


Community Broadcasting Foundation Strategic Plan 2017-2021

Community Broadcasting Foundation acknowledges First Nations' sovereignty and recognises the continuing connection to lands, waters and communities by Traditional Owners of Country throughout Australia. We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders both past and present. We support and contribute to the process of Reconciliation.





We Support & Champion Community Broadcasting

INTRODUCTION

We support and champion community-owned and operated media to connect people and tell vital, local stories so that we have a vibrant Australian culture and a healthy democracy.

Each year we provide more than \$15 million in funding to support the 500 community broadcasting services operating in communities across Australia.



INTRODUCTION

About Community Broadcasting

Community broadcasting involves participation in non-profit media which is committed to access, diversity, inclusion, independence, localism, multiculturalism, and social justice.

Our Grant Programs

Our grant programs assist community broadcasting organisations in urban, regional, rural and remote Australia to produce media for and by communities.

The projects we fund range in size and scope: from nation-wide projects that enhance the impact of community broadcasting, to grants for equipment or capacity building on a local level. Many of the projects we fund support the production of content that is shared with audiences on air or on demand. Programs, series and segments share information in community languages, foster discussion about issues and raise the profile of community groups and services, musicians, artists and story tellers.

Consultation and Independence

The Foundation promotes an open dialogue with stakeholders within the community broadcasting sector and with government but operates at arms-length from both. Our independence is essential for fair, equitable and transparent grants processes.

The voluntary involvement of experienced community broadcasters and industry experts is at the heart of how we operate.

Together, our volunteers read almost a thousand grant applications each year. Our volunteers contribute their insights and experience so that our grant programs respond and adapt to meet the changing needs of the community broadcasting sector.



OUR VISION

A voice for every
community –
sharing our stories



OUR VALUES

- Diversity and Inclusion
- Strong Governance, Transparency, Independence, Integrity and Trust
- Valuing and Underpinning Community, Place and Identity

We support the community broadcasting sector compass:

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.

Diverse communities are supported and strengthened. Links between communities are forged. Community and Australian identities are enriched.

Authentic voices engage in important conversations both within and between diverse communities.

Fair and meaningful access to broadcast media so that local Australian stories are told and heard.

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 and excellent, innovative, sustainable, accessible, trusted and diverse.

In delivering 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 or 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

Strategic Priorities 2017-2021:

- Advance Community Media
- Grow Community Media's Resource Base
- Tell Our Story





Goal 1: Advance Community Media

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We strengthen and develop Australian community media to be resilient, sustainable and integrated into the fabric of Australian communities.

GOAL 1: ADVANCE COMMUNITY MEDIA

We strengthen and develop Australian community media to be resilient, sustainable and integrated into the fabric of Australian communities.

Strategies:

- Support station resilience
- Build audiences by funding compelling content
- Support sector organisations to thrive
- Fund research to identify the gaps in community radio service delivery

Key deliverables:

- Fund activities and initiatives that strengthen the health of stations: their governance, income generation capability and technical capacity
- Support the implementation of the CBAA's *station health check* process, aggregated outcomes indicate steady improvement in station governance, operational effectiveness and self-sufficiency
- Support sector research to ensure decision-making is evidence-based
- Support the development and further strengthening of the Community Broadcasting Sector Roundtable as a forum for national sector representative organisations to identify and advance issues of mutual interest
- Each funded sector representative organisation introduces an annual survey of membership satisfaction, and net promoter scores increase annually
- Key stakeholders are invited to contribute to an evaluation of the outcomes of the CBF's structure & governance review
- A framework developed to guide the Content Grants Advisory Committee as it balances support for existing quality programs and projects with seeding support for new or innovative content
- Sector organisations are engaged in a process to identify the next steps for how the CBF might support the establishment of further community radio services addressing community needs.



Goal 2: Grow Community Media's Resource Base

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We want to fund resources and support services to increase station sustainability so that our diverse Australian cultures continue to be reflected and served by freely accessible community media.



GOAL 2: GROW COMMUNITY MEDIA'S RESOURCE BASE

We want to fund resources and support services to increase station sustainability so that our diverse Australian cultures continue to be reflected and served by freely accessible community media.

Strategies:

- Review and prioritise fundraising strategies
- Maximise efficiencies of spending on content and content distribution technologies

Key deliverables:

- Maintain our impeccable record as a trusted steward of sector funding through high quality reporting to, and a continued effective relationship with, the Department of Communications and the Arts
- Deductible gift recipient status is achieved and used as a key fundraising tool.
- Fundraising strategies and targets are reviewed on receipt of Deductible Gift Recipient status
- Implement a new database to improve our efficiency, facilitate effective long term relationship building with supporters, and to aid achievement of our fundraising goals
- Our database of prospective donors grows by 30% each year
- CBF funds are leveraged as a matched funding incentive
- Matched funding used to double the number of stations using crowdfunding strategies
- Workshop with sector organisations the feasibility of group buying of resources and whether shared facilities or infrastructure could save the sector money
- Any development of additional content distribution platforms is coordinated to minimise duplication and respond to audience trends

Goal 3: Tell Our Story

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We want to increase public awareness and understanding of community broadcasting, and to raise our public profile.



GOAL 3: TELL OUR STORY

We want to increase public awareness and understanding of community broadcasting, and to raise our public profile.

Strategies:

- Devise and implement a strategic communications framework
- Focus on promoting success stories
- As a promotional tool for fundraising, clarify and strengthen grantee obligations to acknowledge CBF funding

Key deliverables:

- Resources allocated towards branding development and a strategic communications framework that embeds storytelling into everything we do
- Staff and volunteers are trained to identify suitable stories, and funding recipients are encouraged and supported to tell compelling stories about the outcomes of their grants
- 12 key success stories are published annually, showcasing the activities we support, the awards we have supported or that the sector has won, and the diversity and value of the sector to the community
- Annual targets for increasing engagement in CBF's online platforms are set and met
- Funded content proudly and prominently features acknowledgements of CBF funding support
- Grantees are making use of ready-to-use collateral to acknowledge CBF funding support and direct interested people to find out more about us via our website





A voice for every
community – sharing our stories

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Foundation**

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