



Board Focus Areas

Strategic Outcomes

The 2HHH FM Limited board meet on January 21, 2018 to set out its strategic focus for the coming year.

This document sets out the key focus areas for the station and the Director(s) responsible for guiding efforts to achieve the outcomes.

"Efforts and courage are not enough without purpose and direction." John F Kennedy

It is anticipated that the Directors will work with a team of members to plan and deliver the necessary outcomes.

The key focus areas for the year ahead are:

- 1) Financial Stability;
- 2) Membership Growth;
- 3) Sponsorship Engagement;
- 4) Community Engagement;

Watch and Act

- 1) Governance, Policies and supporting Procedures;
- 2) Programme Quality

Financial Stability

“Financial management is an important foundation for community broadcasting sustainability. At a station level, it refers to the way in which we keep track of the money that comes into and goes out of an organisation and ensure that payments such as salaries and bills can be made as needed.”
(Community Broadcasting Association of Australia, 2018)

Triple H is at a barebones cost base, that is there is nowhere for the organisation to go to seek further reductions in costs without sacrificing programming quality and content.

The challenges facing TripleH over the coming months and years that will require funding are:

- Having the cash flow to meet the fixed financial commitments of the organisation;
- Having cash reserves to:
 - Meet month to month cash flow shortfalls;
 - Meet the cost of maintenance and support of existing Assets;
 - Provide services to members
 - ~~Replace aging equipment as required;~~
- Relocation to new premises, more suitable for our community obligations.

The table below represents the boards target and stretch goals for the organisations sources of funds for the coming year.

Source of Funds	Target	Stretch
Grants	35,000	50,000
Fundraising	10,000	15,000
Sponsorship	40,000	50,000
Membership Fees	5,500	6,000
Presenter Fees	5,000	7,800
Training	2,500	3,500
	98,000	132,300

Figure 1 - Revenue Targets

Community and Stakeholder Engagement

"Communication leads to community, that is, to understanding, intimacy and mutual valuing..."

Rollo May

TripleH community engagement in the Hornsby/Ku Ring Gai Local Government Areas.

The key areas TripleH must deliver on to generate effective Community and Stakeholder engagement are:

Focus Area	Board Representative (s)
Sponsors	Brendan Dahill
Membership Base	Stephen Holland – Christine Kay?
Local Government	TBA
CBAA/CBF	Adrienne McLean
Community Organisations	Adrienne McLean
Presenters/Producers	TBA
Listeners	Stephen Holland
Guest Speakers	TBA
Regulators (ACMA, ASIC etc)	Brendan Dahill, Stephen Holland

Governance, Policies, Procedures and Culture

“True leadership stems from individuality that is honestly and sometimes imperfectly expressed...

Leaders should strive for authenticity over perfection.”

- Sheryl Sandberg, COO, Facebook

As a responsible business and an organization that has both legal and regulatory commitments and oversight, TripleH must exhibit good Governance, appropriate and Relevant Policies with underlying procedures that create a culture where all stakeholders feel welcome, comfortable and safe.

The Board has determined that this year the key focus areas are:

- 1) Updating the constitution, basing it on the current CBAA constitution template, ensuring that the recommendations from ACMA on Investigation Report Numbers 1746 and 1584 are addressed.
- 2) Policies requiring review and updating as necessary are:
 - a. Workplace Health & Safety (WHS)
 - b. Equal Opportunity
 - c. Issues and Complaint Management
 - d. Dispute Management
 - e. Risk Management
 - f. Fiscal Management
 - g. Fundraising
 - h. Program Quality
 - i. Bullying, Harassment, Discrimination

All policies reviewed need to apply to all stakeholders, including;

- a. Members;
- b. Program Guests;
- c. Visitors; and
- d. Sponsors.

Focus Area

Board Representative (s)

Constitution

Brendan Dahill, Stephen Holland

Policy

TBA

Programme Quality

“Excellence is never an accident; it is the result of high intention, sincere effort, intelligent direction, skillful execution and the vision to see obstacles as opportunities.”

- Anonymous

Quality programmes put to air by TripleH will result in increased audience attraction, penetration, retention and satisfaction. The TripleH community need to work hard to create programmes that meet the unique needs of the audience. It is important that presenters engage with their audience, creating loyalty not just to their programmes but also to the TripleH.

On-air presenters need to cross-promote other programmes on station especially after a promotion is played through the station’s automation software.

Programme quality is delivered through:

- Engaging Content;
- Appropriate Training; and,
- Suitable Equipment.

Engaging Content

The Board has determined that the best path to engaging content is through:

- 1) Standardised formats for the Breakfast and Drive Programmes;
- 2) High quality production techniques;
- 3) Development of on-air talent before being assigned their own programme;
- 4) Delivery of specialist Ethnic broadcast programmes to meet the needs of the Non-English Speaking and English as a Second Language communities in the License Area;
- 5) Creation of specialist magazine format programmes to follow the breakfast shows;
- 6) Creation of a Women in Sports programme;
- 7) Build a succession plan for the Sports programmes, to ensure sports programmes retain their Audience and quality should anything happen to the current on-air sports programme talent.

Appropriate Training

The key to building successful talent and enhancing creativity is to provide people and teams with the training and development they need to deliver high quality output. A radio station is no different to any other organisation using people to deliver outcomes. For TripleH the outcome is a programme that engages with and establishes a direct relationship with each listener to the extent that the listener believes the broadcaster is sitting there right beside them as they journey through their day.

TripleH can no longer train presenters to sit at the desk, speak into the microphone and play music. Presenters must be able to create a programme that meets TripleH programme quality guidelines and audience needs.

Training includes:

- How to produce a live radio programme;
- Programme development;
- On-air presenter training;
- Delivery of the various breaks;
- Interview techniques;
- Using the station automation software to setup and deliver a programme.

The on-air talent pool should include students from media studies courses at Macquarie University.

Equipment and Engineering

One of the ongoing issues TripleH has with delivery of a radio signal to the License Area (LA) is the age of the equipment used in the studio facility, the equipment hut (at the base of the transmission tower) and to the computer room.

This equipment needs to be upgraded as a project over the next 18 months.

Focus Area	Board Representative (s)
Breakfast and Drive	Brendan Dahill
Women's Sports Programme	TBA
New Equipment	Stephen Holland,