



# ANNUAL REPORT TO OUR COMMUNITY 2018/19

Eastern Community Broadcasters Incorporated

# TABLE OF CONTENTS

## Contents

To Our Community	1
Community Engagement	5
Key Facts	19
Vision & Current State	20
Financial Summary	22
Operational Review	23
The Future – Our strategy	29
Appendix: Financial Statements	34

Radio Eastern FM 98.1 is your community radio station in Melbourne’s outer-east. On air 24 hours per day, 7 days per week since 1991. We are pleased to present this report to our Members and our Community and invite feedback to:

[andrew.conway@radioeasternfm.com.au](mailto:andrew.conway@radioeasternfm.com.au)

# To Our Community

## BACKGROUND

Radio Eastern FM 98.1 is a community radio station in Melbourne's Outer East. As an incorporated Association under Victorian law, the Association is registered as Eastern Community Broadcasters Incorporated.

The governing body of Radio Eastern FM is the Committee of Management. Radio Eastern has been operating with a permanent broadcasting licence since 1991. We have developed a strong reputation for community information sharing with a solid listener base. Our studios are based at the Wyreena Community Arts Centre Croydon and we are entirely run by volunteers. We work with many local businesses and community organisations to develop bespoke promotional services. Radio sponsorship is one of the most effective sources of business growth; community radio sponsor messages takes it to a new level all together.

## COMMUNITY ENGAGEMENT

Radio Eastern has built on the work of the past several years to develop greater linkage between the on-air content and strategic direction of the station. We have built greater capacity to capture the vast volume of community content which highlights the value Radio Eastern has in our community. This is further detailed in this Annual Report under the detailed Community Engagement section. We have participated in surveys and enlisted the services of highly capable specialists to assist with the collection and analysis of the data.

## FINANCIAL HIGHLIGHTS

Radio Eastern has delivered a strong financial result notwithstanding the reduction in sponsor income caused by the change to sponsorship arrangements with the Eastern Football League. As members will note in the accounts we have retained a strong cash

---

balance and following a successful Radiothon and tremendous work by our Sponsorship team, we have minimised the impact of this change. The accounts and Treasurer's report provides further explanation of the accounts. Overall the station delivered in excess of \$25,000 for the year, retained funds of \$159,000 and cash holdings in excess of \$138,000. Please note there are minor, immaterial variations in management accounts and the Statutory Financial Statements.

### OPERATING HIGHLIGHTS

The past 12 months of Radio eastern can be characterised as dynamic, continuous improvement and community engagement. We have had to respond to several challenges including changes to the way in which we broadcast local football which has traditionally been a strong sponsorship generator for the station. However as identified by our Treasurer the hard work of our sponsorship team has delivered a strong recovery. In addition, we ran a successful Radiothon which greatly assisted the station's fundraising efforts and provided us with a clear indication of the value of our community engagement. Put simply it was heartening to receive the hundreds of comments from community groups telling us how much they value Radio Eastern.

Our technical team has also been put to the test with an ambitious capital expenditure program to ensure our facilities remain reliable and provide a sustainable infrastructure base. Radio Eastern is incredibly fortunate to have such dedicated technicians who work tirelessly to improve our station. The Radiothon campaign went directly into funding transmitter upgrades and the demands on our capital expenditures will continue as we look at boosting our capacity by incorporating further back up power supplies (UPS) and upgrading our servers as well as the associated software. The Committee takes a very prudent approach to asset replacement and we will continue to ensure our cash management is sufficient to meet these challenges.

As we have found throughout the past 12 months, community engagement is at the heart of everything we do. Ensuring we have a strong connection with our community yields many mutual benefits. For Radio Eastern, we incorporate the views of our community into our programming. We have identified several priorities for about forward strategy:

1. Boosting involvement of younger people
-

2. Developing a Reconciliation Action Plan and engineer engaging with local people of Aboriginal or Torres Strait Islander heritage.
3. Maintaining clear connection to community needs and incorporating those needs into our programming.

Our community engagement management over the last 12 months has demonstrated that Radio Eastern has logged literally thousands of community contacts from direct sign in at our studios (in the excess of 6,000 people) to the thousands of hours of community interviews and content. This is what our Committee is so proud of and will continue to build upon to ensure our station is at all times relevant, inclusive and responsive to the needs of our community.

The continued overhaul of our community engagement strategy, improvements to systems and processes, ICT infrastructure and fundraising efforts have delivered an incredibly strong result which the Committee and all members are very proud of. We have also overhauled our policies and procedures to ensure a more professional and sustainable organisation.

## LOOKING AHEAD

As we prepare for the lodgement of our next license renewal application, our focus on enhancing community services and engagement, gathering community insights and ensuring we have a sustainable infrastructure to deliver enhanced community services will remain at the forefront of our strategy.

## COMMITTEE OF MANAGMENET AND SUB-COMMITTEES AND GROUPS

The Committee of Management are:

Mr Keith Jessup (President)

Ms Lyn Woods (Vice President, Programming)

Prof Andrew Conway (Secretary, Regulatory, Compliance, Complaints)

Mr Murray Smith (Treasurer)

---

Mr Everett Hargreaves (Membership, Promotions)

Ms Julia Zammit (Production)

Mr John McDonald (Training)

Mr Ray Lawrence

Vacant (subsequently filled by appointment of Mr Norm Wright)

The Sub-Committees are:

Programming

The Groups are:

Training	Community Engagement
Sponsorship	Finance
Promotions	Technical Services
Production	Regulatory Compliance
Information Technology	

The Committee of Management and sub-committee meet monthly and Groups meet as required. They furnish written reports to the Committee of Management which are then publicised to members through the online Message Book.



Mr Keith Jessup  
President



Prof Andrew Conway  
Secretary

October 10, 2019

---

## Community Engagement

At Radio Eastern FM 98.1 we recognise the importance of continually improving the public good that we do. As well as providing great music, informative news coverage and friendly on-air voices, our station has an essential role in helping to improve awareness of and access to, and even the quality of, community services. Community Engagement is such an important aspect of the benefit our station brings to the people of the outer eastern suburbs that we consider it an essential part of providing services to our members and other listeners. Whenever you hear a Community Service Announcement, an interview with a member of a not-for-profit or community organisation, music from an unsigned Australian musician, information about local government or library services, health or finance information or engagement in a range of other topics and services, we are providing that service free to those organisations. As well, not only are the organisations participating in Community Engagement, but the listeners are participating too, because Community Engagement involves a three-way working relationship between the radio station, the local not-for-profit community organisations and the members and listeners. Community Engagement helps the radio station improve the quality of its broadcasts by creating variety of topics. It also helps the organisations we engage with to plan and provide their services. This in turn enables members and listeners to participate and benefit by engaging them in discussions about community activities and by publicising community events they can attend.

We are busy strengthening and developing existing and new relationships with community centres, sporting groups, the Scouts and Guides, emergency services, and other not-for-profit organisations that are benefiting from their engagement and involvement in the life of our radio station. Since Community Engagement is about community and organisations collectively building ongoing relationships for social benefits and outcomes, we are encouraging suggestions from our members and listeners about organisations that this radio station can assist to provide their services and facilities.

We acknowledge that the work of Community Engagement is an ongoing aspect of our station and a vital part of community radio. We have achieved a significant amount and the work continues.

---

Radio Eastern has developed a comprehensive Structured Engagement Program over the past two years, which has resulted in the following:

#### HIGHLIGHTS

- Appointment of a Community Engagement Manager
  - Development of policy framework for Community Engagement, to encourage community content and participation on air and to encourage participation of members and listeners in community events and activities
  - Thorough analysis of Community Engagement activities over the five years of the current licencing period, to enable improvement in the diversity of representation of community services and groups
  - Interviews, visits and on-air coverage of community events, which amounted to over 2,000 hours and well over 2,000 total activities in the five-year period of the current ACMA licence
  - Actively seeking diversity of cultures and voices on Radio Eastern programming, such as Aboriginal and Myanmar cultures
  - Development of guidelines for presenters and other radio station volunteers for engaging with particular community groups, including for example Aboriginal groups, the disabled, veterans' groups particularly in relation to mental health and legacy, community centres and youth services
  - Amended our Rules of Association to remove barriers to entry to the station
  - Radio Eastern internal surveys and listener participation in the CBAA McNair survey, the results of which showed that far and away the topic of most interest to our listeners was Music, including choice of music genre, the mode and quality of presentation of music and the quality of the sound
  - Continual improvement of the member newsletter, which has been released regularly over the past year
  - Appointment of a community member to the Programming Subcommittee remain an area of focus for the station.
-

- Enhancement of outside broadcast flexibility, using our new facilities to enable greater coverage of community events and activities
- Station Representatives speaking at a number of community events, such as Lions Clubs, Rotary Clubs, Probus, Legacy and U3A, these talks being designed to increase our profile in the community and to provide not for profit community groups with information on how the radio station can assist them with their work through Community Service Announcements, on air interviews and encouraging community participation in the activities of these groups
- Community Service opportunities for local youth and youth groups
- Extensive coverage of activities and opportunities at Eastern Regional Libraries
- Continued coverage of Eastern Football League games and news
- Continuous re-design of website, Facebook and social media to encourage interaction
- Commissioning the radiothon 'Octoberfest' to boost community engagement and support in raising funds for equipment
- Removal of barriers to entry into training for radio presenter
- Development of on-air musical talent competition promoting new Australian/local performing artists
- Creation of comprehensive record keeping and communication to break down the risk, previously identified and reported to the members, that "Corporate knowledge vested in few"

We appreciate that our listeners have made their own comments to the station, displaying the sophistication of their understanding of Community Engagement. Here are some representative examples:

- "Keep up the good local involvement and music variety and regular Community Service Announcements for local non-profit groups."
  - "Get younger (teens) school kids to be presenters to gain a younger audience."
-

- “Outside Broadcasts are always enjoyable and a good local public service.”
- “Thank you for the radio service. Well done to all who contribute and make it happen.”

#### DETAILS

Table1. Community Engagement – number of different types of encounters 2015-2019

Face to Face Interviews	Phone Interviews	Outside Broadcasts	Community Groups	EFL News and Game Day Broadcast	Total
1803	176	15	26	301	2321

Table 2. Summary of the number and total duration of Community Engagements by Year, 2015-2019

Year	Number	Duration (hrs:mins)
2015 (1 Jul to 31 Dec)	217	189:29
2016	433	407:45
2017	644	574:23
2018	507	478:22
2019 (1 Jan to 12 Oct)	520	375:21
<b>Total</b>	<b>2321</b>	<b>2025:20</b>

---

Figure 1. Number of Community Engagement encounters by month – 1 July 2015 to 12 October 2019

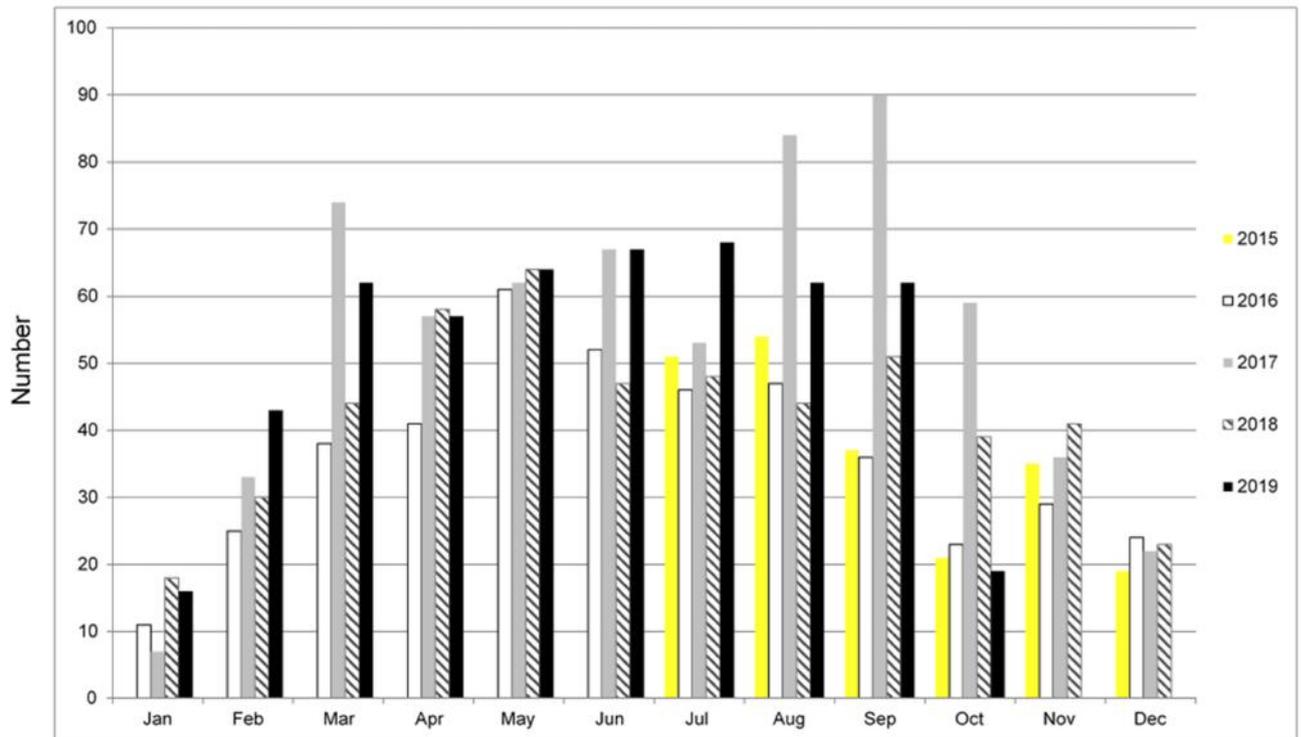
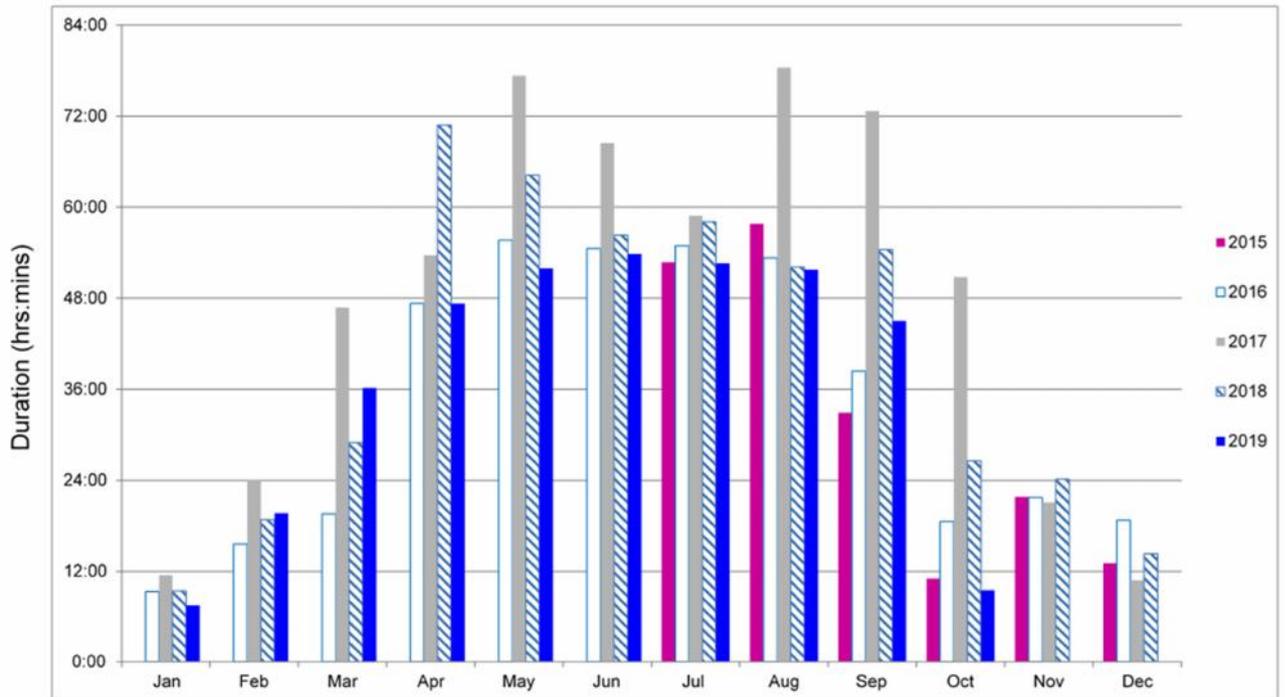


Figure 2. Total duration of all Community Engagement encounters by month – 1 July 2015 to 12 October 2019



Total numbers and total duration of Community Engagements by theme, 1 July 2015 to 12 October 2019. [Sorted alphabetically.]

Theme	Number	Duration (hrs:mins)
ANZAC	7	3:05
Art	31	14:27
CFA	4	1:15
Cinema	1	0:25
Club	14	7:12

Community Facility	102	71:40
Community Festival	52	52:40
Community Service	173	71:04
Community Service - Indigenous	1	0:30
Community Talent Quest	43	18:05
Consumer Affairs	24	11:08
Craft	18	7:50
Culinary	12	4:50
Education	39	30:00
Environment	22	9:00
Finances	61	26:00
Gardening	90	57:27
Health	159	63:33
History	143	253:55
Legal	49	24:26
Library	132	64:59
Lifestyle	2	1:00
Literature	42	13:12
Local Government	117	47:36
Media	15	7:05
Motoring	4	2:00

---

Music	323	179:08
Music - Indigenous	1	0:30
Pets	17	8:30
Police	11	5:30
Real Estate	28	12:55
Religion	11	5:15
Scouts	2	3:30
SES	2	1:00
Sport - Interviews and news	334	390:36
Sport – EFL Game coverage	108	490:00
Technology	3	1:30
Theatre	114	55:57
Travel	5	2:50
Miscellaneous	5	3:45
<b>Total</b>	<b>2321</b>	<b>2025:20</b>

Total numbers and total duration of Community Engagements by theme, 1 July 2015 to 12 October 2019. [Sorted by total number.]

<b>Theme</b>	<b>Number</b>	<b>Duration (hrs:mins)</b>
Sport - Interviews and news	334	390:36
Music	323	179:08
Community Service	173	71:04
Health	159	63:33
History	143	253:55
Library	132	64:59
Local Government	117	47:36
Theatre	114	55:57
Sport - EFL Game coverage	108	490:00
Community Facility	102	71:40
Gardening	90	57:27
Finances	61	26:00
Community Festival	52	52:40
Legal	49	24:26
Community Talent Quest	43	18:05
Literature	42	13:12
Education	39	30:00

---

Art	31	14:27
Real Estate	28	12:55
Consumer Affairs	24	11:08
Environment	22	9:00
Craft	18	7:50
Pets	17	8:30
Media	15	7:05
Club	14	7:12
Culinary	12	4:50
Police	11	5:30
Religion	11	5:15
ANZAC	7	3:05
Travel	5	2:50
Miscellaneous	5	3:45
CFA	4	1:15
Motoring	4	2:00
Technology	3	1:30
Lifestyle	2	1:00
Scouts	2	3:30
SES	2	1:00
Cinema	1	0:25

---

Community Service - Indigenous	1	0:30
Music - Indigenous	1	0:30
<b>Total</b>	<b>2321</b>	<b>2025:20</b>

---

Total numbers and total duration of Community Engagements by theme, 1 July 2015 to 12 October 2019. [Sorted by total duration.]

<b>Theme</b>	<b>Number</b>	<b>Duration (hrs:mins)</b>
Sport - EFL Game coverage	108	490:00
Sport - Interviews and news	334	390:36
History	143	253:55
Music	323	179:08
Community Facility	102	71:40
Community Service	173	71:04
Library	132	64:59
Health	159	63:33
Gardening	90	57:27
Theatre	114	55:57
Community Festival	52	52:40
Local Government	117	47:36
Education	39	30:00
Finances	61	26:00
Legal	49	24:26
Community Talent Quest	43	18:05
Art	31	14:27

---

Literature	42	13:12
Real Estate	28	12:55
Consumer Affairs	24	11:08
Environment	22	9:00
Pets	17	8:30
Craft	18	7:50
Club	14	7:12
Media	15	7:05
Police	11	5:30
Religion	11	5:15
Culinary	12	4:50
Miscellaneous	5	3:45
Scouts	2	3:30
ANZAC	7	3:05
Travel	5	2:50
Motoring	4	2:00
Technology	3	1:30
CFA	4	1:15
SES	2	1:00
Lifestyle	2	1:00
Music - Indigenous	1	0:30

---

Community Service - Indigenous	1	0:30
Cinema	1	0:25
<b>Total</b>	<b>2321</b>	<b>2025:20</b>

---

## Key Facts

97% COMMUNITY AWARENESS OF RADIO EASTERN FM  
OPERATING 24 HOURS PER DAY, 7 DAYS PER WEEK

Community Broadcasting in Australia has a strong and proud history. According to the Community Broadcasting Association of Australia (CBAA), each week there are more than 5.3 million people listen to community radio across Australia. This audience has grown by more than 1 million in the past 10 years. Importantly, 48% of those listeners state that they listen to community radio for local information and news and 60% state they listen for local voices and personalities and independent voices not owned by big business. In Australia, there are more than 450 community radio services with more than 72% of the content broadcast being locally produced. In summary, community radio provides a locally focussed, valued and engaged service which is a critical component of the community.

Eastern Community Broadcasters has maintained more than 400 financial members paying an annual subscription to the association which averages \$25 per person. The station relies heavily on the goodwill of supporters, sponsors and community organisations. The station is staffed and supported entirely by volunteers from technical resources to on air presenters. Thousands of hours are donated annually to the station and would simply mean it could not operate without this generous assistance.

---

## Vision & Current State

### VISION

Your Voice in the Outer East.

### MISSION

To be a strong, inclusive, sustainable partner with our community to share information and improve the wellbeing of our community.

### CURRENT STATE – CONTINUING OUR STRATEGIC APPROACH SET IN 2019

Radio broadcasting in Australia is a tightly regulated sector and the privilege given to operate a broadcasting licence is not taken lightly. The station broadcasts courtesy of a permanent licence granted by the Australian Communications and Media Authority (ACMA) and the current licence is due for renewal in January 2021. These licences are normally renewed for five years. In addition to the conditions imposed on the station through the licence, the ACMA also seek further evidence in relation to community engagement. This is and continues to be a key strategic focus as the station has developed a comprehensive engagement strategy to build relationships with the community and ensure the station is meeting the needs of our community. This informs programming and provides a clear link to our mandate of informing our community as it is axiomatic; to inform the community we must first understand who our community is, what matters are important to them and customise programming accordingly.

The benefit of regulated media licences is that the licence is typically designed to provide services to specific communities. In Radio Eastern FM's case this refers to the municipalities of Maroondah, Knox, Yarra Ranges, Manningham and Whitehorse. This provides an extensive reach to more than 650,000 residents and a tremendous amount of capacity to deliver a greater range of services. Historically Radio Eastern has focussed its efforts in the eastern side of its broadcast area as such the station has tended to adopt a Croydon-centric approach given the location of the studios. It is recommended through this plan and over the course of the community engagement, that Radio Eastern adopts a more centralised view of its service and attempts to become more inclusive and engaging

---

with municipalities of Whitehorse, Manningham and Knox as well as Yarra Ranges and Maroondah.

There are many excellent examples of programs that have, over many years, cultivated strong community engagement. One example of this is the development of the Eastern Football League broadcasts which is a key platform for Radio Eastern. These broadcasts dramatically boost station listenership and exposure and provide a great platform for further growth. Through the broadcast of three key programs each week, the local community content has become an exemplar for other stations and other leagues and something Radio Eastern is proud of.

The advent of a number of technical schools/colleges and Vocational Education and Training facilities within the catchment area also provides Radio Eastern with an immense partnership opportunity to identify a pipeline of presenters and technical support to facilitate a more sustainable future. Like many community organisations, Radio Eastern's volunteers needed to keep pace with technological change and the changing nature of engagement and consumption of media. This includes a greater use of social media and online content.

Our Strategic Plan is designed to chart a course of direction over the next three years to provide a framework and foundation for the ongoing growth and viability of this vital community asset.

---

# Financial Summary

## STATEMENT FROM THE TREASURER

Sponsorship income was adversely affected by the loss of the EFL \$16,000, but thanks to Rick Robison and his team picking up several new sponsors, we were able to minimise the shortfall against budget to just \$3,846.

The flow on effect from last year's radiothon resulted in additional memberships and donations throughout the year.

New volunteers were welcomed as office staff. Jodie Sposito should be commended for training new helpers and making the reception area more professional.

The first season of the Talent Search Competition was well accepted by entrants and listeners. Musicians were very appreciative of the opportunity of airplay. Thanks to the generous sponsorship of the Bendigo Bank for agreeing to a second season

Please refer to audited accounts for detailed financial results.

## OPERATING FINANCIAL SUMMARY

	2018/19	2017/18	2016/17
	\$	\$	\$
<b>Total Net Income</b>	107,145.80	103,601.26	74,914.86
<b>Sponsorship Income</b>	70,046.00	79,418.00	65,169.00
<b>Radiothon Net</b>	-	19,508.01	-
<b>Membership</b>	10,251.04	8,575.00	8,080.00
<b>Operating expenses</b>	38,813.35	51,206.85	48,918.25
<b>Total cash holdings</b>	138,695.76	131,856.52	76,691.26
<b>Operating Net Surplus</b>	25,123.15	30,867.52	7,426.12

---

# Operational Review

## PROGRAMMING – LYN WOODS (VICE PRESIDENT)

The Programme Sub Committee has a number of responsibilities, the most time consuming of these is setting up the new program grid prior to the start of our new radio year which begins in April.

Presenters apply for their preferred timeslots, then any timeslots that aren't covered have to be worked around, either by posting vacancies that need to be filled, or for the ones in the evening, working out which recorded programs to use until we have presenters to take these spots.

This year we have been able to have 'Presenters Choice' for some of these spots – programs that have been recorded and edited for air by the friendly voices you hear at other times. While some of our presenters have produced their programs for us, Roger Broadbent has handled the majority of the recording and cleaning up process from his home –Thanks Roger!

Ongoing monitoring of programs and standards is another of our tasks, making sure Presenters are aware of any changes in equipment or software usage, and presenting their programs in line with our policies and procedures.

This year, with the relaying of EFL matches to air, we had to call on presenters to volunteer for a roster covering around 26 shifts. This involved each presenter sitting in the studio for 3 hours at each session to monitor the relay, being prepared to cover any dropouts, plus playing sponsor messages and other items in the breaks during the play.

It is also our role to review all material produced to be played on air, eg: sponsorships, program promotions etc. We have worked with people wanting interviews, dealt with Eastern Community Sports Program roster and issues, assembled the yearly grid plus preparing after hours programs, monitoring computer items that need to be removed or updated, plus organising fill ins for ill Presenters at times.

Following the resignation of the training co-ordinator, the programme committee now oversees the training of potential presenters, ensuring they will fill the needs of Radio Eastern FM. Thank you to the Programme sub Committee members for their time and dedication to their role.

## PRODUCTION – JULIA ZAMMIT

Over the past year in the production area of the station, the team has worked on many messages for sponsorships, as well as the numerous pre-recorded community group announcements and

---

general service information we receive for the community. These are in addition to the program promotions that presenters need to record.

This production work at Radio Eastern 98.1fm is carried out by a team of volunteers working in their various areas of responsibility, all with the aim to produce quality content that we put to air. They are aiming at all times to provide our numerous not-for-profit community groups with an avenue that will assist them to inform and/or invite others to be part of their community activities. At times this may be the only avenue available to some of them.

Lyn Woods, Glencora Brennan and Julia Zammit record and process the various messages from sponsors and program promotions from presenters. They also prepare the various home maintenance tips, health advice, garden hints and RADD messages which need to be processed so they are ready to be heard through our software when played by our presenters at various times.

Kevin Carr continues to ensure that the recorded programs are processed and logged as required and this work takes a lot of his time to achieve. We have Presenter programs pre-recorded and supplied to Kevin for processing into the software. These programs are prepared by Roger Broadbent who is recording his own programs as well as recording and editing various other presenter's programs. Everett Hargreaves is another contributor who provides his recorded programs so that Kevin has a steady supply to use. These are in addition to processing the pre-recorded overnight programs from John Giltinan and the weekly program from Brian Amos.

Peter O'Connor works off-site on downloading of the DDN programs which he sends to the station which is then able to use them at various times when needed.

This production team cannot function successfully without the support they receive from the other volunteers working throughout the station and that support is valued by us.

We are looking forward to serving Radio Eastern 98.1fm throughout another successful year in 2020.

## MEMBERSHIP, PUBLICITY & PROMOTIONS – EVERETT HARGRAVES

### Membership

- Number of financial members at 30 June 2019 was 373, a nett decrease of 23 members over the same date last year.
-

- The decrease in member numbers reflects in part the loss of 18 memberships for Eastern Football League (EFL) Media members whose membership was part of the sponsorship by the EFL of football broadcasts.
- 49 new members joined ECB during 2018/2019

#### Membership Fee Review

- Following the 2018 review of membership fees by Membership Officer, Everett Hargreaves, membership fees were increased on 1 December 2018 for the first time in many years.

#### Newsletter

- Under the editorship of Tricia Zeimer Newsletters distributed to members in August 2018 and April 2019.
- A small working group of Tricia, David Wood and Everett Hargreaves were involved in the preparation and distribution of the Newsletters.
- Committee of Management have approved for two newsletters to be issued per annum to coincide with the production of the biannual Program Guides.

#### Group Talks

- Lynn Woods, Brian Amos and Everett Hargreaves have spoken to the following community groups on the role of Radio Eastern in the community during the year:
    - o The Lilydale Seniors Group,
    - o Eastern Ranges Retirees Inc,
    - o Combined Probus Club of Whitehorse,
    - o Doncaster View Club,
    - o Croydon Historical Society,
    - o Nunawading Lions Club, and
    - o Croydon Garden Club,
  - These talks are designed to increase our profile in the community and to provide not for profit community groups with information on how we can assist them with their work through Community Service Announcements, on air interviews etc.
-

- A Power Point presentation has been developed for use in the talks.
- In addition, we hosted studio visits from groups from:
  - o Probus,
  - o Swinburne University, and
  - o Save the Children Fund among others.

### Mailouts

- During the year we wrote to twenty-nine community organisations which are members of Eastern Community Broadcasters Inc inviting them to provide promotional information which we undertook to distribute in our Promotional Packs on their behalf. The following organisations accepted our offer:
  - o Eastern Ranges Retirees Inc,
  - o Enjoying Planned Retirement Inc,
  - o Ferntree Gully Arts Society,
  - o Ferny Creek Horticultural Society Inc,
  - o Ringwood Garden Club Inc,
  - o Mooroolbark Bowls Club,
  - o Vermont Garden Club Inc
  - o Victoria Welsh Male Choir,
  - o Whitehorse Film Society Inc,
  - o Ringwood Uniting Care Biala, and
  - o Community House Association of the Outer Eastern Suburbs (CHAOS).

### Promotional Material

- Following a comprehensive review of the promotional material used by Radio Eastern a standardised Promotional Pack was developed. The Packs are handed out to:
    - o Winners of prizes on those programs on Radio Eastern where quizzes etc are conducted,
-

- o Visitors to our studios either as part of a group or where someone expresses interest in listening to Radio Eastern or joining as a member;
  - o Attendees at events where we are present for Outside Broadcasts or where the mobile transmitting equipment is being used,
  - o Attendees at our talks to community groups, and
  - o Any situation where we are interacting with the community.
- We also redesigned and updated our promotional items with:
  - o A paper carry bag complete with Radio Eastern logo,
  - o A Membership Application form incorporating the new membership fee structure and a section where new members can provide details of their program interests,
  - o A marketing brochure entitled “98.1 all about us”,
  - o A fridge magnet which promotes our status as an emergency broadcaster, and
  - o A car bumper sticker of a more vibrant colour combination than those previously used.

### Publicity

- Shirley Wood was appointed as our Publicity Officer during the year.
- She has made contact with Leader Press for all the areas within our designated listener area. She has also located some other areas that have free papers delivered, some weekly, some less frequently which she is using to disseminate information about Radio Eastern.
- Shirley has made contact with the local councils in the area and is monitoring their communication with their ratepayers.
- She is also working with presenters, COM etc to put together articles which she can distribute to the local press.

### Future Initiatives

- Expand the scope of our Group Talks by more active promotion of the availability of providing guest speakers at their meeting,
-

- Make better use of Publicity Officer Shirley's contacts in the press and local councils to promote Radio Eastern, and
- Directly promoting Radio Eastern to local Neighbourhood Houses, Libraries, Councils and Other community groups.

The Promotions Group acknowledge the support of those station workers and members who have assisted us with the filling of Promotional Packs and the stuffing of envelopes for Newsletter mailouts. Your help is gratefully appreciated.

---

## The Future – Ongoing strategy

### SWOT ANALYSIS

- S – Strengths
- W – Weaknesses
- O – Opportunities
- T – Threats

### SWOT ANALYSIS

	DESCRIPTOR
<b>STRENGTHS</b>	<ul style="list-style-type: none"><li>• 60+ permanent volunteers dedicated to the success of the station</li><li>• 27 years of experience delivering high quality community radio</li><li>• Stable and contemporary IT environment</li><li>• Loyal and active listeners</li><li>• Loyal and supportive sponsors</li><li>• Strong links to the community</li><li>• Quality hardware</li><li>• Reasonable base of funds on hand</li><li>• Good relationship with Council (landlords)</li></ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"><li>• Funding subject to volatility</li><li>• Sporadic volunteer patterns e.g. OB</li><li>• Ageing volunteer base</li><li>• Need to attract and retain new talent</li><li>• Change fatigue</li><li>• Limited opportunity for volunteer engagement beyond individual shifts</li><li>• Large geographic area to manage community engagement</li><li>• Corporate knowledge vested in few</li></ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"><li>• Loyal membership – potential to explore to increase base of members and active involvement</li><li>• Large reach across Eastern Football League</li><li>• Strong desire to engage further and take the station to the community through greater OB capacity e.g. new portable</li></ul>

	<ul style="list-style-type: none"> <li>• broadcast device</li> <li>• Integration of new media into broadcast</li> <li>• Fantastic Radiothon campaign which may now become a tradition</li> <li>• Technology and equipment is becoming more capable and more efficient such as OB services</li> <li>• Cross selling of sponsorships i.e. B2B</li> <li>• Leveraging vast number of schools – for example one school student interviewed on air will likely bring 5-10 new listeners (parents, siblings, grand-parents friends).</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>• Licence renewal</li> <li>• Limited funding streams</li> <li>• Technology and media content online (threat to EFL)</li> <li>• Exclusive culture rather than inclusive</li> <li>• Presenter apathy</li> <li>• Need for ongoing Capital Expenditure in technical</li> </ul>

## AREAS FOR DISCUSSION AND INCLUSION IN A BASE STRATEGY MAP

### METHODOLOGY



It is proposed that Radio Eastern be broken into four perspectives (typical for a Strategy Map or Balanced Scorecard). These are: Community, Financial, Technical and Staff. Within each Perspective there will typically be four to five Objectives. These should be action-oriented. The Objectives are further crystallised into Initiatives which are the individual tasks or projects designed to achieve that Objective. All of this flows through to the budget which in our case will be 19/20 and 20/21.

PERSPECTIVE	OBJECTIVE	INITIATIVES
1. COMMUNITY	1.1 Improve information sharing	Determined annually by Committee in consultation (where

	1.2	Increase community involvement in programming	appropriate) with the Community and members.
	1.3	Increase number of interviews	
	1.4	Increase number of OBs	
2. FINANCIAL	2.1	Increase our retained funds	Determined annually by Committee in consultation (where appropriate) with the Community and members.
	2.2	Reduce cost	
	2.3	Increase income	
	2.4	Increase number of members	
	2.5	Enhance value proposition	
	2.6	Increase regularity of radiothon	
3. TECHNICAL	3.1	Increase quality of equipment	Determined annually by Committee in consultation (where appropriate) with the Community and members.
	3.2	Improve technical support	
	3.3	Invest in Information, Communication and Technology (ICT) infrastructure	
	3.4	Acquire more user-friendly OB equipment	
	3.5	Improve ability to run talk-back	
4. STAFF	4.1	Increase staff engagement	Determined annually by Committee in consultation (where appropriate) with the Community and members.
	4.2	Revitalise training program	
	4.3	Develop inclusiveness strategies	
	4.4	Increase number of staff meetings	
	4.5	Increase staff accountability	

## THINKING BIG

We need to also think big beyond the current service to what it could become.

Considerations may be given to large items such as:

- Attract and retain younger members, presenters and listeners noting the average age of our catchment is 36
- Digital broadcasting
- New Tie-Line/Mobile Broadcast equipment
- Community promotional campaigns
- Radio Eastern Community Christmas Carols
- Presenter/Volunteer gatherings

- Radio Eastern Community Award Nights (based on community services we feature showcasing their volunteers)
- Purchase of a 'campervan-mobile studio'

## SUSTAINABILITY

The Committee will meet annually to determine the funded initiatives in the forward budget. Suffice to say the preservation of at least \$50,000 in reserve is critical to provide a base of certainty to the station in the short-medium term.

---

## WE WELCOME YOUR COMMENTS AND FEEDBACK

Radio Eastern is only as strong and successful as the community it serves. This requires connection, engagement and collaboration. If you would like to offer comment on how Radio Eastern can improve its services and deliver a stronger sense of community engagement, we would greatly welcome any feedback. We are preparing for a license renewal submission so even if you have no suggestions, but are pleased with our service and community engagement, we would appreciate you letting us know.

Please send your feedback directly to the Committee of Management via the Secretary [andrew.conway@radioeasternfm.com.au](mailto:andrew.conway@radioeasternfm.com.au)

Or

Post – The Committee of Management  
Radio Eastern FM 981  
23 Hull Road  
CROYDON VIC 3136

Phone – 03 9722 9981

---

## Appendix: Financial Statements

Please see the following audited statements as provided by the Committee of Management for the year ending 30 June 2019.



Eastern Community Broadcasters inc  
ABN 85174748127

### Committee's Report

Your committee members submit the financial report of Eastern Broadcasters Inc.  
(Non-reporting)for the year ended 30 June 2019.

#### Committee Members

Ray Lawrence	John McDonald
Lyn Woods	Julia Zammit
Andrew Conway	Everett Hargreaves
Murray Smith	Keith Jessup

#### Principal Activities

The principal activities of the entity over the past twelve months has been the provision of a community radio service in the outer east of Melbourne serving the municipalities of Maroondah, Yarra Ranges, Manningham, Whitehorse and Knox.

The entity operates a community radio broadcast public license which was granted originally by the Australian Broadcasting Authority (ABA, now Australian Communications and Media Authority) in February 1991.

As a not-for-profit entity, the Committee of Management has also been bound by the rules associated with the Australian Not-for-profit and Charities Commission.

The entity operates 24 hours a day, 7 days per week and is manned entirely by volunteers for both on and off air support.

The Committee of Management have continued to adopt an accrual basis of accounting in order to prepare these financial statements.

An assessment of the carrying value of Fixed Assets, based on the fair value concept, is undertaken every two years and an impairment adjustment taken up, as appropriate, in order to reflect their carrying value. The next assessment will be undertaken in June 2021.

In determining the carrying value of the Fixed Assets cognisance has been taken of their condition and current replacement cost, the number of years for which they have been in use and the number of remaining years for which they are expected to have a useful economic life.

#### Operating Result

The surplus for the 2019 financial year amounted to \$25123.15

Signed in accordance with a resolution of the members of the committee.



Keith Jessup (President)



Andrew Conway (Secretary)

Dated this 10th day of October 2019

Eastern Community Broadcasters inc  
ABN 85174748127

**Statement of Comprehensive Income for the twelve months ended 30 June 2019**

	Note	<u>2019</u>	<u>2018</u>
<b>Income</b>			
Sponsor Income Fees	10	71616.24	77870.43
Religious Program Sponsorships	11	12571.92	13279.92
Membership Fees	12	9160.46	8327.50
Radiothon	13		19508.01
Training Fees-Other		200.00	150.00
Donations Received		2236.36	784.00
Sale of Equipment		4250.00	
Interest		2313.03	1185.78
<b>Total</b>		<b><u>102348.01</u></b>	<b><u>121105.64</u></b>
<b>Expenditure</b>			
Advertising		5651.28	1716.67
Amortisation- Leasehold Improvements		5704.09	5704.09
Audit Fee		1960.00	1810.00
Bank Charges		218.86	308.21
Commission Paid		4799.80	15384.60
Depreciation-Equipment		20580.23	17831.23
Employee Amenities		874.69	728.43
Impairment Charge(+)write back(-)		(8,371.85)	
Insurance		5533.48	5282.37
Interest Expense -Leasehold Upgrade	8		112.10
Internet Costs		577.83	563.75
Licences & Permits		5976.48	5008.86
Light,Heat and Power		8047.86	7549.36
Loss(+)Gain(-) on Disposal of Fixed Assets		800.00	
Postage		1707.65	1040.00
Printing and Stationery		2158.12	1386.76
Program Costs		4464.86	7477.84
Repairs/Maintenance		3101.33	4859.68
Rent		9429.10	8944.90
Survey-CBAA			425.00
Telephone		4011.05	4104.02
<b>Total</b>		<b><u>77224.86</u></b>	<b><u>90237.87</u></b>
<b>Current Year Surplus</b>	<b>9</b>	<b><u>25123.15</u></b>	<b><u>30867.77</u></b>

Eastern Community Broadcasters inc  
ABN 85174748127

**Statement of Financial Position as at 30 June 2019**

	<u>Note</u>	<u>2019</u>	<u>2018</u>
Assets			
Current Assets			
Cash on Hand	6	138695.76	131856.52
Receivables	2	10656.66	5538.00
Prepaid Expenses	3	3318.00	4973.96
<b>Total Current Assets</b>		<b><u>152670.42</u></b>	<b><u>142368.48</u></b>
Non -Current Assets			
Property,Plant and Equipment	4	133380.30	113763.34
<b>Total Non-Current Assets</b>		<b><u>133380.30</u></b>	<b><u>113763.34</u></b>
<b>Total Assets</b>		<b><u>286050.72</u></b>	<b><u>256131.82</u></b>
Liabilities			
Current Liabilities			
Accounts Payable and Other Payables		16926.23	6206.94
Deferred Income	5	28576.66	29056.32
Advance Payments		451.12	5955.00
Provision for Audit Fee		1900.00	1840.00
<b>Total Current Liabilities</b>		<b><u>47854.01</u></b>	<b><u>43058.26</u></b>
<b>Total Liabilities</b>		<b><u>47854.01</u></b>	<b><u>43058.26</u></b>
<b>Net Assets</b>		<b><u>238196.71</u></b>	<b><u>213073.56</u></b>
MEMBERS' Funds			
<b>Retained Surplus</b>	9	<b><u>238196.71</u></b>	<b><u>213073.56</u></b>

## **Notes to the Financial Statements**

### Note 1 Summary of Significant Accounting Policies

The financial statements are special purpose financial statements prepared in order to satisfy the financial reporting requirements of the Association Incorporation Act(Vic). The committee has determined that the association is not a reporting entity.

The financial statements have been prepared on an accrual basis and are based on historic costs and do not take into account changing money values or,except where stated specifically,current valuations of non-current assets.

The following significant accounting policies,which are consistent with the previous period unless stated otherwise,have been adopted in the preparation of these financial statements.

#### (a) Property,Plant and Equipment(PPE.)

All equipment is depreciated over the expected useful life life of the asset,to the association,commencing from the time that the asset is held and ready for use.

Equipment is are carried at cost less the applicable depreciation and impairment charges that have been taken up in order to reflect the assets at their appropriate carrying value.

Leasehold improvements are amortised over the estimated useful life of the improvements,on the basis that their estimated life will not exceed the expected minimum period that the association is expected to lease the facility for into the future.

#### (b) Cash on Hand

Cash on hand includes current and deposit accounts held with banks.

#### (c) Accounts Receivable

Accounts receivable represent fees due from sponsors and organisations who have contracted to utilise and or have access to the Associations facilities.

#### (d) Revenue and Other Income

Revenue is measured at the face value of the consideration received or the receivable that is taken up but, only to the extent that the consideration represents value that was earned in the current period.Any consideration that represents value that pertains to future periods is carried forward as Deferred Income.

#### (e) Expenses

Expenses are taken up in the period during which they are incurred

#### (f) Interest Expense

Interest on long term loan repayment contracts is capitalised at the commencement of the contract and then amortised over the life of the loan at a rate that reflects the effective interest rate of the loan.

## Notes to the Financial Statements

(g) Operating Leases

Lease payments for operating lease, where substantially all the risks and benefits remain with the lessor, are charged as an expense in the period in which they are incurred.

(h) Goods and Services Tax(GST)

Revenues, expenses, assets and liabilities are recognised inclusive of the amount of GST.

(l) Accounts Payable and Other Payables

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services provided to the association during the reporting period that remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

	<u>2019</u>	<u>2018</u>
Note 2 Receivables		
Amounts due for Sponsorship Fees	4497.00	3607.00
Amounts due for Religious Program Sponsorships	2109.66	1693.00
Amounts due for Equipment sold	3500.00	
Interest accrued on Fixed Deposits	550.00	238.00
	<u><b>10656.66</b></u>	<u><b>5538.00</b></u>
Note 3 Prepaid Expenses		
APRA Fees -portion attributable to 2019/20	1410.00	1045.00
Insurance-portion attributable to 2019/20	864.00	864.00
YVW Rent-portion attributable to 2019/20	29.00	28.00
CBAA Membership-Subscriptions for 2019/20		2597.96
Commission paid for 2019/20		91.00
AVG License Fee-portion attributable to 2019/20	1015.00	348.00
	<u><b>3318.00</b></u>	<u><b>4973.96</b></u>
Note 4 Property, Plant and Equipment and Leasehold Improvements		
Equipment and Office Furniture-at Cost	232300.89	204086.12
Less Accumulated Depreciation and Impairments	(125,517.60)	(123,009.22)
	<u>106783.29</u>	<u>81076.90</u>
Upgrades in Progress	<u>4731.32</u>	<u>5116.66</u>
Leasehold Improvements	<b>8</b> 57040.91	57040.91
Less Amortisation	(35,175.22)	(29,471.13)
	<u>21865.69</u>	<u>27569.78</u>
Totals	<u><b>133380.30</b></u>	<u><b>113763.34</b></u>

**Notes to the Financial Statements**

	<u>2019</u>	<u>2018</u>
<b>Note 5</b>		
Deferred Income		
Sponsorship Fees paid in advance	12      21191	22761.24
Religious Program Sponsorships paid in advance	13      2109.66	2109.66
Membership Fees paid in advance	14      5276	4185.42
	<u>28576.66</u>	<u>29056.32</u>
<b>Note 6</b>		
Cash on Hand		
Cash at Bank-unrestricted	138695.76	131856.52
Cash at Bank- Restricted		
Total Cash on Hand	<u>138695.76</u>	<u>131856.52</u>
<b>Note 7</b>		
Cash Flow Information		
Reconciliation of Cash		
Total Cash on Hand at beginning of year	131856.52	76691.26
Total Cash on Hand at end of year	138695.76	131856.52
Net increase/decrease() in Cash Holdings	<u>6839.24</u>	<u>55,165.26</u>
Reconciliation of Cash Flows		
Surplus(+)Deficit(-)Loss from ordinary activities	<b>25123.15</b>	<b>30867.7697</b>
Non-cash flows included in loss from ordinary activities	<b>18712.47</b>	<b>23647.42</b>
Depreciation	20580.23	17831.23
Impairment Charge(+)write back(-)	-8371.85	
Loss on Disposal of Fixed Assets	800.00	
Amortisation	5704.09	5704.09
Interest on Finance Lease		112.10
Cash flow attributable to working capital funding of ordinary activities.	<b>1,333.05</b>	<b>11,236.85</b>
Decrease(+)Increase(-) in Receivables and Prepaid Expenses	(3,462.70)	6,982.70
Decrease(-)Increase(+) in Accounts Payable and Other Payables	10719.29	(2,740.12)
Increase(+)Decrease(-) in Provisions	60.00	(578.80)
Increase(+)Decrease(-) in Advance Payments	(5,503.88)	5,955.00
Decrease(-)Increase(+) in Deferred Income	(479.66)	1,618.07
<b>Total Cash Flow from ordinary activities</b>	<b>45,168.67</b>	<b>65752.04</b>
<b>Cash Outflow from Investing Activities</b>	<b>-38329.43</b>	<b>-10586.78</b>
Equipment upgrades	-38329.43	-6286.66
Loan repayments		-4300.12
<b>Total Net Cash Outgoings</b>	<u><b>6,839.24</b></u>	<u><b>55165.26</b></u>

**Notes to the Financial Statements**

Note 8 The Council undertook an upgrade to our leased premises at a cost of \$57040.91.  
The upgrade was completed in 2013/14 with funding to be provided as follows:

Grant provided by Council in 2013/14	\$19,013.91
Contribution by the Association in 2013/14	\$19,013.50
Council Loan repayable in ten equal half yearly over 5 years.(Final repayment March 2018)	\$19,013.50
	<b><u><u>\$57,040.91</u></u></b>

	<b><u>2019</u></b>	<b><u>2018</u></b>
Note 9 Retained Fund at beginning of year	213073.56	182205.79
Operating Surplus for the year	25123.15	30867.77
<b>Retained Fund at end of year</b>	<b><u><u>238196.71</u></u></b>	<b><u><u>213073.56</u></u></b>
Note 10 Sponsor Income Fees	70046	79418.00
Deduct Sponsorships paid in advance	21191	22761.24
Add sponsorship income brought forward from from prior year	22761.24	21213.67
	<b><u><u>71616.24</u></u></b>	<b><u><u>77870.43</u></u></b>
Note 11 Religious Program Sponsorships	12571.92	13102.92
Deduct Sponsorships paid in advance	2109.66	2109.66
Add sponsorship income brought forward from from prior year	2109.66	2286.66
	<b><u><u>12571.92</u></u></b>	<b><u><u>13279.92</u></u></b>
Note 12 Membership Fees	10251.04	8575.00
Deduct Membership Fees paid in advance	5276.00	4185.42
Add Membership Income Fees brought forward from from prior year	4185.42	3937.92
	<b><u><u>9160.46</u></u></b>	<b><u><u>8327.50</u></u></b>
Note 13 Income from Radiothon		20090.41
Deduct Expenses Incurred		(582.40)
		<b><u><u>19508.01</u></u></b>