



ABN 82 420 569 327

Kalamunda Community Radio (Inc.)

5-Year Business Plan 2024-2029

Profile

Kalamunda Community Radio (Inc.) [KCR 102.5 FM; Call Sign 6KCR] is an incorporated, not-for-profit Community Radio Station with studios at 42 Ledger Road, Gooseberry Hill, WA, within the City of Kalamunda. Under its Licence Area Plan (LAP) it broadcasts to the Hills and Foothills of Kalamunda, to the Cities of Bayswater and Belmont, the Town of Bassendean, and to Midland in the City of Swan. Its broadcasts can be received throughout the Perth Metropolitan Area and beyond. The Station provides an internet stream worldwide on its website and various streaming apps. The Station is on air 24 hours a day, seven days a week. Live programs are broadcast between 7.00 am and 10.00 pm on weekdays, 7.00 am and 6.00 pm on Saturdays, and 6.00 am and 9.00 pm on Sundays. It is entirely run by volunteers. Membership is currently about 65. The Station has a good listener base within its broadcast area and regular listeners online around the world.

The Station is run by a Committee of Management with four Officers - Chairperson, Vice-Chairperson, Secretary, and Treasurer. A further five members cover the areas of Technical, Marketing, Training and Broadcast Quality, On-line Presence and Traffic (Scheduling). It started in 1992 and was incorporated in 1994. Test broadcasts began in 1997 and a Community Broadcasting Licence from the Australian Communications and Media Authority (ACMA) was obtained in 2003. The Station has been broadcasting continuously since then. The licence was renewed for a further five years in 2023 with only minor suggestions for improvement.

There are currently nearly 30 presenters on air. Music of every genre is broadcast including a diverse range of music from all eras, genres, and countries - jazz, blues, country and western, reggae, retro, classical, gospel, folk, techno, easy listening, indigenous, contemporary, and classic rock. Under the Terms of its Licence the Station is required to broadcast at least 25% Australian generated content. In addition, there are programs devoted to the arts, and interviews with local people. Outside broadcasts of local events take place on a regular basis including concerts, open days, and the Anzac Day and Remembrance Day Services. Promotion of local musicians is an important part of the Station's remit. Several young presenters who began broadcasting in their early teens on KCR have taken up media studies and are now well established in the Australian media scene.

In 2021, the Station obtained two grants totalling over \$36,000 to considerably improve its facilities. Using this money, equipment already purchased, and hundreds of hours of volunteer time and labour two new, high-quality studios have been created at the Ledger Road premises. The larger of these greatly improves facilities for live performances by local musicians and will also be available for them to make recordings for future distribution. With these larger premises the Station will again be able to host visits by school groups encouraging increased interest in media studies.

The installation of solar panels with battery backup included in the grants enables the Station to continue broadcasting in the event of a power disruption. This is particularly important as the Station is in a high-risk bush fire area and the provision of up-to-date information to local residents is a major priority.

An application has been made to the ACMA to upgrade the Station's transmission facilities by replacing the current, aging 20-metre transmission tower with a 40-metre one and increasing the broadcast power from 200 to 500 watts. This is part of the ACMA's proposed reorganisation of the Perth Area Broadcast Spectrum by moving KCR to the lower frequency of 88.9 MHz to permit the move of the ABC's local, high-powered AM stations to FM. A new, higher, tower will facilitate this frequency change and improve the Station's reception in difficult areas. At the same time the current dilapidated building housing the transmission equipment would be demolished and replaced with modern equipment cabinets with solar power and backup batteries. Grants will be sought to do this. The City of Kalamunda Council and staff have been actively involved in all these projects.

The population within our LAP is about 220,000. It is home to a wide diversity of people, with a variety of lifestyles, all living and working side-by-side. These include tradesmen, professionals, artisans, produce growers, small business operators, retirees, school students, tertiary students, and families of all sizes and incomes. It is also a place where artisans and community groups thrive.

Objects of the Association

These are set out in the Association's Constitution.

1. To maintain and conduct the business of proprietors and operators of an FM Radio broadcasting, transmitting, and receiving station, at a designated site, to be known as Kalamunda Community Radio (Inc.) and to operate an internet streaming and podcasting service.
2. To improve the standards of entertainment, information, and access within the Station's broadcast area, and to provide the community within that area the opportunity for the development of professional standards of program production and presentation.
3. To provide for community access, particularly in the local community, so that community interest programs and announcements can be broadcast.
4. To encourage the exposure and development of art, drama, music, and theatre with a local emphasis.
5. To provide an opportunity for wider and further education in liaison with local education institutions.
6. To provide a forum for debating topical and community issues.
7. To provide a focal point for information concerning access to community services and encourage participation in local government and community projects.
8. To conduct research and training programs in the artistic and technical aspects of radio and other forms of sound communication.
9. To produce, transmit, receive, record, reproduce, broadcast, and otherwise distribute, or facilitate the transmission or reception of, all forms of sound communication material.
10. To assist other groups within the community whose objects are similar to those of the Association.
11. To promote, support and undertake to carry out regulations, ethics and responsibilities of a community broadcaster as outlined in the Community Broadcasting Codes of Practice (2008).

Mission

Within the Station's licence Area Plan to:

1. Be a major source of music, the arts, spoken word, and information, and to educate, and entertain all the Station's listeners.
2. Encourage and promote local community groups by means of free Community Service Announcements (CSAs)
3. Broadcast local events.
4. Promote local musicians and provide facilities for them to produce recordings.
5. Enable local businesses to make known their products and services through sponsorship of the Station.

Financial

KCR has four sources of funding:

1. Sponsorship by local businesses either by promotion of their products or services by short messages on air (the equivalent of advertising on commercial stations) or sponsorship of specific items such as website streaming.
2. Membership fees.
3. Grants from many sources including the Community Broadcasting Foundation, Local and Federal Government, and other philanthropic groups.
4. In-kind funding from the City of Kalamunda

Although KCR has received income from fund-raising activities in the past, these have not taken place in the past four years mostly due to the COVID-19 pandemic. It is anticipated that fund-raising will resume during the period of the current Business Plan.

Over the next five-year period the Station aims to grow its membership and increase the number of sponsorships with the aim of establishing a firm financial base. Sponsorship grew considerably in the 2020 and 2021 financial years but since then has remained steady or declined somewhat, again due to COVID-19-related problems. KCR will continue to seek grants to cover major items of capital expenditure.

Outgoings include licensing and other broadcasting fees particularly to cover copyright permissions, the provision of news bulletins, insurance, utilities, and a range of fees related to internet streaming and website costs.

SWOT Analysis

Strengths

- A new, dynamic Committee of Management was elected at the 2020 Annual General Meeting committed to revitalising the Station after many years of neglect by previous management. This has been steadily happening despite the problems caused by COVID-19 as instanced by the renewal of the Stations Broadcast Licence for a further five years and the confirmation of a new Constitution.
- The consequent major improvements in governance over the subsequent two years has led to an increase of 26% in locally produced programs broadcast, an 11% increase in live hours on-air, and an increase in individual Presenters from 24 to 28 (17%). This provides a stable base with which to approach potential sponsors and has led to an over thirteenfold increase in sponsorship income from only \$1,195 in the 2019 Financial Year to \$15,846 in the 2023 Financial Year.
- The construction and implementation of two quality broadcast studios
- The construction of an equivalent production and training studio due for completion by the end of 2024.
- The Station can operate virtually “off-grid” providing both broadcast security during periods of power disruption and a saving in utility costs
- Only local radio station in the Perth Hills and Foothills
- Many new presenters have joined offering an increased diversity of musical genres and arts programs
- In 2023 volunteers contributed over 10,000 hours to the Station with an equivalent value of over \$350,000
- Support to and from local businesses and community organisations during the COVID-19 pandemic which is ongoing
- Sponsorship charges are much less than commercial advertising rates
- Excellent opportunities to promote and broadcast local events. The Station has purchased a high-quality Outside Broadcast unit with easy to setup and use facilities to send live feed to the Studios over the 4G network. This can be done with very little prior notice.
- An excellent and hard-working Sponsorship sales team
- Part of the Australia-wide community of local broadcasters with the backing of the Community Broadcasting Association of Australia

Weaknesses

- Financial base needs to grow
- Reliance on a few older, key volunteers for management and technical work. Were any of these to no longer be involved with the Station there would be serious or costly issues
- Only three salespersons at present
- Lack of administrative volunteers

- Small membership with few supporters who are not directly involved in the operation of the Station

Opportunities

- Increase income from sponsorships
- Increase profile in the local community through
 - more outside broadcasts
 - community service announcements
 - involvement with all local Councils within the Station's LAP
 - fund-raising events
- Provision of facilities for local musicians to broadcast live and to record music
- Introduction of podcasts of programs
- Involvement with local schools now that new studios have come into use
- Involvement with local sporting clubs

Threats

- Sponsorship funding could fall
- Inability to obtain appropriate grants
- Renegotiation of the Station's Lease with the City of Kalamunda could impose additional financial burdens
- Uncertainty regarding the effects from a change of frequency including unknown financial consequences

Where KCR aims to be in Five Years' Time

- A widely recognised organisation within the Station's Licence Area by both listeners and those in the music and arts scene
- An important location for live broadcast music and a recording facility
- A large sponsorship base providing an adequate and stable income
- Increased membership with more volunteers providing management and technical support
- Greatly improved reception throughout the broadcast area from an increase in broadcast power and a new transmission mast, having also implemented a required change in frequency
- A strong presence on-line through social media, live streaming, and podcasts

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## Contact Details

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