



**PBS FM 106.7
Strategic Plan
2023 - 2027**



Acknowledgement of Country

PBS FM acknowledges the Wurundjeri people as the traditional owners and custodians of the land and waters on which we operate. We pay our respects to the Wurundjeri people of the Kulin Nation and their ancestors and Elders – past, present and future and to all First Nations peoples on other lands that PBS FM reaches.

Acknowledgement of our Community

This Strategic Plan has been developed from workshops and forums with the Board, Staff and key stakeholders held in early 2023. The Plan captures the voice, passion and commitment of an engaged and loyal community which wants to ensure the next chapter of PBS FM celebrates and builds on the successes of the station's more than forty-year history. We thank the PBS FM community for its valued contributions to the development of this Strategic Plan.



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Welcome

We are pleased to present the PBS FM Strategic Plan 2023 – 2027.

On 21 December 1979, Melbourne’s music scene changed forever. For a city hungry to hear music that extended beyond the mainstream, the Progressive Broadcasting Service was created: a specialist broadcaster dedicated to amplifying diverse and under-represented music.

We have grown and adapted over time, supporting the music community, and being at the forefront of cultural change in and around Melbourne’s music scene and beyond. We have responded both to changes in the music listening preferences of audiences, and to dramatic changes in technology which have revolutionised how people listen to us.

This is a time of change for PBS: we’ve got our new studios, a new transmission site, new broadcast technology, and a new General Manager. This Strategic Plan seeks to take stock of those changes and to anticipate a future in which we remain a vital, dynamic, and a much-loved part of Melbourne’s cultural landscape.

Our vision is to support and amplify a thriving local music scene. This is a vision that stretches beyond radio and opens the door to new and creative ways to share music and the stories behind it. We remain committed to broadcasting 24 hours a day on FM and DAB+ but recognise it’s our role to explore other ways to get the entertaining, educational and quality programming made by our broadcasters out and accessible to the world, for years to come.

By nurturing our existing services and carefully expanding into new ones, we will continue to create opportunities for Australian musicians to have their music heard and introduce audiences to curated music programming that they are unlikely to find anywhere else. At the same time we aim to grow the strong membership base that has supported the station for the past 43 years. By meeting audiences where they are, giving them what they’re after, and surprising them with what they didn’t know they were after, we can make sure the PBS is around for decades to come.

We are very fortunate to have such incredible support in the community, and such a stable foundation to work from. All the work, from thousands of volunteers and staff, over the past 40-something years, has led to this. We’ve got a solid foundation – let’s launch some rockets!



Jurgen Schaub
Chair



Kristen Paterson
General Manager



Introduction

PBS was conceived as a community, member-based radio station dedicated to music that wasn't heard on other radio stations: a station unimpeded by commercial interests and where the announcers were free to play what they wanted. Over the past forty-three years, PBS has never strayed from this vision.

In October 1978 the Progressive Broadcasting Service was offered an S-type (special purpose) licence to broadcast progressive music. On 21 December 1979 PBS made its first on-air announcement from a studio in the Prince of Wales Hotel, using a modest transmitter on the roof of the Royal Women's Hospital.

Over the decades PBS has expanded the audience for under-represented music, reinvigorated live-music broadcasting and supported countless community and music events.

The values that have informed the station's evolution – collective and collaborative – have been at the heart of its achievements.

Over the next five years the station will respond to change in the way people receive broadcast content by progressively refreshing the program 'grid' that is at the heart of its FM and DAB+ transmissions, whilst complementing this core experience with additional content delivered through multi-media and social media platforms.

This process of reimagining radio will respect and retain the station's loyal volunteer base whilst providing opportunities for a new community of volunteers to contribute in different ways through roles delivering additional content on emerging digital platforms.

Attention will be paid to the overall 'sound' of the station – the way the programs are connected to create a sense of coherence in a more diverse content delivery environment, whilst amplifying the personalities and sense of community that is a key strength of the station.

The scope of this reimagining for PBS is significant. Change will take place progressively over the five-year timeframe, and the Strategic Plan outlines the steps to be taken over the period to deliver outcomes that are achievable within the resources available.

The Plan anticipates a more outwardly focussed organisation which builds a range of partnerships across content production and delivery and the music sector to enable the achievement of the ambitious goals to which we commit.

The station has always championed under-represented music, and this Plan commits to supporting under-represented communities to contribute to the operations of PBS FM. It recognises that social and economic disadvantage often present barriers for people to devote both time and resources to developing the skills required to contribute to broadcast content production, and commits to address this challenge.

The community broadcasting sector is a critical part of Australia's media landscape – over 400 stations reaching listeners in all parts of the country. PBS FM is a leader in that sector and has become a key part of Melbourne's broadcasting and music scene.

The new home of PBS at Collingwood Yards one of the finest broadcast facilities in the sector. The state-of-the-art broadcast studios, along with the recording Studio 5 are transformative, and offer the whole team a working environment worthy of their passion and commitment.



Vision

PBS amplifies under-represented music and supports the local music community

Mission

- A thriving, diverse music scene, particularly for under-represented music
 - Content with integrity and quality
- An engaged and involved music community
 - Sustainable operations

Values

Collective and collaborative

Strategic Goals

Goal 1

Enabling great listening and music making

Goal 2

Audiences which are inclusive and representative

Goal 3

Enhancing engagement with our music making and listening communities

Goal 4

Trusted station operations that provide for a sustainable future



Goal 1

Enabling great listening and music making

The goal is to progressively expand content production and delivery technologies, with the objective to reach new and more diverse audiences whilst retaining the 'core' FM and DAB+ services which have established loyal broadcaster and listener communities.

A focus is to ensure the station 'sound' retains a distinct and passionate style whilst providing listeners with information about the complementary content available through the station's expanded broadcast media.

The program of progressive expansion of activities over the next five years will include:

Mechanisms

- Expand content on the website and social media platforms to build the PBS profile. Content expansion to include targeted live performances in Studio 5 and outside broadcasts, to be undertaken in a staged program over 2023 and 2024.
- Enhance member targeted Newsletter content, and explore podcast interviews to be implemented in 2024.
- Review impact of changes over the three-year period to assess the goal to enhance representation of marginalised communities. A review and evaluation framework to be established in 2024 and implemented in 2025.
- Assess the DAB+ platform and other advances in broadcasting and media technologies, and their impact on content delivery options for audiences. The assessment to take place in 2026.
- Reform the PBS 'grid', enabled by a review of the role and operations of the PPG and informed by the content development initiatives introduced over the life of the Plan. The agreed reforms to be designed with stakeholder consultation and progressively implemented in 2026 and 2027.

First Nations Australians

- Initiate dialogue with First Nations communities to build ongoing connections with local Indigenous communities and targeted First Nations media organisations, with the objective to build skills and capacity through a potential mentoring program.
- Target emerging Indigenous musicians and create opportunities for content development, broadcasts and other experiences to embed First Nations culture in PBS.
- Create a culturally safe environment for Aboriginal and Torres Strait Islander peoples to participate as PBS volunteers and/or content makers.

Over the next four years we imagine SUCCESS as:

A new website launched in 2025 will provide a gateway to additional content across refreshed social media platforms.

PBS is recognised for its depth of multi-platform music content spanning radio programs, live music broadcasts, streaming, and on-demand listening.

PBS recognised as *the music radio station of Melbourne*, the music Capital, and is regarded as a trusted source of information across a diverse range of music genres.

An Outside Broadcast strategy is developed and implemented.

One third of PBS broadcast content is from Australia or Australian artists.

48 Studio 5 live broadcasts are produced each year.

Audio-visual recordings from Studio 5 create a rich catalogue of content to be available online.

A Grid evaluation framework is established and periodically monitored by the Board.

PBS is recognised as one of the best and most relevant platforms in Victoria, evidenced by a 10% increase in sponsorship, membership, and donations by 2027.

PBS is recognised for its representation of diverse communities through music, assessed via an evaluation framework.

A dialogue with First Nations Peoples is embedded in the station's culture and First Nations voices are captured in our strategic thinking.



Goal 2

Audiences which are inclusive and representative

The goal is to attract and retain audiences which more accurately reflect the country's demographic profile. Greater support for equity of access for volunteers and staff will contribute to this goal, as will a commitment to attract and nurture content production and presentation that captures the voices of lesser heard communities.

The goal acknowledges that trends in many parts of the community have changed. Younger generations for example, consume more music and related media content, however they do so across various media platforms. Addressing the barriers which limit participation by marginalised communities will be a priority.

This goal also acknowledges the need to commit to an ongoing program of audience research and analysis. Understanding current and emerging trends of engagement across all platforms will be critical to assist PBS to develop strategies to maintain relevance.

PBS will commit to strengthening the relationship with existing audiences whilst initiating an audience development program targeted at younger and culturally diverse audiences.

Over the next five years, we will achieve this through the following:

- **Create** a member loyalty program to recognise long-term members and incentivise sustained member commitment, to be introduced in 2024.
- **Establish** a Youth Advisors Committee comprising a diverse demographic, to strengthen engagement with younger audiences, to be established in 2023.
- **Target** multi-platform content to attract identified demographic sectors, including the predominantly under 25 audience for whom radio may not be a chosen media platform. A focus for 2024 and beyond.
- **Access** the CBAA audience research survey data to better understand audience trends and inform audience development.
- **Establish** a unique audience evaluation program/system to monitor PBS audience and engagement trends. A focus for 2023 and beyond.

Over the next four years we imagine SUCCESS as:

A listener and member survey conducted every two and a half years, commencing in 2023.

Long term membership recognition for 10, 15 and 20 and more years – is acknowledged in a unique loyalty program starting in 2024.

A Youth Advisors Committee is established and becomes a valued voice of advice to PBS Management and Board.

Available measurements and research data demonstrate 10% increased engagement across all PBS platforms by 2027.

Available measurements and research data demonstrate an increasingly diverse demographic, reflecting a shift in the listenership profile and engagement.

PBS meets listeners where they are by providing multi-platform content to meet the needs of diverse demographics and listening technologies.

PBS seen as a *for good* organisation, evidenced by support for local music through a full schedule of broadcast, online content, and events.



Goal 3

Enhancing engagement with our music making and listening communities

PBS will be more outwardly focussed, recognising that the ambitions of the Strategic Plan will be more effectively achieved through engagement with people whose specialist knowledge and skills open the station to new opportunities and capabilities.

PBS will explore partnerships with music venues, communities of interest and other multi-platform production organisations. The objective is to contribute to a more inclusive and representative media environment.

We seek to extend our reach both geographically and demographically, in recognition of the way the population of Melbourne has changed over the past 43 years.

We will focus on training and development opportunities to build capacity in our staff and volunteer community. We will also commit to partnering with other parts of our community, including marginalised and under-represented sectors. We will focus on maintaining a 'progressive' energy to this engagement.

Over the next five years, we will achieve this through the following:

- **Forge** partnerships with other venues, stations and industry bodies including Music Market and Music Victoria.
- **Review** the annual Events Calendar to reflect contemporary audience preferences, and build partnerships with major events, music venues and sponsors.
- **Lead** new partnerships with regionally based community broadcasters to share knowledge and expertise and support the development of the wider community broadcasting sector.
- **Establish** new dialogues and relationships with First Nations media organisations to advance the voice of Australia's First Nations communities.
- **Enable** access to PBS Studio 5 as a resource for use by a broader part of the sector.
- **Curate** education and training partnerships with secondary and tertiary learning and training institutions.
- **Initiate** and participate in dialogues with under-represented and marginalised communities to establish access pathways to participation in the skill development opportunities available across multi-media platforms at PBS.

Over the next four years we imagine SUCCESS as:

The PBS Events Calendar reflects and represents support for the development of Melbourne's music sector with enhanced participation in events which reflect the seven or more music genres of the PBS grid.

Conversations with industry bodies including Music Victoria, The Push and Multicultural Arts Victoria generate strategic projects which support sector development, with no fewer than 3 partnership initiatives presented each year.

Regular meetings with other community radio stations in Melbourne and Victoria enable collaborative opportunities for training and development for the wider community broadcasting sector. Two meetings per year initiated by PBS.

Support PBS staff to work with other community stations and community volunteers through the Community Media Training Organisation to support sector skill development.

Work experience, internships and training courses targeted at a younger demographic form a regular part of the annual PBS training and development calendar with participation by no fewer than 10 students per year.

An annual training program developed to encourage under-served members of the community to become broadcasters by 2024.

Studio 5 positioned as a resource to support development of the music community in Melbourne with three partnerships or opportunities for wider community use enabled each year.



Goal 4

Trusted station operations that enable a sustainable future

The goal is to sustain the station's financial strength, whilst exploring new revenue opportunities. Policies and practices to enhance staff and volunteer wellbeing, along with regular internal communications will strengthen organisational culture. The focus is to achieve transparency and accountability in all aspects of the station's operations.

The overall performance of the organisation is dependent on the capacity of each part of PBS operations. Building capacity across the station including the Board, staff and volunteers, will provide for a sustainable platform to grow capability.

Over the next five years, we will achieve this through the following:

Organisational Culture

- **Enhance** relationships between the Board staff and volunteers by communications which focus on performance against the goals of the Strategic Plan.
- **Support** PBS with the establishment of best practice policy and procedures across all areas, including HR, OHA&S and Cultural Safety.
- **Develop** capability and capacity across the station, delivered through a learning and development framework, to include internal mentoring and team-based approaches, supported by partnerships with accredited training providers.

Technical and Systems Infrastructure

- **Commission** appropriate technical infrastructure to support the organisation including a new transmitter and IT platform.

Volunteer development

- **Build** capacity across the volunteers including a pipeline of presenters through an integrated training and development program.
- **Inspire** the next generation of content creators through a targeted mentoring program in support of the broader skills required for multi-platform content delivery.

Financial sustainability

- **Optimize** the three existing financial support pillars – Membership, Sponsorship and Donations by ensuring regular review of performance, and balanced within the overall PBS business model. Seek to further diversify revenues with the establishment of a fourth pillar that may include 'fee for service' activities.
- **Articulate** sponsorship guidelines to support a targeted campaign for increased revenue.
- **Launch** a 'case for support' as the prospectus for donors to contribute to establishing the PBS Foundation to future proof the station.

Over the next four years we imagine SUCCESS as follows:

An annual staff and volunteer survey is implemented for Board review and demonstrates a 5% increase in overall engagement and satisfaction measures.

An enhanced governance structure features two subcommittees, established to focus on Finance and Risk and Fundraising. Both committees include Board members and targeted co-opted expert members, and report to the Board.

A refreshed business model is developed to support the PBS Strategic Plan and long-term financial sustainability. The business model to be monitored by the Board's Finance and Risk subcommittee, endorsed by the board in 2024.

A bespoke IT reform plan is developed in 2024 and progressively rolled out for completion by 2026. The integrated platform will embed a new CRM, scheduling, playout software, and a membership platform.

A refreshed donor and planned giving program is established to build reserves/donations at the rate of 5% per annum.

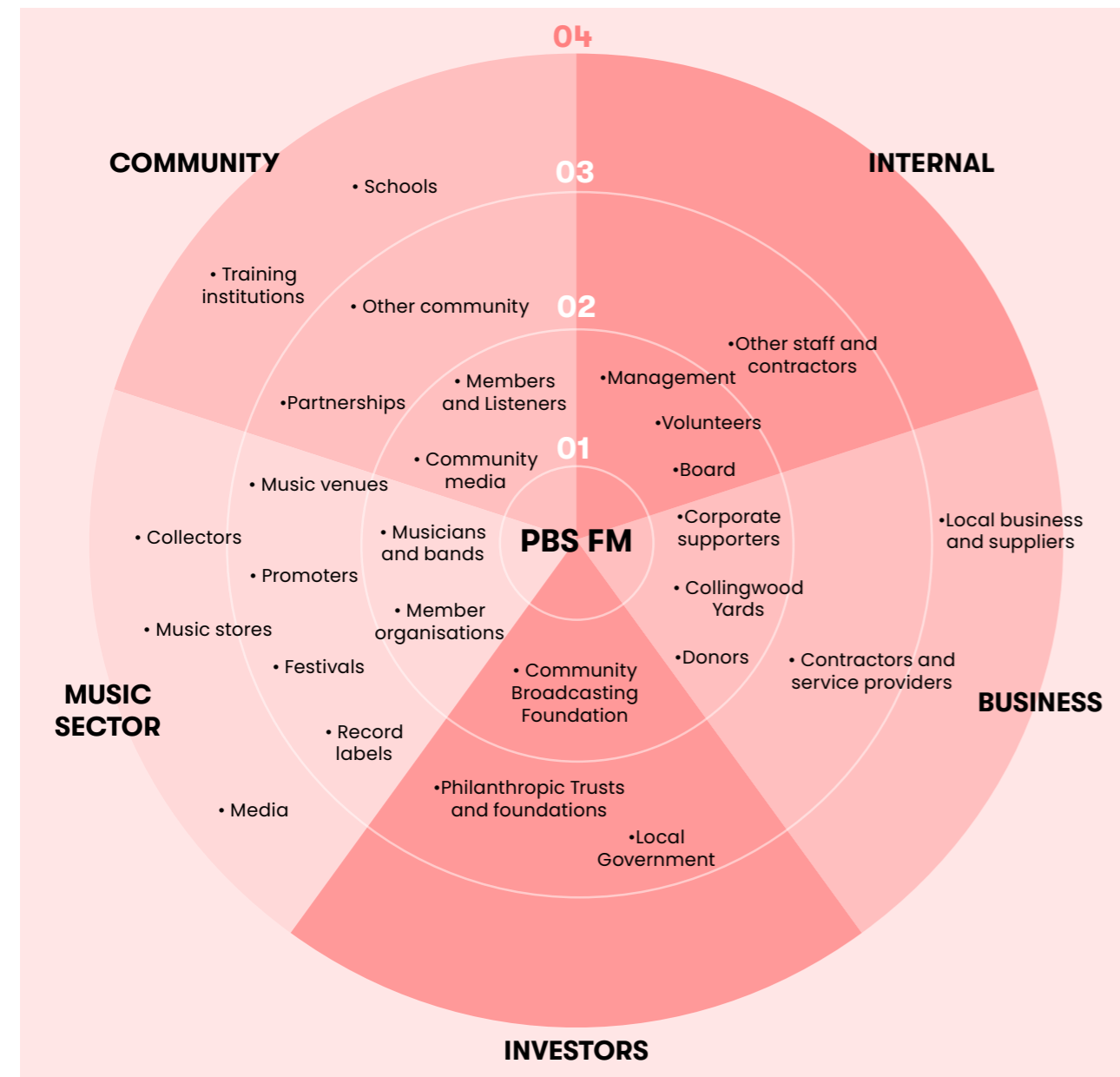
PBS FM's training program in interview techniques demonstrates best practice and is completed by 90% of all on air broadcasters by 2026.

Stakeholders

Over the life of this Plan we will focus on building meaningful relationships and partnerships to support the musical and cultural life of Melbourne.

This diagram/map provides a high level view of stakeholders (people, organisations, community and groups) for the ongoing planning and management of constructive and beneficial relationships with PBS FM. Group placements on this map may vary in different situations and dynamics.

- 01 High interest, high influence. High priority, advocates, champions, impact capacity
- 02 High interest, low influence. Keep informed on areas of interest. Watch for shifts in influence. Risks: Drop in interest while on road to recovery.
- 03 Less interest, high influence. Keep satisfied. Consider opportunities for conversion to level 1 by increasing their interest/stake. Risk: Dissatisfaction can impact perceptions of other stakeholders
- 04 Low interest, low influence. Low priority, monitor and inform as required.



Governance and management

PBS structure

- Board Members – 7
- Management and staff – 19 (EFT 12)
- Current number of announcers – 88
- Current number of active volunteers – 258
- Current number of members – 14,030

The Board of Directors

PBS is governed by its Board of Directors. The role of the Board is to address and develop the strategic objectives for the General Manager and to set the policies under which the General Manager and the organisation must operate. The Board does not direct management on operational decisions.

All seven members of the Board of Directors must be Active Members and Shareholders, and are elected by Shareholders at the Annual General Meeting (AGM). Board members are appointed for a two-year term. The Chairperson is elected at the first Board meeting following the AGM.

Relationship Between the Board and Management

The Board appoints a General Manager to implement its decisions and manage the day-to-day station operations by a small team of staff and volunteers, including Announcers. The General Manager reports on PBS performance to the Board of Directors at a minimum of ten Board meetings a year. Outside meetings, Board members may communicate with the General Manager through the Chairperson.

The Programming Planning Group

This group meets at least three times a year to consider and establish future programming objectives. The Group has the following structure and is chaired by a Board Member, who serves as the conduit for reporting back to the Board:

PBS Category Coordinators

Category Coordinators are elected by current, regular announcers from the category they seek to represent. They are required to be current, regular announcers (unless specifically agreed by the PPG) and are not permitted to be members of PBS staff. Coordinators are elected for two-year terms and the tenures are staggered so that approximately half will expire in any one year.

At present, the coordinators are responsible for ensuring programming and announcers within their category are familiar with station operations, activities, events, and are adhering to Policies & Procedures. They act as a liaison between management and the announcers, and assist the Program Manager in meeting the objectives of the PPG.



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