



1WAY FM OPERATIONAL REPORT 2016

CANBERRA CHRISTIAN RADIO LTD
CELEBRATING

SINCE 1991

25 YEARS

1WAY FM 2016 OPERATIONAL REPORT

ANNUAL GENERAL MEETING – 5 NOVEMBER 2016

PRESENTED BY: COLIN WEBSTER

OPENING

Matthew 7:24-27

"Therefore everyone who hears these words of Mine and acts on them, may be compared to a wise man who built his house on the rock. And the rain fell, and the floods came, and the winds blew and slammed against that house; and yet it did not fall, for it had been founded on the rock".

This time last year the station was about to enter a period of restructure, a period designed to refocus, to resource, to rebuild, and to "shore-up" the station for the coming years. These elements were shaped through the following strategic areas:

- The station's focus – shaping the individuals to align with the corporate vision;
- Resourcing the station capabilities through people – by increasing the team levels and skills;
- Building our community relationships – in acknowledgement that the message of what God is doing across our city is best shared by those involved rather than ourselves; and
- To shore-up the station finances and business processes.

I share this with you though - not as if it has been completed, but rather to highlight that it has been the predominant work of the last twelve months and we are just starting to see the fruits of our labours in the way we approach our calling as a Christian Broadcaster.

So, what are some of the significant changes that have come through the restructure?

Firstly, the team at the station has grown. As part of the growth we focused on the station's core activities and appointed team coordinator's in the following areas:

- a. Production Coordinator – responsible for all on-air content;
- b. Communication Coordinator – responsible for our website, social media, written communication and brand awareness;
- c. Community Engagement Coordinator – responsible for the management of relationships within the Station's community of interest (Churches, ministries and community groups);
- d. Sponsorship Coordinator – Responsible for the station's sponsorship relationships and revenue through the promotion and marketing of the station and its services within the community; and
- e. Technical Team Coordinator – responsible for monitoring and maintaining the audio, computer, phone and networks systems of 1WAY FM.

This team forms the Operational Leadership Team and is responsible to management and the Board to maintain the focus and direction of the station in line with the vision, station business plan and calendar of activities/events.

One of the key strengths of this team is that all operational decisions and changes are agreed on through the team. This ensures that no individual has the ability to make operational changes without the consultation of others, ensuring our vision and focus is maintained.

It should be noted that for various personal and operational reasons not all the streams of the business have been fully engaged into the new model, and for both Technical and Production it has been very much business as normal over the last period. We are planning to focus more intently on these areas now we have the new roles of Communications and Community Engagement established into the core activities of the station.

That said though there have been significant wins in many other areas of the business including, our connection with our community of interest with a lot of new content provided by Church leaders, ministry groups and community spots throughout the week. This has been mixed with the launch of a new website in the first quarter of 2016 (albeit driven by necessity, it was on our plan of things to do) and significant work on our branding, Communication Plan and the process and documentation of our systems.

Darren Laudenbach's catch cry of "no new thought in a routine situation" is catching on at the station and we are continuing to develop processes for all routine situations including receiving and responding to feedback, and receiving and responding to new or revised program proposals. We are also focused on creating routine around our regular calendar events like the Membership Month and the Annual Appeal.

This sense of focus and unity has possibly been the biggest win for the station and was best displayed during our Appeal this year where there appeared to be an overwhelming sense of direction, purpose and peace rather than the previous sense of anxiety and stress related to this time of the year.

Whilst this is only a brief update on the restructure, I share a real personal sense of a sure foundation to the station through this last period, not based on the strengths or passion of any one individual but rather on a corporate sense of ownership and consultation around a shared vision.

As noted though, it is not yet finished and we recognise the need to continue this work over the next twelve months to allow the continuation of the calling of God to be fulfilled in and through all we do.

OPERATIONS REPORT

1. Finances

The Chairman has reported on the end of year results. Therefore, I will not cover the same ground in this report.

I would like to highlight the expertise, enthusiasm and ability God has provided through all our Board members. Their direction, support, commitment and faithfulness to God's ways across the year continue to have a significant impact on the Station's finances.

2. Members / Constituents

As of 30 June 2016, there were 522 CCRL Memberships in total made up of 384 financial Members and 138 Members under grace (i.e., those within 12 months of their last payment). Membership types were:

- 152 Individual
- 92 Concession
- 103 Family
- 37 Life

Member and Support donations again remained strong over 2015/16 with a slight increase on the previous year. We remain encouraged and blessed by the support and commitment of our community and as with the last few years we continued to see a growth in the numbers of new donors joining as Member's and also those providing financial support to the station.

Whilst the total number of donors continues to be relatively small in comparison to our listening audience, the increase in partners demonstrates what appears to be a movement of donors towards regular giving to support the station. This year it is predicted that our partners will provide ~\$70,000 in financial support through this model (an increase of ~\$10,000 from the previous year).

3. Volunteers / Staff / Operations

As noted in my opening comments, in 2015-16 we increased the team capabilities of the station. Through the financial support of the Community Broadcast Foundation who provided us a twelve-month salary grant, we were able to supplement the local team through the introduction of the Community Engagement and Communication Coordinators. The inclusion of these two additional roles has had a significant impact on the Station's activities so I would like to acknowledge the work and commitment of both Jenny and Mark in these areas.

At the end of June 2016 there were 46 volunteers and staff covering a variety of different roles across the station providing support to the following areas: technical, production, administration, finance, on-air announcing and governance.

1WAY FM wishes to recognise and thank all the volunteers who continue to support the station's activities. It is acknowledged that the station stands on their feet and without them we could not do what we do in the manner that we do it.

I would also like to acknowledge in my report a group of locals who give of their time and talents to provide regular content to the station. These include: Bryan Medway – "Primary Purpose", Ken Graham – "Get Connected", Russell Driscoll – "The elephant in the room", Hilary Moroney – "Prayerworx", Peter and Jane – "Healing and Wholeness", and last but not least Kieren Webb – "Definition" – which is now syndicated across Australia.

These linked with many regular features through Open Doors, Compassion, Scripture Union, Anglicare, and many interviews, personal stories and sermons from local pastors, ministry groups, artists and not for profit organisations, has led to a bumper year of local content.

These relationships don't come easily though so I would like to thank our Community Engagement Coordinator (Mark Brosnan) and our volunteer presenters for the time and effort they put in to keep these happening.

4. Production / Technical

As noted earlier in my report, for the Production and Technical areas the last year has been very much business as normal.

That said though, we continue to develop our use of what is currently in place and whilst there have been no major technical upgrades within the station over 2015/16 the reliability and scheduling of our content has been substantially improved.

The exception to this has the upgrade of our Isaacs Ridge Transmitter that has been funded through a CBF equipment grant received in June 2016. The upgrade of the transmitter has recently been completed by the technical team.

CLOSING

As I close my report, I would sum up the last year as being one of setting a new foundation. From a station perspective, the new structure will ensure that our focus remains fixed on the station vision with accountability managed through a team structure rather than through one individual.

This change has not come easily though and there is still some work in moving forward, but personally I have a real sense that the change is both beneficial and aligned with God's heart for 1WAY FM.

This is not a work I have done alone though, and I would like to recognise the Board's efforts to get us to this point. Their support, passion and direction have been paramount in pressing forward and ensuring we keep our eyes fixed on the Vision. I would also thank the team (new and old) for the way they have approached the change. We recognise that change is not always easy for individuals and I have been proud of the station as a whole through this major shift in our direction and business model.

Finally, we are also encouraged by the support and guidance of our community and members. The many conversations conducted throughout the year with our Members, listeners, Christian groups and the wider community, has assisted us in directing the business and we acknowledge that you are as much a part of what God is doing through the station as we are.

Thank you.

Colin