
TOWARDS 50 YEARS

RTRFM 92.1

STRATEGIC PLAN

2023 - 2027

the sound alternative

TOWARDS 50 YEARS

By Simon Miraldo

RTRFM didn't get from 1977 to 2023 by accident.

Those who were around in the tumultuous early days of the station (back when it was 6UWA and ultimately 6UVS) know this well, due to a breakneck decision by the UWA Senate to close the station in November of 1990. The transmitter was turned off that same night, and it took six months of protests, campaigning and fierce negotiating to get back on the air.

Fifteen years later, a rechristened RTRFM faced its next existential threat, when UWA asked us to vacate the premises. We were fortunate to find a new home in Mount Lawley in 2005.

More recently in 2020, as the reality of COVID-19 dawned on Australia and the world started shutting down, those charged with leading the station had to reckon with the possibility that RTRFM might soon cease to be, much like many other institutions and normalities. Later that year, the station held its most successful Radiothon fundraiser ever.

So, history suggests there are plenty more challenges ahead. But that's another benefit of having been around since '77: there's not much RTRFM hasn't faced, or overcome, by now.

Tomorrow is not guaranteed to anyone; certainly not community radio stations. The sheer act of putting 24 hours of thoughtfully curated volunteer radio to air, seven days a week, for nearly 46 years straight is a mighty feat of unwavering dedication.

RTRFM won't get to 50 years without that continuing commitment from its community. In fact, RTRFM doesn't get to next Monday without that commitment from the community.

But as the General Manager of RTRFM staring down this incredible half-centennial milestone, I find myself sleeping easy at night, because I have unwavering faith in this community too; from the initial stalwarts to the newcomers and everyone in-between.

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This plan seeks to outline how we'll get to 2027, our fiftieth year. Absolutely, the independence and sustainability of the station remains a priority, as it always will be. However, we're not aiming to stick around just for the sake of it. We want RTRFM to remain a vital alternative to the local (and national, and international) media landscape, because the local (national, international) landscape needs that. This Strategic Plan outlines how we plan to grow, evolve, improve and diversify. It articulates who we need to bring into the tent, and how we're going to advocate on their behalf.

And it charts a path for how we're going to serve the community, and how we'll encourage the community to support us.

We have the people, and it's those people —us, you—who'll turn these words into a reality. The Strategic Plan is subtitled "Towards 50 Years", but to be honest, I reckon striving for 'another five years' is too modest. Let's bloody go for it. See you in 2077!

Simon Miraudo
General Manager RTRFM



OUR PURPOSE

To develop a more informed, diverse, accessible and culturally enriched community, and to champion local artists, issues and stories, as well as alternative sounds and perspectives from around the world.

OUR VISION

To be a leading alternative and independent voice in Boorloo/Perth and beyond. To invest in future-facing technology while maintaining cultural continuity and financial stability.

OUR VALUES

Alternative - we are unique, we serve a purpose, we platform the unsung and under-served

Advocacy - we are impassioned, curious and believe in leadership and education

Community - we are engaged, inclusive, empathetic and supportive

Independence - we are free thinking, challenging, adventurous and financially self-sufficient

GOALS AND STRATEGIC PRIORITIES

Sustainability

For RTRFM to remain sustainable and independent, the following goals and strategic priorities will inform our activities.

- To maintain a minimum four months of yearly turnover in cash reserves each year until 2027 and to develop additional reserves yearly to match depreciation in studio equipment each year until 2027.
- To encourage staff retention through fair remuneration and the maintenance of a positive internal culture with an aim towards workplace satisfaction.
- To encourage greater financial support from listeners who don't currently subscribe/donate.
- To engage our members and encourage volunteer participation during fundraising activities, or mentoring them for Board governance, fostering leadership density.

Inclusivity

RTRFM makes a commitment to advocate for its community, and make more space for those who similarly deserve and need a welcoming platform to share their experiences.

- To formulate and implement a Reconciliation Action Plan (RAP) on a timeline established by Reconciliation Australia, and increase participation of First Nations people.
- To further implement recommendations from the Disability Inclusion Advisory Group (via the Disability Inclusion Plan or DIP) each year through to 2027.
- To support ongoing gender equality at RTRFM and update the Safer Spaces strategy (including the training of support officers and staff) by the end of 2023.
- To maintain RTRFM's commitment to local music by broadcasting a minimum of 25% local music each year (and aspiring to other Music/Programming policy targets).
- To ensure diverse representation in the Board & staff, our membership and on the air.

Diversified Content and Audience Growth

RTRFM can call itself one of the best media outlets in the world. We aim to bolster our reputation and reap the benefits by committing to our stance as The Sound Alternative.

- To further expand RTRFM content through traditional and digital means beyond its traditional FM broadcast (including online radio, podcasts, video and live events).
- To expand the audience beyond the terrestrial broadcast range, taking Western Australian culture to the world.
- To encourage greater participation through active engagement of diverse communities, including the implementation of a RAP, DIP and related initiatives.
- To maintain high quality of content and mentorship of presenters via Programming Committee, addressing presenter turnover and encouraging new show ideas.

Partnerships

RTRFM's independence depends on its ability to engage with, advocate for and provide value to the community, especially local businesses, creative organisations and partners.

- To identify and develop relevant partnerships within the arts and culture sector in Boorloo/Perth and wider Western Australia.
- To increase partnerships with relevant local businesses that lead to a growth in sponsorship revenue.
- To generate revenue through new, creative streams via content or collaboration as a fee-for-service organisation by leveraging our uniqueness and engaged community.
- To increase the number of collaborative projects with arts and culture institutions, introducing RTRFM to new audiences and supporters.



MEASURING SUCCESS

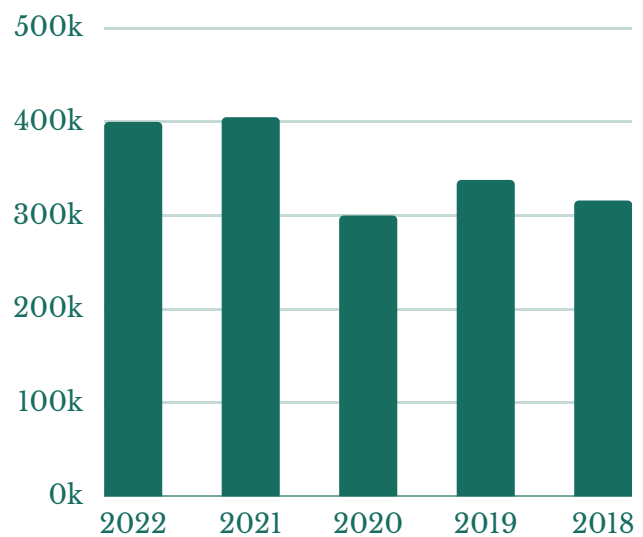
INPUTS

- An increase in sponsorship revenue
- Year-on-Year progress against RAP, DIP and Gender Equality format
- Progress against music/programming percentage targets
- Board activity to drive discussions for 'big' ideas
- Annual summary of ProgComm evaluations

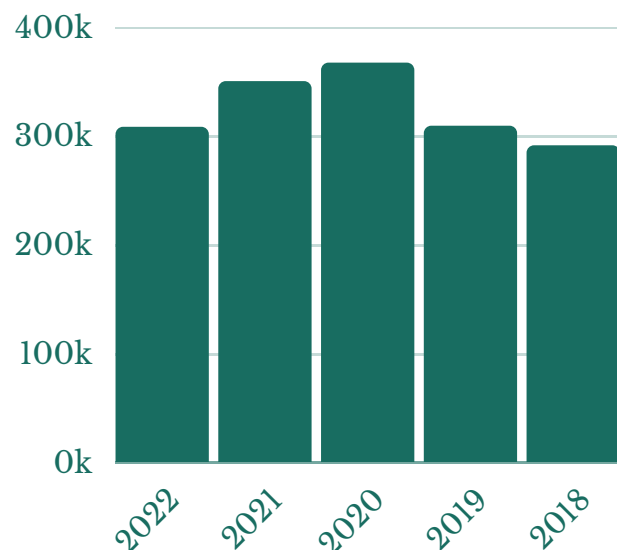
OUTPUTS

- Balance sheet and Profit and Loss health
- YOY Radiothon/Radio Love Month churn
- Total number of subscribers and total revenue from subs/donations
- Workplace satisfaction metrics (survey + retention)
- Member engagement – number of program and board submissions
- Member engagement – on air (number of members)

SPONSORSHIP INCOME



RADIOTHON INCOME



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THANK YOU

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