



COMMUNITY  
BROADCASTING  
ASSOCIATION OF  
AUSTRALIA



# STRATEGIC 2015 PLAN 2018

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AIR

## FOREWORD

Community broadcasting contributes to, and is a reflection of, an Australia that is an open society, a strong democracy and a vibrant culture.

This is the sector's vision for community broadcasting, developed in collaboration with representatives from the Australian Community Television Association, the Australian Indigenous Communications Association, Christian Media Australia, the National Ethnic and Multicultural Broadcasters' Council, Radio for the Print Handicapped and the Community Broadcasting Foundation.

This vision is informed by our collective focus, and by our aspiration for community broadcasting to be recognised as a key pillar in Australian broadcasting and a valued contributor to Australian society.

As this strategic plan demonstrates, over the coming years the CBAA will take a leading role in achieving this vision by doing what we do best: we champion community broadcasting by building stations' capability and creating a healthy environment for the sector to thrive.

The sector will go from strength to strength as we continue to nurture a supportive political environment, carry out extensive research to inform and positively influence public policy, expand our networks and raise awareness of community broadcasting and, importantly, recognise and celebrate the hard work and incredible contributions of the people who power our movement.

Along the way, as always, we will be there to provide stations with guidance and support on programming, content development and infrastructure. We will help stations and their communities find, learn from and support each other, and always remain a go-to source for information, knowledge and advice.

We are committed to ensuring our governance is strong, and in all our activities will maintain solid systems, policies and processes that promote financial sustainability and accountability. We will establish and grow new income streams to diversify our financial resources and foster a positive, high-performing and engaging working environment, and ensure our technology is highly conducive to productivity, collaboration and efficiency.

This strategic plan exists to serve the almost five million people that listen to community radio across Australia each week, the 22,000 people that give their time to their local station as volunteers and the dedicated staff that push 444 stations to serve their communities even better.

We look forward to working with you to achieve our vision.

**Adrian Basso, President**

**Jon Bisset, General Manager**



# ABOUT THE COMMUNITY BROADCASTING SECTOR

Community broadcasting is a vital part of the Australian media landscape. It plays an important role in providing a platform for communities that aren't adequately serviced by other broadcasting sectors. These include:

- Indigenous Australians
- Ethnic communities
- Educational services
- Religious communities
- Reading services for print disabled communities
- Music, arts and cultural services
- Youth and seniors communities

These community broadcasting services:

- Provide a diverse range of viewpoints that enrich the social and cultural fabric of Australian society and contribute to public interest outcomes
- Promote the identities of local communities and contribute to social inclusion
- Provide opportunities for participation in free-to-air public broadcasting and content production
- Contribute to media diversity
- Generate a significant amount of local content
- Provide a unique range of services and programs

**The CBAA's Mission** is to champion community broadcasting by building stations' capability and creating a healthy environment for the sector to thrive.

# SECTOR COMPASS POINTING THE COMMUNITY BROADCASTING SECTOR TOWARDS THE FUTURE

## SECTOR VISION

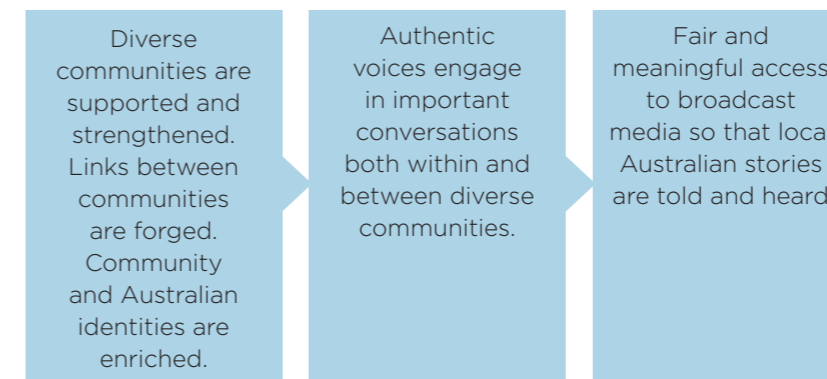
The Community Broadcasting Sector contributes to, and is an active expression of, an Australia that is:

- An open society**
- A strong democracy**
- A vibrant culture**



## SECTOR FOCUS

Our Vision for Australia will be achieved through strengthened communities that arise from authentic conversations catalysed by fair and meaningful access to broadcast media.



## SECTOR ASPIRATION

We aspire to see the Community Broadcasting Sector recognised as a key pillar of Australian broadcasting and a valued contributor to Australian society. As such it is: authentic & excellent; innovative; sustainable; accessible; trusted; and diverse.

In delivering on our Vision, the sector commits to upholding the guiding principles of community broadcasting:

- Promote harmony and diversity and contribute to an inclusive, cohesive and culturally diverse Australian community
- Pursue the principles of democracy, access and equity, especially for people and issues not adequately represented in other media
- Enhance the diversity of programming choices available to the public and present programs that expand the variety of viewpoints broadcast in Australia
- Demonstrate independence in programming as well as in editorial and management decisions
- Support and develop local arts and music
- Increase community involvement in broadcasting



# CBAA STRATEGIC PRIORITIES: 2015-18

**SUPPORTIVE ENVIRONMENT**  
BUILD A HEALTHY ENVIRONMENT  
IN WHICH COMMUNITY  
BROADCASTING CAN THRIVE

**CAPABILITY AND  
SUSTAINABILITY OF STATIONS**  
GROW THE CAPABILITY AND  
SUSTAINABILITY OF STATIONS

**CBAA VIABILITY AND GROWTH**  
STRENGTHEN THE CBAA'S  
CAPACITY TO PROVIDE  
LEADERSHIP

# STRATEGIC PRIORITY 1

BUILD A HEALTHY ENVIRONMENT IN WHICH COMMUNITY BROADCASTING CAN THRIVE



## OBJECTIVES INCLUDE:

- a. Nurturing a supportive political environment.
- b. Influencing public policy through leadership and research.
- c. Developing and maintaining internal and external sector relationships and networks.
- d. Raising public, community and social awareness of community broadcasting.
- e. Recognising and celebrating community broadcasting.

## KEY DELIVERABLES INCLUDE:

- Proactively working with influential political stakeholders to strengthen knowledge, understanding and support of community broadcasting sector policies and programs;
- Expanding the footprint of digital community radio services to regional areas of Australia;
- Renew the CBAA Research Strategy to better understand and meet the needs of the organisation, stations and the sector;
- Convening the Community Broadcasting Sector Roundtable to identify and advance issues of mutual interest;
- The development and coordination of initiatives that raise awareness of community broadcasting;
- Strengthening the annual CBAA Awards to recognise and celebrate excellence in community broadcasting;
- Completing a review of the Community Broadcasting Codes of Practice;
- Acting as a central point for community broadcasting, providing regular advice, information, resources and news and promoting opportunities to stations and other stakeholders.

# STRATEGIC PRIORITY 2

GROW THE CAPABILITY AND SUSTAINABILITY OF STATIONS

## OBJECTIVES INCLUDE:

- a. Providing stations with programming and with content development guidance and support.
- b. Cementing the CBAA as the go-to source for information, knowledge and advice.
- c. Developing and providing infrastructure and solutions to scale.
- d. Strengthening the skills and knowledge of station communities.
- e. Helping stations and their communities find, learn from and support each other.

## KEY DELIVERABLES INCLUDE:

- Increasing emphasis on building stations capability by exploring the development of new initiatives that:
  - Support stations to improve their financial viability and sustainability;
  - Improve the transmission quality of regional and/or rural stations;
  - Enable stations to promote their radio programs and Australian music through a suite of online services;
  - Facilitate connections and knowledge sharing through a program of localised and/or special interest events, forums and multi-platform initiatives;
  - Encourage collaboration between stations;
  - Encourage storytelling by new and emerging producers around Australia and assist them to forge links with stations.
- Strengthening and growing the CBAA National Conference to ensure it is a professional and financial success;

- Proactively providing advice and resources to help stations achieve their missions, including through a comprehensive and up to date resource hub, an information line, a comprehensive webinar program and other relevant initiatives;
- Providing cost savings on stations' core business expenses;
- Curating the Community Radio Network to continue offering high quality flagship programs and a selection of the best station-driven content;
- Promoting and distributing contemporary Australian music to stations through the Australian Music Radio Airplay Project (Amrap);
- The operation of services and infrastructure to enable 37 licensed metropolitan-wide community broadcasters to provide digital radio services;
- Growing the Community Radio Content Distribution Hub and the Digital Delivery Network so that it provides an increasing variety of content in addition to the Community Radio Network.

# STRATEGIC PRIORITY 3

## STRENGTHEN THE CBAA'S CAPACITY TO PROVIDE LEADERSHIP



### OBJECTIVES INCLUDE:

- a. Ensuring the CBAA is financially well managed with strong systems, policies, and processes underpinning governance and accountability.
- b. Fostering a positive, high-performing and engaging working environment.
- c. Diversifying financial resources by establishing and growing new income streams.
- d. Facilitating productivity, collaboration and efficiency through information and communications technology.

### KEY DELIVERABLES INCLUDE:

- Continually building an engaged, vibrant, well-informed, effective and well supported workforce;
- Aligning CBAA resources, structure and processes to support the organisation's strategic direction;
- Building a sustainable financial model, focussing on diversifying and growing revenue streams, through;
- Establishing a systematic process for evaluating, selecting and sun-setting products and services;
- Growing the CBAA Community Education Program;
- Sourcing new funding opportunities from government, trusts, foundations and individual giving, along with growing corporate sponsorship and partnerships;
- Completing the transition to the CBAA's Association Management System.





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