

Barossa Broadcasting Board Inc.

Business Plan : 2022 - 2027



EXECUTIVE SUMMARY

Barossa Broadcasting Board Inc. (BBBfm) has been operating BBBfm 89.1 Community Radio since 1997.

Currently we are broadcasting from studios located in Nuriootpa in the Barossa Valley, and our broadcast licence region includes the Barossa, Gawler, Light and Wakefield Councils (refer to Attachment 1: BBBfm Broadcast Licence Area).

To date, BBBfm's focus has been serving the Barossa region and its communities and we aim to increase community engagement and awareness of community interests and needs via outdoor broadcasts, station events, social media and data gathering activities. Information obtained will then be used as a basis for future programming decisions.

The station is committed to increasing our relevance to a wider listener population by expanding coverage and content, introducing new programming projects targeting youth and media training, and expanding the products and services we offer for sale. To further increase community engagement, we conduct regular Outdoor Broadcasts within our broadcast area.

Following a period of significant change and development, the Board and Management Teams are committed to continuing to build BBBfm into a cohesive organization, that is widely recognized and respected within its broadcast region as a source of content valued by its listeners, and a valuable contributor to the community.

A progressive review of people, equipment, programming, sponsorships, management, and finances is conducted to identify and address any shortfalls in procedures and resources.

Committees and teams have been formed by members to manage specific areas, including programming, training, community engagement, subscriptions, membership, sponsorship, and production. Within these committees, succession planning will ensure continuity of operations.

A new process for inducting and training new member volunteers has been implemented, to ensure greater member involvement in station operations and a more equitable distribution of tasks and duties.

In addition to grants and subsidies as funding sources for capital projects, BBBfm is increasing marketing activities to grow revenue through sponsorships, memberships and subscriptions.

BBBfm is committed to building on the connections we already enjoy within our community. We look forward to implementing the strategies in this plan and evolving further as a "Volunteer Organization of Choice" within the Barossa Valley.

MISSION STATEMENT

Barossa Broadcasting Board Inc. (BBBfm) strives to be “The Voice of the Barossa and Beyond” through program content which represents the diverse interests and needs of organizations and the wider communities within our broadcast licence region.

OVERVIEW

THE ORGANIZATION

Barossa Broadcasting Board Inc. (BBBfm) is an incorporated not for profit organization, broadcasting to the Barossa, Gawler and surrounding regional districts.

BBBfm is operated entirely by volunteers, transmitting 24 hours a day. Content is broadcast via FM frequency 89.1 and over the internet.

Our program content is diverse and includes a broad range of music genres, in response to the needs and interests of communities within our broadcast region.

LOCATION

In April 2019, BBBfm re-located from the Old Tanunda Railway Station to custom-built studios at 24a Murray Street, Nuriootpa. This move was made possible with the support of Barossa Village, one of our major sponsors, the Community Broadcasting Foundation, SACBA, and a variety of local businesses which gave substantial discounts on the build and fit out.

LICENCE AND BROADCAST AREA

BBBfm is licensed to broadcast across the following Council areas¹:

- Barossa
- Gawler
- Light Regional
- Wakefield

OPERATIONS

Through our sponsorship offerings, BBBfm promotes a variety of different size and type of businesses within the region.

We regularly review our agreements with our sponsors to ensure we are meeting their business needs.

We have a strong relationships through local print media sponsorships.

During the COVID caused lockdown of the Barossa Valley during March and April 2020, we provided a free service for businesses to inform our listeners of how they were operating under the restrictions. Our “Open For Business” campaign was well supported and resulted in acquiring paid sponsorships from some of the businesses which participated.

BBBfm’s presence as a source of community information and events is widely recognized and valued, as evidenced by contributions and approaches from community groups to participate in our Community Service Announcements and interview programs.

BBBfm has a strong connection with the younger demographic within our region. This is evidenced through our leading role and collaboration with other key community groups on “Busk til Dusk”, an opportunity for young musicians to promote their talents through live performance, now a popular event within the Barossa Vintage Festival calendar.

We will be incorporating other social media, eg Facebook and Instagram, with our website to further connect with a younger audience.

¹ Refer Attachment 1 – BBBfm Broadcast Licence Area

We also are pursuing the possibility of a youth radio skills program facilitated by accredited trainers, a first for this region. Participants will be eligible to receive formal qualifications on completion of the program.

KEY OBJECTIVES AND STRATEGIES

CORE OBJECTIVES

1. Increase community engagement and BBBfm presence throughout the entire broadcast region.
2. Increase revenue raising through membership, sponsorship and subscriber incomes.
3. Continue to offer opportunities for presenter and member up-skilling.
4. Continue to upgrade our technical and production capacity and capabilities.
5. Continue to review programming based on community feedback.
6. Improve our website functionality to enhance engagement with our listeners.
7. Maintain strength of station management to ensure a cohesive, unified organization.
8. Attract a greater number and diversity of regular presenters.

CORE STRATEGIES

1. Investigate the feasibility of establishing station presence in one or more other suitable locations within the BBBfm broadcast licence area.
2. Co-ordinate profile raising activities to generate greater community engagement via:
 - Involvement in biennial Barossa Vintage Festivals, biennial Barossa Airshows, and other local seasonal community events
 - Station open days
 - Networking events with sponsors
 - Outdoor broadcasting at community events
 - Promotional items available to purchase via our website; our dedicated Merchandise Team investigate and recommend appropriate merchandise
3. Develop networks with other community radio stations, eg:
 - Maintain ongoing awareness of other stations' activities and operations
 - Research feasibility of forming reciprocal relationships with other community stations, especially in other regional SA locations
4. Conduct regular membership drives aimed at recruiting more program presenters and administration support.
5. Increase subscriber income through a rolling twelve months' project plan which includes:
 - Consistently delivering meaningful rewards to subscribers
 - Establishing a network of providers to support the subscriptions program with meaningful rewards for subscribers.
6. Increase income through sponsorship by:
 - Strengthening our relationship with existing sponsors through regular contact from Sponsorship Team members
 - Reviewing the value and efficacy of our sponsorship offerings, including tailored packages
 - Actively seeking business networking opportunities through business support organizations such as Regional Development Australia
 - Increasing our visibility within the community through participation in public events and activities

7. Expand our capabilities through improved technical equipment, for outdoor broadcasting, and live from the studios music broadcasts.
8. Provide opportunities for training for existing and new members and presenters to increase effectiveness.
9. Promote the need for more Presenters, with a greater diversity in programs, to connect with our listeners more effectively.
10. Expand the BBBfm merchandise range.
11. Use listener statistical data to conduct a review of station programming requirements and adjust programming schedules to increase listener numbers.
12. Continuously review policies, procedures and systems to ensure compliance with licence and legal requirements and changing station requirements.
13. Continue to develop our website to make it more interesting and inviting, thereby improving our engagement with existing and potential listeners, subscribers, volunteers and sponsors, through:
 - Providing interesting information about the station history and management
 - Providing vibrant and engaging information about programs and presenters
 - Providing an up to date and visually appealing program guide
 - Highlighting opportunities to gain further support through membership, sponsorship, subscription, and donations
 - Connecting other social media such as Facebook and Instagram, to appeal to a younger demographic
 - Providing a “shopfront” for purchase of merchandise, and payment of subscriptions and donations

OBJECTIVES : 0 – 5 YEARS

1. Investigate and introduce new revenue raising activities, eg youth radio skills and broadcasting training program.
2. Increase listenership in the smaller communities within our broadcast licence area.
3. Increase listenership amongst visitors to our broadcast licence area, support local businesses and increase our potential to acquire more sponsors.

STRATEGIES : 0 – 5 YEARS

1. Develop and implement youth radio skills and broadcasting training programs:
 - To be conducted as a joint project between BBBfm, local Adelaide customer service training provider and TAFESA to develop radio station operation, journalism and broadcasting skills
 - Practical training component to be conducted from BBBfm station premises – initially one program per week with a view to expanding to two programs per week
2. Raise awareness of BBBfm in the smaller communities within our broadcast licence area, through:
 - Improved outdoor broadcasting equipment and capabilities to enable participation in community events and activities
 - Continue to strengthen the skills and expertise of our sponsorship team
 - Personal approaches to businesses about sponsorship
 - Promotion of membership and subscription programs through visits, signage and media

3. Collaborate with Barossa Australia (formerly Tourism Barossa) and the Visitor Information Centres, to promote events and experiences within our broadcast licence area, specifically targeted towards tourists; increase local and tourists' awareness of BBBfm through reference in these promotions to our roadside signage (which reads "Tune to Barossa Radio 89.1fm").

CHALLENGES TO ACHIEVING OUR OBJECTIVES AND HOW WE WILL ADDRESS THEM

SPONSORSHIP CHALLENGE:

As with commercial entities, not for profit and volunteering organisations have suffered significantly due to the Covid pandemic, and generally losses have been experienced in both income and volunteering levels, while many expenses have increased.

To minimize the impact on BBBfm's income, our sponsorship team and other volunteers have worked hard in the last two years in particular, to improve our relationships with existing sponsors. We have achieved this through regular contact and expressions of appreciation such as a Christmas gift including one month's sponsorship and local food produce or a novelty sponsorship recognition plaque.

We also have gained new sponsors through cold calling and connections with other sponsors. More sponsors are approaching us directly as they gain understanding of the benefits of promoting their business through community radio, from a "value for money" perspective, as well as demonstrating to the community that they support the community. New sponsors are approaching us on hearing that their competitors are utilizing BBBfm's services.

ACTION TO BE TAKEN

We will continue our existing strategies to ensure a steady increase in sponsorships, and to ensure our existing volunteers continue to support us.

We will pursue sponsorship opportunities by networking with existing and potential sponsors, and through businesses and agencies such as Regional Development Australia Barossa and Barossa Australia.

We will ensure that our sponsorship options are promoted every time we conduct an outdoor broadcast, or are present at a local community event.

We will offer our services as guest speakers to local business and community groups.

VOLUNTEERING CHALLENGE:

There are two parts to this challenge, both due to the Covid pandemic:

1. We expected there would be a reduction in people wanting to volunteer. Our recent experience is that there are more people wanting or needing volunteering roles, for a variety of reasons. We hope this trend will continue, however it has put pressure on our volunteers who manage the membership application, induction and training processes.
2. Some current and potential volunteers are not vaccinated against Covid, and some do not intend to be vaccinated. As we currently have a requirement for all attending the studios to be double vaccinated, it is difficult to conduct efficient and effective induction and training of new volunteers, and the engagement of current volunteers is somewhat limited.

ACTION TO BE TAKEN

We will utilize our subscription to Zoom to enable us to conduct induction and training without people having to attend the studios.

Induction and training will be conducted in group sessions, to minimize the pressure on our volunteers who provide these processes.

We will continue to expand our library of training videos to include training in preparing a program remotely, and training in technology to assist with audio production, eg sponsorship promotions, station stings, CSAs.

We will look for opportunities to keep our volunteers engaged if they cannot attend the studios or BBBfm events outside the studios, such as outdoor broadcasts.

AGEING TECHNOLOGY CHALLENGE:

In previous years we have not been sufficiently proactive in scheduling the optimal time to acquire new equipment.

This has put us in a very vulnerable position, with key pieces of equipment having passed or being close to their ideal replacement date.

ACTION TO BE TAKEN

We now have in place a process for reviewing the age of our technology to ensure that we have sufficient funds available, and that orders are placed well before the anticipated need for replacement.

An efficient replacement schedule is especially important now, as the impact of Covid on the supply chain means delivery of equipment has slowed significantly.

Our replacement schedule will be reviewed at each Board meeting, with recommendations from our Technical Team, to ensure that funds are made available when required.

ORGANISATION STRUCTURE

KEY PERSONNEL

BBBfm is operated entirely by volunteer members from the local community and adjacent districts. Several key functions vital to the ongoing viability of the organization are managed by teams, as demonstrated in the organization structure in Attachment 2.

RECRUITMENT

We regularly seek new volunteers through:

- Our station promotions and community service announcements;
- Word of mouth and on social media;
- Advertising with services including Volunteering Barossa and Light, and Volunteering SA & NT;
- Promotion and advertising within local newspapers.

TRAINING

Induction and training by fellow volunteers is an essential process in welcoming new volunteers into the organization.

The induction and training process has been formalized to ensure volunteers clearly understand their rights and responsibilities as volunteers of BBBfm.

We also have access to accredited trainers and online training opportunities through the Community Media Training Organization (CMTO) and Community Broadcasting Association (CBA).

A contracted consultant has mentored and coached our newly formed Program Committee. The contracted position was essential in providing the level of expertise needed to guide the Committee in the design and implementation of operating policies and procedures, and in effective management of the Program Committee function and responsibilities.

MARKET ANALYSIS

CURRENT SERVICES

Currently, BBBfm provides general broadcasting services, focusing on:

- Music broadcasting to meet local community preferences
- Business interviews and information'
- Community interviews and information
- Wine and tourism interviews and information
- Local news and events reporting
- Featured Australian artists

REVENUE SOURCES

Revenue for operations is currently sourced from the following areas:

- Sponsorships
- Memberships
- Subscriptions
- Donations
- Merchandise
- Grants from various sources

FUTURE REVENUE SOURCES

As additional projects come to fruition, revenue increases will be generated from:

- Youth radio skills training programs
- Sponsorship increases through regular campaigns by our sponsorship team
- Membership increases through regular membership drives
- Subscriber increases through regular subscription promotions and drives

CUSTOMER DEMOGRAPHICS

LISTENERS

The 2021 Census results are that:

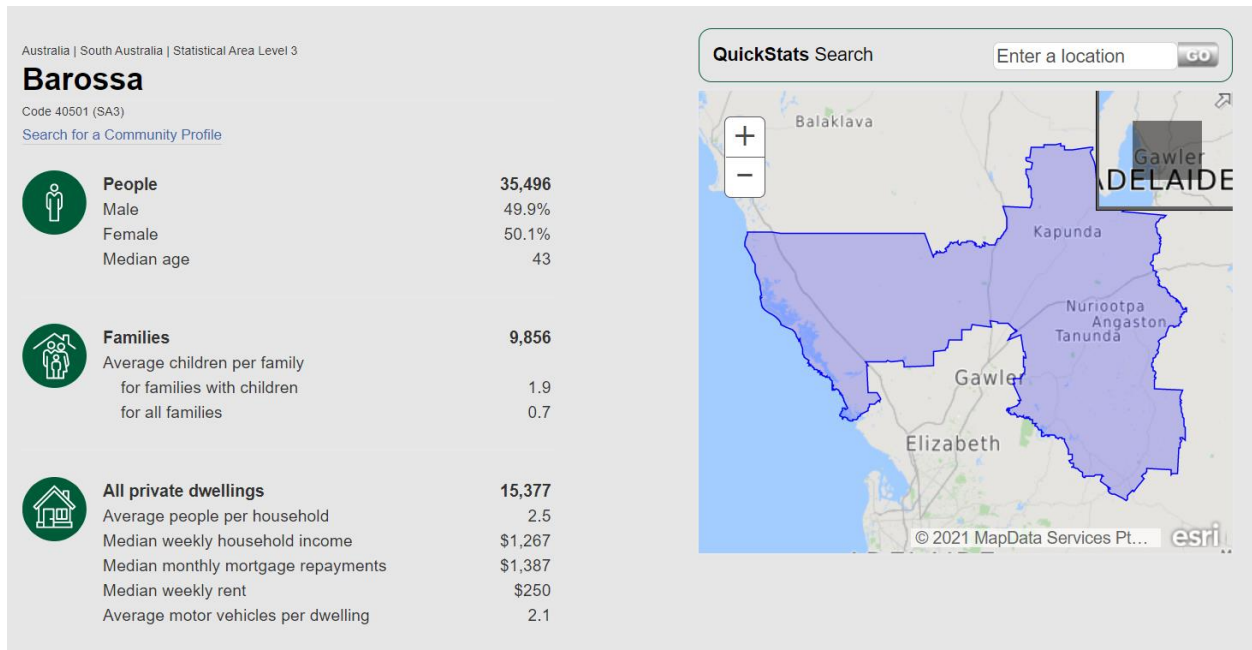
- The population is evenly spread across males (49.9%) and females (50.1%)
- 53% of the population is aged from 30 to 69 years
- the median age of people in the Barossa is 43 years

These statistics support anecdotal evidence about our audience gender and age.

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The 2021 Census indicates a total population in excess of 60,000 for the majority of townships covered by our broadcast licence area.

Statistics below are for the Barossa Valley geographic area.



Age	Barossa	%	South Australia	%	Australia	%
Median age	43	--	40	--	38	--
0-4 years	1,997	5.6	97,072	5.8	1,464,779	6.3
5-9 years	2,422	6.8	100,466	6.0	1,502,646	6.4
10-14 years	2,335	6.6	95,461	5.7	1,397,183	6.0
15-19 years	2,217	6.2	100,686	6.0	1,421,595	6.1
20-24 years	1,693	4.8	107,986	6.4	1,566,793	6.7
25-29 years	1,632	4.6	107,361	6.4	1,664,602	7.1
30-34 years	1,926	5.4	110,751	6.6	1,703,847	7.3
35-39 years	2,021	5.7	102,818	6.1	1,561,679	6.7
40-44 years	2,336	6.6	106,650	6.4	1,583,257	6.8
45-49 years	2,541	7.2	113,619	6.8	1,581,455	6.8
50-54 years	2,600	7.3	113,272	6.8	1,523,551	6.5
55-59 years	2,749	7.7	111,896	6.7	1,454,332	6.2
60-64 years	2,513	7.1	102,028	6.1	1,299,397	5.6
65-69 years	2,211	6.2	96,286	5.7	1,188,999	5.1
70-74 years	1,639	4.6	72,563	4.3	887,716	3.8
75-79 years	1,071	3.0	53,885	3.2	652,657	2.8
80-84 years	786	2.2	39,374	2.3	460,549	2.0
85 years and over	798	2.2	44,479	2.7	486,842	2.1

The median age of people in Barossa (Statistical Area Level 3) was 43 years. Children aged 0 – 14 years made up 19.0% of the population and people aged 65 years and over made up 18.3% of the population.

SPONSORS

BBBfm sponsors cover a diverse community cross-section, being predominantly a mix of small to medium sized enterprises and not for profit organizations.

Station sponsors generally come from industries that are relevant to the major listener demographic, ie mature, home owners and retirees.

The 2016 Census indicates that 10% of employed people work in the wine and other alcoholic beverage manufacturing.

This suggests that significant sponsorship opportunities still exist for us from within that industry.

Industry of employment, top responses <i>Employed people aged 15 years and over</i>	Barossa	%	South Australia	%	Australia	%
Wine and Other Alcoholic Beverage Manufacturing	1,668	10.0	5,746	0.8	14,651	0.1
Grape Growing	471	2.8	2,697	0.4	6,278	0.1
Aged Care Residential Services	464	2.8	22,642	3.0	211,621	2.0
Primary Education	443	2.7	16,651	2.2	231,198	2.2
Road Freight Transport	417	2.5	10,024	1.3	129,528	1.2

Of the employed people in Barossa (Statistical Area Level 3), 10.0% worked in Wine and Other Alcoholic Beverage Manufacturing. Other major industries of employment included Grape Growing 2.8%, Aged Care Residential Services 2.8%, Primary Education 2.7% and Road Freight Transport 2.5%.

MARKET POSITION

PROGRAM CONTENT

Given the regional, mature listener market, music programming is geared towards the tastes typical of this demographic, ie classic rock, blues and jazz; interviews and community news also are popular.

However, BBBfm also presents programs which are aimed at the younger demographic and presented by younger volunteers.

With the planned introduction of youth radio projects, BBBfm recognizes that some changes to the genres of music being broadcast will be necessary. Station programming and presenter demographics are regularly reviewed, to ensure a good content mix without alienating the station's valued longer term presenters.

FINANCIAL POSITION

BUDGETED INCOME

- 2021 \$21,790
- 2022 \$22,300
- 2023 \$23,040
- 2024 \$23,570
- 2025 \$24,500

BUDGETED PROFIT AND LOSS

- 2021
- 2022
- 2023
- 2024
- 2025

BALANCE SHEET

- Net current assets
- Total other assets
- Total net assets

BUDGETED BALANCE SHEET

- 2021
- 2022
- 2023
- 2024
- 2025

FINANCIAL OBJECTIVES / STRATEGIES

- To maintain balance between income and expenditure
- To maintain effective recruitment and training of administration volunteers

ATTACHMENT 1 : BBBfm BROADCAST LICENCE AREA



Area ID: 985

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ATTACHMENT 2 : BBBfm ORGANIZATION STRUCTURE

