Pillar 3: Build Audience and Reach

Connecting with more listeners across our local area and beyond strengthens our role as a trusted, independent voice in Australian community broadcasting.

- **Research & Insight:** Enhance our understanding of current and future audiences, and increase the diversity of our listening audience.
- **Community Engagement:** Build community awareness of the station, increase membership, and maintain a visible/audible presence at public events.
- **Digital & Online Growth:** Increase our social media presence and host regular community forums to gather input on programming priorities.

## Pillar 4: Secure Technical Sustainability

Reliable broadcast and digital systems enable consistent, high-quality programming while meeting Australian regulatory and safety requirements.

- Review current equipment and develop an Asset Management Plan to include a budgeted five-year maintenance plan addressing risk management, compliance, and broadcast continuity.
- Develop backup systems and disaster recovery processes to maintain broadcast continuity.
- Develop a larger, better network of skilled people to keep the station on air.
- Invest in modern audio equipment (microphones, soundproofing, editing software) to enhance program production.
- Create a mobile recording studio to capture content from remote locations, such as local festivals.
- Train staff and volunteers on new technology to improve skills and confidence.

## Pillar 5: Operational, Governance and Administrative Excellence

A resilient community radio station relies on robust administrative workflows, clear operational policies, and strong legal governance behind the scenes. This pillar ensures GSFM protects its assets, fulfills statutory obligations, and maintains an organised operating environment.

- **Governance & Legal Compliance:** Ensure ongoing reporting and fee compliance with music copyright authorities (APRA AMCOS and PPCA); maintain comprehensive insurance coverage (Public Liability, Volunteer Protection, Cyber Security, Asset Coverage); conduct regular governance reviews of station policies and committee procedure as needed.
- **Archival & Records Management: I**mplement an automated, compliant broadcast audio logging/archival system in accordance with ACMA requirements; establish a secure, centralized digital records repository for committee minutes, legal contracts, and historical files.
- **Office Procedures & Administration:** Develop and maintain Standard Operating Procedures (SOPs) for daily station operations, mail/email correspondence, membership management, and financial reconciliation; define clear administrative responsibility structures across board members and key volunteers.
- **WHS & Risk Management:** Establish a centralised Organisational Risk Register to identify and mitigate operational, legal, environmental, and technical hazards; conduct regular Work Health & Safety (WHS) audits of studio premises, transmitter sites, and mobile equipment; implement physical security and access control systems.
- **Asset & Facilities Management:** Maintain an active asset register covering studio hardware, broadcast equipment, digital online assets, software licences, and depreciation; ensure timely oversight and renewal of property, site, and infrastructure lease agreements.
- **Maintaining Station Licencing**: Meet regulatory requirements, uphold community broadcasting principles, and serve our local audience. Maintain Community Broadcasting Association of Australia's (CBAA) Roadmap 2033 objectives. Maintain clear records of community engagement, programming diversity, volunteer participation, and compliance activities to support licence renewal and regulatory reporting. Conduct an annual internal compliance review and maintain records for licence renewal. Develop and implement an action plan toward our submission for licence renewal.

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