



GDR95.7fm

DEVELOPMENT AND OPERATIONS STRATEGIC PLAN

February 2019

Table of Contents

1.0 Executive Summary	3
2.0 Marketing Objectives	3
3.0 Strategy	3
3.0 Key Restructure Tasks	3
3.1 Restructure of Committee of Management	4
3.2 Establishment of Steering Committee	5
3.3 General Manager	6
3.4 Station Content	7
3.5 Volunteer Relations	9
3.6 Membership Secretary.....	10
3.7 Presenter Oversight and Guidance Group.....	11
3.8 Rebranding.....	12
3.9 Replace sweepers and ramps and training.....	13
3.10 Music Policy.....	13
3.11 Develop Station Content.....	14
3.12 Outside Broadcast Unit.....	16
3.14 Revenue: Sponsorship, Grant Writing, Radiothon Fundraising.....	19
3.14 Community Engagement.....	22
3.15 Engineering and IT	23
4.0 Further recommendations	25
4.1 Evaluation	25

1.0 Executive Summary

GDR95.7fm operates within Community Radio broadcasting which involves live to air broadcasting across Melbourne and streaming to many listeners who cannot receive the signal across the country.

GDR95.7fm is based in Glen Huntly Melbourne and has an aerial at the Caulfield Racecourse. There are 90 volunteers working within the organisation.

GDR95.7fm has a music format that has broad appeal for people of any age who have an affection for and appreciation for the nostalgic sound of radio as it used to be from the 1930s into the 1980s. It is on the music and radio style of those years that Golden Days Radio mainly concentrates, with some attention also given to music outside those parameters.

Many community radio stations exist within the same broadcast space and all offer varying formats.

It is the focus on Seniors (over 50s) that make Golden Days radio unique.

This document highlights components that establish a long-term strategic plan.

Due to some rigid policies held over the last fifteen years, GDR95.75fm has a number of challenges to deal with, and strategies to deal with them will be outlined in this plan.

These strategies will give Golden Days Radio, the opportunity to plan for a more robust future, and give long-term tools to enliven and enrich the product which will expand the current listening base

2.0 Marketing Objectives

- To market Golden Days Radio to a broader demographic amongst other things to increase membership
- To increase revenue through new Sponsors and other initiatives.
- To maintain and increase diverse volunteer participation

3.0 Strategy

This strategy involves addressing many issues through a range of indicatives that will give new life to an organisation and its product that is currently challenged in reducing revenue, reducing memberships and resistance to change amongst internal and external stakeholders.

GDR RESTRUCTURE KEY TASKS

As a result of a comprehensive review undertaken, the following key tasks are being addressed under this GDR Development and Strategic plan.

KEY TASK 1 Restructure of Committee of Management

The Committee of Management is primarily responsible to the members, but also has a secondary responsibility to all stakeholders namely, Volunteers, Listeners, Sponsors, CBAA and ACMA.

Its purpose is to approve annual budgets and plans submitted via the Steering Sub-Committee and to operate as an oversight committee in tracking plans and budgets against actual progress.

The Committee of Management maintains its core responsibility for ensuring compliance with GDR's obligations under ACMA and the Broadcasting Act.

To meet every two months (or more frequently if required) in order to:

- Receive regular reports from the **Steering sub-committee** that may also include reports from
 - The IT/Engineering Sub-Committee
 - The Program Sub Committee /Station Content Team
- To receive monthly reports from The Treasurer and to consider these reports at subsequent meetings.
- To receive reports from The Secretary and the General Manager
- When relevant to receive reports from:
 - Human Resources
 - The Production Team
 - The Membership Team

By the end of the first week in June each year:

To receive and approve budgets for the following year submitted by the Business Units including the Steering Sub-committee. Such approvals may not be unreasonably withheld.

Budgets will separate estimated spend from General Funds and those covered by the Development Fund.

Once budgets have been approved the responsibility for maintaining the approved budget lies with the General Manager and any approaching variance will require CoM approval

The Constitution will be amended to reflect these changes

Status ***In progress***

KEY TASK 2 Establish Steering Committee

The Steering Sub Committee will be responsible to the Committee of Management and will operate under its delegated authority to:

Meet monthly as a minimum and to develop and maintain business strategies and detailed plans that specifically address:

- Improving revenue streams
- Engaging the target audience
- Marketing and Public Relations planning to support internal initiatives
- Improving and increasing membership
- Promoting all avenues for content delivery including streaming, podcasts, radio on demand etc.
- Maintaining contact and involvement with CBAA
- Continuation of the re-branding exercise

By the end of the first week in May each year, to receive detailed budgets from each business unit for consideration, approval and consolidation.

Following approvals, a consolidated budget is prepared and submitted to CoM for approval.

It is the Chair's responsibility to establish open lines of communication between the sub-committee, the Committee of Management and the other business units.

The Chair should plan to sit with the IT/Engineering Group at least every two months.

Status *In progress*

KEY TASK KE3 General Manager role and responsibilities

The role of the General Manager (GM) is to provide leadership, motivation and knowledge, working “on” GDR rather the “in it”.

Specifically, the GM is there to ensure that GDR upholds a consistent standard on air and that it continues to run with a working surplus.

The GM has authority over all business units each of whom report on a direct line to the GM.

By the end of May each year the GM will receive plans and budgets from each business unit and after the GM has approved, they will be passed to the Steering sub-committee for consolidation and presentation to the Committee of Management (CoM)

Once approved by CoM, the General Manager has full authority to execute the agreed plans against the agreed budgets.

In the intervening period the GM has full authority to fulfil the tasks and policies contained in the current strategic plan and to exercise appropriate judgement in actions that meet the core responsibilities of the GM's role.

The GM will also be a member of the Steering sub-committee and will ensure that the sub-committee is kept informed of progress to plan and budget and will use his or her judgement to decide whether or not to raise issues for guidance or decision by the sub-committee.

Specifically, the GM will be responsible for the following:

Revenue

Ensuring sponsorship and marketing is driven to ensure a consistent revenue stream.

Sales team/marketing/bequests. Sponsorship fulfilment.

Status. *In progress*

On Air Standards

Oversee on-air content, including programs, presenters, commercials, promos and overview of the ‘look’ of the station on air.

Status, *In progress*

Playlist

Revise the updating of our play list in order to introduce more contemporary music, that continues to meet the Music Policy, into the station's repertoire.

Move towards playlist being available on computer to reduce the reliance on CDs given the incompatibility of CD players in studios.

Status: *Launch in March of drivetime music*

Production.

Ensure production is built and maintained to a high standard and to train others so that a sensible department and a division of work load can be achieved

Status: *Stalled due to lack of volunteers*

Outside Broadcast facility.

Oversee design and build of OB, not just as a technical facility but also in terms of hospitality and marketing potential.

Status: *in Progress*

Oversee and deal with staffing issues -where they directly affect or concern management policy.

This would be done in consultation with steering committee where appropriate. matters where the steering committee doesn't have the resources.

(e.g. The transmitter situation, liaising with solicitor about bad debts and ensure it is followed up.)

Status: *In progress*

KEY TASK 4 Restructuring of P.S.C Station Content

Content is defined as any form of broadcast output transmitted through GDR equipment.

The Station Content Team are responsible for ensuring that content is appropriate, relevant; is of the best quality possible and is scheduled to reach a particular demographic.

In addition, the Content Team are the executors of any approved strategy where elements of that strategy include changes, additions and deletions in content.

The Content Team will also manage requests by presenters who wish to produce specialist programs or segments or those who request permission to play their own music.

If presenters systemically breach music policy or commit other indiscretions that may result in initial warnings or disciplinary action, the Content Team will work together with the newly formed Volunteer Support Team to take the matter further.

In addition, the Station Content Team are authorised to suspend or cancel a program when, based on facts placed before the Team, it is established that there have been systemic breaches of policy.

There follows an initial list of detailed responsibilities:

MANAGEMENT

Encouraging a changed approach to programming, structure and music mix on breakfast and drive programs.

Encouraging and applying the application of the music policy

Ensuring an appropriate application of log times following receipt of report from Admin.

Monitoring and analysing 'drop in' programs to decide on their relevance in terms of content and scheduling - taking appropriate action based on findings.

To craft a budget by the first week in May each year and to submit the estimates to the Steering Group. Following approval to manage actual spend against budget each month and to report any variances to the Steering Group.

To receive and consider new program concepts both from external and internal sources. To ensure that content is appropriate, relevant; is of the best quality possible and is scheduled strategically to reach a particular demographic.

To receive and consider requests from presenters to play their own music or to produce specialist programs or segments.

ADMINISTRATIVE

To receive information on program changes and to ensure that all appropriate volunteers are promptly informed. Pro formas for the purpose are attached and are also available in electronic format.

To monitor the proper application of logs by presenters and to provide information of systemic issues to the Content Team.

To maintain a log of all 'drop in' programs with their start and end date (if appropriate) and to ensure either the repeat, extension or replacement of a program that is coming up for expiry is properly managed and appropriate volunteers notified.

STRATEGIC

To implement the current strategy and in particular:

- News on the Hour in key areas such as Breakfast and Drivetime.
- Appropriate structuring of program and music mix for breakfast and drive
- Themed evening programs
- Changes to music format at weekends
- Reducing the importance on incoming phone calls and changing the frequency of on-air acknowledgements.

Status: *In progress*

KEY TASK 5 Restructuring of Volunteer Relations

Reporting to General Manager this team headed by the Volunteer Relations Manager (VRM) will take responsibility for the overall welfare of all volunteers.

In practice the VRM will establish effective lines of communication with the Content Team, the General Manager and the Volunteer Services Manager.

The Volunteer Relations Team will be the main contact for general communications between the leadership Team and all volunteers. The Volunteer Services Manager will continue to be the main contact for receptionists.

In particular the Volunteer Relations Team will:

- Initially establish a team of support volunteers;
- Create small, mutual self-help groups of presenters with an appointed facilitator to promote best practice and to create an efficient two-way communication channel.
- Advise the General Manager of any issues created by presenters that would require further action to resolve;
- Maintain the Presenters Roster;
- Coordinate the training and deployment of Presenter Applicants and put in place performance monitoring for the first two months of permanent shift allocation;
- To craft a budget by the first week in May each year and to submit the estimates to the Steering Group. Following approval to manage actual spend against budget each month and to report any variances to the Steering Group.

Status ***In progress***

KEY TASK 6 Restructuring role of Membership Secretary

The Membership Secretary will:

- * Process new membership applications;
- * Send out a membership pack once approved and add them to the birthday book if their date is provided.
- * Update the membership data base for changes of address and deceased members including removing them from the birthday book;
- * Update the membership data base when renewal payments are received;
- * At the start of each year change members who have failed to renew from active to expired.
- * Supply a list of expired Group members to the President and the Community Service Announcement coordinator in order to discontinue playing their promotions;
- * Prepare an analytical report for the Committee of Management meetings that details new and expired members and total membership statistics;
- * Prepare a list of current members to be held at reception;
- * Prepare a list of volunteers for the Volunteer Services Manager and Volunteer Relations Manager ;
- * Prepare address labels of current members for mailing out of newsletters, renewal notices and reminder notices; and
- * Prepare Membership Information Kits for receptionists to mail out following an enquiry about becoming a member.

Status *In progress*

KEY TASK 7 Implementing Presenter Oversight and Guidance group.

REPORTING

The Group will report to the nominated representative on COM or the Strategy Group.

COMPOSITION OF THE GROUP

There is Group Leader and Facilitator

The balance of the Group will be confirmed at a later date but will consist of volunteers with proven skills in broadcasting, people management, effective written and oral communication skills and demonstrated ability for respectful and empathetic interaction with volunteers.

DELEGATED RESPONSIBILITIES

Initially to produce the following:

- * A road map showing the processes from initial Application as a Presenter to “On-Air” duties
- * A document that identifies the basic criteria that must be satisfied for a successful application
- * A document that details the criteria that must be satisfied before an applicant can be recommended for “on air” duties
- * Develop a training package with key performance indicators
- * A document that details all aspects of the Mentoring Program

Subsequently to:

- * Consider an applicant’s suitability against the agreed criteria
- * Conduct initial interviews and submit a log of the interview together with the recommendation
- * Write to applicant with the result of interview
- * Conduct training for successful applicants
- * Submit recommendation to either reject applicant or accept applicant for “on air” duties
- * Conduct mentoring tasks in line with the agreed program and procedures

Status ***Complete***

KEY TASK 8 Rebranding

STAGE 1

Decision Point

On-Air subtle change to GDR 95.7 FM

Process:

Conduct an inventory where change is to be applied
Retire Celebrity voiceovers
Presenter to draft new promos lasting 30 seconds.
Station Manager to produce.

Implementation

Information:

Set Implementation Date
Draft on Air branding Policy
SSC Review of draft
CoM Approval
Explain and inform all affected volunteers

Execution

On Going

Implement Change
Monitor

Status

Completed

STAGE 2

Decision Point

Concept Proposals

Creativity Stage

Commission and consider a range of concepts
Decide on preferred option

Process

Conduct an inventory where changes are to be applied

Publicity Material
Letterheads and Banners
Typeface
Promotional Material
Brochures
Membership Applications Forms
Web
Social Media
General Stationery
Studio Banners
External Publicity Boards (if any)
Corporate colour Swatch

Estimate

Identify

Budget

Prepare

for

Execute

Implementation Date
Dependencies
Establish estimate of costs
Draft proposal with timings and estimated budget
CoM approval.
Implement the project on agreed plans and terms.
Inform all volunteers
Commission Artwork
Commission Stationery
Commission promotional material
Commission changes to web and social media

Status *In progress*

KEY TASK 9 **REPLACE SWEEPERS AND RAMPS (Minimum of one per bracket of three tracks)**

STAGE 1

Preparation

Decision Point

Prepare and Draft Sweepers and Ramps with revised on-air ID (GDR 95.7 FM)

Dependency

Implementation of On-Air ID change to GDR 97.5 FM

Process

Document process
Identify responsible volunteer and back up
Draft Sweepers and Ramps
SSC or PSC Approval
Move to Stage 2

Status Complete

STAGE 2

Training

Decision Point

Sweepers and Ramps launched

Process

Record Sweepers and Ramps
Retire all station celebrity endorsements
Draft and agree training material for presenters
Arrange Presenter Training

Implementation

SSC/PSC/CoM Approve Launch Date
Notify Volunteers
Provide monitoring for first week

Status Completed

KEY TASK 10

MUSIC POLICY

Process

CoM Approval received Thursday 14 June 2018 - Complete
Music Policy Published in Gazette
Music Policy posted in public space at GDR
Music Policy included in Presenter Training Manual
Research need for inclusion in Code of Conduct

Status Completed

KEY TASK 11 **DEVELOP STATION CONTENT**

Document New Shifts

- Document Shift Allocation
- Agree Implementation Date
- Draft Newsletter for Presenters and Receptionists
- Implementation

Hourly News

- Draft Proposed Scheduling
- Draft revised procedure for handover across affected shifts
- Set Implementation Date
- Approval from SSC/PSC/CoM
- Draft Information Sheet for Presenters
- Presenters informed
- Implementation
- Monitor and feedback

Music Content

- Draft final proposals for acceptable music mix for each shift.
- Draft and approve Guidelines for Presenters
- Set implementation of music mix changes for weekend shifts
- Set implementation date for acceptable music mix in remaining shifts
- Notify all Volunteers
- Implement Changes
- Monitor and Feedback

Themed Nights

- Draft proposal and gain approval
- Identify and Commission Production Managers
- Set Implementation Date
- Draft promotions for on-air
- Record promotions
- Formal Launch Date Set
- Schedule Promotions
- Implement
- Monitor and Feedback

Shift Formats

- Draft Proposal to move Drop-ins from daytime shifts to evening shifts

Obtain approval for proposal
Create an Implementation Plan
Notify Presenters
Implement Change
Monitor and Feedback

Production Assistants (Breakfast and Drive)

Draft detailed proposal and obtain approval
Draft Job Description
Initiate recruitment campaign
Interview and appointments
Notify all Volunteers
Conduct Presenter Familiarisation sessions
Implement

Status ***In progress***

KEY TASK 12 Establish Outside Broadcast Facility and Protocols.

The OB facility will be required to deliver on a number of fronts.

Engagement with Community
Exposure for the station
Seamless broadcasting of events, both interview and music based.

All day events from location, such as sponsored events.

This means that, unlike our normal daily broadcasts, each time we operate an OB we put the station's reputation on the line while also possibly compromising sponsorship if we get things wrong. For this reason, it is imperative that we set up a department to service this new facility.

The people in this department will have other duties across the station however when needed they will come together as a team with set duties and protocols. These are set out as follows.

How we attract OBs

OBs will be fed from two sources within the station.

Community Liaison

The Community Liaison officer is in constant touch with councils and Local groups and will be offering this new service in the course of his conversations.

Sponsorship Recruiter

The sponsorship manager has a long career in sales will promote OBs to every sponsor. In some cases, it might not be a regular sponsor but perhaps even just a 'one off' day's broadcast from a sponsored location.

Once an OB is listed it will be managed in the following way.

The Team.

Manager OB Activity

The GM will oversee all OBs and ensure all requirements are met for each event.

OB Co-ordinator.

The GM assistant is, head of the Program Log department and part of the Content Team. She will be across all scheduling and setting up of an OB event as

well as keeping the diarising the calendar of events as supplied to her from the Sponsorship manager and the Community Engagement Officer.

This will also require consultation with Program rosters.

Permits, Power and Parking

This will be part of the Community Engagement officer duties, given he/she is constantly building relationships with Councils and local departments.

OB Support Team

The OB Van will have a crew of three people.

Each OB will require just one of them, so while there will be minimum strain on resources, the van will always be kept ready, delivered and manned throughout each and every Outside Broadcast.

Each of the crew will have identical training so every event will be managed in the same way. The crew will keep the van clean and make sure any staff catering requirements are replenished. The crew member will bring the van to the broadcast site, set it up and connect to the main studios so a presenter can merely step straight into their program.

Team member will stay throughout the broadcast (unless a shift change is required) and, once the broadcast finishes, pack down the van and deliver it back to base.

Each Crew member will have basic training in 'troubleshooting' should there be any minor technical issues.

Technical Maintenance

This will fall under the banner of Engineering, as do the other studios.

Storing the Van

The van will be stored at a location close to the GDR studios at a place yet to be determined. The size of the van should allow it to reside in a normal size garage.

Revenue

As there are significant overheads attached to having an OB van the station would be looking to make a charge for every Outside Broadcast it could.

A recommended price for the outside broadcast van would be \$1250 per day or part thereof.

Grants

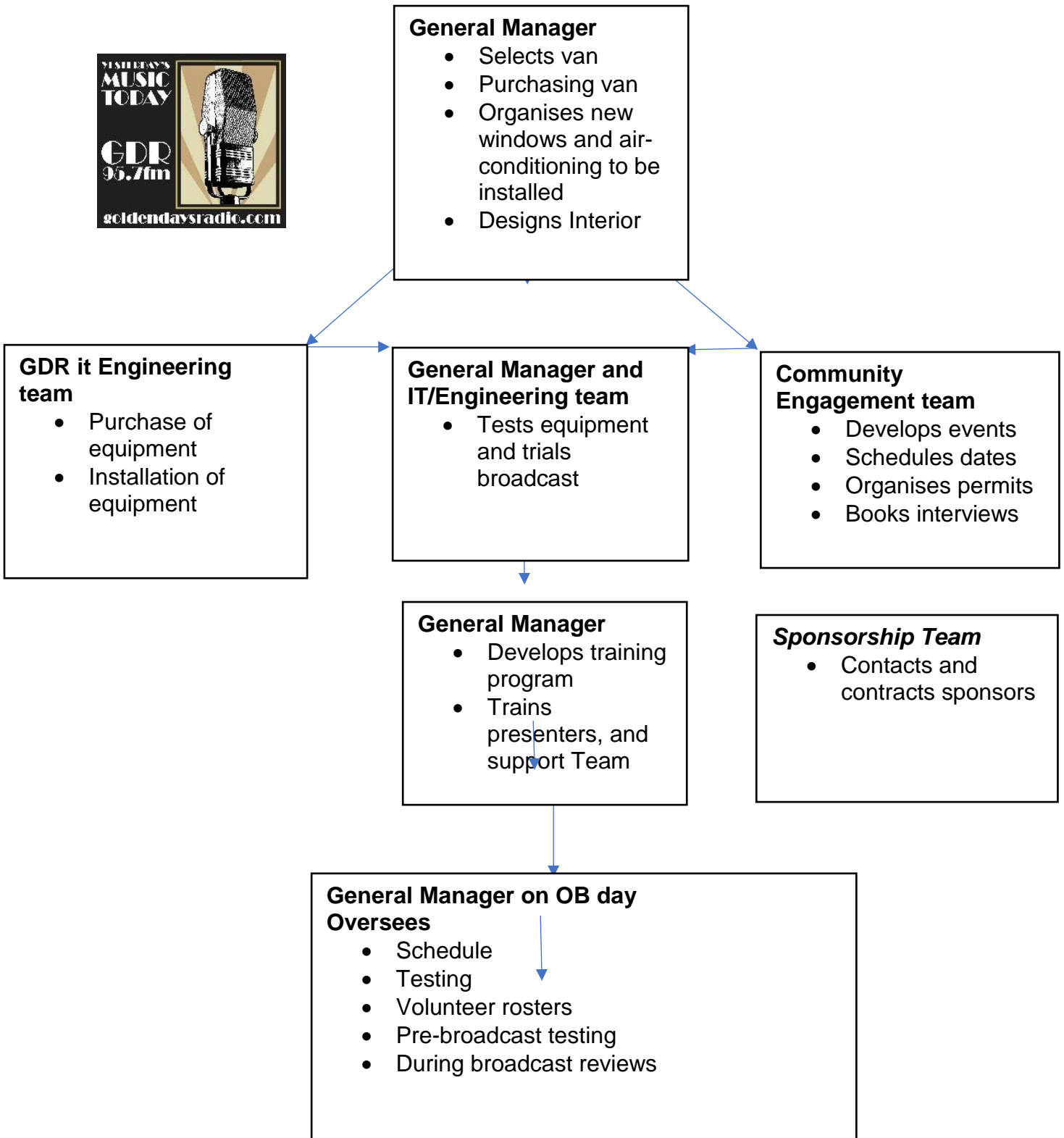
This could be achieved both from sponsors and possibly from grants.

If this were applied to one or more councils, we may be able to cover the running costs by doing one OB per month under a contract basis.

Sponsors Companies such as car dealerships, aged care providers, retail outlets and even private schools (for their open days) would find benefit from having an outside broadcast at their premises. This could be promoted either as 'one offs' or a given number per year by our sales team. Additionally, an outside broadcast could be included as an incentive for a sponsor if upgrading to a Platinum package.

In each case this would be scheduled through the OB Coordinator and then passed to accounts department for invoicing.

Status *In progress*



KEY TASK 13 Revenue Sponsorship /Fundraising

Revenue is the most critical issues facing GDR 95.7 fm. The GDR. Finance Group has created budget.

Broken into three separate areas Sponsorship, Grant writing, Radiothon and other initiatives.

Sponsorship Department – New Framework

1. All sponsorship will be approached using our Sponsorship Package brochure

This includes prices, packages, creative brief, our terms and conditions and contract (two copies).

OBJECT:

- * To clearly set out our agreement – terms, price, package, creative
- * To present a 'clean' image where all prices are transparent, all pay the same rate
- * To present a consistent procedure when others join our team

2. Sponsorship Department

Now with a more commercial model in place we believe it will be more likely that we will attract additional sponsorship people. Two would be the ideal, making it three people on the ground
(Any new sponsorship people would be selected by Sales Manager and GM)

OBJECT:

- * To have face to face sponsorship person
- * To provide full back up to that person, both administration and production

3. How the department will work

Sponsorship person to source and visit prospects, including making cold calls and foraging. Sponsorship person's job is to build a relationship, create the need to negotiate fees.

Once the contract is signed all follow up admin and production will be done by GM assistant and GM including:

Notify Accounts dept so invoice can be generated	(GM assistant)
Arrange writing copy	(GM)
Present to client for approval	(Sales manager)
Producing commercial	(GM)
Schedule and log	(GM assistant)

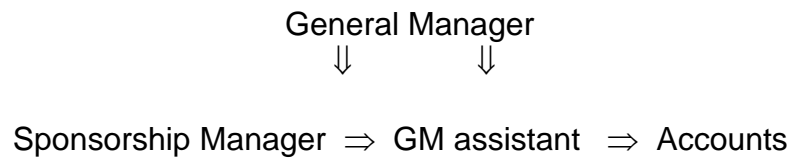
Build and maintain ongoing relationship (Sponsorship Manager)
 Visit client prior to expiry, generate renewal (Sponsorship Manager)

OBJECT:

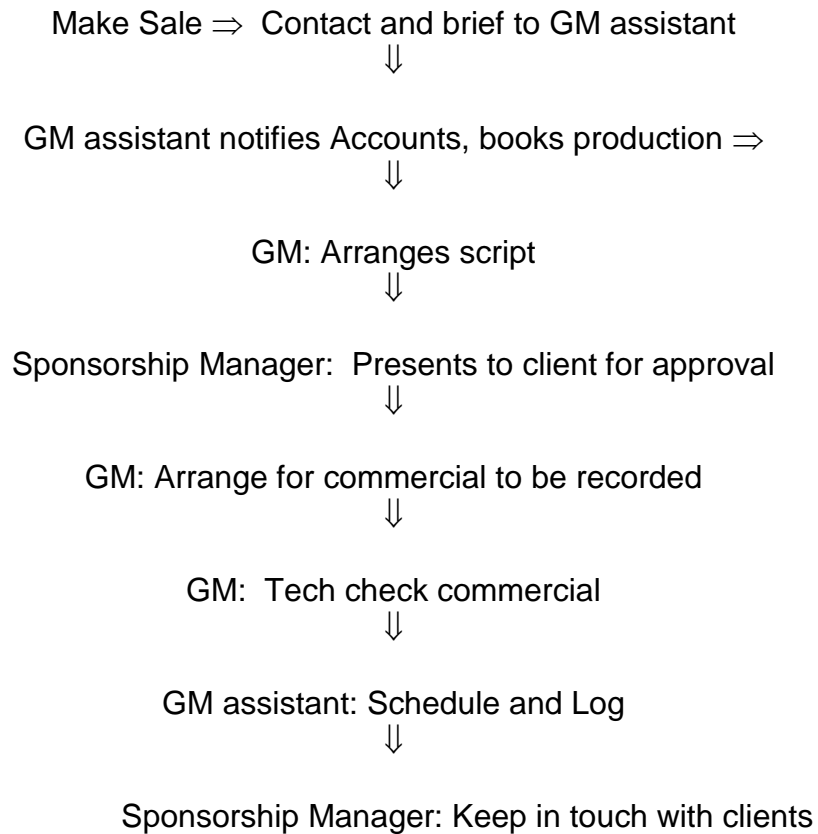
- * Sponsorship manager concentrates on promotions and relationship building
- * GM assistant has complete overview of contracts and traffic
- * Accounts department get their information accurately from consistent source
- * All content is presented to client for approval prior to broadcast
- * Production is overseen (whoever does it) to ensure creative brief is met

As more people join the team the same method will apply, thus giving GM assistant and GM full overview of advertising content and client balance on the station.

Structure of the Sponsorship Department



Sales and Production Flow



Status ***In progress***

Grant writing Team

Grant writing is now a priority.

People who have been used to these processes and/or outside people who would apply on behalf of GDR are encouraged to become part of the team

Status ***In progress***

Radiothon Team

The Steering Committee is developing a plan and timeline to organise another radiothon. The aim would be to increase the Member base and raise revenue.

Status ***In progress***

Smaller fundraising options could develop through a series of raffles and “event” programs throughout the year.

Status ***In progress***

KEY TASK 14 Community Engagement

1 Develop Community Diary to list all contacts and events with in the L.A.P
Status *In progress*

2 Community Liaison Officer

Overview

This role is to engage with various Councils, Community groups and Trading associations in order to make aware that GDR 95.7FM is a community radio station in their LAP/ local area. By doing so, there is a great opportunity for partnerships and reciprocal arrangements for sponsorship of promotions, events, and community services to be broadcast, which falls under ACMA requirements for community engagement by GDR 95.7FM

Outline of tasks. – Creating a yearly diary/ calendar which would include dates and events offered by the following organisations.

Councils.

- To make contact with the three councils closest to GDR; City of Monash, City of Bayside and City of Boroondara.
- Establish a relationship with the Community Officers or equivalent.
- Ascertain information regarding upcoming events, functions, and potential OBs (Outside Broadcasting opportunities)

Community Groups

- To make contact and establish relationships with key stake holders
- Ascertain information regarding upcoming events, functions, and potential OBs

E.g. the Victorian Dahlia Society is currently a CSA (promotes with GDR). This group has a festival or dahlia show once a year at Mt Waverley. This may be an event that could see a GDR presence.

Traders Associations

- To make contact and establish relationships with the various Traders groups.
- Ascertain information regarding upcoming events, functions, and potential OBs

E.g. The Glen Huntly Traders are a group of retail shops that have annually a street closure, where it may be opportune for GDR to have a presence with an OB

GDR Arts/Music/ Events Diary

- To collate these dates and information to make a short weekly GDR on air news service produced in the Glen Huntly studio

Status *In progress*

KEY TASK 15 Engineering and IT

Aerial and future studio requirements

This is a most important key strategy for the future.

Currently GDR is waiting for ACMA to provide information for the future.

The Caulfield Racecourse is unable to confirm aerial siting because of its own infrastructure activities

Next Action Steering Committee to draft strategy with Engineering and IT group regarding Aerial Relocation and provide appropriate Equipment budget

Ongoing Engineering and IT tasks.

- **Electrical issues.** Switch board and power circuits and IT computer wiring. As a matter of urgency **an audit** is needed to identify all wires and circuits within GDR. This then needs to be **documented** and added to the standards manual. The switchboard has over the years been mis labelled by various individuals and the same has occurred with all data circuits. The result being we are not sure what works and what does not, and what capacity we have for expansion.

Note. This audit would then correctly label circuit boards and cabling at the one time.

Next Action completion of audit by May 2019

- **P.A.M**
- PAM upgrades completed to test version and all presenter feedback is being incorporated into the working test version.
- **Next action**
- Set up Studio 2 or 3 after all testing is completed and **trial** the updated P.A.M with the ability to switch back to the current old version if things go wrong. This dual operation allows those presenters trained in the new system to use it, while the other presenters stay with what they know.
- Engineering to organise and test wiring changes required in Studio 2 with the assistance of IT.

- **The introduction of a Backup Server**

- Consideration needs to be given for the purchasing of a new Server or Raid facility as a replacement/enhancement for the current NAS. If the current NAS fails the backup needs to be deployed, but a Raid device will cater for failure. This will also serve all the music needed for PAM

Next Action Assess software packages which could assist with real-time backups for the server and NAS.

- **OB VAN Progress**

- Engineering resources will be necessary to assist in the planning of the layout and facilities to be included in the van.
- Once the van has been obtained internal IT / Engineering resources will assist in the fitout where possible.
- **Next action**

- Compile a list and costing for all equipment to be included in the OB van including the devices such as iPads.
- **Electrical Engineering and IT Racks**
- As a result of a recent electrical **wiring and data cabling audit** we will then be in a position to schedule a total Reorganisation of Engineering Racks. To enable this to happen there will be a need for almost 100% shutdown of the station.
- **Next action**
- Planning will be essential and the use of the OB Van as a backup needs to be considered.
-
- **Backup Generator.**
- **Next action** Schedule regular testing of the backup power supply for GDR. This needs to be done at a minimum twice a year and the results signed off and documented.
-
- **Web site updates and other changes.**
- GDR home page of the website requires further enhancement.
- **Next action**
- These will be discussed at a future IT/Eng. meeting and then forwarded onto the Steering sub- committee.
-
- **Training for Presenters and Receptionists**
- **Next action**
- Plan for at least two training sessions for new presenters and receptionists throughout 2019. This will need to be co-ordinated with Volunteer Services.
-
- **Staffing for IT and Engineering**
- More volunteers in IT and Engineering would be desirable.
- **Next action** Undertake the creation of a list of the desired skill sets required for those who would like to assist in IT and / or Engineering.

Further Recommendations for GDR95.7FM

The following are new teams or sub-committees that need to be established once Key Tasks have been addressed

- Publicist and media relations Planning team
- Education team
- ACMA licensing renewal and audit trail team
- Legal Team
- Policy development and Governance Team
- Publication Team
- Succession planning

4 Evaluation

- Every good strategy requires constant evaluation and amendments to fit with organisational direction. These preceding key tasks will be reviewed regularly by Steering Committee and Committee of Management.