



## Music Broadcasting Society of Queensland Ltd

### Strategic Plan 2022-2026

*1 January 2022 to 31 December 2026*

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## Executive Summary

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### Not just a radio station

Commencing operations over 40 years ago with one radio station, Music Broadcasting Society of Queensland was created by a small group of volunteers to broadcast classical music and local content to a Brisbane audience of classical music lovers, and to develop and support performances of local artists and musicians. From the start, the station has set its own agenda, making sure that the focus was on delivering quality broadcasting and providing exposure for the range of classical artists within Southeast Queensland.

Our situation is unique – as a free to air broadcasting organisation, people can listen to our live concerts broadcasts for free 24 hours a day every day. Whilst 4MBS is supported by subscription it is not a requirement in order to listen to the station. Over the next five years we plan to further increase access to our fine music services through Brisbane metropolitan FM station: 4MBS Classic FM, our digital station MBS Light, and Silver Memories. Our curated broadcasts help engage people with the classics and help build audiences for other arts organisations.

Launched in 2007, Silver Memories is a 24 hour subscription service which broadcasts and streams nostalgia music and images to address social isolation in aged care homes and the elderly in the community. The service is available across Australia via satellite and internet enabled devices such as iPads, Android tablets. Based on Reminiscence Therapy, Silver Memories has been found to be effective in addressing the effects of dementia (UQ, 2009). Over the next five years MBSQ plans to expand and grow Silver Memories operations in regional Queensland and extend our reach throughout Australia, primarily through nursing homes and aged care centres, while catering to individual home use through our iPad and Android app platforms.

Since 1994 MBSQ has presented the 4MBS Festival of Classics annually, comprising 3 - 4 weeks of performances and events which provide a platform for Queensland's professional and emerging classical musicians. The Festival has become an important part of the cultural life of Brisbane and has provided valuable opportunities for emerging talent to perform major roles. It is now Australia's largest classical music festival with over 700 classical musicians in 30 concerts in 15 venues. Over the next 5 years MBSQ plans to deepen ties within the performing arts community and develop Festival events and larger scale associated events.

Started in 2003, the 4MBS Brisbane Shakespeare Festival has become the largest Shakespeare Festival in Australia. The Festival presents outdoor performances of Shakespeare plays in venues such as Roma Street Parklands Amphitheatre, Newstead Gasworks Plaza, and Einbunpbin Lagoon Park Sandgate. The fully staged professional productions of Shakespeare plays have attracted the attention of the Shakespeare Globe Centre New Zealand and we are engaged in discussions for collaborations. MBSQ will develop the Shakespeare audience, explore collaborations and develop new audiences through incorporation of web-based technologies.

MBSQ primarily receives income through subscriptions, on-air sponsorships, grants and donations. Having begun a process of income diversification and financial restructure over the past 5 years, we plan to continue to further diversify and grow income in several ways. We plan to operate Silver Memories to become a net positive generator of income within one year and plan to develop our relationships within the Government and private sectors and to strongly pursue Government grants for all major projects. We also have strategies in place to hold or grow subscription income and to develop our donation and bequest income by consolidating and developing donation campaigns and events. We further plan to use bequest moneys to develop a capital investment fund to deliver

ongoing investment income.

MBSQ's audience across broadcasting activities is measured in the hundreds of thousands and Silver Memories in particular represents an opportunity to extend our audience reach as well as provide the necessary funds to grow our operation. Having previously developed a new digital radio station with its own distinct audience from our original FM classical audience, we plan to grow our broadcasting operations by expanding through incorporation of newer internet based technologies such as apps for personal devices, webstreaming and video-on-demand services.

## **Our Purpose: Vision, Mission, Values**

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### **Our Vision**

To be a major force in the cultural life of our community and beyond

### **Our Mission:**

To entertain, engage, educate, and provide employment, in classic arts through music, broadcasting, live performance and related activities in our community and beyond

### **Our Values:**

**Collaboration** – we operate collaboratively within our organisation and with others

**Commitment** – we are committed in everything we do

**Diversity** – we celebrate and value diversity

**Knowledge** – we seek and value knowledge

**Respect** – we are respectful and welcoming in our interactions with others

**Transparency** – we are open and transparent in all our dealings and communications

**Trust** – we promote a culture of trust and reliability

## **Operational Vision**

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### **Broadcasting**

**Audio** – we broadcast fine music and a variety of genres including jazz and nostalgia, and broadcast information about music and performing arts

**Video** – music and performing arts

24/7 broadcasting and streaming of fine music on our three curated radio services, including live recordings of Queensland live performances

### **Brands**

- 4MBS Classic FM
- MBS Digital Light
- Silver Memories

### **Delivery**

- FM radio
- Digital radio

- Satellite
- Internet platforms –
- Applications
- Webstreaming
- Video on demand
- Audio on demand
- Podcast

## Live Performance

### Festivals

- Annually present 4MBS Festival of Classics, featuring Queensland performers (Australia's largest classical music festival)
- Annually present 4MBS Brisbane Shakespeare Festival, featuring Queensland actors and directors in full productions of Shakespeare plays

### Live performances

- Promotion of community and professional performance
- Concert/performance recordings
- Live broadcast/live-streaming of selected performances
- Promotion of Qld talent
- Performance of commissioned works
- Ticketing services

### Support of Queensland artists, performers, composers and arts workers

- Residencies: artists/ensembles/orchestras
- Commissioning of music and theatrical works
- Commissioning plays about composers from Queensland authors

### Arts administration

- Staff to support live performance

### Volunteers

- Maintain and train a large group of volunteers in broadcasting, performance management and associated activities

## Engagement

As an organization, we engage with

- Music lovers
- The broader community
  - Festivals, music appreciation sessions, cultural tours and cruises, music competitions
  - Music appreciation sessions – presented live, on-air and online
  - Live sessions at the 4MBS Performance Studio and on air programs specifically aimed at educating listeners about composers, performers and periods of music.
- Broadcast audiences
  - Broadcasting and music presentation via radio and other media technologies

- Live event audiences
- Volunteers
- Artists
  - Presenting and promoting Queensland performers and performances
  - Including arts/music practitioners, performing arts professionals & youth
  - Composers/Writers/Musicians
  - Commissions - artistic works
- Students – through student awards, prizes, performance opportunities and broadcasts
- Performing organisations
  - Queensland community and cultural organisations
  - Collaboration
  - Promoting Queensland cultural events and arts organisations
- Broadcast organisations
- Music distribution companies

## Leadership

- We aspire to be a Leading community organisation
- We embrace diversity and inclusion
- Leading volunteer organisation
- Best practice governance
- Financial sustainability
- Leading operational performance
- High quality facilities and infrastructure

## Strategic Pillars

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### Vision

To be a major force in the cultural life of our community and beyond

### Mission

To entertain, engage, educate, and provide employment, in classic arts through music, broadcasting, live performance and related activities in our community and beyond

### Strategic Pillars

Broadcasting	Live Performance	Engagement	Leadership
Disseminate audio / video recordings and live presentations of fine music and performing arts across media platforms including radio, internet, satellite and new technologies	Promote, produce and nurture live performance of music, theatre and performing arts	We are fully engaged with our community in all its facets	We aspire to be a leading organization with a culture of best practice in everything we do



## Strategic Goals and KPIs

Key: Strategic Pillars			
B	Broadcasting	E	Engagement
LP	Live Performance	L	Leadership

Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026
<b>BROADCASTING - Disseminate audio / video recordings and live presentations of fine music and performing arts across media platforms including radio, internet, satellite and new technologies</b>							
B	Ensure high quality broadcasts	Offer advance training for all announcers	Training offered	Training offered	Training offered	Training offered	Training offered
		Train new announcers/presenters	>5	>5	>5	>5	>5
B, E	Program development - develop new and appropriate programs	Obtain Listener feedback	Comprehensive listener survey and collate ongoing feedback	All feedback collated	All feedback collated	Comprehensive listener survey and collate ongoing feedback	All feedback collated
		Refining programming across Classic FM, MBS Light, Silver Memories: - New/existing programs - specials	Annual review	Annual review	Annual review	Annual review	Annual review
		Recording of local talent	>30 events	>30 events	>30 events	>30 events	>30 events
		Broadcasts of local talent	>100 concert broadcasts	>100 concert broadcasts	>100 concert broadcasts	>100 concert broadcasts	>100 concert broadcasts
		Develop on demand programs and podcasts	>20	>30	>40	>40	>40
		Syndication of programs within Aust	1-5 programs	1-5 programs	1-5 programs	1-5 programs	1-5 programs

Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026
B, L	Develop income stream for MBS Digital Light	Subscription platform & on-air sponsorship	Explore development of subscription platform & on-air sponsorship	Review progress	Review progress	Review progress	Review progress
B, L	Increase audience for digital broadcasting	Number of MBS Digital Light audience	Explore audience measures	Ongoing	Ongoing	Ongoing	Ongoing
B, L	Targeted cross promotion of live MBSQ events	All live MBSQ events annually promoted	All events cross-promoted	All events cross-promoted	All events cross-promoted	All events cross-promoted	All events cross-promoted
B, L	Develop new technologies capability	Relevant new technologies adopted	Develop library of content for AV internet platform	Launch 4mbs.tv	Ongoing	Ongoing	Ongoing
			Train new recording producers / technicians	Ongoing review	Ongoing review	Ongoing review	Ongoing review
			Engage with MPAs and perf organisations	Ongoing review	Ongoing review	Ongoing review	Ongoing review
			New partner organisations with 4MBS.tv	Ongoing review	Ongoing review	Ongoing review	Ongoing review
			Exploit synergy: broadcast delivery capability/ live production	50% live productions recorded for broadcast as Audio and/or Audio Visual media	60% live productions recorded for broadcast as Audio and/or Audio Visual media	70% live productions recorded for broadcast as Audio and/or Audio Visual media	80% live productions recorded for broadcast as Audio and/or Audio Visual media

Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026
B	Improve Silver Memories Operations	Adjust SM team structure in response to market opportunities and outcomes	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
		Ensure training of staff	2X training annually	2X training annually	2X training annually	2X training annually	2X training annually
		Develop online training platform and training video for Customers	Launch platform	Review and improve	Review and improve	Review and improve	Review and improve
		Expand means of delivery via Apps and new technologies	Dev. Apps for mobile and DTV	Review and improve	Review and improve	Review and improve	Review and improve
<b>LIVE PERFORMANCE - Promote, produce and nurture live performance of music, theatre and performing arts</b>							
LP	Develop Festivals and live presentations	Create unique festival events (Tosca etc)	Develop concepts	Present Tosca	Develop future concept	Present future concept	Develop future concept
		Develop new festival product & MBSQ productions	Develop concepts	Present Story of La bohème	Develop concepts	Present future concept	Develop concepts
		Shakespeare Globe Theatre, South Bank	Develop budget	Present to Government	Continue to engage with government	Continue to engage with government	Continue to engage with government
		Develop co-productions	Engage and develop	Engage and develop	Engage and develop	Engage and develop	Engage and develop
	Expand Festivals into Regional Queensland	Number of performances in regional centres	Engage with stakeholders	4 regional Performances	6 regional Performances	6 regional Performances	6 regional Performances
LP	Provide opportunities to local talent in our Festivals and Events	Percentage of Qld or Qld affiliated talent	100%	100%	100%	100%	100%

Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026
LP, E	Increase Festival audiences	Festival of Classics audience engagement	Minimum 70% capacity	Minimum 70% capacity	Minimum 70% capacity	Minimum 70% capacity	Minimum 70% capacity
		Grow Kids Classics events	2 events	3 events	4 events	4 events	4 events
		Exploit synergy: broadcast delivery capability/ live production	Cross promote all events	Cross promote all events	Cross promote all events	Cross promote all events	Cross promote all events
LP, L	Increase funding base for festivals	Expand philanthropic support	Present major donor event	Present major donor event	Present major donor event	Present major donor event	Present major donor event
		Increase sponsorship	Increase 5%	Increase 5%	Increase 5%	Increase 5%	Increase 5%
		Expand government support	Apply avail. grants	Apply avail. grants	Apply avail. grants	Apply avail. grants	Apply avail. grants
			Seek long term Government funding commitments	Seek long term Government funding commitments	Seek long term Government funding commitments	Seek long term Government funding commitments	Seek long term Government funding commitments
			Engage with Govt agencies	Engage with Govt agencies	Engage with Govt agencies	Engage with Govt agencies	Engage with Govt agencies
<b>ENGAGEMENT - We are fully engaged with our community in all its facets</b>							
LP, E	Maintain or increase ongoing relationships with community organisations through services for community groups:	Increased usage of 4MBS ticketing by community orgs	>5%	>5%	>5%	>5%	>5%
		Optimise Performance Room Use	>20 community events a year	>30	>35	>40	50
		Artists in Residence	>2	>2	>2	>2	>2
		Employment & promotion of Qld musicians in Festivals & Concerts	Maintain 100% Qld or Qld affiliated	Maintain 100% Qld or Qld affiliated	Maintain 100% Qld or Qld affiliated	Maintain 100% Qld or Qld affiliated	Maintain 100% Qld or Qld affiliated

			artists	artists	artists	artists	artists
Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026
		Diversity of community venues utilised	Review	Review	Review	Review	Review
		On-Air 1hr Community Prog (monthly for each group)	>4 monthly	>4 monthly	>4 monthly	>4 monthly	>4 monthly
		Library Talks by GM	>4	>4	>4	>4	>4
		Work Experience/Internship prog	2	2	2	2	2
		Music Diary – On-Air&online	Presented 3 x daily on-air	Presented 3 x daily on-air	Presented 3 x daily on-air	Presented 3 x daily on-air	Presented 3 x daily on-air
		On-Air Promotions	When requested	When requested	When requested	When requested	When requested
		MMJ interviews	1 per week	1 per week	1 per week	1 per week	1 per week
		On-air promotional interviews for external events	On needs basis	On needs basis	On needs basis	On needs basis	On needs basis
		Program Guide Articles on Qld performers	2 per month	2 per month	2 per month	2 per month	2 per month
		Distribution of Flyers in PG	On needs basis	On needs basis	On needs basis	On needs basis	On needs basis
E	Optimal engagement with subscribers, other stakeholders and individuals	Engagement with Subscribers via Subscriber Support	As required	As required	As required	As required	As required
		Radiothons	2 per year	2 per year	2 per year	2 per year	2 per year
		Give away prizes/tickets etc,	When available	When available	When available	When available	When available
		Cruises	1 per year if feasible	1 per year if feasible	1 per year if feasible	1 per year if feasible	1 per year if feasible
		Bus Tours	2 per year if feasible	2 per year if feasible	2 per year if feasible	2 per year if feasible	2 per year if feasible
		Present Summer School	1 per year	1 per year	1 per year	1 per year	1 per year

Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026
<b>Partnerships and Stakeholders</b>							
E	Strong stakeholder relations	Relationships with stakeholder organisations (such as Griffith, UQ and QUT) documented and updated	<i>All relationships/partnerships documented and updated annually</i>	<i>All relationships/partnerships documented and updated annually</i>	<i>All relationships/partnerships documented and updated annually</i>	<i>All relationships/partnerships documented and updated annually</i>	<i>All relationships/partnerships documented and updated annually</i>
	Maintain and develop partnerships with organisations	Partnerships with organisations such as Musica Viva, Ensemble Q, Bris Music Fest	2 - 3 per year	2 - 3 per year	2 - 3 per year	2 - 3 per year	2 - 3 per year
E	Increase connection with Youth	Education partnerships and/or MOUs: music schools, MVA Strike A Chord	Maintain 2 - 3 per year	TBC Maintain 2 - 3 per year	TBC Maintain 2 - 3 per year	TBC Maintain 2 - 3 per year	TBC Maintain 2 - 3 per year
		Explore mentoring partnerships	2 per year	2	3	3	3
		Increase youth engagement (volunteering)	10% per year	10%	10%	10%	10%
		Participate in and/or deliver prize awards for youth performers	3 prizes per year	3 prizes per year	4 prizes per year	4 prizes per year	4 prizes per year
		Develop internship program for students	TBC	TBC	TBC	TBC	TBC
		Commission young composers	4	4	4	6	6
E, LP	Support Queensland artists	Employ performers and artists in Festivals/events	500	500	600	600	600
E, LP		MOUs with Community orgs	Negotiate	Review	Review	Review	Review

Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026
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E,LP		Musicians/Artists in Residence Programs	2 - 3 per year	2 - 3 per year	2 - 3 per year	2 - 3 per year	2 - 3 per year
<b>LEADERSHIP - We aspire to be a leading organization with a culture of best practice in everything we do</b>							
<b>Governance and Financial: Demonstrates best practice in strong governance and financial management.</b>							
L	Best practice governance	Governance reviews through annual board survey	1	1	1	1	1
L	Best practice financial management with sound financial controls	Optimisation of financial structure and assets	Restructure	Review	Review	Review	Review
		Positive Working Capital Ratio	>1:15	>1:15	>1:15	>1:15	>1:15
L	Strong governance and financial management	Reserves to 20%	15%	16%	17%	18%	19%
		Maintain Company membership at 100 or above	Grow 5%	Grow 5%	Maintain	Maintain	Maintain
L, B	Increase income security and diversity	Grow donations program	1 major event for invited major donors	1 major event for invited major donors	1 major event for invited major donors	1 major event for invited major donors	1 major event for invited major donors
		Public fundraising	2 events p/a	2 events p/a	2 events p/a	2 events p/a	2 events p/a
		Increase corporate sponsorship through on-air sponsorship	Increase income by CPI	Increase income by CPI	Increase income by CPI	Increase income by CPI	Increase income by CPI
		Develop corporate sponsorship for projects	1 new sponsor	1 new sponsor	1 new sponsor	1 new sponsor	1 new sponsor
		Hold annual on-air subscriber drives	2	2	2	2	2
		Subscription income	Subscriber pricing review		Subscriber pricing review		Subscriber pricing review

Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026
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L	Increase assets	Establish and maintain Capital Reserve Fund	Establish	Review	Review	Review	Review
L	Grow bequest program	Develop bequest collateral: printed & online: Brochures & programs	Include on website, all eDMs, Program Guide, Programs and on-air announcement	Include on website, all eDMs, Program Guide, Programs and on-air announcement	Include on website, all eDMs, Program Guide, Programs and on-air announcement	Include on website, all eDMs, Program Guide, Programs and on-air announcement	Include on website, all eDMs, Program Guide, Programs and on-air announcement
L	Funding	Secure project funding	Applications for all relevant projects	Applications for all relevant projects	Applications for all relevant projects	Applications for all relevant projects	Applications for all relevant projects
		Operational funding	Pursue with Qld Govt	Pursue with Qld Govt	Pursue with Qld Govt	Pursue with Qld Govt	Pursue with Qld Govt
<b>Risk management</b>							
L	Best practice in risk management	Maintain and update Board Risk Register	Review and update	Review and update	Review and update	Review and update	Review and update
L	Maintain a safety culture	Comply with WHS and other relevant legal requirements	Review and update	Review and update	Review and update	Review and update	Review and update
		Collaborative people culture	Review and update	Review and update	Review and update	Review and update	Review and update
		Maintain adequate trained First Aid officers	Review and update	Review and update	Review and update	Review and update	Review and update
		Maintain adequate training in Emergency Response Procedures for all staff and volunteers	Review and update	Review and update	Review and update	Review and update	Review and update
		Maintain comprehensive Company policies and procedures	Review and update	Review and update	Review and update	Review and update	Review and update

Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026
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Developing our people							
L	Staff	Percentage of female staff	at least 50%	at least 50%	at least 50%	at least 50%	at least 50%
		Effective and efficient staffing structure	Review	Review	Review	Review	Review
		Implement training across relevant areas	As required	As required	As required	As required	As required
		Engage staff for specific projects	As required	As required	As required	As required	As required
L	Volunteers	Percentage of female volunteers	at least 50%	at least 50%	at least 50%	at least 50%	at least 50%
		Develop presenter/programmer/slotter recruitment drive	>2	>2	>2	>2	>2
		New volunteers recruited	>5	>5	>5	>5	>5
		Hold Volunteer meeting	1	1	1	1	1
		Hold announcer meeting	2	2	2	2	2
Infrastructure and business processes							
L	Improved business processes	Ensure efficiency of business systems and accounting practices	Integrate Zoho CRM with relevant company systems - Access database subscriber data migrated -Begin digitize Library	Continue Digitization Library	Continue Digitization Library	Complete Digitization of Library	Maintain digitized Library
			Integrate Subscriber data into Zoho - in progress	Subscriber data maintained in Zoho and updated	Subscriber data maintained in Zoho and updated	Subscriber data maintained in Zoho and updated	Subscriber data maintained in Zoho and updated
Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026

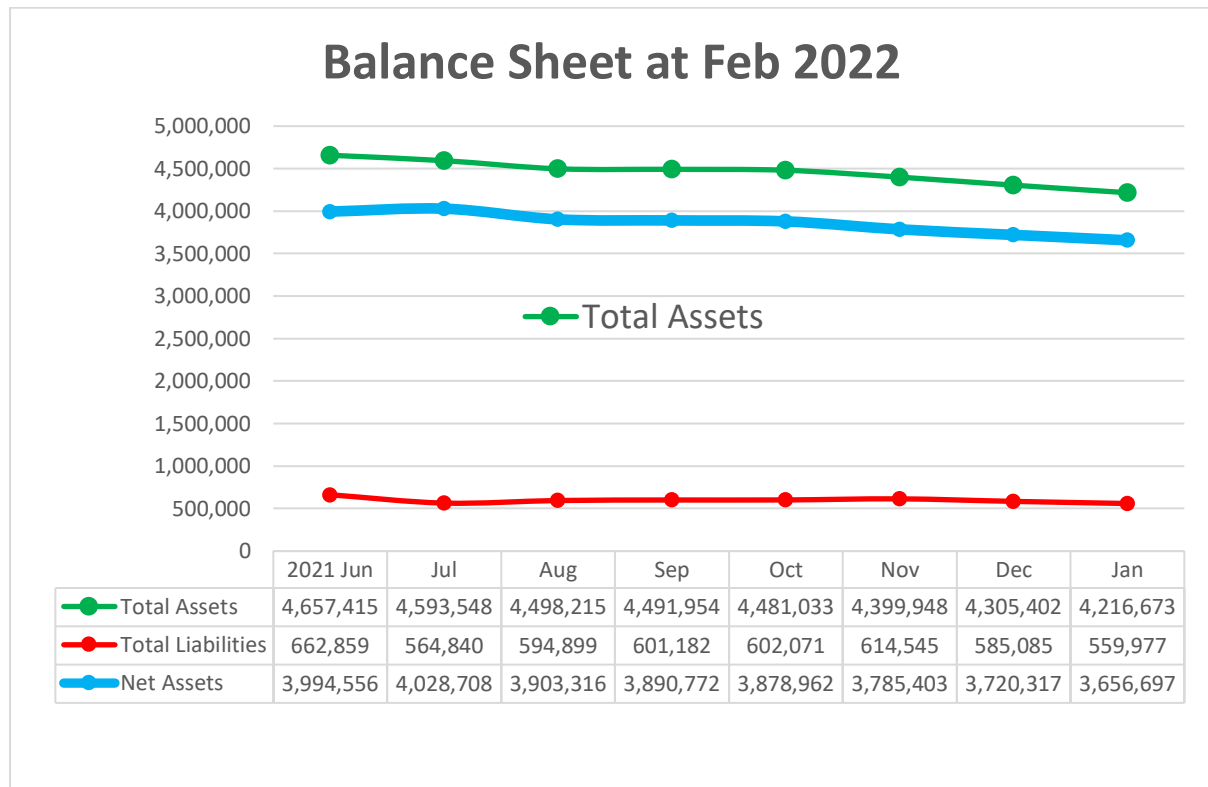
		Usage of Zoho CRM is optimised	Annually review new Zoho functions and implement	Annually review new Zoho functions and implement	Annually review new Zoho functions and implement	Annually review new Zoho functions and implement	Annually review new Zoho functions and implement
			Ongoing training provided for all relevant staff and volunteers	Ongoing training provided for all relevant staff and volunteers	Ongoing training provided for all relevant staff and volunteers	Ongoing training provided for all relevant staff and volunteers	Ongoing training provided for all relevant staff and volunteers
L	Improve infrastructure, facilities and equipment	Ensure infrastructure, facilities and equipment are adequately maintained	Develop maintenance program and assessment program	Review and implement recommendations	Review and implement recommendations	Review and implement recommendations	Review and implement recommendations
L	Company maintains robust financial controls on capital expenses and other major spending needs	All capital expenses and major expenses are managed within Budget and/or subject to Board approval	All major expenses have received Board approval	All major expenses have received Board approval	All major expenses have received Board approval	All major expenses have received Board approval	All major expenses have received Board approval
L	Adopt appropriate new technologies	Studio computerization	Begin process	4 broadcast studios computerized	Perf studio sound isolation refurbished	Review and update	Review and update
L, E	Improved Marketing and increased awareness and presence of MBSQ activities	Marketing plans are regularly reviewed and updated	Review & update	Review & update	Review & update	Review & update	Review & update
		Marketing plan is appropriately targeted to our various audiences	Review & update	Review & update	Review & update	Review & update	Review & update
		All websites are functional, effective and up to date	Complete 4MBS FM, Silver Memos. Develop MBS Digital Light	Review & update	Review & update	Review & update	Review & update

Pillar	Goal	Measure (what is being measured)	2022	2023	2024	2025	2026
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		Maintain an efficient and manageable schedule of electronic Direct Mail (eDM)	Review and adjust eDM efficiency through monitoring number of eDMs per year	Review and adjust eDM efficiency through monitoring number of eDMs per year	Review and adjust eDM efficiency through monitoring number of eDMs per year	Review and adjust eDM efficiency through monitoring number of eDMs per year	Review and adjust eDM efficiency through monitoring number of eDMs per year
			Review and adjust eDM efficiency through monitoring quality and quantity of information per eDM	Review and adjust eDM efficiency through monitoring quality and quantity of information per eDM	Review and adjust eDM efficiency through monitoring quality and quantity of information per eDM	Review and adjust eDM efficiency through monitoring quality and quantity of information per eDM	Review and adjust eDM efficiency through monitoring quality and quantity of information per eDM
L, E	Improved Social media presence	Review social media analytics	Review and report	Review and report	Review and report	Review and report	Review and report
		Increased social media engagement	> 10%	> 10%	> 10%	> 10%	> 10%

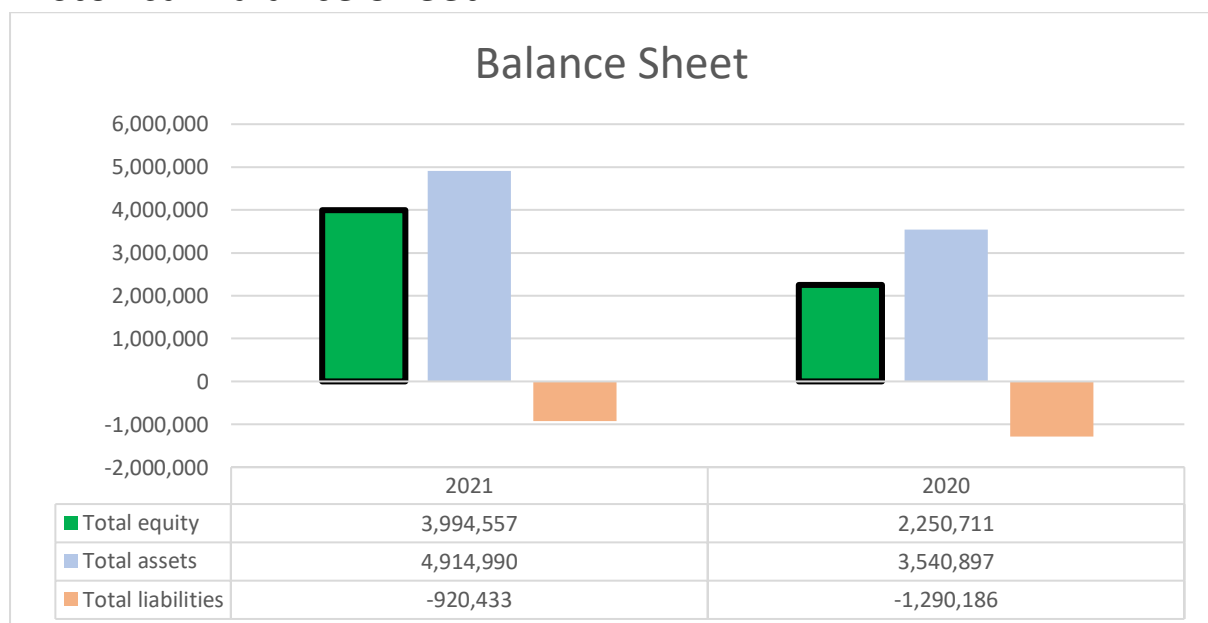
## Current Financial Position

### Balance Sheet and Current Ratio



**Current ratio: 4.5**

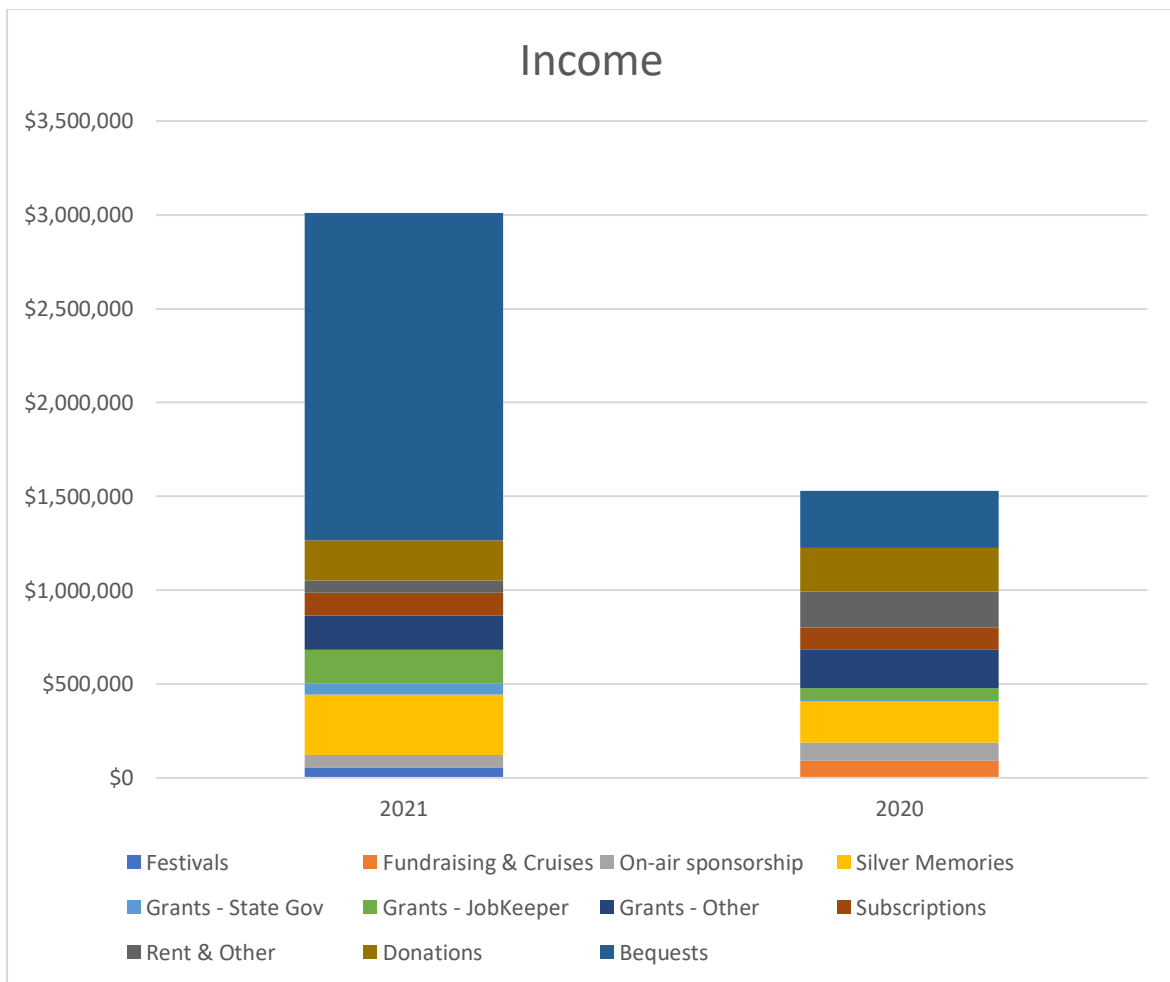
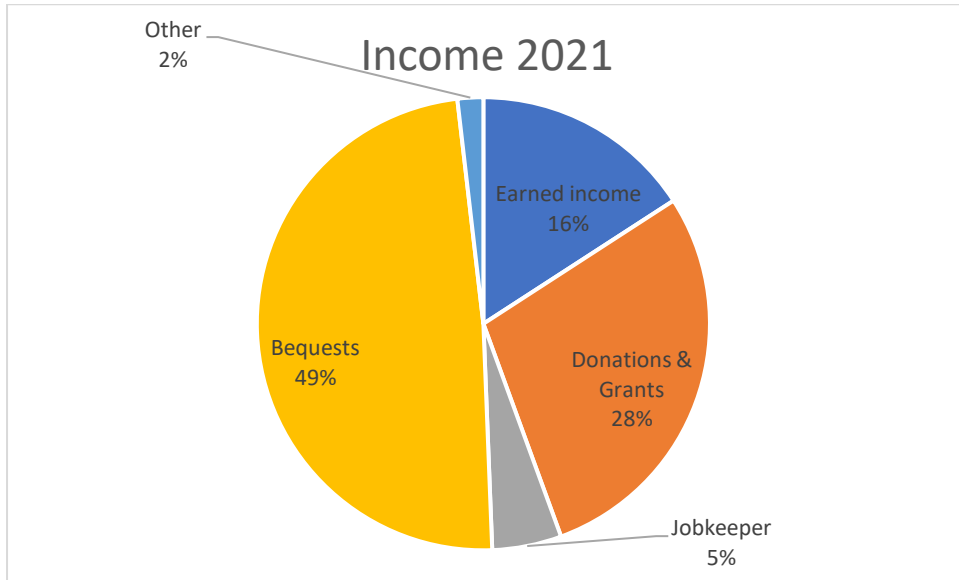
### Historical Balance Sheet



## Profit and Loss 2020-2021

<b>Income</b>		<b>2021</b>	<b>2020</b>
Festivals		\$54,427	\$210
Fundraising & Cruises		\$120	\$91,634
On-air sponsorship		\$67,306	\$96,482
Silver Memories		\$322,816	\$221,758
Grants - State Gov		\$60,000	\$6,000
Grants - JobKeeper		\$177,000	\$63,000
Grants - Other		\$181,380	\$203,784
Subscriptions		\$122,235	\$119,608
Rent & Other		\$65,732	\$188,439
Donations		\$213,666	\$234,108
Bequests		\$1,744,699	\$305,000
<b>Total</b>		<b>\$3,009,381</b>	<b>\$1,530,023</b>
<b>Expenses</b>		<b>\$2,025,740</b>	<b>\$1,261,083</b>
<b>Total Comprehensive Income</b>		<b>\$983,641</b>	<b>\$268,940</b>

# Income breakdown 2021



# Strategic Analysis

## TOWS Matrix

<p><b>Internal Factors</b></p> <p><b>External Factors</b></p>	<p><b>Strengths (S)</b></p> <ol style="list-style-type: none"> <li>1. Proven staff team &amp; Large volunteer resource</li> <li>3. Professional production/Technical expertise</li> <li>4. Classical oriented radio audience</li> <li>5. Strong community org. relations</li> <li>6. Access to Qld musicians: professional&amp;community</li> <li>7. Expertise in mangng live events</li> <li>8. Strong industry relation</li> <li>9. Expertise in developing international strategic partnerships including links with USA festivals (Oregon/California)</li> </ol>	<p><b>Weaknesses (W)</b></p> <ol style="list-style-type: none"> <li>1. Dependence on subscriptions</li> <li>2. Small staff numbers</li> <li>3. Lack of development resources/ long term planning impacted by funding</li> <li>4. lack of broadcast access to regions</li> <li>5. limited funds for marketing/ international devt/ artists</li> <li>6. volunteers require m'n'gement</li> <li>7. Live music activity depend on success as broadcaster</li> <li>8. lagging technologies</li> <li>9. production capability</li> <li>10. lack of VOD, streaming capability</li> </ol>
<p><b>Opportunities (O)</b></p> <ol style="list-style-type: none"> <li>1. Qld musicians limited exposure</li> <li>2. Availability of prof musicians Qld</li> <li>3. Strong youth music Qld</li> <li>4. Strong tertiary institutes: music</li> <li>5. Numerous Community Orchs</li> <li>6. Growing Brisbane audiences/Qld population</li> <li>7. Cross promotion: broadcasting &amp; live events</li> <li>8. Aged care audience</li> <li>9. High regional population</li> <li>10. Only community organisation licenced to provide fine music service</li> </ol>	<p><b>S/O Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Provide opportunity local talent / Classic Mangmt; Classic Players</li> <li>2. Develop new audiences /Grow Fest of Classics / Shakespeare Fest</li> <li>3. 4MBS kids; Kids Classics</li> <li>5. Services for community groups: 4MBS ticketing</li> <li>6. Ongoing relationship QYO</li> <li>7. Target aged care facilities</li> <li>9. Web streaming</li> <li>10. Develop podcasting/digital br'dcast</li> </ol>	<p><b>W/O Strategies:</b></p> <ol style="list-style-type: none"> <li>1. project funding</li> <li>2. apply operational funding</li> <li>4. engage staff for specific projects</li> <li>5. Develop business sponsors</li> <li>6. Public fundraising</li> <li>7. Develop regional performance opportunities/ festivals</li> <li>8. Webstream</li> <li>9. Market to radio audience</li> </ol>
<p><b>Threats (T)</b></p> <ol style="list-style-type: none"> <li>1. Reduction subscription income</li> <li>2. Reduced Govt funding</li> <li>3. competition ABC FM</li> <li>4. Competition other music events: MPA organisations</li> <li>5. aging audiences</li> <li>6. Increasing venue costs</li> <li>7. competition– new tech platforms</li> <li>8. competition: international webcast</li> <li>9. Audience resistance to technology.</li> </ol>	<p><b>S/T Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Focus on Qld performances; record &amp; broadcast local talent</li> <li>2. Developed relationship with local arts organisations</li> <li>3. develop sponsorship; fundraising; subscriber numbers</li> <li>4. Increase youth involvement</li> <li>5. Devt partnerships with major venues</li> <li>6. Devp webstreaming / podcasting</li> <li>7. link with USA broadcasters</li> </ol>	<p><b>W/T Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Develop new programming &amp; focus on local talent</li> <li>2. Develop Silver Memories business</li> <li>3. develop digital radio / new technology</li> <li>4. Exploit synergy: broadcast delivery capability/ live production.</li> </ol>

## External Situation: Issues Priority Matrix

Political; Economic; Sociocultural; Technological; Environmental:

	High impact	Medium impact	Low impact
High likelihood	<p><b>High Priority</b></p> <p><b>En:</b> COVID - lockdown  <b>T:</b> NBN regional rollout  <b>P:</b> Govt funding sources  <b>P:</b> State, BCC support  <b>Ec:</b> Bequest income  <b>Ec:</b> Donation income  <b>Ec:</b> Sponsorships</p>	<p><b>High Priority</b></p> <p><b>En:</b> growing SE Qld pop.  <b>Ec:</b> small business growth SE Qld: sponsors  <b>Ec:</b> fall in subs due to ageing.  <b>En:</b> regional touring perf arts opportunities  <b>T:</b> digital radio  <b>T:</b> increased uptake of new delivery: podcasting</p>	<p><b>Medium Priority</b></p> <p><b>En:</b> high regional population  <b>En:</b> Aging population trends</p>
Medium likelihood	<p><b>High Priority</b></p> <p><b>S:</b> high Qld youth involvement classical music  <b>En:</b> Natural disaster – Storm /wind  <b>T:</b> Computer hacking attack</p>	<p><b>Medium Priority</b></p> <p><b>Ec:</b> Increased affluent retirees  <b>En:</b> int'n'tational touring perf arts  <b>T:</b> growing internet use regional Qld</p>	<p><b>Low Priority</b></p>
Low likelihood	<p><b>Medium Priority</b></p> <p><b>T:</b> Equipment failure  <b>T:</b> Computer hacking attack</p>	<p><b>Low Priority</b></p> <p><b>En:</b> Natural disaster - flood  <b>Ec:</b> Low tax: buoyant economy  <b>T:</b> Uptake of digital radio  <b>S:</b> growing classical audience</p>	<p><b>Low Priority</b></p> <p><b>S:</b> Strong sport culture  <b>Ec:</b> Qld income levels</p>



## Board

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The Music Broadcasting Society of Qld Ltd (MBSQ) is a not-for-profit community broadcasting organization established in 1979 in Brisbane. MBSQ is a company limited by guarantee. The limit of liability of members is \$30. The Board is responsible for policy and financial oversight.

### **Matthew Farrell - Chair**

Matthew Farrell has held executive roles in major performing arts and is a professional musician. He has been Chair of MBSQ since 2013 having been an active member of the Board since 2006. Currently CEO of the national Lev Vlassenko Piano Competition, Matthew was Director, Orchestra Management at the Queensland Symphony Orchestra from 2008. He performed with the Victorian String Quartet before becoming Principal Cello with the Queensland Philharmonic and from the Queensland Symphony Orchestra after the merger of the two orchestras. He has performed throughout Australia and is a founding member of contemporary ensemble, LOCANA. Matthew has a long history of involvement with music and arts development. He was appointed to two State Government inquiries investigating funding and administration of orchestras in Queensland and implementing the merger of the Philharmonic and Symphony Orchestras in 2001. He was a member of the Australian Orchestras Taskforce in 2003 and in 2007 and 2008 co-directed the 4MBS Festival of Classics.

### **Clive Porritt - Secretary**

Clive arrived in Melbourne from the UK with his family in 1959. His first exposure to classical music was through his parents' small collection of 78rpm records, an interest he followed at university by attending concerts there, and briefly trying to learn classical guitar. He trained as a lawyer and worked in private practice and then as a public servant for the Victorian, Queensland and Commonwealth governments, principally as a prosecutor. Clive moved to Brisbane in 1986 and after a few years of being a 4MBS subscriber, he became a Life Subscriber. He volunteers as a program presenter with 4MBS, joined the Board in 2018, became Board Secretary in December 2018, and chairs the Broadcasts Committee.

### **John Cahill**

John is a Queensland Barrister. He is a Family Dispute Resolution Practitioner and a National Mediator. He earned his LLB and Bachelor of Business at the Queensland University of Technology and his Master of Laws at the University of Sydney.

### **Isobel Ferrier**

Isobel is a musician and arts manager, and is currently the Queensland State Manager for Musica Viva Australia, where she also co-chairs their Reconciliation Steering Group. Her career during the last 30 years has included extensive performing, touring and recording as a violinist in Australia and overseas, as a conductor of community choirs, and as a business coach to artists and small organisations. Isobel enjoys lending her broad expertise and insight to the 4MBS board to support the important role the station plays in the Australian cultural landscape.

### **Allison Kruger**

Allison has a keen appreciation of the arts, in particular music, theatre and dance. Allison is a Queensland based Corporate Finance professional experienced in managing and optimising finance structures and businesses in particular with regards to capital and debt financing. Allison's finance career has spanned Brisbane, Sydney and London. Allison has a law degree from the Queensland University of Technology and a Masters of Commerce from the University of New South Wales. Allison enjoys travelling.

### **Louise Strasser**

Louise volunteers at 4MBS in a number of roles including 4MBS Shop Co-ordinator, Subscriber Support, Program Guide Copy Editor, Programmer and Presenter on MBS Light and 4MBS, Program Slotter, member of the Broadcasts Committee, Program Deliverer and has been a member of the 4MBS Board since November 2020.

This affords her a broad understanding of the workings of the station. She has been a choral singer for many years, singing with the Brisbane Chorale where she was Concert Manager 1997–1999, Brisbane Concert Choir, Bach Society of Qld, Chorus Oz and the Royal Melbourne Philharmonic Choir. In a previous life she was a Primary School Teacher for Education Qld for over 40 years, teaching all year levels and classroom music, but specialised in Early Education. She also taught in Abingdon, England via a Teacher Exchange Program.

### **Dr Kerry Vann-Leeflang**

Kerry is a versatile musician who maintains a busy schedule of performing, teaching, examining and adjudicating. She is the principal percussionist with the Brisbane Philharmonic Orchestra and Corda Spiritus and also plays with the Brisbane Excelsior Band. She sang with Opera Queensland for 10 seasons and has sung several principal roles in Gilbert and Sullivan operettas. She teaches piano, percussion and singing and is a music examiner with ANZCA and examines throughout Australia and Asia. She holds ten degrees and diplomas: eight in music, one in languages (French, German and Japanese) and one in education. These include a PhD in music from The University of Queensland and she is a Fellow of the Trinity College London in voice. While at university, she was awarded a Mitsui Educational Foundation scholarship as part of her study of Japanese and a DAAD scholarship to study in Wagner's manuscripts in Germany for her PhD on Lohengrin.

### **Anne Warren**

Anne started as a volunteer at 4MBS in 2005 after completing post graduate study in Arts and Cultural Management. She later became a member of staff, gaining experience in virtually all aspects of 4MBS, from broadcasting to events management, marketing and PR. Since then Anne has worked with other arts organisations in Brisbane including Queensland Symphony Orchestra, as well as in communications in the public sector and as a freelance project manager and copywriter. Anne joined the Board of 4MBS in 2009. Anne is a cellist and has played in community orchestras in Brisbane. For the last six years she has run Singing Mums, a community music initiative that allows parents to connect with each other and experience all the positive benefits that singing together with others has to offer.

## **Board Committees**

The organisation has several committees responsible for designated areas of activity:

### **Governance Committee**

- Matthew Farrell
- Clive Porritt

### **Finance, Investment and Audit Committee**

- Matthew Farrell
- Allison Kruger
- Clive Porritt
- Colin Rich

### **Broadcasts Committee**

- Clive Porritt
- Louise Strasser
- John Carrier
- Jenny Dawson
- Nick Gurovic
- Wendy Lang
- Peter McCahon

## Development and Philanthropy Committee

- Graham Row
- Isobel Ferrier

## Information Technology and Technical Committee

- Gary Thorpe
- Chris Nainby
- Peter Rohweder

## Silver Memories Implementation and Zoho Implementation Committee

- Colin Rich
- Peter Rohweder

## Access and Zoho Integration Committee

- Matthew Farrell
- Colin Rich

## Staff and Key Volunteers

### General Manager

#### **Gary Thorpe OAM**

Gary is General Manager of 4MBS Classic FM, MBS Light, Silver Memories and Classic Arts. He is Artistic Director of the Annual 4MBS Festival of Classics which is the largest classical music festival in the country, Producer of the 4MBS Brisbane Shakespeare Festival and Vice-President of the Havergal Brian Society. He was awarded an OAM in 2009 for his services to music and community broadcasting and in 2011 a Churchill Fellowship to study the use of music in management of dementia. Other commitments include being Deputy Chair of The Queensland Choir, Member of the Board of Broadcasting Park Pty. Ltd. and Chair of the Brisbane Digital Radio Company.

### Staff

**Peter McCahon** Broadcasts Manager 4MBS/SilverMemories

**Maggie Findlay** Administration Manager/Festivals

**Nick Gurovic** Program Guide Editor/ConcertRecording Team Coordinator

**Jeannette Zuniga** Accounts Administrator (P/T)

**John Carrier** Station Caretaker & MBS LightBroadcasts Manager

**Elaine Seeto** Marketing & Events Producer (P/T)

**Wendy Lang** Graphic Design/Marketing (Casual)

**Dene Rowling** Silver Memories Sales Manager (P/T)

**Peter Rohweder** Silver Memories Manager  
(Sales and Technical)

**Mark Smith** Silver Memories Sales Manager (F/T)

**Mark Rooney** Silver Memories Sales Manager NSW(P/T)

**Bernadette McKinlay** Silver Memories TrainingManager (P/T)

### Key Volunteers

**Colin Rich** Advisor to Finance, Investment and Audit Committee

**Geraldine George** Volunteer Co-ordinator  
**Louise Strasser** MBS Shop Co-ordinator  
**Martin Waterworth** Program Guide Packing & Delivery Team Co-ordinator

## Volunteer Teams

- The Reception Team
- Announcing Team
- Subscriber Support Team
- Programming Team
- Slotting Team
- Concert Recording Team
- Library Supervisors & Cataloguing Team

## Succession Plan

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### Music Broadcasting Society of Queensland Ltd

#### COMPANY'S PRINCIPAL ACTIVITIES

The company operates three radio stations: 4MBS Classic FM 103.7, broadcasting classical music; MBS Light, a digital station broadcasting light popular classics and jazz; and Silver Memories, a nostalgia radio service available primarily to subscribing aged care facilities. All of the stations broadcasts 24 hours per day, every day.

Each year the company also produces the 4MBS Festival of Classics and the 4MBS Brisbane Shakespeare Festival, and contributes in other ways to the cultural life of the community.

#### ORGANISATION STRUCTURE

(Key positions for which short-term succession arrangements may be necessary are in *italics*.)

#### Board of Directors and General Manager

*Chair*  
*Deputy Chair*  
*Treasurer*  
*Secretary*  
Up to 6 other Directors  
*General Manager*, (reports directly to the Board)

#### Positions reporting to the General Manager

*4MBS and Silver Memories Broadcasts Manager*  
*Sponsorships Manager*  
*Administration Manager/Festivals*  
*Silver Memories Sales Manager*  
*Silver Memories Training Manager*  
*Silver Memories Technical Development Manager*

*Silver Memories Marketing Manager*  
*Program Guide Editor and Concerts Recording Team Manager*  
 Marketing and Events Producer  
 Production Manager  
 Accounts Administrator  
*Station Caretaker and 4MBS Ticketing, Music Diary and Performance Studio Manager, and MBS Light Broadcasts Manager* (volunteer position)

The company is also supported by the work of about 350 volunteers who report ultimately to the General Manager.

## PREPARATION

The company will be proactive in preparing for vacancies arising in key positions. This may involve attempting to identify possible candidates by –

- scanning industry sources such as LinkedIn, Community Broadcasting Association of Australia, other MBS stations, and other arts organisations
- recruiting Directors with relevant skill sets for key positions on the Board and for General Manager
- identifying staff members or volunteers with relevant skill sets for General Manager and other key staff positions.

Where appropriate and practicable the General Manager will provide opportunities to staff members and volunteers to obtain relevant experience by –

- allocating grant-writing tasks, festival roles, committee membership, and marketing and liaison roles, to staff members and volunteers
- assisting staff members and volunteers to identify courses that may assist in personal development relevant to the company’s activities, and where appropriate arranging for the company to fund attendance
- assisting staff members and volunteers to gain experience in other areas of the company’s activities.

## SUCCESSION PLAN FOR BOARD AND OTHER KEY POSITIONS

The company intends vacancies in all positions to be filled as soon as practicable. Short-term succession arrangements are appropriate for key positions and are set out in the following table.

<b>Board positions (the following short-term succession arrangements will apply until the Board has elected a director to fill a vacancy)</b>	
<i>Chair</i>	The Deputy Chair will fill the position
<i>Deputy Chair</i>	The Chair will invite another Director to fill the position
<i>Treasurer</i>	Either the Chair will invite another Director to fill the position, or The Board will obtain required information about the company’s finances from the Accounts Administrator
<i>Secretary</i>	The Chair will invite another Director to fill the position

<b>Staff positions</b>	
<i>General Manager</i>	The 4MBS and Silver Memories Broadcasts Manager will act in the position
<i>4MBS and Silver Memories Broadcasts Manager</i>	The role will be shared between the General Manager, the MBS Light Broadcasts Manager, assisted, if necessary, by one or more volunteers
<i>Sponsorships Manager</i>	The General Manager and a staff member will share the role.
<i>Administration Manager/Festivals</i>	The General Manager and a staff member or volunteer will share the role
<i>Silver Memories Sales Manager Silver Memories Training Manager Silver Memories Technical Development Manager Silver Memories Marketing Manager</i>	When any one of these positions is vacant, the General Manager and a staff member experienced in dealing with the Silver Memories service will share the role
<i>Program Guide Editor and Concerts Recording Team Manager</i>	The General Manager assisted by a staff member or volunteer will share the role
<i>Station Caretaker and 4MBS Ticketing, Music Diary and Performance Studio Manager, and MBS Light Broadcasts Manager</i>	The main duties of the position will be carried out by one or more staff members or volunteers. The duties may be shared amongst a number of persons, and may be separated from the role of Station Caretaker

Date Succession plan adopted or last reviewed by the Board: March 2022

Date by which Succession plan to be next reviewed: 2023

## **Music Broadcasting Society of Queensland Limited**

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### **Music Broadcasting Society of Qld Ltd**

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## 4MBS Musicians in Residence 2021 Opus 5

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