



# **Community Broadcasting Foundation**

## **Strategic Plan**

November 2021

**Our VISION**

Community broadcasting is **at the heart of every community.**

**Our PURPOSE**

To fund a **thriving and resilient future** for community broadcasting.

**Our ROLE**

To fund

To **engage and listen**

To build capacity

To **collaborate and advocate**

**Our OUTCOMES**

**Our PRIORITIES**

**Capability and viability**

that secures a sustainable and long-term future.

Strategic and long-term thinking

Resilient sector

Sector capability and capacity

Strong governance and practice

**Participation and voice**

that creates connection and belonging throughout our diverse community.

Granting for positive impact

Representative and inclusive community media

Community participation

**Partner and influence**

that champions community broadcasting.

Build awareness

Partnerships

Sector advocacy and influence

Demonstrable impact

**Our strong foundations**

that help us deliver on our commitments.

Nurture and build trusted relationships

Strive for objectivity and maintain our independence

Embed research and insights

Invest in the skills and experience of CBF staff and volunteers

Maintain and build strong governance and practice

**Our BELIEFS**

... we believe hearing stories from our diverse and local communities enriches lives and connects us.

... we believe independent, local and authentic voices creating trusted news, information and cultural content strengthens our society.

... we believe in the need for CBF to be independent and transparent in supporting a resilient sector for the long-term.

**Our VALUES**

**Community-minded** | We care.

**Collaborative** | We listen and work together.

**Inclusive** | We embrace and celebrate diversity.

**Trusted** | We work with integrity.

**Our OUTCOMES**

**Our PRIORITIES**

**Capability and viability**

that secures a sustainable and long-term future.

**Strategic and long-term thinking**

We fund and support long-term thinking to address the big issues facing the sector and realise opportunities through strategic investment and longer term granting.

**Resilient sector**

We fund the sector to develop, test and embed key principles of resilience for long-term viability.

**Sector capability and capacity**

We work to identify, invest and build relevant capability and capacity to help community broadcasting stations to thrive.

**Strong governance and practice**

We encourage grantees to develop and embed good governance practices that strengthen inclusivity, accessibility, accountability, process and decision-making.

**Participation and voice**

that creates connection and belonging throughout our diverse community.

**Granting for positive impact**

Our grants take into account the diversity and inequities across the sector – we fund on the basis of creating positive impact, ensuring communities and their stories are heard and valued.

**Representative and inclusive community media**

We support community media organisations to be engaged with, connected to and reflective of their community.

**Community participation**

We support diverse communities access to information, cultural and local content that enables active participation in community life.

**Partner and influence**

that champions community broadcasting.

**Build awareness**

We work together to better articulate community broadcasting's value and impact, and to build broader awareness and understanding of the community broadcasting story.

**Partnerships**

We collaborate purposefully with sector peaks and other key stakeholders to deliver positive and meaningful change.

**Sector advocacy and influence**

We use our unique position, experience and knowledge to champion the community broadcasting sector to influence and inform future investment and policy.

**Demonstrable impact**

We capture, understand and communicate the value and positive impact community broadcasting creates.

**Our strong foundations**

that help us deliver on our commitments

**Nurture and build trusted relationships**

We nurture and build trusted relationships that deliver clear and demonstrated value and support collective outcomes.

**Strive for objectivity and maintain our independence**

We strive for objectivity and maintain our independence through every decision and action.

**Embed research and insights**

We use research and insights to inform our decisions.

**Invest in the skills and experience of CBF staff and volunteers**

We value, nurture and invest in the skills, knowledge and experience of CBF staff and volunteers.

**Maintain and build strong governance and practice**

We embed robust governance and practice in everything we do.

**Our OUTCOMES**

**How will we know we have been successful**

**Capability and viability**

that secures a sustainable and long-term future.

**Strategic and long-term thinking**

**Resilient sector**

**Sector capability and capacity**

**Strong governance and practice**

**Key measures**

- Increasing proportion of stations 'surviving' or 'sustainable' (CBAA-modified Social Ventures Australia measure relating to organisational operating surplus)
- Over time an increasing proportion of grants focused on the future via a CBF Future Fund
- Increasing proportion of stations implementing and reflecting improvement against Station Resilience indicators
- Major sector-wide initiatives deliver capability and viability outcomes
- Audiences are growing across all platforms

**Participation and voice**

that creates connection and belonging throughout our diverse community.

**Granting for positive impact**

**Representative and inclusive community media**

**Community participation**

**Key measures**

- Increasing proportion of grants that achieved their objectives and are creating positive social and economic impact
- Content funded meeting or exceeding our *Supporting Content Framework* targets
- *Supporting Inclusivity Framework* and targets developed for our grant programs to guide our decisions and hold us accountable
- Maintaining or increasing the total number of participants in community media over time
- Increasing proportion of audience and participants agree community media provides them with a valuable connection to their community

**Partner and influence**

that champions community broadcasting.

**Build awareness**

**Partnerships**

**Sector advocacy and influence**

**Demonstrable impact**

**Key measures**

- Increasing awareness of community media in the community over time
- An increase in the community media sector's economic and social value and impact
- Total government funding to the sector increasing over time

**Our strong foundations**

that help us deliver on our commitments

**Nurture and build trusted relationships**

**Strive for objectivity and maintain our independence**

**Embed research and insights**

**Invest in the skills and experience of CBF staff and volunteers**

**Maintain and build strong governance and practice**

**Key measures**

- Community media stakeholders feel supported, heard and engaged in our work building increased trust in the grant process and strategic direction over time
- Staff and volunteers feel included, valued, informed and purposeful, and have opportunities to develop their skills
- Regular review of our governance practices, ensuring we are embedding and strengthening inclusivity, accessibility and best practice



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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 culture, and to Elders both past and present. We support and contribute to the process of Reconciliation.