

# Two-Year Strategic Plan 2023-2025

*Our vision is a world in which  
LGBTIQA+ communities are  
valued, heard, and visible in all  
spaces of media and community.*

**STRATEGIC PLAN ADOPTED BY THE LANCETV INC. BOARD OF DIRECTORS**

**DECEMBER 11, 2022**



# LanceTV Inc. Strategic Plan 2023-2025

## Letter from the Chair

It has been three years since this organisation incorporated itself to become a Not-for-Profit organisation. Everything we have become has come directly from our own original imaginings and has been forged by our determination. There has never been such an exciting time to be involved in community broadcasting. The notion of an internet is still in its infancy, and through the rise of social media and subscription platforms, we have witnessed a growing need, particularly through the global pandemic of 2020-21, to stay informed, entertained and connected online. This is a trend, just like home recording studios, that will continue to grow as technology moves forward.

LanceTV Inc. has spent the last six years exploring the opportunities that broadcasting software gives, and have been pushing the boundaries of social media, the internet, and cloud-based platforms. Being well aware that technology as we know it today, is still very much in its infancy, LanceTV Inc. has begun to look beyond terrestrial broadcasting technologies. With the advent of Cloud based solutions, technological growth is now infinite, without boundaries. They are endless. And, LanceTV Inc. is aware that all limitations are self-imposed.

It is within this context that LanceTV Inc's Board, CEO, and advisors have crafted a Strategic Plan, for the next two years, that is both aspirational and robust. This plan calls upon the strengths of all of our stakeholders, integrating and leveraging partnerships and assets, to build upon our current momentum to ensure progress that is efficient, effective, and achievable.

I call upon each LGBTIQA+ person reading this plan to tell your story. We welcome you as partners in this important work, and pledge to work tirelessly to realise a more hopeful future that includes accurate representation, truth telling, uncensored storytelling and a more understanding world.

Onwards and upwards,



Deb Lord  
LanceTV Inc. Board Chair

15 January 2023



# **LanceTV Inc. Strategic Plan 2023-2025**

## **Executive Summary**

In recent years LanceTV Inc. has enjoyed a number of successful project outcomes and some extraordinary growth. As such, we have now thrust our organisation – now entering its sixth year- towards maturity. Driven by impassioned Board members, and contracted staff, we have successfully implemented our first Strategic Plan, made concrete our vision in all areas of our work, and expanded upon our organisational capacity. The time is right to stop and critically assess the organisation that LanceTV Inc. is becoming, and map a thorough, robust course for the next two years.

The 2023-2025 Strategic Plan is organised around three interlocking goals: the first serves to outline ways in which we are able to better reach our LGBTIQA+ community; the second looks to hold space for the rich patchwork that is the stories of our many communities and intersections; and the final goal focus' on strengthening the organisation itself, through collaboration and the sharing of knowledge and resources. Our strategic goals are:

- I. Create connected communities.
- II. Develop inclusive platforms.
- III. Build strategic partnerships.

As a result of the strategic initiatives outlined in this plan, LanceTV Inc projects that over the next two years income streams will increase due to moving to a publicly accessible studio space, giving us an environment in which to expand and grow as an organisation. Further, as a publicly accessible space, we have the chance to begin establishing ourselves as a self-sustaining entity through generating project related income streams.

Significant resources each year will also be invested in raising awareness, advocacy, educating the broader community and strengthening the core functions of our growing organisation.

The Board reviewed and adopted to 2023-2025 Strategic Plan at its meeting held on December 11, 2022. This document outlines the goals and strategies for January 2023 through June 2025. An action plan that details the timeline, tactics, measures and budget impact has also been developed and will be continually reviewed by the Board to guide and monitor implementation of the plan.

# **LanceTV Inc. Strategic Plan 2023-2025**

## **Introduction**

### **About LanceTV Inc.**

While being best known for broadcasting the popular C31 variety chat show Lance TV, we also work in collaboration with other LGBTIQ+ focused groups and individuals to amplify their events through the medium of broadcasting and live streaming.

LanceTV Inc. exists to connect, educate, celebrate, and entertain LGBTIQA+ people in all of their intersectionality, individuality, and authenticity through creative arts-based practice. We also seek to elevate the voices and stories of LGBTIQA+ communities, through inclusive and accessible platforms, physical spaces, and happenings.

Our team boasts extensive technical experience, placing us to best help our clients grow and thrive - even in challenging times. By collaborating closely our clients, our talented team are able to offer unique, customized, and successful solutions backed by experience and creative know how.

As an LGBTIQ+ organisation we believe in building long lasting partnerships which help all of us to grow. LanceTV Inc. believes in a fairer, more representative, accessible and fun media landscape. We know we can help to create this. However, we don't do this alone; we are led by, and for, the community, and believe in building consortiums and sharing power. We believe in the coming together of minds, passions and skills to create a better, more inclusive world for us all where creativity, curiosity and connection are fostered.

# LanceTV Inc. Strategic Plan 2023-2025

## Our Vision, Principals and Purpose

### Vision

A world in which LGBTQIA+ communities are valued, heard and visible in all spaces of media and community.

### Principles

Our guiding principles are simple:

***Inclusion:*** we work to ensure everyone has meaningful access to the places, spaces and platforms we create and work within, where all contributions from our intersectional communities are equally valued.

***Community centred:*** We are led by, for and with the community. We uphold the principle of 'nothing about us, without us'.

***Integrity:*** We are honest and transparent. We do what we say, and what we do matters.

***Creativity:*** We work through the framework of arts-based practice, and value and honour creativity in all of its forms.

***Collaboration:*** We work together to amplify grassroots movements and LGBTQIA+ organisations working in this space. We believe in supporting one another to take up and share power, space, skills, and resources.

***Openness:*** We are open to trying new things, exploring curiosity, and are open to a life that is more fun with some humour.

### Purpose

To create safe, inclusive, and fun spaces for regional LGBTQIA+ communities to connect, celebrate and have their voices heard through arts-based practice.

# **LanceTV Inc. Strategic Plan 2023-2025**

## **History and Landmark Achievements**

### **Beginnings**

The television show LaNCE TV commenced 15 July 2017, initially streaming live to Facebook.

It was not until February 7, 2020, that the show also commenced airing on community television station C31 Melbourne & Geelong.

Between July 2017 and December 2022, the LaNCE TV show surpassed 215 episodes and had interviewed well in excess of 260 individuals.

### **Peer Recognition**

On 18 September 2021, LanceTV Inc. received a national award for its very first year of broadcasting on community television by rising to the challenge of airing the live show each week during the COVID lockdowns of 2020 and keeping communities connected. Our television show, LaNCE TV won the Antenna Award for Outstanding Technical & Creative Ingenuity during Lockdown.

On 11 February 2022, the LaNCE TV television show were the proud winners of the 2021 GLOBE Victoria Community Award for LGBTIQ+ Artist of the year. By winning this award LaNCE TV was, simultaneously, the first regional entity and the first organisation in the 14-year history of the ceremonies to win the award.

### **Future Enterprises**

In August 2022 LanceTV Inc. completed a series of broadcasting tests from our Cloud based digital Community Television platform called QCTV (Queer Community television). The project established Australia first “Free to Access” online Queer community TV platform, to engage remote and regional Victorian LGBTIQ+ communities to share insights, feel connected and have a place of belonging. This project also built production capacity in LGBTIQ+ people living in regional communities.

Additionally, LanceTV Inc. is scheduled to move into a publicly accessible space in the Ballarat CBD in early 2023. This space will allow us to foster a volunteer base, expand as a production house, grow as a broadcaster, and begin to forge a self-sustainable model of business.

Commencing in the first quarter of 2023, LanceTV Inc. will commence working in partnership with a number of Ballarat based Social Welfare organisations to create media-based projects designed to include, empower, and upskill members of the LGBTIQ+ community of Ballarat in a broad range of media content creation ventures involving, podcasting, community radio presentation, television production, and live broadcasting.

# **LanceTV Inc. Strategic Plan 2023-2025**

## **The Plan**

### **Overview**

The Strategic Plan outlined on the following pages is the result of 6 months' work by the newly appointed LanceTV Inc. Board, the CEO, and advisors. During this process, input was collected from a wide variety of stakeholders, we recommitted to our vision, principals, and purpose, and took stock of the organization's current projects. We have analysed the drivers behind the organization's rapid growth over the last 3 years, as well as the work that remains, in order to realise our ultimate vision. The result is a plan that is both ambitious and grounded.

We recognise that LanceTV Inc. has grown considerably over the last 5 years. This strategy will guide our future growth and expansion and help us to manage change so LanceTV Inc. continues to be built on our strengths, preserve our values and unique character, and ultimately develop into the best organisation it can be.

## LanceTV Inc. Strategic Plan 2023-2025

By 2025 we will have achieved the following goals:

|                                 |   |
|---------------------------------|---|
| <b>External Strategy GOAL 1</b> | <p><b>Created connected communities: LGBTQIA+ people and communities are more connected in physical and online spaces.</b></p> <p><b>We will achieve this by:</b></p> <ul style="list-style-type: none"><li>• Developing both online and physical spaces that are accessible and inclusive.</li><li>• Host happenings that promote inclusion, community safety and celebrate our lives, shared histories and experiences.</li><li>• Reaching more people in the places and spaces where community have cited increased feelings of isolation and loneliness</li><li>• Building the skills and capacity of LGBTQIA+ people through workshops and activities so they can meaningfully participate in Lance TV activities</li></ul> <p><b>We will know it's working when:</b></p> <ul style="list-style-type: none"><li>• Our reach increases on social and online platforms</li><li>• Responses to community feedback mechanisms (online surveys, community participation in events) demonstrate this</li><li>• Seeing increased participation at events and on platforms</li></ul> |
| <b>Internal Strategy GOAL 1</b> | <p><b>Building capacity - our own, our communities and peers.</b></p> <p><b>We will achieve this by:</b></p> <ul style="list-style-type: none"><li>• Recruiting staff and volunteers to collectively work toward our purpose.</li><li>• Supporting the ongoing development of our Board, staff and volunteers</li><li>• Ensuring our staff can be meaningfully and adequately remunerated.</li><li>• Developing a volunteer base to support our work and enhance community skills and knowledge.</li><li>• Undertaking training, mentorship, and up-skilling</li><li>• Sharing skills with others to decentralise power and reduce workload</li></ul> <p><b>Signs we are on the right path:</b></p> <ul style="list-style-type: none"><li>• Our Staff and Board feel confident in their ability to undertake their roles.</li><li>• Reduced/minimal turnover of staff and Board on an annual basis.</li><li>• The organisation can adequately meet the needs of all team members.</li></ul>   |

## LanceTV Inc. Strategic Plan 2023-2025

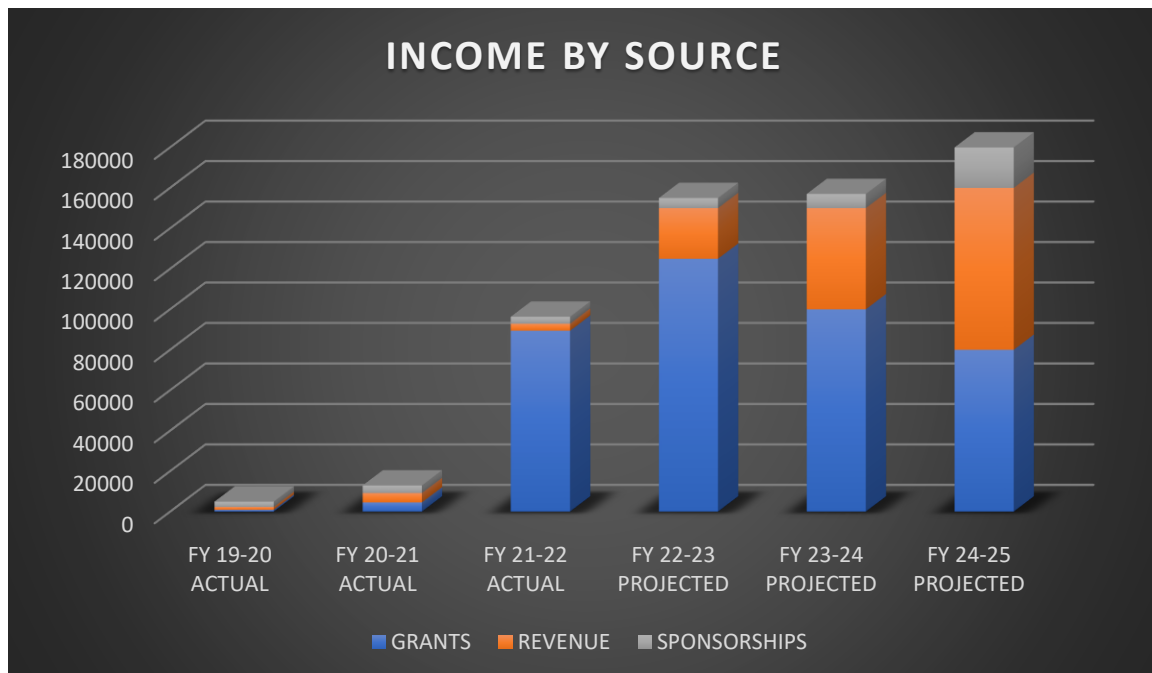
|                                 |  |
|---------------------------------|--|
| <b>External Strategy GOAL 2</b> | <p><b>Developing inclusive platforms: LGBTIQIA+ people have access to inclusive platforms for storytelling, news and entertainment.</b></p> <p><b>We will achieve this by:</b></p> <ul style="list-style-type: none"> <li>• Taking the development of the QCTV platform into Phase 2 through seed and/or ongoing funding</li> <li>• Continuing to broadcast Lance TV</li> <li>• Diversifying the voices and stories that are told on this platform through both organic development and seeking out creators.</li> <li>• Supporting the broadcasting for external events across the regions e.g., GLOBE Victoria awards, ChillOut Festival, etc.</li> </ul> <p><b>We will know it's working when:</b></p> <ul style="list-style-type: none"> <li>• We have multiple platforms running simultaneously.</li> <li>• We have diverse content on our platforms that is increasing in both viewership and content submissions</li> <li>• Demand for our services increases.</li> <li>• Other media outlets pick up our content or promote LGBTQIA+ stories.</li> </ul>   |
| <b>Internal Strategy GOAL 2</b> | <p><b>Ensure financial and operations sustainability.</b></p> <p><b>We will achieve this by:</b></p> <ul style="list-style-type: none"> <li>• Developing the organisation financial systems and processes that support our long and short term planning and growth.</li> <li>• Actively seeking diversified funding sources including fee-for-service jobs (broadcasting, hosting, workshops and hiring of space etc.), grants, philanthropy, govt funding, sponsorship, and advertising etc. (with a focus on self-sustaining sources).</li> <li>• Improving financial literacy skills of the organisation.</li> </ul> <p><b>Signs we are on the right path:</b></p> <ul style="list-style-type: none"> <li>• High acquisition rate of grants</li> <li>• Ability to undertake and meet budget requirements on an annual and semi-annual basis.</li> <li>• Minimal budget variance demonstrated at AGM.</li> <li>• Treasurer is supported to do their role/we can finance the skills needed to grow the organisation.</li> <li>• Increased job income streams and sponsorships.</li> <li>• Self-generated revenue streams increase.</li> </ul> |

## LanceTV Inc. Strategic Plan 2023-2025

|                                 |   |
|---------------------------------|---|
| <b>External Strategy GOAL 3</b> | <p><b>Built strategic partnerships: LanceTV Inc. is a strong collaborator and connector within the sector.</b></p> <p><b>We will achieve this by:</b></p> <ul style="list-style-type: none"><li>• Actively reaching into established networks.</li><li>• Supporting grassroots networks and organisations in through our hub in Ballarat and through partnerships in other regional communities.</li><li>• Collaborating on events and broadcasting activities.</li><li>• Sharing our knowledge, skills, and resources.</li><li>• Continued relationship with C31 Melbourne.</li><li>• Working with all levels of decision making bodies to enhance our ability to achieve our purpose.</li></ul> <p><b>We will know it's working when:</b></p> <ul style="list-style-type: none"><li>• Regional LGBTIQ+ communities work collaboratively to achieve common goals.</li><li>• LanceTV Inc.'s expertise is used to enhance the activities of other organisations.</li><li>• We co-create and deliver meaningful support for LGBTIQ+ community.</li><li>• We receive support for various funding ventures.</li></ul> |
| <b>Internal Strategy GOAL 3</b> | <p><b>Increase brand awareness and salience.</b></p> <p><b>We will achieve this by:</b></p> <ul style="list-style-type: none"><li>• Increasing our media reach through all channels including social media, LTV and QCTV platforms.</li><li>• Collaborating with other established organisations and movements.</li><li>• Being visible in the community both online and in physical spaces.</li><li>• Broadening our content to reach more varied and diverse audiences.</li><li>• Accessing mainstream spaces to promote our work.</li><li>• Mapping key stakeholders and networks, and pursuing and maintaining relationships.</li></ul> <p><b>Signs we are on the right path:</b></p> <ul style="list-style-type: none"><li>• Actively invited into spaces to work with others/give advice on matters pertaining to community/broadcasting.</li><li>• People seek out Lance TV Inc's services.</li><li>• Gaining industry and sectoral recognition.</li><li>• Ability to critically evaluate and select work that best progresses the organisation.</li></ul>   |

# LanceTV Inc. Strategic Plan 2023-2025

## Financial Projections

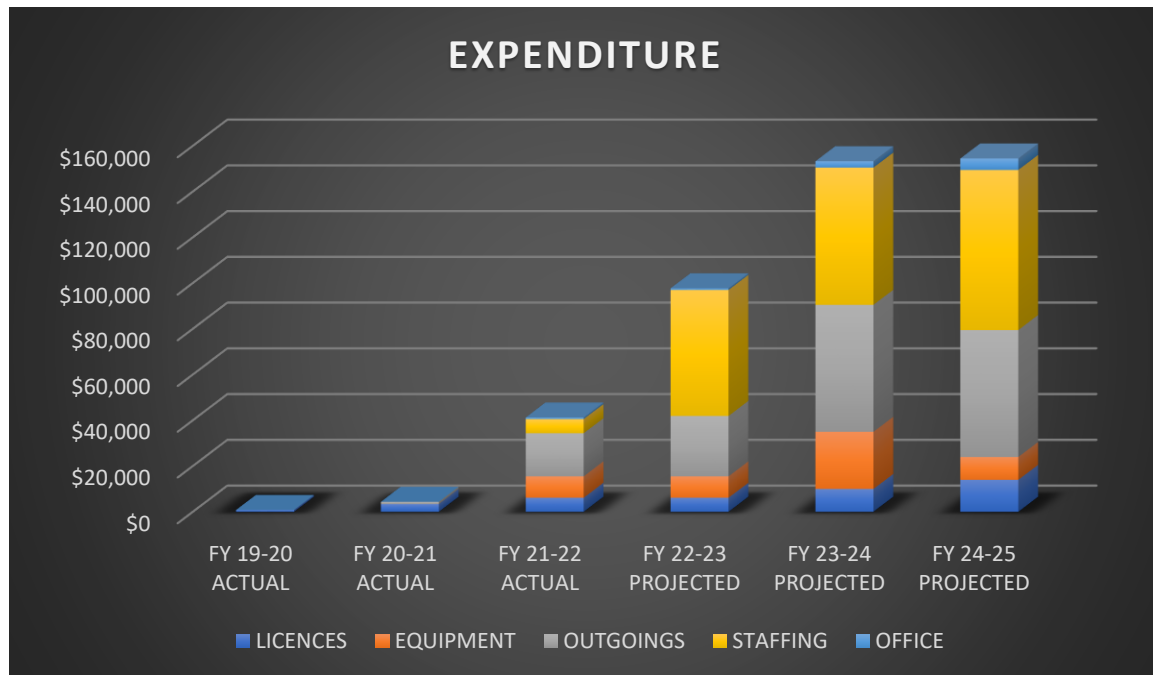


In FY 21-22, LanceTV Inc. were successful in securing a number of funding sources for a number of projects. In late 2021 we received \$16,450 to develop the digital community television project QCTV. We were also successful in securing a one-time grant of \$50,000 for organisational development. This grant enabled us to contract an advisor who assisted us to recruit and develop our Board, and also worked with us to develop this Strategic Plan. We also received \$28,000 in the FY 2022-23 to create our flagship show LaNCE TV.

Over the course of the Strategic Plan's implementation, LanceTV Inc aims to increase its income stream and lower its dependency upon grant funding for projects. The majority of funds will come from partnerships, sponsorships, and donations. Additionally, with the development of the QCTV platform, income will also be sourced through the sales of commercial space. Finally, we will seek to increase contributions from large regional companies and foundations via program grants, and the hire of studio space, technical equipment, and the broadcasting of events for external third parties.

## LanceTV Inc. Strategic Plan 2023-2025

### Financial Projections



Overall expenses are projected to rapidly increase in accordance with our relocation, from a suburban private rental property, into a publicly accessible space in the FY's 2023-25. Expenditure into current projects and initiatives is weighted towards the early years of the Strategic Plan. Should income exceed projections, LanceTV Inc. has identified specific initiatives within the Strategic Plan that are primed for accelerated implementation.

# LanceTV Inc. Strategic Plan 2023-2025

## Appendix A

### Vision

A world in which LGBTIQ+ communities are valued, heard and visible in all spaces of media and community.

| <u>Principles</u>   | <u>Purpose</u>  |
|---|---|
| <p>Our guiding principles are simple:</p> <p><b><u>Inclusion:</u></b> We work to ensure everyone has meaningful access to the places, spaces and platforms we create and work within, where all contributions from our intersectional communities are equally valued.</p> <p><b><u>Community centred:</u></b> We are led by, for and with the community. We uphold the principle of 'nothing about us, without us'.</p> <p><b><u>Integrity:</u></b> We are honest and transparent. We do what we say, and what we do matters.</p> <p><b><u>Creativity:</u></b> We work through the framework of arts-based practice, and value and honour creativity in all of its forms.</p> <p><b><u>Collaboration:</u></b> We work together to amplify grassroots movements and LGBTQIA+ organisations working in this space. We believe in supporting one another to take up and share power, space, skills, and resources.</p> <p><b><u>Openness:</u></b> We are open to trying new things, exploring curiosity, and are open to a life that is more fun with some humour.</p> | <p><i>To create safe, inclusive, and fun spaces for regional LGBTIQ+ communities to connect, celebrate and have their voices heard through arts-based practice.</i></p> |

# LanceTV Inc. Strategic Plan 2023-2025

## Appendix A (cont.)

### External Goals and Strategies

|  |   |
|--|---|
| <b>External Goal 1: Created connected communities: LGBTQIA+ people and communities are more connected in physical and online spaces.</b>             |   |
| Developing both online and physical spaces that are accessible and inclusive   | Our reach increases on social and online platforms  |
| Host happenings that promote inclusion, community safety and celebrate our lives, shared histories, and experiences                                  | Responses to community feedback mechanisms (online surveys, community participation in events) demonstrate this |
| Reaching more people in the places and spaces where community have cited increased feelings of isolation and loneliness                              | Seeing increased participation at events and on platforms   |
| Building the skills and capacity of LGBTQIA+ people through workshops and activities so they can meaningfully participate in Lance TV activities     |   |
| <b>External Goal 2: Developing inclusive platforms: LGBTQIA+ people have access to inclusive platforms for storytelling, news and entertainment.</b> |   |
| Taking the development of the QCTV platform into Phase 2 through seed and/or ongoing funding **  | We have multiple platforms running simultaneously   |
| Continuing to broadcast Lance TV   | We have diverse content on our platforms that is increasing in both viewership and content submissions          |
| Diversifying the voices and stories that are told on this platform through both organic development and seeking out creators **                      | Demand for our services increases   |
| Supporting the broadcasting for external events across the regions e.g. Globe awards or ChillOut Festival  | Other media outlets pick up our content or promote LGBTQIA+ stories   |
| <b>External Goal 3: Build strategic partnerships: LanceTV Inc. is a strong collaborator and connector within the sector</b>                          |   |
| Actively reaching into established networks  | Regional LGBTQIA+ communities work collaboratively to achieve common goals                                      |
| Supporting grassroot networks and organisations in through our hub in Ballarat and through partnerships in other regional communities                | LanceTV Inc.'s expertise is used to enhance the activities of other organisations                               |
| Collaborating on events and broadcasting activities  | We co-create and deliver meaningful support for LGBTQIA+ community  |
| Sharing our knowledge, skills and resources  |   |
| Continued relationship with C31 Melbourne  |   |
| Working with all levels of decision-making bodies to enhance our ability to achieve our purpose  | We receive support for various funding ventures   |

*\*\* Denotes strategies to be accelerated, should funding exceed projections*

# LanceTV Inc. Strategic Plan 2023-2025

## Appendix A (cont.)

### Internal Goals and Strategies

|  |  |
|--|--|
| <b>Internal Goal 1: Building capacity - our own, our communities and our peers.</b>  |  |
| Recruiting staff and volunteers to collectively work toward our purpose  | Our Staff and Board feel confident in their ability to undertake their roles                                 |
| Supporting the ongoing development of our Board, staff and volunteers  | Reduced/minimal turnover of staff and Board on an annual basis   |
| Ensuring our staff can be meaningfully and adequately remunerated  | The organisation can adequately meet the needs of all team members   |
| Developing a volunteer base to support our work and enhance community skills and knowledge   |  |
| Undertaking training, mentorship and up-skilling   |  |
| Sharing skills with others to decentralise power and reduce workload   |  |
| <b>Internal Goal 2: Ensure financial and operations sustainability</b>   |  |
| Developing the organisation financial systems and processes that support our long- and short-term planning and growth  | High acquisition rate of grants  |
| Actively seeking diversified funding sources including fee-for-service jobs (broadcasting, hosting, workshops and hiring of space etc.), grants, philanthropy, govt funding, sponsorship, and advertising etc. (with a focus on self-sustaining sources) | Ability to undertake and meet budget requirements on an annual and semi-annual basis                         |
| Improving financial literacy skills of the organisation  | Minimal budget variance demonstrated at AGM  |
|  | Treasurer is supported to do their role/we can finance the skills needed to grow the organisation            |
|  | Increased job income streams and sponsorships  |
|  | Self-generated revenue streams increase  |
| <b>Internal Goal 3: Increase brand awareness and salience</b>  |  |
| Increasing our media reach through all channels including social media, LTV and QCTV platforms**   | Actively invited into spaces to work with others/give advice on matters pertaining to community/broadcasting |
| Collaborating with other established orgs and movements  | People seek out Lance TV Incs services   |
| Being visible in the community both online and in physical spaces  | Gaining industry and sectoral recognition  |
| Broadening our content to reach more varied and diverse audiences**  | Ability to critically evaluate and select work that best progresses the organisation                         |
| Accessing mainstream spaces to promote our work  |  |
| Mapping key stakeholders and networks, and pursuing and maintaining relationships  |  |

*\*\* Denotes strategies to be accelerated, should funding exceed projections*

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and entertain LGBTIQA+ people in all of their  
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