

Sunraysia Community Radio Association Inc

ABN: 19 305 406 312

106.7 HOT FM

“PLAYING THE BEST SONGS OF YOUR LIFE”

106.7FM Mildura, 90.7FM Robinvale, Wentworth & Ouyen

Sunraysia Community Radio Association Inc

Business Plan:

2024

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Business Plan Summary

Community Radio HOT FM is now well established in Sunraysia with a loyal listening audience and a loyal sponsor base. In 2017 Sunraysia Community Radio Association Inc (SCRA) revamped the music genre targeting the 35 plus age bracket and to target the growing general population of the Sunraysia district.

In June 2020 SCRA commenced transmission on 90.7 FM in Ouyen.

This inclusion gives SCRA four transmission sites,
106.7 HOTFM – 6 Byrnes Court Mildura
90.7 FM (rebroadcast) 5 Moore Street Robinvale,
Beverly Street Wentworth
Britt Street Ouyen.

SCRA now transmit across the far Northwest of Victoria and into four municipalities, Mildura Rural City Council, Wentworth Shire Council, Swan Hill Rural City Council and Balranald Shire Council.

106.7 HOTFM provides the Sunraysia Community with an alternative to commercial radio.

The keys points for SCRA are they:

1. Broadcast 10 hours of Ethnic radio each week in 4 different languages other than English.
2. Display a huge commitment to local sport, broadcasting Football's Match of the Week each week, during the Sunraysia Football Netball League season. Other sports include Harness Racing, Lawn bowls, Big V Basketball Home Games, and a variety of other local sports.
3. Have developed networks with various groups including schools, councils, relevant community organisations and arts organisations.
4. We have the capacity to conduct Outside Broadcasts (OB's) and in 2023 conducted over 40 OB's which included sport.

With the introduction of Ouyen to the SCRA network, there is still plenty of work on developing the 90.7 signal in the Robinvale, Wentworth, and Ouyen communities to provide them with the ability to produce and transmit more local content.

Long term vision for the organisation to purchase a fit for purpose building to meet the future needs of HOT FM. With good planning and financial management, it is envisioned that this will occur within the next 5 years.

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The Business

Business name: Sunraysia Community Radio Association (SCRA)

Business structure: Incorporated Association

ABN: 19 305 406 312

Business location: 6 Byrne Court Mildura

Date founded: 1991

Licence: Community Licence granted 1991 and changed to a General Licence 2003.

Business owner(s): SCRA is a Community Owned Association

Current members of the committee for 2024/25 are –

President – Simon Dowdle –

Previous volunteer at 1467 3MA in the late 80's on a show called "Voice of Youth" with Dave Williams. Moved to Melbourne in '91 and was involved with 3WRB Sunshine doing breakfast on a Wednesday morning. Starting an apprenticeship in '92 Simon took a break from radio but remained involved with his DJ business with a best mate, Dean Thomas. Dean went on to work at FOXFM and was Hamish & Andy's producer.

Joining HOT FM in 2018 Simon presented “The Party Mix” on a Saturday night, before moving to afternoons - Mon -Thurs in 2019. Simon now presents the “Afternoon D'Light” program on Friday drive. Roles with HOT FM include managing the Program Team, producing sponsor ads, OB's, assistance with fund-raising, and involvement in the promotion of HOT FM.

Vice President - David Williams –

Has been on many local boards, committees, and community projects in Mildura over many years and has been an active presenter since the late 80s.

Treasurer – Kerri Manger –

Has lived in the Sunraysia Area over 55yrs. Worked as a Department Manager at Woolworths for 18 years. Owned and managed her own Electronics & Communications Business with PA & Visual Hire. Has played and been on many sporting committees over 40 years and has been a HOT FM Member and Volunteer for the last 10 years.

Secretary – Danny Harris –

Retired Union Organizer.

A strong believer in giving all community members equal representation and an equal voice. Keen to see Community Radio HOT FM prosper and grow to be the shining light of inclusive community involvement. A relevant and visible vibrant platform for all Sunraysia residents to embrace and enjoy.

General Committee – Phil Kettle – Children’s novelist and Secondary Teacher

General Committee – Sally Dowdle – Disability Worker & Voice Over

General Committee – Robert Hillier – Retired Secondary English Teacher

General Committee – John Kontrec – Previous experience as a Commercial Radio Announcer. Local sporting announcer for over 30 years.

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Manager at a Winery Package Plant.

The Market

Target market for Membership:

New membership Packages has been developed in 2023.

Non-profit Sector – The non-profit sector is a strong source of membership. Members of non-profit organisations understand the concept of working together to achieve community goals, and working for the wider benefit of the community. The non-profit sector also appreciates the benefits of being able to place information out into the community at a minimum cost. With the positive benefits that community radio offers, membership is attractive.

Community –Promotion of HOTFM in the community provides a vital avenue to attract new members. Increasing membership will ensure the long-term survival of the organization as well as building the financial base.

Ethnic Groups – There are over 79 ethnic groups in Sunraysia and several culture specific organisations, Greek, Turkish, Italian, Indian, Asian, Sudanese and many others, that meet as a group on a regular basis. Community Radio offers an opportunity for Ethnic groups to provide information in native languages across the Sunraysia, Robinvale Ouyen and Wentworth regions. Membership also offers ethnic groups an opportunity to integrate into the community.

Business Sector – The business sector is a potential and important source of membership that can provide a wide variety of knowledge, skills, and experience to assist in maintaining and growing the organisation. The business sector can utilise sponsorship to promote their businesses, while supporting the operations of SCRA in maintaining a community asset.

Marketing Strategy

- Ongoing promotion of HOT FM with community service announcements produced and spoken by local announcers, explaining why they became a member
- Continuance of Community Service Announcements explaining the benefits of becoming a member of HOT FM.
- Fees kept at a minimum to attract new members.
- A Radiothon fundraiser be considered to attract new members.
- Increase promotion of HOT FM by increasing fundraising activities and attendance at local community events.

Recommendation: *HOT FM adopt and action the Community Marketing Strategy*

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The Future

Vision Statement:

To build and maintain a viable community owned and operated community radio station that supports and provides an outlet for alternative music genres and multicultural programs in the Sunraysia region.

The future of HOT FM is dependent on funding through CBF grants and increased Sponsorship and fundraising, if the organisation is to remain financially viable.

Procurement of funding to employ a station manager to co-ordinate and oversee the day-to-day activities of the station, will support good governance and the policies and practices necessary for compliance with funding/governing bodies.

There will need to be an increase in core programs, and effective marketing strategies undertaken, to encourage and support sponsorship opportunities.

Increased engagement with, and participation by Ethnic Communities will increase our listening audience, enhance inclusivity, and provide information for underrepresented groups.

Deepening engagement with women, young people, First Nations Australians, multicultural, disability, LGBTQIA+, faith based and regional and remote communities will broaden our listener base and enhance our ability to secure ongoing CBF funding.

An increase in the number of volunteers is necessary to ensure long term sustainability of the Station. There is a need to offer increased participation, training, and support to existing and new volunteers to ensure our membership base has the skills and capacity to oversee the operation and promotion of HOTFM long term.

The purchase of a fit for purpose building will enable the station to grow and develop its community footprint.

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The Finances

The Organisations income can be broken down into five categories:

1. Government Grants via the Community Broadcasting Foundation (CBF). Funding from the CBF makes up 70% of overall income. This does not provide a secure funding source for SCRA as funding is not always guaranteed.
2. Sponsorship makes up for 25% of all income:
 - a. Long term sponsors who have maintained a long connection with SCRA.
 - b. Sports/ Event sponsors: these sponsors are usually annual sponsors or one-off sponsors that support SCRA. through short term specialised packages.
3. Fund raising income makes up the remaining 5%. Monies raised are accumulated, and designated for a specific purpose.
4. Membership fees form part of income generation.
5. The shed at the rear of the building is sub leased.

Government Funding, particularly Ethnic Community Broadcasting Funding, has a tight set of rules and regulations regarding how funding must be spent and how that expenditure is authorised.

Ethnic funding requires HOT FM to hold a meeting with Ethnic Presenters at least twice a year, given information grant allocation funds and to discuss with station management how that funding should be expended.

HOT FM would like to achieve the following financial Milestones 2023-27.

1. Secure annual funding for a Station Manager.
2. Increase sponsorship by 10% per annum.
3. Increase Membership by 10% per annum.
4. To train volunteers in Grant writing and proofreading of CBF Development and Operational Grants.
5. To pay volunteers for Grant Writing.
6. To engage a Fundraising Coordinator.
7. To fund a Sponsorship Sales Rep.

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8. The Business

Business details

Products/services: Sunraysia Community Radio Association Inc operate a Community Radio Station supported by business sponsorship.

Registration details:

Business name: Sunraysia Community Radio Association Incorporated

Trading name(s): 3HOT FM

Date registered: 19th February 1991.

Location(s) registered: Mildura Victoria

Business structure: Incorporated Association

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GST: SCRA is registered for GST. **Domain names:** www.hotfm.org.au

Licences & permits: SL 10093

Business premises:

Business Location: Sunraysia Community Radio Association Inc is located at 6 Byrne Court Mildura, approximately 2 kilometres from the City Centre. SCRA occupies half of the brick building consisting of four Studio's, an office, Board Room with training option, internet access, a kitchen, two toilets, Reception Office, Transmission Room, Server Room, and Production Room.

6 Byrne Court Mildura is a court in an Industrial area with very little passing traffic. It is quite isolated from the Business and Commercial centres of Mildura and would be difficult to find without clear directions.

The building now has significant signage clearly promoting it as the Local Community Radio Station.

Leased: The premises at 6 Byrne Court are currently leased by SCRA with a first right of refusal agreement to purchase the property.

Sublease Agreements: SCRA subleases a shed at the rear of the 6 Byrne Court property to MADEC who operate programs from the shed. The other sub tenant is 1611 OLD GOLD AM.

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A Christian Radio station that has a designated studio and plays religious music is located within the building. We continue to seek churches within the local community to utilise this service.

BROADCASTING AREA STATS.

Mildura stats 2021:

Situated in Northwest Victoria, Mildura Rural City covers almost ten per cent of the State. The region’s landscape includes unique Mallee vegetation, broad acre grain properties, intensive horticultural farms, and vibrant towns. The Murray River winds its way through much of the municipality and is a focal point for visitors and about 57,156 people who call the region home.

Stats:

Mildura Shire: (includes Ouyen)

- Estimated resident population: 57,156
- Mildura Population 33,919
- Median age: 40 years old
- Indigenous population: 2,621
- Multicultural community with 79 different nationalities officially registered.
- Climate: Dry summers and mild winters

Wentworth, Robinvale and Euston

- Robinvale Population 3,740 (estimated 7000 people during harvest)
 - Wentworth Shire Population approx. 7,453
 - Euston Population approx. 822
 - Estimated Indigenous population 961 across all three areas.
-
- Key industries: Dryland farming, irrigated horticulture (table grapes, wine grapes, dried grapes, citrus, vegetables, and nuts), tourism, food and beverage manufacturing, transport and logistics, retail, health, and community services
-
- Emerging industries: Renewable energy generation, aquaculture, mineral sands mining and recycling

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ORGANISATION CHART

Management & Ownership

Names of Owners:

Sunraysia Community Radio Association Incorporated.

Details of Management & Ownership:

Since mid-2023 SCRA has been run by volunteers due to lack of funding to employ a Station Manager. Volunteer roles include Administration, Treasurer, Secretary, President, Vice President, Sponsorship Coordinator, Sporting Coordinator, Production Manager, RPH Co-ordinator. These Volunteers are responsible for the day-to-day operations of the station. Additional volunteer roles include production of several radio programs, supporting presenters, out of hours contact in the event the station goes off air. and to further develop their options on air with the SCRA/HOTFM guidelines.

The SCRA Committee of Management plays an active role in overseeing the budget and finances of the organisation.

Experience:

Members on the SCRA Management Committee have a range of skills and expertise, ranging from experience in technology small business management, published author, retail, disability, union organisation, wine production, education and management. The most notable attribute of current committee members is a sense of community, and a passion for supporting local Community Service Organisations. This skill compliments the way SCRA conduct business in the Sunraysia Community.

As a “not for profit” community group the organisation seeks out Committee Members who have strong ties and experience in the General Community. SCRA members are well linked into the local Sunraysia community and have a solid understanding of local community dynamics.

Membership:

Membership for Sunraysia Community Radio Association Inc.
Individual Membership at a cost of \$25.00 (incl GST) per annum (2024/25).

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Programming:

The new look HOT FM has a set programming format that has been in operation for the last 6 years to meet the demands of the growing demographics of our communities. Although there have been changes in the weekday line -up the commitment to participation, inclusion and equity for Ethnic Communities is a priority, providing 10 hours of Ethnic Radio each week with a commitment to enhancing the contribution of underrepresented groups in our community.

Weekdays Specialist Programs

Mon Wed & Friday 11-12pm RPH reading of the local Sunraysia Daily Newspaper.

Saturday 12-1pm RPH Reading of local Sunraysia Daily

Thursday 11-11.20am Reading of the Standard Wentworth Shire Paper

Wednesday Breakfast 7am to 9am

Tues & Thurs 12-2pm 60's Long Lunch with Danny

Monday Drive 5-7pm with DJ Dave

Tuesday Drive 5-7pm Clarko & The Duke

Friday 5-7pm Afternoon Delight

Friday 7-9pm Talking Taboo

Saturday 6 -9 Tricky Mix show

Saturday 9-12pm Saturday Night Mayhem

Sunday 3-5 70's Classics

Ethnic Programs

Ethnic Programs are broadcast Monday to Thursday from 7pm to midnight.

Ethnic Programs broadcast in first language for the following Ethnic communities in Sunraysia: Greek, Tongan, Italian and Indian. There are other communities that have been contacted but they are yet to accept the offer.

Specialist Programs

Several Specialist Programs also air on the station, Tuesdays and Thursdays 12-2pm, Fridays evening are a combination of music and talk, Saturdays have a mixture of the Eighties and Nineties Music in the afternoon, and Heavy Metal late Saturday nights. Sunday hosts a variety of shows from independent artists, Blues, Unique Music, Book/ Novel/Local History reviews, vinyl specific, Murphy's Madhouse and interviews.

Sport

HOT FM has a dedicated sports show Saturday mornings that varies in content during the year. Sport coverage includes information on local AFL football, cricket, basketball etc. HOTFM has a dedicated show for Harness racing and during the year a specialist show covering Lawn Bowls. During the winter months HOTFM broadcast

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a “Game of the Week” from the Sunraysia football Netball league (SFNL). The equipment the station owns allows for the broadcast team to broadcast from any of the 9 clubs that make up the SFNL. The Broadcast Team will travel up to 100km from Mildura to ensure there is equity throughout the entire SFNL league. This has been very popular and our streaming figures are extremely high when the local Grand Final is Broadcast.

RPH – Radio Reading Network

Hot FM support RPH with an enthusiastic team of volunteers reading the local newspaper 4 x days a week.

RPH Australia is the peak body for the Radio Network Community Media empowering Australians with a print disability.

Recruitment Options

SCRA has a few options available for the recruitment of staff. Being a non-profit organisation, SCRA can utilise job placement clients as office staff to fill gaps at little or no cost.

SCRA has been working with Local Council, Tafe and Schools, with work experience Youth, interested in learning all aspects of radio presentation and production.

Training Programs

Training programs are conducted yearly by fully qualified trainer who has had many years in community radio and has worked on the Community Broadcasting Foundation and in Community Stations around Australia.

There is funding available through CBF grants for training programs for presenters.

Skill Retention Strategies

There are no current retention strategies to maintain/retain the skill levels of Management and Volunteer presenters.

Recommendation: Develop a training program for volunteers, and presenters based on the identified needs of the organisation.

In 2023 an updated Volunteer Information Package and updated Membership Application Form were distributed to all members.

In 2023 policies and procedures were revised, and implemented in line with the CBAA Codes of Practice requirements. This work is ongoing to ensure compliance.

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Volunteers

Recruitment

Volunteer recruitment is achieved by:

1. Personal contact via the existing members.
2. On-air announcements encouraging members of the community to become a volunteer.
3. Advertising in local papers to seek volunteers.
4. Engagement with the community at fundraising events and outside broadcasts.

Training Programs

There is no formal training program in place at the present. However, supervision and support are available to all presenters (new and existing) wishing to raise their standard of presentation. SCRA with support from the Community Media Training Organisation (CMTO) conduct in house training sessions covering topics from presentation to production.

Retention

Retention of volunteers is important to maintain HOTFM'S program standards and continuity. SCRA is careful in selecting presenters and programs with this view in mind. Different programs also require different amounts of commitment. Youth programs tend to have a higher turnover of presenters as circumstances in their lives change: employment, education, relationships etc all have impacts on time and availability. Older volunteers usually commit to their programs for longer terms, often with a supporting group or organisation. The Committee recognises the issues around volunteers and has managed to operate within those confines for the history of the organisation.

Volunteer Positions

Volunteers fill the positions of:

1. Committee of Management
2. Program Presenters
3. Bookkeeping
4. Treasurer
5. Secretary
6. Sponsorship Coordinator

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7. Sports Coordinator
8. RPH Coordinator
9. Programming Team
10. Production Coordinator
11. Technician

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Market Position:

HOT FM is generally seen as the low budget operator in the radio sector. HOT FM offers a competitive market option due to the sponsorship structure and the lower operating costs of the station.

HOT FM sponsorship is a different product to commercial radio advertising and as such is not comparable.

Unique Selling Position:

SCRA’s unique position is based on 5 minutes of sponsorship messages an hour. This allows the station to capitalise on its uniqueness by providing a greater commitment to the local community, broadcasting live local events such as sport, festivals/ community events and community announcements that would otherwise be overlooked by commercial radio. Advertising sales are restricted to sponsorship announcements with each announcement “tagged” with an acknowledgement that the client is a sponsor of HOT FM.

HOT FM can offer a very competitive package to sponsors due to lower overheads and being a Community Based not for profit Organisation is an incentive for participation by sponsors.

Anticipated Demand:

HOT FM sponsorship for 2022/23 increased by approximately 15% compared to the 2021/22 period. In dollar terms from \$52 979 to \$67 978.

Pricing Strategy:

Government legislation restricts the ability of HOT FM to raise funds through advertising in the form of sponsorships. There is a limit of 5 minutes of sponsor announcements in any given hour.

Sponsorship announcements are priced at \$12.00 (inc. GST) for 30 seconds.

A sponsorship rate of \$12.00 per 30 seconds was chosen as a figure that allows HOT FM to generate enough funds to operate and grow, while remaining competitive. The low cost of sponsorship encourages support from local businesses.

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Value to Customer:

HOT FM has a definite “market” and a loyal listener base which provides sponsors and potential sponsors with a degree of assurance that their announcements are affective and will provide the desired returns.

With limited finances HOT FM has not undertaken any listener studies to gauge actual marker share.

Growth Potential:

HOT FM has huge growth potential with an ultimate annual sponsorship capability of \$480,480 if all sponsorship allocations were filled 24 hours a day, every day of the year. If the 6 hours from 12.00 midnight to 6.00am are excluded, the potential is approximately \$360,000.

HOT FM currently fills 40% of the allocated sponsorship time with some announcements being discounted, or free depending on the subject matter.

In financial terms HOT FM is not reaching a quarter of the sales potential possible within current legislation.

Recommendation:

To drive further income growth there is a need for SCRA to employ a Station Manager, to engage the services of a dedicated Sponsorship Rep. and/or provide training to existing volunteers to lift their sales skills level.

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Insurance

Workers Compensation:

HOT FM has a workers compensation cover policy EML no 5469170 for employed staff. Renewal 8/7/24

Public Liability Insurance:

SCRA has \$20 million public liability insurance cover with KBI Pty Ltd policy number SGL0036775 renewal 4/12/24

Professional Indemnity:

HOT FM has no professional indemnity policy.

Associations Liability

Insured through KBI Pty Ltd policy no AUML012165 renewal 4/12/24

Business Insurance

Insured through KBI Pty Ltd Policy No SBP1512859 renewal date 4/12/24

Multimedia Liability

Insured through KBI Pty Ltd policy no TBA renewal 4/12/25

Voluntary Workers Insurance

Insured through KBI Pty Ltd policy no 05VW018117 renewal 4/12/25

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Legal Considerations

SCRA must abide by the:

1. Broadcasting Services Act 1992
2. The Associations Incorporation Act (Vic) 1981.
3. Australian Community Media Association (ACMA) regulations
4. Community Broadcasting Foundation Regulations

Operations

Production process

HOT FM produces its programs from premises at 6 Byrne Court Mildura, a property in the centre of one of Mildura's industrial zones. The site allows the space and zoning overlays for the erection of the 50-metre radio tower.

SCRA is licenced to broadcast from 6 Byrne Court within a set area dictated by licencing restrictions.

Suppliers

HOT FM receives complimentary music CDs for use by the station from a number of suppliers and individual musicians.

Independent Artists and their labels provide new material via email to Hot FM.

SCRA has a Community Radio Plus APP for rebroadcasting music. Details are on the 106.7 HOT FM website.

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Technology (Software):

HOT FM uses the following specialised software:
Jazler Soho for on air operations, music, and sponsors messages.

Accounting utilises a MYOB package.

Trading/Operating Hours:

HOT FM operates 24 hours a day seven days a week. The station has 112 hours of live programs and 21 hours of locally pre-recorded programs, 3 hours of nonlocal pre-recorded programs and 32 hours of satellite programs per week.

The SCRA office is currently closed due to the lack of a station manager and therefore being run 100% Volunteer operated. The phone is currently transferred to volunteer members. Most correspondence is by email.

Communication Channels:

HOT FM radio programs are broadcast on 106.7FM Mildura and across the Sunraysia Area on:

90.7FM Robinvale, Wentworth, Euston, Ouyen,

HOT FM has telephone, email, internet, Facebook and web site access points. Mail can be delivered to 6 Byrne Court or PO Box 1067 Mildura 3502.

Telephone : 03 5022 1067, 03 5021 3933

Email: admin@hotfm.org.au

Fax: 03 5022 1953

Website: www.hotfm.org.au

Post Box: PO Box 1067 Mildura 3502

Payment Types Accepted:

Payments can be made by cheque, cash, EFTPOS or through internet banking.

Credit Policy:

Credit is offered on an individual basis and monitored by office staff. Cash flow is important to maintain day to day operations and is the preferred method of payment.

Memberships and Affiliations:

SCRA is a member of the Community Broadcasting Association of Australia.

Sustainability plan

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Environmental/Resource Impacts

HOT FM has an Environmental Sustainability Policy and procedure.

Community Impact and Engagement

Given the size of the organisation and the services supplied the environmental impacts are difficult to quantify within a limited budget. However HOT FM is aware of the impact it has on the environment and the need to conserve water and energy as a responsible corporate citizen. HOT FM aims to foster responsible environmental behaviour amongst staff, volunteers, and users at all levels and to conserve natural resources by reusing and recycling.

The station grounds will eventually be landscaped in a manner that minimises water usage while still maintaining a pleasing vista.

Risks/Constraints

There are a few risks that have the potential to seriously damage HOT FM.

Human Risks: Not enough volunteers to be viable.

Mechanical Risks: Lightning strikes pose the biggest risk to the operation of the station. A lightning strike on the tower has the potential to fuse transmitters and in the worst-case scenario, destroy them.

Power Disruption: Losing power immediately results in the station ceasing transmission. We have installed ups in the Transmission Room which provides for 1.5 hours of power to run the station. We have a portable generator as a backup.

Power Costs: Rising electricity costs are a risk to ongoing viability. The effect of increasing power costs may be minimised by monitoring our costs with our current supplier and comparing Electricity Providers annually and by ensuring the responsible use of energy throughout the organisation. As the current property is leased it is not possible to utilise solar power options.

Strategies

There is a need to ensure financial stability and reducing power costs will be a future priority. The purchase of a property within the next 5 years will enable use/installation of solar panels to reduce energy costs.

Action Plan

HOT FM plans to monitor power usage, and minimise consumption through modern, low consumption equipment and by comparing Energy provider rates annually.

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The Market

Market Research

Hot FM has not undertaken any specific market research but does receive feedback from sponsors who relay the success or otherwise of their exposure on the station. The loyalty of sponsors is an indicator that their sponsorship pays dividends.

The Community Broadcasting Association of Australia commissioned McNair Ingenuity Research to undertake an Australia wide radio survey in 2023 which included both regional and city listeners. Community Radio reaches 4.93 million Australians every week.

- 31% of all radio listeners listen to Community Radio in an average week.
- Listeners spent an average of 14.6 hours listening to Community Radio per week.

Listening Habits:

- 68% Breakfast Radio
- 64% Mid-morning
- 56% Afternoon
- 62% Drive time
- 34% Evening
- 20% Late night.

Reasons for Listening:

Music content was the most popular reason for listening to Community Radio. 55% of respondents liked the music not available on other stations.

- 49% liked local news
- 30% liked local voices and local personalities.
- 29% liked Australian music supported by local artists.
- 25% liked the diversity in programming
- 23% liked the program content not available elsewhere and local participation.
- 8% liked programs in languages other than English

Future Market Resource

Future consideration will be given to engaging the CBAA to complete a Station Engagement Survey or alternatively to engage a Market Research Company when finances permit.

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Our customers

Sponsorship Customer Demographics

Sponsorship customers are mainly local business houses, community groups and individual business owners. There are occasions when sponsors may be based outside the region, and have a need to publicise an event, occasion, or product.

Sponsors are generally based within the radio broadcast area.

Many of the sponsors are community focused or community minded and have a willingness to support local community organisations.

HOT FM is recognised as an Easy Listening Radio Station with a matching audience demographic. Sponsors understand they are targeting a section of the community that are regular listeners to the programs aired on the station. There are also specialised programs that attract their own listening audience supported by sponsors.

Recommendation: HOT FM needs to increase Sponsorship Support.

Customer Management

Any business fluctuates on the back of their customer base. The reality is no different for a Community Based Radio Station.

HOT FM conduct follow-up regular phone calls to provide an indicator of customer satisfaction, and to strengthen and ensure ongoing relationships with sponsors.

HOT FM have updated Sponsorship packages to suit our customer's needs.
HOT FM have three major annual sponsorship packages available.:

Business Package – 1 month, 3 month or 12 months.

1. Football Package – Score Board, Major Sponsor, Quarter/Half Time Sponsors
2. Basketball Package - Score Board, Major Sponsor, Quarter/Half Time

The Hot FM Sponsor Coordinator keeps a contact file to record contact times, issues raised, important feedback (negative and positive) and any other information that may assist in maintaining the relationship and retaining the sponsorship.

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ADDRESSING WEAKNESSES

Marketing – A marketing strategy has been developed as part of the Business Plan. Communication among all participants – Committee is establishing sub-committees that will address communication issues. Training – Training course to be organised and operating by March 2025

Volunteer coordination – Committee is establishing sub-committees that will address volunteer coordination.

Hands on Committee – Committee has made positive moves to become more involved with volunteers and presenters and to disseminate information.

Station Programming – Committee is establishing sub-committees that will address station programming.

Volunteers - Condition of the building, cleanliness etc. Committee is addressing the condition of the building with the Landlord.

Programs without sponsors – Committee continues to work to build a sponsor base for all programs, particularly those without sponsorship.

Technical – Committee will report any equipment maintenance issues and potential repairs to the HOT FM Technician.

Policies – Committee Members continue to review policy’s/procedures and Code of Practice requirements, updating and implementing them to ensure compliance.

Finances – The Committee is working on a plan to increase sponsorship and fundraising opportunities to ensure future financial viability and security.

Economic climate – Committee will not make any uncalculated decisions that may jeopardise the finances of the organisation.

Licence to be renewed in 2024.

CBF Grants – Grant writing needs to be completed by members that understand the future needs and direction of HOT FM, and have the skills, expertise, and experience to ensure a high-quality application is submitted.

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Sponsorship and Promotional Strategy

Sponsorship & Sales

HOT FM has no Station Manger which has a negative impact in the marketplace and an increased reliance on volunteers.

Sales and Marketing Objectives

HOT FM to seek and raise the funds to employ a Station Manager for 30 hrs per week, as well as a Sponsorship Coordinator/Rep to approach businesses in the community for sponsorship.

HOT FM to upskill volunteers to assist in securing additional sponsorship.

Unique Selling Position

HOT FM can offer a very competitive package to sponsors due to lower overheads. Being a community based not profit organisation is a selling point. HOT FM is unique in its programming position and the fact that it represents the community supporting the community.

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The Future

Vision Statement

To build and maintain a viable community owned and operated radio station that supports and provides an outlet for alternative music genres, and multicultural programs in the Sunraysia region.

Mission Statement

To operate and maintain an informative, entertaining, socially connected community radio station that offers the community the opportunity to access programs not available through other sources. HOT FM is committed to providing training and access opportunities for members of the public to be trained in all aspects of the radio industry.

Goals/Objectives 2024-2027

1. Increase Income to maintain the viability of SCRA.

Secure funds for a 30 hrs per week Station Manager.

Apply for a Community Broadcasting Foundation Development and Operations Grant.

Engage a Sales Rep for 10 hours a week to increase Sponsorship.

Increase sponsorship income to fund a dedicated Sponsorship Rep.

Increase fundraising efforts and marketing to support long term viability.

Appoint a Fundraising Coordinator, establish a volunteer/member fundraising committee, and increase volunteer participation in fundraising activities.

2. Replace outdated equipment, in particular OB equipment, to enable high quality transmissions and infrastructure.

Apply for a Community Broadcasting Foundation Development and Operations Grant.

3. Increase membership and partnerships to provide additional opportunities for volunteer participation.

Increase community engagement via community events, community service announcements, and relationships with sponsors and community organisations.

4. Increase Multicultural programming and engagement with Multicultural communities.

Engage with local Ethnic Community Service Organisations and groups. Provide

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training and support to new presenters/volunteers to increase multicultural programming and encourage inclusivity.

5. Strengthen governance policies and practices to ensure compliance to governing bodies, to mitigate risk, and to meet future needs.

Regularly review Codes of Practice compliance requirements, Radio licence requirements and Governance responsibilities.

6. To deepen engagement and participation of underrepresented groups i.e. women, young people, First Nations Australians, disability, LGBTQIA+, faith -based, and regional and remote communities.

Build connections with local community organisations i.e. Sunraysia Ethnic Community Council (SMECC) and First Nations organisations and groups that represent diverse communities, to ensure that people in our community who are not adequately served by other media are encouraged, and assisted to participate in the operation of SCRA. Develop networks with communities where SCRA hold community licenses i.e.90.7 FM.

7. Increase accessibility for persons with a disability and review Health and Safety requirements.

Provide a ramp at the front entranceway, purchase a defibrillator.

8. Provide annual professional development opportunities/training to upskill volunteers/ Management Committee.

Implement an annual training program based on the identified need of volunteers.

9. Develop Social media capacity and audience interaction via social media, live to air interviews, outside broadcasts and increased streaming numbers.

Increase promotional community service announcements, increase live to air interviews and participation in outside broadcasts.

10. Purchase a fit for purpose Building & Tower within 5 years.

Increase Sponsorship and fundraising opportunities.

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The Finances

Current Financials located

<https://hotfm.org.au/wp-content/uploads/2024/02/Hot-FM-Financials-22-23-signed.pdf>

Financial Objectives

To build a sponsorship base that will provide long term financial security for HOT FM. and to increase income through CBF (Community Broadcasting Foundation) funding grants.

Finance Required

HOT FM currently requires an income of approximately \$100,000 per annum to sustain the operation of the station.

Being a non-profit community organisation there is a demonstrated need to seek grants for a Station Manager, equipment upgrades and transmission costs.

Finance Sources

SCRA is reliant on Sponsorship and Government grants as its major source of income.

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Observations with Recommendations

Occupation Health and Safety Risks:

There are several issues the Management Committee should address as soon as possible. The lack of security around the radio mast represents a major risk potential.

Recommendation: Committee commission a professional Occupational Health and Safety assessment and report. Communicate with the tower owners.

IT Plan

HOT FM is constantly increasing its use of, and reliance on, computer systems. With music now being widely available through the internet and easily downloaded legally it is important that there is an IT Plan in place with a set of rules that ensures legal compliance by all users for all purposes.

Recommendation: An IT plan be developed incorporating hardware, software, training, and compliance. Licences are to be purchased.

Incorporation: Government rules regarding Incorporated Associations change from time to time. The Incorporation document should be reviewed at regular intervals to ensure it is up to date and that the accepted rules best meet the needs of the organisation.

Recommendation: Incorporation Documentation be reviewed for compliance and relevance to current operations of the organisation annually.

Management Committee

The Management Committee are moving into a phase where the need for volunteer man-hours is greater than what can be reasonably expected from the Committee Members. To manage and progress HOT FM to where the Management Committee desires it to be in five years' time there is a need to develop subcommittees of volunteers.

Recommendation: Committee Members to establish and chair subcommittees.

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Supporting Documentation

Relevant Web Sites:

[http://www.cbf.com.cbf
home.asp](http://www.cbf.com.cbf/home.asp)

Associations Incorporations Act

http://www.austlii.edu.au/au/legis/vic/consol_act/aia1981307/

Products/Services

HOT FM provides a Community Radio Station that is an affordable outlet for community information, a training ground for members of the community who have an interest in radio presentation., Professional training is provided to those interested in developing on-air skills and will be offered on a yearly basis. We also offer an outlet for alternative and cultural music styles, a localised live radio outlet and a low-cost alternative for sponsors to promote their services and products.

HOT FM has a track record of providing a vital point of communication, engagement, and entertainment for the 79 ethnic groups that live in the Sunraysia region. Ethnic communities can broadcast music and information in their own languages that enriches their lives, and social networks within the local community.

HOT FM support RPH, an enthusiastic team of volunteers who read the local newspaper 4 x days a week.

Whilst presented under the auspices of Radio for the Print Handicapped, our local news is for everyone.