



**YARRA VALLEY FM**

# **STRATEGIC DIRECTIONS**

**STRATEGIC PLAN 2021 – 2024**

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## ACKNOWLEDGEMENTS

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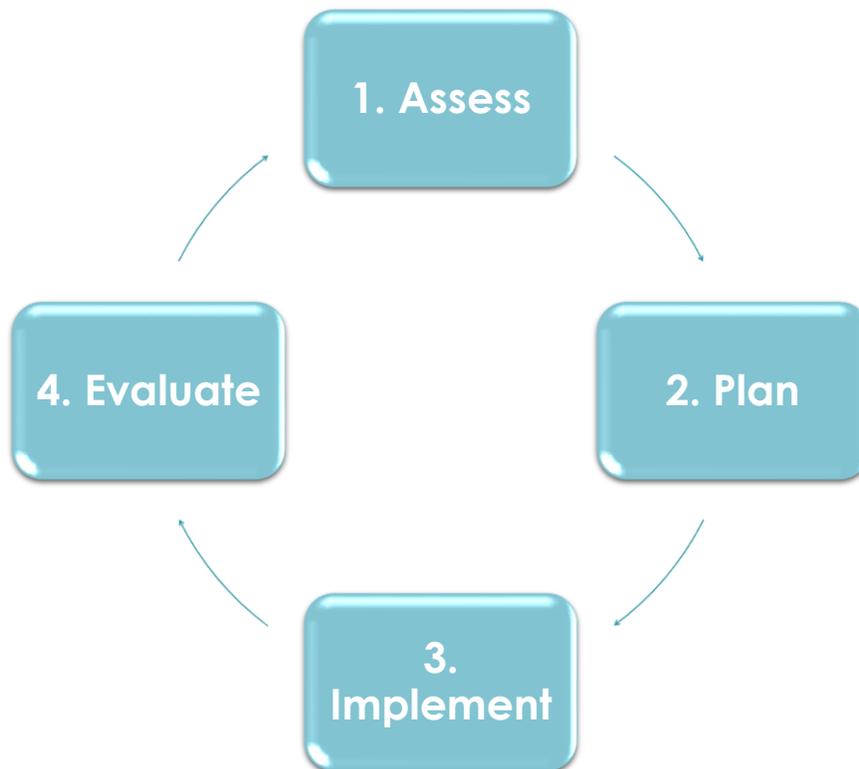
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## OVERVIEW

### The Aim of this Plan

Yarra Valley FM (YVFM) is committed to taking a strategic approach to its Governance, Management and Operations.

The following simple but effective planning cycle underpins YVFM's approach to planning.



This Strategic Plan aims to assist YVFM to be sustainable and to grow over the next three years by:

1. Clearly articulating the organisation's Values, Vision and Mission
2. Considering critical internal factors, as well as factors in the environment in which YVFM currently operates
3. Prioritising the Key Result Areas that will enable YVFM to most effectively and efficiently deliver on its Mission and progress towards the Vision identified

The associated Action Plan outlines the specific goals, and the associated strategies, responsibilities and timeframes which will enable YVFM to work towards achieving in its Key Result Areas in the coming year.

## **Our Organisation**

In December 1984, Murray Hardinge and Bob Thornhill who had a passion for radio communication, secured an abandoned one-week broadcasting licence. A hastily-assembled crew stepped in, clutching armfuls of records, to take to the airwaves on equally hastily-assembled home equipment – and Healesville Co-operative Broadcasters was born.

The studios, from which numerous 'test transmissions' were broadcast, were located in several temporary venues, including:

- The ladies' toilet of the old Healesville railway station
- An office
- A concrete shed, and
- A mobile van in a cow paddock

The broadcasts were a resounding success, and with growing public profile, Yarra Valley FM commenced full-time broadcasting in March 1991 as 3VYV upon moving to the current permanent premises in Woori Yallock shopping centre.

Over the years the station has suffered its share of interesting setbacks, from wombats chewing cables and the threat of bushfire, to the entire transmitter on Briarty's Hill burning down in December 1995. YVFM was the only community radio station in Australia transmitting under 'remote-area power supply' which meant that the volunteers had to regularly travel a borderline-4WD track to start the generator that recharged the batteries for transmitter power!

For many years, the station was known as VYV - *Voice of the Yarra Valley*, but in May 2002 it was rebranded as *Yarra Valley FM* to reflect the growing profile of the station.

Now YVFM broadcasts 24 hours a day, seven days a week, and is streamed online.

## **Our Values**

The YVFM Values have been defined as:

- **Teamwork** – appreciating everyone's contributions and working together to achieve our goals.
- **Excellence** – aspiring towards quality in all our activities.
- **Respect** – building positive relationships and treating others equally and with kindness.
- **Relationships** – fostering winning partnerships.
- **Inclusivity** – recognising, embracing, and encouraging all people to be part of the YVFM community.
- **Fun** – bringing joy, entertainment, and inspiration to everything we do.

## **Our Vision**

YVFM's Vision is:

A vibrant communication hub that is a valued part of the Yarra Valley, where passionate people and groups connect.

## **Our Mission**

Our Mission is:

To grow engagement with community radio across the Yarra Valley.

## OUR STRATEGIC DIRECTIONS

### Situational Analysis

In the lead up to and during the March 2021 YVFM planning workshop, participants undertook a SWOT Analysis process, first individually identifying, and later collectively discussing, what they saw as the organisation's Strengths, Weaknesses, Opportunities and Threats.

Current and potential risks were also considered as part of this exercise.

### Our Current Priorities

This Situational Analysis enabled the most pressing matters for YVFM to be identified from amongst the many areas it could potentially work on, and thus it was agreed that over the next three years, the priorities upon which to focus, would be:



## **Our Key Result Areas**

From these priorities, the Key Result Areas (KRAs) can be defined as:

- Building and strengthening our strategic partnerships
- Ensuring a strong and sustainable organisation into the future
- Striving for a high standard in everything we do

## **Our Priority Goals**

The Priority Goals stemming from the KRAs were determined as follows:

### KRA 1 – Strategic Partnerships

- Strengthen our connections with Yarra Ranges Council
- Build partnerships with other community organisations
- Develop relationships with new sponsors

### KRA 2 – Strengthening Our Organisation

- Develop a Committee Succession Plan
- Develop a Membership Strategy
- Develop a Financial Sustainability Strategy
- Develop a Marketing and Promotions Plan

### KRA 3 – Delivering Quality

- Establish a Safety Audit and improvement system
- Develop a Presenter Training Program
- Undertake periodic Transmission Quality improvements
- Establish a community broadcasting Best Practice review and improvement process

## **MOVING FORWARD**

### **Implementation and Monitoring**

The YVFM Committee will nominate a committee member to have portfolio responsibility to lead the implementation of the YVFM Strategic Directions. That person will oversee the delivery of the Strategic Plan through the implementation of the annual Action Plans.

To further support the implementation of the annual Action Plan, a Monthly Reporting Template will be completed each month by the Strategic Directions portfolio person. The completed monthly reports will then inform discussion of progress against the Action Plan at each meeting of the Committee, which will in turn ensure the necessary tasks are being completed as planned.

External accountability mechanisms will also be in place to support implementation. The Facilitator of these Plans will provide the Monthly Reporting Template, and will also receive a copy of each completed monthly report, providing advice and suggestions as appropriate. Plus, each quarter a Quarterly Review Meeting will be held between the Strategic Directions portfolio person and the Facilitator, for a more in-depth review of progress against the Action Plan.

If issues arise that impact upon the implementation of YVFM's Plans, this regular reporting and monitoring will enable YVFM to identify any such issues early and move quickly to take any action necessary to address the issues.

### **Evaluation**

In March 2022, the YVFM Committee will evaluate the overall achievement of the Year 1 Action Plan. This evaluation will trigger a re-assessment of the current situation (as it is at that time), in relation to the KRAs. This will lead into the beginnings of the next cycle of action planning to further deliver on the Strategic Plan.

### **Beyond Year 1 Action Plan**

Following the planning cycle model outlined previously, YVFM will develop new annual Action Plans every 12 months, to support the organisation to continue to deliver on the priorities of this three-year Strategic Plan, thus continuing YVFM's progress towards achieving its overall Vision.