



CANTERBURY'S COMMUNITY & STUDENT RADIO STATION



2015-2018 Strategy



To help us plan this strategy we asked people what they would change about CSRfm...

// better marketing & publicity

more competitions lack of website content

advertise the station more more talk shows

more topics and ideas being discussed

more local information //



WHO WE ARE

CSRfm, based in the city of Canterbury, was the UK's first student-led community radio station to gain a Community FM licence.

The station, established in 2007, is a joint venture between Canterbury Christ Church University, Christ Church Students' Union, the University of Kent, and Kent Union, stemming from a merger between the two former university radio stations, C4 Radio and UKC Radio.

CSRfm broadcasts from two radio studios at either side of the city. The station runs a 24-hour, 365 day-a-year service, which is possible only through the dedication, goodwill, and enthusiasm of hundreds of community and student volunteers.

Now equipped with its second 5 year Ofcom licence, Canterbury's only community radio station has gone from strength to strength – providing a range of innovative programmes, delivering its Youth Academy project to young people in the local area, securing new radio facilities and enhancing the experience of our volunteers through developing new skills.

The station is predominantly volunteer-run, with its membership comprising of students and members of the local community.

Anyone aged 18 or over can join the station and benefit from the many opportunities it offers to its members, including gaining experience in presenting or producing a radio show, creating engaging and informative news, planning and producing events on one of the university campuses or in the local area, maintaining sophisticated I.T. and broadcast systems, conducting interviews with local artists, researching music, developing marketing campaigns, and much more.



OPENING WORDS...

We're so lucky at CSRfm to have the dedication and enthusiasm of hundreds of volunteers from both Canterbury Christ Church University and the University of Kent, as well as the wider local community. With this comes great responsibility, and it is the job of the committee to ensure CSRfm is the best it can be, both internally and externally.



This strategy outlines the focus for the next three years and gives the committee a reference point to maintain the station's values at the forefront of their work. It will help our members to shape CSRfm in to what we want it to be - a quality broadcaster, as well as a place for training and development.

Going forward, we recognise that CSRfm is the only local radio station in Canterbury, and this is something that should not be ignored. This strategy comes off the back of a very successful year for CSRfm in terms of national recognition, and we want that to be the start of a new era at the station, not the peak of the last one.

We need to push on with successful endeavours like The Youth Academy, and we need to embrace a new challenge, the upcoming freedom to sell advertising and sponsorship, a fresh layer of responsibility for our volunteers.

Jack Claramunt

CSRfm Station Manager 2014-2015

Since CSRfm is an organic radio station, recycling itself every year as student and community volunteers come and go, it is vital that there is a forward-looking policy document as a point of reference and continuity.

This strategy document reminds the ever-changing team that CSRfm is also bound by the rules and guidelines of Ofcom, who licenced the station in the first place, and by our own key commitments, on which that licence was granted. Awareness of these rules and commitments is vital, and this plan for the next three years is made with these firmly in mind.

I am constantly impressed by the dedication, skill, and inventiveness of volunteers who make CSRfm such a success but, like working in any professional media operation, rules, guidelines, and plans are there for a purpose and working within them is a skill in itself.

So, as we go forward into the next three years leading up to the licence renewal, we do so aware of the need to maintain our speech/music ratio, to constantly strengthen our links with the local Canterbury community, and to be vigorous in our assessment of CSRfm's output.

Over the years, the invaluable experience gained by those volunteers has seen the majority of them go on to work in the media in one form or another, fully equipped with an awareness of what the outside world demands.

Long may it continue and I wish all involved in CSRfm an exciting few years ahead.

John Tagholm

Chair, CYSM



THE STRATEGY

Our plan for the next 3 years focuses on three key themes, with a fourth supporting strand, which we feel really captures the essence of what we are striving to achieve through the delivery of the project; a development centre, a community hub, a quality broadcaster, and a growing project.

Over the next 3 years we are striving to establish the CSRfm project in the community that we serve, by offering an exciting and engaging range of programmes and outreach activities, with the aim of stimulating debate, discussion, and exploration of topics relevant to our community.

We also want to enhance the experience of and opportunities for our members, helping to support and inspire them to reach their potential, through gaining valuable employability skills and experiential learning.

Central to us a radio station is, of course, our programming output; it is what draws our listeners to enjoy the service and to actively engage with the project that exists for their benefit. We are committed to improving the quality of our output, whether this is by forging stronger links with academic departments, or by nurturing the creative talents of our members via professional expertise.

Our final aim for the new strategy is to further develop our internal support mechanisms for the project; we are clear about the value of our volunteers, and so we want to ensure we are leading the way with the support we provide to them, and we will commit to achieving an external accreditation to demonstrate our desire in this area.

We will explore and develop new income streams to support the financial stability of the project and invest in developing our technical expertise, which provides such a vital backbone to project.

OUR PURPOSE

This is articulated in our Ofcom key commitments under our character of service:

CSRfm provides an educationally orientated radio service for young people studying in the Canterbury area. This service provides a forum for student debate on current affairs. The aim is to establish a new community radio service for young people in education, or who aspire to be in education.

Our community is defined as:

Those in education, or aspiring to be in education, between the ages of 15 and 24.

PLAN DELIVERY

Delivering the CSRfm strategy requires outstanding people management from our elected committee, backed up by support and advice from media and technical professionals related to the project.

The strategy will be broken down each year into an annual operating plan. This will be devised by the Student Media Manager and the committee at annual training days and induction meetings. The CYSM Board will then approve the operating plan and, on approval or amendment, the membership will be informed of the direction of CSRfm. The strategy will be placed on the CSRfm website to enable others to share best practice and understand the ethos and direction of the project.

THE CSR APPROACH

DEMOCRATIC

CSRfm is a student-led community project, with an elected executive committee leading the direction of the radio station. The membership is imperative to the station.

PARTNERSHIP

CSRfm has, since the beginning, been a joint project between four bodies – Canterbury Christ Church University, The University of Kent, Christ Church Students' Union, and Kent Union.

COMMUNITY

Unlike other university projects, CSRfm boasts a large community membership and listenership. Aside from our funding bodies, the project also caters for students at other educational establishments. CSRfm works closely with schools and youth groups to increase awareness of the station and the radio industry.

INNOVATIVE PROGRAMMING

CSRfm continues to provide innovative programming across our three departments; daytime, speech, and specialist, as well as with off-air programming initiatives. Specialist music programming is at the heart of our late night department.

VOLUNTEERING

Enhancing the volunteer experience is integral to how the project runs and operates. For local community members, it is an opportunity to pass on relevant knowledge, as well as increased their skills. For university student members, CSRfm enhances graduate employability opportunities, and provides a unique volunteering experience.





THEME 1

A DEVELOPMENT CENTRE

We will enhance the experience and opportunities of our members, helping to support and inspire them to reach their potential through gaining valuable employability skills and experiential learning.

GOALS

- Our membership mix will be reflective of our community and partners, enriching the lives of those who are involved, and we are committed to improving the balance of community and student membership
- We will have developed a coherent training and development pathway which reflects the 'CSRfm experience'
- The CSRfm experience will link to academic departments and contribute to assessment.
- A CSRfm alumni network will be established to support volunteer development and industry links.
- We will see year-on-year improvements in our membership satisfaction ratings and the percentage of members agreeing that the CSRfm experience makes them more employable.



THEME 2

A COMMUNITY HUB

CSRfm will be firmly established in the community that we serve, by offering an exciting and engaging range of programmes and outreach activities, with the aim of stimulating debate, discussion and exploration of topics relevant to our community.

GOALS

- We will be rated as central to our community (as a source of information, debate, and knowledge) evidenced by the proportion of our community agreeing with this statement increasing each year.
- The Youth Academy and other outreach programmes will be fully established with 200 young people participating.
- We will have established strong links to local groups, businesses, schools, and colleges.
- We will provide outside broadcasting coverage of the local music/arts scene, covering four key events each year.
- We will have developed the platforms in which our community can engage with the project, including the direct involvement of our listeners in shaping our output.
- We will see year-on-year improvements in our listener satisfaction and engagement levels.





THEME 3

A QUALITY BROADCASTER

Our programming output is central to us as a station; it is what draws our listeners to enjoy the service and to actively engage with the project that exists for their benefit.

We will improve the quality of our output, through forging stronger links with academic departments and nurturing the creative talents of our members via professional expertise.

GOALS

- We will have specific committee positions to support the monitoring of our output to drive quality; this will include the creation of producer positions to offer a more diverse range of volunteer opportunities
- We will consistently hit our key commitments target for speech-based programming (35%).
- We will have links to a range of academic departments to improve the quality of our programming output.
- We will develop a talent pool for producing original programming, supported by a creative panel of professionals (seminars and workshops).
- Listener satisfaction with our output quality will increase year-on-year.



THEME 4

A GROWING PROJECT

We will further develop our internal support mechanisms for the project, including our volunteer management and support systems, the financial model to fund the project, and we will develop our technical expertise, all guided by passionate and responsible leadership via our executive committee and board members.

GOALS

- Develop our Volunteer Management and support systems to aid our members' development.
- Achieve an external accreditation for our volunteer management and support systems.
- Invest in developing our technical expertise to support the project.
- Develop the expertise of the board and supporting sub-committees; which will include the introduction of a community post.
- We will develop a clear and sustainable model of sponsorship and income generation to enable us to support the expansion of the project.



We asked our members... If you had to sum up your time at CSRfm in one word, what would it be?

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fan-f*****tastic fun

cool

extraordinary

rewarding

awesome

amazing!

invaluable

incredible

empowering

//



CANTERBURY'S COMMUNITY & STUDENT RADIO STATION

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