

Our Strategy

Our strategy places broadcasters at the centre of everything we do. It determines our purpose, to fund a thriving and resilient future for community broadcasting.

In addition to funding, we engage and listen, build capacity, collaborate and advocate.

| Our outcomes | Priorities | | | |
|---|--|--|---|--|
| 1. Capability and viability Securing 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. | | |
| 2 Participation and voice Creating connection and belonging through 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. | | |
| 3 Partner and influence Champions for 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 - helping us deliver on our commitments | | | | |
| Nurture and build trusted relationships | Objectivity and independence | Embed research and insights | Invest in skills and experience | Strong governance and practice |
| We nurture and build trusted relationships that deliver clear and demonstrated value and support collective outcomes. | We strive for objectivity and maintain our independence through every decision and action. | We use research and insights to inform our decisions. | We value, nurture and invest in the skills, knowledge and experience of CBF staff and volunteers. | We embed robust governance and practice in everything we do. |

Outcome 1:
Capability
and viability

Securing a
sustainable and
long-term future.



Capability and viability

We invested in a number of major projects to ensure community broadcasters have everything they need to run strong, thriving and resilient organisations.

These projects included future-focussed, sector-wide initiatives to build the knowledge and expertise of community broadcasters, and implement the latest digital technologies so listeners can access their favourite content when and where they want it.

At the station level, our Development & Operations grants funded hundreds of projects to support day-to-day running costs, enhance governance practices and build capability.

Building station resilience

In consultation with the sector, we began implementing outcomes of the Station Resilience review (completed by Think Impact in 2021). This review assessed how our grant programs could support station resilience into the future.

Our team have been examining the proposed station resilience model and what each element practically looks like for our grant applicants. These discussions will help inform our grant program and evaluation frameworks to ensure we are contributing to a sustainable and long-term future.

We also began developing our own evaluation frameworks to ensure alignment with our new Strategic Plan. As part of this, we began development of a new outcomes-based granting model that will inform a performance management framework. This will allow us to more effectively track how our grants are contributing to positive social and economic outcomes, and measure their impact on the sector.

Measuring our progress

Capability and viability that secures a sustainable and long-term future

| Our measures | Our progress |
|---|-----------------------|
| Increasing proportion of stations 'sustainable' or 'surviving' | <u>On track</u> |
| Over time an increasing proportion of grants focused on the future via a CBF Future Fund | <u>In development</u> |
| Increasing proportion of stations implementing and reflecting improvement against Station Resilience indicators | <u>On track</u> |
| Major sector-wide initiatives deliver capability and viability outcomes | <u>On track</u> |
| Audiences are growing across all platforms | <u>On track</u> |



98%

of station streams accessible via the Community Radio App



\$1.5M

for radio transmission



1,224

community broadcasters completed training



\$9.3M

invested in sector coordination and projects



149

stations subscribed to the Community Radio Network (CRN)

Capability and viability

"I love learning and I'm in desperate need of such classes to find my way around and hopefully find a job in this field. We are all satisfied with these classes!"

Khatima Jafery, course participant



Afghan women in the studio at Casey Radio.

Empowering with radio training

The National Ethnic and Multicultural Broadcasters' Council (NEMBC) teamed up with the CMTO to deliver a series of multimedia and content creation training to linguistically diverse media makers from new and emerging communities in Australia.

The courses provided hands-on training in audio and video radio production, media law, codes of practice, presentation techniques, social media, multimedia distribution and program development. It was particularly targeted at women and young people from Africa and Afghanistan whose lives have been profoundly disrupted by war and social upheaval in their home countries.

A total of 63 Afghan and African women and young people participated in the training.

As part of this project the NEMBC worked closely with local community groups Community Four, Afri-Aus Care's African Mama's group, and the Afghan Women's Group. They are also working with other local organisations, such as the North Melbourne Public Housing Estate on the Paving the Way Forward Program, to develop radio programs and podcasts for and by African women and young people.

This included developing online radio streaming to share information between housing estates, as well as working with the Ubuntu Project, a youth-led community organisation supporting the creation of creative hubs in the area.



CMTO trainer Kween G and Olivia Duffey (END FM). Photo courtesy of CMTO.

Training for the future

In 2021/22, the Community Media Training Organisation (CMTO) delivered Accredited and Pathways training to 1,224 community media volunteers/ workers from 164 community media stations and organisations. Of the stations that engaged with the training, 58% were in rural, regional and remote areas and 15% supported Ethnic (3%), First Nations (7%) and RPH (5%) communities.

Training included:

- 705 National Training Program places in broadcast media production and presentation and management skills
- 519 Leadership and Enterprise Development Program places in governance, strategic planning, management and emergency preparedness.

The ongoing impacts of COVID-19 meant that training programs were delivered as online/blended and face-to-face learning methods.

Capability and viability



Susan Porter in the studio at 3MBS FM.

Taking fine music everywhere

3MBS is Melbourne's fine music community radio located on the lands of the Kulin Nation. It broadcasts over 50 programs to a passionate and growing community of listeners.

The team at 3MBS were delighted when the Community Radio Plus app was launched in early 2022 knowing this would help broaden and expand their audience base, as well as improve the experience for their regular listeners by giving the option to listen to their favourite programs on the go - a benefit particularly appreciated by those who reluctantly tuned out mid-program or mid-symphony if they had to move away from their radio.

Rosalind Smallwood, a long-time listener and subscriber in her early 90s, was especially thrilled to hear about Community Radio Plus. In mid-2021, she'd contacted the station suggesting they develop an app because radio reception in the

aged care home she'd moved to was not good and she was missing her favourite shows.

Adrian McEniery, 3MBS Program and Content Manager, says, "Our audience isn't always in a position to listen to their favourite programs when and where they want. Now with the app in your pocket you can go anywhere and keep listening – it really gives our audience a great continuity of listening experience".

The app gives listeners access to all 3MBS live programs, the station's entire catalogue of podcasts and detailed program information. While it's still early days, 3MBS are seeing promising signs the app is helping more people find the fine music they love.



[Download the Community Radio Plus app](#)



Lofty Radio presenter, Stephen Lucas at the Steamranger outside broadcast.

Lofty Radio (replacing loaned equipment)

Lofty Radio broadcasts from the Adelaide Hills in South Australia on Kaurna country. In setting their station up, they borrowed everything needed from the South Australian Community Broadcasters Association (SACBA)'s equipment bank. When they were awarded their permanent licence in late 2020, the CBF helped them purchase their own equipment, in addition to supporting electricity, transmission and studio rental costs, and attracting volunteers.



Paw Media presenter Mildred Napaljarri Spencer in the Yuendumu studio.

PAW Media (remote monitoring)

PAW Media and Communications is located in the Northern Territory's remote town Yuendumu on Warlpiri country. PAW Media works with local people in language, creating unique First Nations radio, video and music productions. They also provide media services to remote Indigenous radio stations across 14 central Australian communities. PAW Media were able to install remote monitoring equipment to minimise downtime when there are outages - ensuring people in the areas stay informed and connected.

Capability and viability



Community Radio Plus app.

Expanding community radio audiences

The multi-year Multiplatform Distribution Project provided community radio stations across Australia with ready access to digital tools and data to help them reach and build their online audiences, streamline operations and increase income. In March this year, the Community Broadcasting Association of Australia (CBAA) launched the Community Radio Plus app. 98% of community radio station streams are currently published on the app, streaming their rich and varied content to listeners live and on-demand. Smart speaker technology and car-play services are also in development.

Other strategic sector investment provided station-level access to affordable digital technologies. This included the ability to easily update and manage radio websites using a centralised platform, and tools to grow audiences through social media, email and mobile devices. During 2021/22, 45 stations subscribed to the CBAA's website service.

The Digital Radio Project continued to facilitate and manage the community broadcasting sector's access to the free-to-air digital radio platform on an affordable basis. DAB+ services are currently available to almost 70% of the Australian population across the eight capital cities, with 57 full-time services currently being broadcast by 50 designated community radio licensees. Additional capacity and implementation work was a key focus area with DAB+ services due to be launched soon in the Gold Coast along with small-scale trials to boost capacity and explore pathway opportunities in sub-metro areas.



Emily Minney working on 2022 election coverage for the CRN. Photo courtesy of 2MCE.

Trusted news reaching millions of listeners weekly

National Radio News (NRN) celebrated 25 years in March 2022, after being first broadcast by George Negus on 31 March 1997. Throughout this period, the NRN has continued to provide high quality, timely and relevant news bulletins with national weekly reach growing to 1.69 million. The work of the sector's Canberra press journalist, Amanda Copp, continued to build the profile of the community broadcasting sector as a legitimate news provider – particularly during the 2022 Federal election when Amanda spent time on the campaign trail with the candidates, as well as connecting with communities to hear their concerns.

The collaborative Community Radio Network (CRN), which allows radio stations to share some of the sector's best news, talk, music and entertainment programs, continued to grow with 11 organisations now contributing and sharing news content across the network.

Capability and viability



4ZZZ's Matt Hus and Ian Powne.

Creating community connection

Brisbane-based 4ZZZ (located on Turrbal country) was established to provide a radical alternative to mainstream news, promote engagement, diversity and activism in community life, and support local and Australian music. A key area of their current strategic plan is community engagement – connecting people in the community who need 4ZZZ.

Funding support for a Community Engagement Coordinator in 2021/22 contributed to volunteers feeling represented and engaged, helping bring more diversity to the station and building strong partnerships with local youth, ethnic and First Nations community organisations. Additional support has also helped free up time and resources so the station could focus on growing income and developing their volunteers.



Natalie Shea reading the Illawarra Mercury at 2RPH.

Expanding audiences of radio reading

2RPH provides radio reading services for people with low vision or anyone who finds it difficult to access or interpret published material from newspapers, magazines, books and other printed information. The station broadcasts daily readings and curated content that informs, educates and entertains its listeners 24 hours a day. 2RPH's long-term aim is to expand its reach to younger and more diverse audiences, and foster a sense of belonging and wellbeing in their community.

Transmission and salary support helped the station sustain their service in Sydney and Newcastle (Gadigal and Awabakal country), as well as extending RPH coverage to Wollongong and the Illawarra (Dharawal country).

Outcome 2:
Participation
and voice



Creating connection
and belonging through
diverse community

Participation and voice

Our grants help community media organisations engage with and connect to their communities – ensuring local voices, perspectives and stories are heard, helping people find a place where they belong.

At its heart, community media is a true reflection of the many diverse facets of our society, providing an important platform for local discussion, information, culture and content that isn't available in mainstream media.

Creating connection and belonging

Our grants supported 4,990 hours of local community radio and television content, including 1,537 hours of content produced by and for First Nations Australians and ethnic communities in language, and for those with a print disability. Despite the restrictions associated with the pandemic, our grants also ensured stations were able to engage directly with their communities through outside broadcasts at festivals and local events. More broadly, funding for sector-wide projects like the Community Radio Network (CRN) and Australian Music Radio Airplay Project (Amrap) ensured that greater numbers of people heard local community radio content and Australian music.

Measuring our progress

Participation and voice that creates connection and belonging throughout our diverse community

| Our measures | Our progress |
|--|-----------------------|
| Increasing proportion of grants that achieved their objectives and are creating positive social and economic impact | <u>On track</u> |
| Content funded meeting or exceeding our Supporting Content Framework targets | <u>In development</u> |
| Supporting Inclusivity Framework and targets developed for our grant programs to guide our decisions and hold us accountable | <u>Not started</u> |
| Maintaining or increasing the total number of participants in community media over time | <u>On track</u> |
| Increasing proportion of audience and participants agree community media provides them with a valuable connection to their community | <u>On track</u> |



93%

of listeners find community radio valuable



182

ethnic and First Nations Australian languages



778

communities supported through specialist radio programming

Participation and voice



Launch of the See Me - Stories of Ability series.

Shining a light on stories of ability

When Derrick Jonas put a social media post up on a bushwalking site for information about wheelchair-friendly options, little did he know that he'd soon be exploring 94 kilometres of Tasmania's LUFT (Launceston Urban Fringe Trail) with his new friend Dr John Ralph.

City Park Radio's podcast See Me – Stories of Ability is a six-part series featuring the personal stories of people living with a disability doing extraordinary things. Through interviews with host Jodie Lowe, the series gives listeners an insight into the strengths, achievements and aspirations of people living with a disability.

In the first episode, Derrick and John chat about how they worked together navigating the trail's challenging terrain to create the LUFT for wheels. Other episodes include interviews with Jacquie Spencer, a swimmer who has represented Australia multiple times in the Special Olympics, writer Avery McDougall, artist Michelle Murphy, Bonnie and her mum Jess O'Connor who run the Kanamaluka Wildlife Rehabilitation Centre, and singer Gopi Maya Rai.

City Park Radio has been broadcasting to listeners in Launceston and surrounding areas (Muwinina country) for over 35 years. A true reflection of its local community, the station attracts people of all ages, cultures and walks of life. See Me – Stories of Ability is one of many examples of content created by the station to meet the interests and needs of their community.



[Listen to See Me – Stories of Ability](#)



Yolŋu Radio team. Image courtesy ARDS.

Yolŋu Radio

Yolŋu Radio played a vital role delivering crucial news and public health information during the Covid-19 pandemic. Nearly 800 First Nations Australians living in Arnhem Land were given access to daily updates to keep listeners informed about constantly changing regulations. Yolŋu Matha News produced in-language news bulletins that were culturally appropriate.



Image courtesy My Little Culture Shock Facebook page.

Exploring diverse cultural experience

My Little Culture Shock on 1CMS in Canberra (Ngunnawal country) offers culturally diverse people the opportunity to explore how culture shock can have a profound impact on everyday living. Each week, this 30-minute program included local news and events, policy decisions and issues affecting family life. My Little Culture Shock reflects the diversity of the community, produced by multicultural broadcasters for multicultural audiences.

Participation and voice

"It's great to capture the stories before people aren't able to tell them anymore – you will laugh, you'll cry, but overall, you'll be inspired by the migrants who passed through Bonegilla migrant camp and went on to be the backbone of North-East Victoria."

Simon Reich



Photo courtesy of Bonegilla Migrant Experience Facebook page.

Building multicultural Australia - Bonegilla Stories

Bonegilla Stories is a six-part, 30-minute radio and podcast series that tells the stories of the many migrants, mostly from Europe, who came to Australia to start a new life. Arriving in droves over two decades from the late 1940s, they made a huge contribution to building the thriving multicultural country we are all part of today.

Bonegilla was an old army camp near Albury/Wodonga on Wiradjuri country that was transformed into a migrant camp, housing over 300,000 people during its 24-year operation. It was the largest and longest operating camp in Australia.

The series features first-hand accounts from Bonegilla migrants who passed through the camp, and are now elderly. Series creator, Simon Reich whose own father was resident of Bonegilla, feared these important stories that are

part of the recent history of our nation, may be lost. A CBF Content grant gave him the support he needed to make Bonegilla Stories.

A local musician, who had produced a Webby award-winning podcast about his father's experience being a migrant and living in Germany during World War II, Simon single-handedly conducted all the interviews, wrote all music, designed the soundscapes, and edited the audio to create the final product.

Bonegilla Stories was initially aired on 2REM in Albury and later on 3OAK FM in Wangaratta, and is available as a podcast.



[Listen to episodes of Bonegilla Stories](#)



The Reverend Pam Halbert OAM with HerStory presenter Taylah Strano.

Herstory – Women's Hall of Fame

RTRFM's HerStory podcast showcases the contributions of 13 Western Australian women who have been inducted into the WA Women's Hall of Fame. All have altered the course of history, and continue to shape the state today. Interviewees include the first WA female premier and federal politician Dr Carmen Lawrence, Walkley Award-winning journalist Estell Blackburn OAM, wheelchair racer Louise Sauvage OAM, actor and broadcaster Libby Stone. HerStory was produced by an all-female team.



Stories of the Desert

Coober Pedy on Arabana country is a desert town located nine hours north of Adelaide. Settled by Europeans in 1915 when opals were discovered, it was home to more than 5,000 people and 47 nationalities who built their homes underground to escape the relentless heat. Considered by many as the 'wild west', the town has a colourful history and a wealth of stories. Over eight episodes, Dusty Radio's podcast series share the stories of the local Arabana people and those who came to mine the opals.

Participation and voice



Diversity of artists featured on Amrap.

Amplifying Australian music

Community radio has long been one of the greatest supporters of Australian music, ensuring artists are heard by audiences. For over 20 years, Amrap has helped local musicians get airplay and given broadcasters easy access to content. This year, Amrap facilitated more than 258,000 downloads of music tracks.

Editorial and radio programming continued to focus on new and emerging artists from across the country. This included a diverse representation of artists and music styles. Of the 245 artists featured on Amrap, 80% identified as LGBTQI+, gender diverse, First Nations Australians or having non-Australian heritage.

Amrap's partnerships with organisations such as First Nations Media Australia to produce First Sounds, local music site Tone Deaf and Los Angeles station KCRW's Global Beat have provided opportunities to promote the breadth and diversity of Australian music here and overseas, and also highlight community radio as a vital resource for local artists. First Sounds in particular has increased awareness and airplay for First Nations-produced music with almost 100 artists featured so far.

Amrap also partnered with Creative Victoria to develop *Community Radio on Tour*, a series of concerts produced by regional stations featuring local, emerging and established acts. Part of the Victorian government's On the Road Again initiative, these delivered much-needed live entertainment after months of lockdowns, and opportunities to connect with regional and outer urban communities.




Iris, Ayan and Priya from Women on the Line broadcast on 3CR and via the CRN.

Sharing the best content to audiences nationwide

The CRN is a subscription service that allows community radio stations to share some of the sector's best news, current affairs, music and talk programs. This includes flagship programs such as The Wire and National Radio News.

In 2021/22, the CRN continued to be a valuable asset in helping to increase community media audiences across Australia by providing 149 stations with content to augment their local programming.



Outcome 3:
Partner and influence

Champions
for community
broadcasting

Partner and influence

Forming strong, productive partnerships is central to our strategy.

We understand the success of community broadcasting is dependent on identifying issues and opportunities, and working collaboratively with individuals, organisations and the Australian Government to achieve meaningful change.

We know that collectively we can achieve so much more by sharing resources, ideas and expertise to advance the sector we all love, and secure its future.

Measuring our progress

Partner and influence that champions community broadcasting

| Our measures | Our progress |
|--|-----------------------|
| Increasing awareness of community media over time | <u>In development</u> |
| An increase in the community media sector's economic and social value and impact | <u>In development</u> |
| Total government funding to the sector increasing over time | <u>On track</u> |



\$7.7M

invested in sector projects this year



87%

station staff/volunteers agree participating in community broadcasting deepened their connection to community



17

key indicators identified for governments to measure, monitor and report on First Nations representation in the media to support Close the Gap efforts

Partner and influence

“Community radio is about the power to connect and unite Australians. I firmly believe that strong community radio supports strong communities.”

The Hon Michelle Rowland MP



The Hon Michelle Rowland MP at the Sector Roundtable meeting.

Australian Government’s renewed commitment to the sector

The support provided by the Australian Government is critical to help us fund a thriving and resilient future for community broadcasting.

We were delighted that our new Minister for Communications, the Hon Michelle Rowland MP, showed a genuine interest in and knowledge of our sector. This was demonstrated in a pre-election commitment to provide funding certainty with \$12 million over three years from 2023/24 to maintain the sector’s current funding levels. This was in addition to a pledge to keep community television on air for the foreseeable future, after years of uncertainty.

Alongside the CBAA, we will continue working closely with the new Government through the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, to better understand and shape what a sustained level of funding for the sector looks like.

We will also continue supporting the CBAA’s ongoing advocacy efforts for funding, regulation and legislation to enable a thriving future for the sector. Among other successes this year, their advocacy resulted in baseline funding being maintained at \$20.5 million for 2022/23.



Members of the Sector Roundtable.

Working with sector organisations

In the past year we worked closely with the peak bodies and other sector organisations that represent community broadcasters in stations across Australia, including: Australian Community Television Alliance (ACTA), Christian Media & Arts Australia (CMAA), Community Broadcasting Association of Australia (CBAA), Community Media Training Organisation (CMTO), First Nations Media Australia (FNMA), National Ethnic and Multicultural Broadcasters’ Council (NEMBC), and RPH Australia.

Activities included consulting with these organisations individually and through the Sector Roundtable on our new organisational strategy, planning the Sector Roadmap project, and the development of a shared national diversity and inclusion strategy.

Partner and influence



Data and insights building a picture of the sector

In collaboration with the CBAA, we continued to invest in a new data and insights strategy. Refinements made to the Community Listener Survey enabled more markets and communities to be measured, providing more stations with access to information on who is listening and why.

The development and release of the sector's first Participation Census saw 1,700 paid employees and volunteers completing the survey. This data shows us what participation in the sector looks like and its impact. This will be the baseline against which we will monitor and measure change in sentiment and participation over time. Importantly, it provides invaluable insights that will help inform grant-making policy and guidelines, as well as future sector-wide initiatives.

CBAA Community Radio Listener Survey results
(research conducted by McNair yellowSquares).



Mapping the future - the Sector Roadmap

The community broadcasting sector will soon embark on a journey to imagine the future of community media. Together we will develop a roadmap that will set a strategic direction to help us determine our own destiny and reach our full potential.

By coming together to articulate and contextualise the sector's values and beliefs, its priorities and goals, we will develop a unifying narrative about what community broadcasting is and where it is heading. As part of this process we will explore how to maintain the sector's relevance and deepen the impact of community broadcasting into the future. We will also shift the story we tell about ourselves from one of scarcity, to one of impact.

This powerful 'big picture' conversation will be about values, community, content, technology and business models, and it will strengthen networks and relationships across the sector. We're aiming to develop greater alignment between the sector's priorities and our activities, as well as reach consensus on key policy positions, developing goals in key focus areas that we all work towards together.

The process will engage grass-roots broadcasters, sector leaders and the Australian Government to encourage new thinking and bring decision-makers on the journey - setting out a clear, agreed evaluation framework to measure our progress over time.

We are working with the CBAA to coordinate the development of the roadmap, aiming for the process to be completed by mid-2023.



Partnering on research projects

Our knowledge about the sector and its long history, combined with our data, is an invaluable source of information for researchers. This year we supported two important projects that will provide insights into the long-term impacts of community media and also help inform the CBF's future grant making.

In early 2022, Monash University was awarded funding by the Australian Research Council (ARC) to conduct a three-year study of Australian community radio's contribution to the Australian music and creative industries. The *Community Music Radio: Building the Music-Media Ecosystem* project will look at the economic and socio-cultural contributions of community music radio and how community radio helps to make Australian music more visible and discoverable on global digital platforms. The project will be led by researchers from Monash and Griffith universities in partnership with the CBF, CBAA, the Australia Council for the Arts and APRA AMCOS.

In partnership with the Lowitja Institute, we also supported First Nations Media Australia (FNMA) to contribute to the Closing the Gap strategy through the Coalition of Peaks. The project examined First Nations representation in media and identified opportunities where there are data gaps that would help to demonstrate its value and impact.



Our strong
foundations

Helping us
deliver on our
commitments

Our strong foundations

Everything we do relies on building a strong organisational base that enables us to fulfill our vision and purpose, and deliver on our outcomes.

This means having skilled and knowledgeable staff and volunteers who are dedicated to supporting the work of the CBF; rigorous decision-making processes based on research and insights; strong governance practices that are embedded in everything we do; and trusted collaborative relationships that harness talent, expertise and ideas for the greater good of the sector.

Measuring our progress

Strong foundations that help us deliver on our commitments

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



57

Net Promoter Score in Support Team satisfaction and engagement survey



47%

women on our committees and assessor team



81%

of applicants felt they were well-supported by the Grants Support Team



85%

of CBF volunteers feel valued



114

staff and volunteers have completed cultural competency training since 2017

Our strong foundations



Review of 2016 CBF Restructure

This year we appointed Tony Grybowski and Associates, in partnership with Think Insight and Advice, to undertake a review of the 2016 CBF restructure. The purpose of the review was to evaluate the effectiveness of the changes introduced to refine the governance of the CBF and its grant-making processes.

The review process involved extensive research and consultation, bringing together strategic insight on best-practice grantmaking, analysis of the evidence base of our materials and stakeholder insights.

The review was very positive about the restructure and recommended a series of evolutionary refinements to our governance and operations. The findings strongly encouraged us to continue our work enhancing our evaluation and performance frameworks to support the sector's sustainability and growth. The report also encouraged the sector to develop long-term strategic priorities and aspirations through the development of a Sector Roadmap.

The final report and its recommendations will be considered by the Board in the second half of 2022.



Karina Hogan and Boe Spearim (Let's Talk podcast).

Fostering cultural competency

Cultural competency training is completed by all the CBF Support Team, Board and committee members, and is also offered to all members of the Grant Assessor Team. This online training program is designed to provide greater understanding of Australia's diversity and foster inclusivity.

This training ensured that all staff and volunteers have the key skills, knowledge and understanding to sensitively interact with and make decisions affecting First Nations Australians, culturally and linguistically diverse (CALD) people and others in our communities who are socially disadvantaged.

From a broader organisational perspective, cultural competency training strengthens our commitment to inclusivity as articulated in the CBF Diversity, Access & Equity Policy, as well as our support for reconciliation and better outcomes for all Australians.

In 2022, six CBF Grant Assessors and one staff member completed cultural competency training. Since cultural competency training has been made available to staff and volunteers, 144 online courses have been completed by our staff members and volunteers.

Our strong foundations



Applicant, volunteer and staff surveys

As part of our commitment to best practice in grant-making, we survey our grant applicants annually. The surveys assess people's level of satisfaction with the grant application process and provide the opportunity for them to raise areas of concern. We use this feedback to inform improvements in our grant making. This year, we received positive feedback on the ease of finding information (85%), appropriate amount of information requested (70%) and support in meeting applicant needs (81%).

This year we also conducted the first anonymous surveys of the CBF Support Team and our volunteers. This allows us to track levels of satisfaction and engagement, and will help us proactively address any issues. These new annual surveys support our commitment to building a culture where everyone feels included, valued and purposeful in their work. Overall, both staff and volunteers felt valued, respected and had a sense of belonging working for the CBF.

Collage of CBF Grant Assessor Team.