



# Roadmap 2033

Community broadcasting's plan  
for  
*greater impact*  
in every Australian community



## Acknowledgment of Country

### Roadmap 2033 acknowledges the Traditional Custodians of Country throughout Australia

We acknowledge First Nations' sovereignty and recognise 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 past, present and emerging. We support and contribute to the process of reconciliation.

We acknowledge Aboriginal and Torres Strait Islander people have been telling stories for millennia and we continue this rich tradition of sharing, protecting and enhancing culture. We honour the dedication and expertise of First Nations broadcasters and their work to strengthen and connect communities.

'Will Tower', a painting by Koori artist and 2022 Archibald Winner Blak Douglas

Commissioned to accompany CBAA's Acknowledgment of Country





Our in-person events in the development of this Roadmap were held on the lands of the Gadigal People of the Eora Nation and the Wurundjeri People of the Kulin Nation.

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Cover: PAW Media's Norbert Japaljarri  
Morris interviewing Melbourne Football  
Club President Kate Roffey

# The Albanese Government recognises the importance of an independent, diverse and sustainable media landscape and, in particular, the vital role community broadcasting plays at the heart of every community – keeping so many Australians, connected, informed and empowered.

Almost five million listeners tune in to over 500 AM, FM, DAB+ community-owned and operated radio stations around the country every week – including 1.4 million from non-English speaking backgrounds, listening to programs broadcast in more than 100 languages. Community media, including First Nations broadcasters and community television, embody diversity and localism and unite us.

The Government congratulates community broadcasters for delivering a forward vision for the next decade. The truly collaborative nature of Roadmap 2033's development is a testament to the unity and drive within the sector and amplifies the values and purpose captured in this document.

The Albanese Government has already delivered on our commitment to provide ongoing and indexed funding to the Community Broadcasting Program to give the sector the certainty it needs while working to identify a sustainable funding basis for the future through the Community Broadcasting Sector Sustainability Review.

Sustainable funding for community broadcasting will mean the sector can continue to support their communities with local news, emergency broadcasting and local content, including Australian music, as well as supporting communities recovering from natural disasters.

These developments are just the start. Community broadcasting is a critical component of our community infrastructure, and the contribution of this platform should be celebrated and fostered as the sector matures and evolves.

I look forward to continuing to work closely with the sector to realise the vision in Roadmap 2033 – to build a strong, diverse and sustainable community media landscape for all Australians.



**The Hon Michelle Rowland MP**  
Minister for Communications

## Earlier this year I stood on the stage at The Espy in Melbourne with the Prime Minister Anthony Albanese to launch *Revive* – Australia’s new National Cultural Policy, the first in a decade.

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As part of *Revive* the Government is increasing support to community broadcasting to deliver local news, tell local stories and provide a platform for diverse voices and Australian music.

We want there to be a place for every story and a story for every place. That’s at the heart of *Revive*. It’s also the essence of community broadcasting.

Community radio sounds like modern Australia. It’s so important we support that.

Community broadcasting allows Australians – no matter where they live – to hear the news that affects them, the stories that they connect with and, importantly the music that they love.

As Arts Minister – and an Australian music lover – I want the soundtrack to life in Australia to feature our own music, and community radio is critical to that.

In my part of Sydney, community broadcasting plays a central role in connecting multicultural communities – amplifying voices that otherwise wouldn’t be heard.

It’s also an important way in which First Nations communities continue to share stories going back to the first sunrise.

Whether it’s news, music or in-language programs – community broadcasting is essential to how we tell Australian stories.

These stories are how we come to understand ourselves, get to know each other and ultimately how the world gets to know us.

This Government will always back that.



**The Hon Tony Burke MP**  
Minister for the Arts

## Community radio and television has a unique role in Australia and as we mature, both as a sector and as a nation, it's vital we plan for a strong community broadcasting sector into the future.

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This forward vision is for the next decade and lays the foundation for the future beyond that. It is a credit to all that we can say it is a vision shared among community broadcasters.

Our vision is for a vibrant sector; resourced well and connected deeply. Truly enabled to share content that resonates and connects with the communities each station serves.

The Roadmap has been developed in a collaborative effort facilitated by the CBAA and CBF. The process has involved people from large inner urban stations to tiny rural stations and many places in between, in a spirit of cooperation that speaks to the sector's unity and maturity.

People involved in Australia's community broadcasting sector are dynamic, thoughtful, creative people. They reflect a modern Australia and continue to welcome all, adding an essential richness to the voices in Australian media.

This Roadmap has been put together by community broadcasters. It is a brave and bold move to chart our own destiny and developing it has brought out the best in our people.

The long-term rewards as we transform are significant for people and communities around Australia. We invite you to join us on the journey.

### **Ian Hamm**

**President**

Community Broadcasting  
Foundation

### **Jacquie Riddell**

**President**

Community Broadcasting  
Association of Australia

Ian Hamm and Jacquie Riddell









Linda Burns interviewing beekeeper Peter Davis for Episode 6 of From the Embers podcast





# Community Broadcasting in 2033

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## **Community Broadcasting's Roadmap 2033 sets the course for our future as a dynamic cultural asset that empowers every Australian to participate in community life.**

In 2033 our stations are thriving in every way; securely funded and working in partnership, deeply connected to their communities. And communities are stronger for it.

It's a future where more Australians choose to listen, watch and engage with community broadcasting for trusted news, information and entertainment. More people discover local content and experience a valuable sense of belonging.

People are knocking on our doors to work in community broadcasting, keen to get involved. They find satisfying and purposeful opportunities and feel part of something bigger. With no barriers to participation, our workforce and our content reflects the rich diversity of Australian society.

Over the next decade, community broadcasting's leading role in amplifying diverse cultures and languages will increasingly contribute to greater self-determination and social cohesion.

In 2033 we are a cornerstone of the cultural landscape, launching and sustaining more artists and creatives throughout their careers. We provide the space to be creative and try new things and artists and content creators seek to connect with our large and loyal audiences.

The future for community broadcasting in Australia is exciting! It is a place where every voice in Australia can be valued and celebrated. It is one where we are safeguarded as a public asset essential for media diversity, a sector that enriches communities across Australia.

In 2033, community broadcasting is at the heart of every community.

Community broadcasting

is at the

heart

of every

community.

Amyl and the Sniffers perform in the Triple R Performance Space during a subscriber event *Live at RRR*

Photo: Naomi Lee Beveridge





Where informed, connected  
communities are

*strengthened*

by **trusted, independent media.**

## Strategic Priorities



We create a resilient, thriving sector by leveraging the collective strength, skills and knowledge of thousands of participants.

### Strategic objectives

Invest in our people to attract and develop a skilled, capable workforce

Ensure community broadcasting is inclusive and accessible for all participants

Expand collaboration to share resources for common practices, freeing resources to grow localised content

Support broadcasters with strong, effective, and collaborative sector organisations



We tell a united story of our positive impact on the diverse communities and cultures we reflect and serve.

### Strategic objectives

Tell a vibrant, united story of purpose and impact

Resources allow deep understanding of our communities and measurement of outcomes

Community broadcasters are a critical contributor to community well-being and resilience

Dedicate resources to foster innovation and maintain our reputation as a place for experimentation

## Our Values

### Community-minded

Working for the wellbeing of community

### Curious

Open and interested in exploring experiences, meaning and creativity

### Inclusive

Enabling diversity of ideas, perspectives, and participation

### Purposeful

Having a considered and positive impact for people

## Strategic Enablers

### Collaboration

Working together and in partnerships

### Telling our story

Drawing on our strengths and opportunities

### Innovation

Seeking new ways to solve problems and improve

### Focus on impact

Keeping audience outcomes central to decision making



# Community broadcasting is at the heart of every community



We deeply understand our communities and create content that reflects, amplifies and enriches the ever-evolving communities of Australia.

## Strategic objectives

Amplify Australian music, arts and creative industries, with content that celebrates diverse tastes, perspectives and interests including young people, First Nations, multicultural, disability, LGBTQIA+, faith-based and regional and remote communities

Reflect First Nations cultures and advance First Nations self-determination in the decisive decade ahead

Reflect the diverse cultures, beliefs and languages of Australia, nurturing a strong sense of belonging among all communities

Community broadcasters with disability are visible and their voices are amplified, creating content by and for the diverse voices of Australia



We are funded and recognised as a critical asset ensuring all Australians can engage with free, independent media.

## Strategic objectives

Stations are supported to ensure Australians can access community broadcasting across AM/FM, DAB+, terrestrial TV, online and emerging platforms of their choice

Community broadcasting is supported to contribute to the collective responsibility of disaster resilience in line with local needs

Broadcasters are connected and resourced to produce trusted, independent, locally relevant news and current affairs particularly for underserved communities

Community television is supported to be accessible to Australians in more markets and platforms

## Outcomes

### Diverse reach & representation

More Australians engage with and feel represented in community broadcasting

### Social engagement

More audiences and participants feel connected to their community

### Media plurality

More Australians access and trust community broadcasting news and information

### Sector resilience

Community broadcasters are resilient and sustainably funded by diverse revenue streams

### Strong pathways

More sustainable career pathways have increased the skills and capability of paid staff and volunteers

### Cultural contribution

Community broadcasting has given arts, culture and Australian music more prominence

# About the Roadmap

Roadmap 2033 was initiated by the CBA and CBF to provide a cohesive plan to achieve and achieve the sector's value and priorities to the community at large.

Roadmap 2033 is the result of extensive consultation across an eight-month period. We have involved people from right across our diverse sector and included scholars, presenters, trainers, technicians, producers, content makers, board members and sector leaders.



## Learning

Desktop research gained insights from academic and sector data

## Discovery

**22**

one-on-one interviews held

**10**

focus groups conducted

**80**

people explored future directions for the sector



Attendees of the Sector Congress, one of the activities to develop the Roadmap





### Collaboration

A full day workshop convened

**32**

leaders of a small, representative sub-set of the community broadcasting sector



### Values

A second full day workshop with these 32 people to articulate the sector's values

**282**

people across the sector responded to an open invitation to complete a survey about the sector's values



### Co-design

A full-day Sector Congress accurately reflected the diverse nature of the sector

**64**

people attended including equal numbers of sector leaders and station representatives

**15**

people and organisations made formal submissions capturing Conversation Circle responses to a Discussion Paper, with many more informal comments provided



### Consensus

**115**

people were involved in eight consultation groups to provide feedback on the first Prototype

CBAA and CBF Boards and Government stakeholders also provided feedback that informed the final Roadmap



# Situation Snapshot

## Our audience

### WHO

**4,712,000**

Australians listen to community radio weekly



of Australians listen every week

**1/2million+**

Australians listen to community radio

*exclusively*

We attract audiences of

*all ages*

**16%**  
15-24  
year olds

**30%**  
25-39  
year olds



**24%**  
40-54  
year olds

**10%**  
55-64  
year olds

**20%**  
65+  
year olds

**52%**  
Male

**47%**  
Female

**1%**  
Gender  
diverse



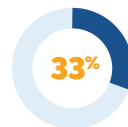
Audiences underserved by other media are **MORE LIKELY** to listen to community radio than the general population



Aboriginal & Torres Strait Islander



Non-English speaking



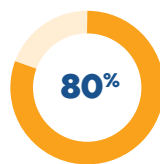
LGBTQIA+



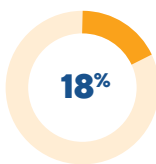
With a disability

### HOW

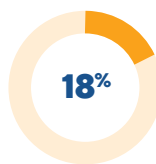
How Australians listen to community radio (all markets)



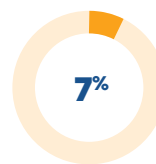
AM/FM



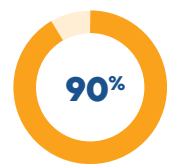
DAB+ Digital Radio



Live Streaming / On Demand / Podcast

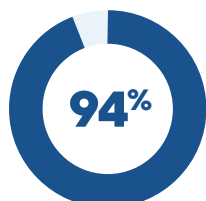


Don't know

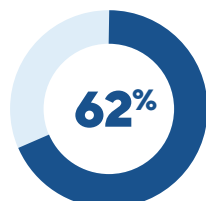


TOTAL AM/FM/DAB+

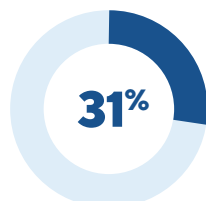
### WHY



of listeners value community radio



of listeners say the main reason they listen is for local news and information, local voices, and emergency information



of listeners say the main reason they listen is to hear Australian music

Where DAB+ is available (8 Metro locations)

**26%**

listeners chose to listen that way





## Our sector

We deliver

**500+**  
AM/FM/DAB+  
services

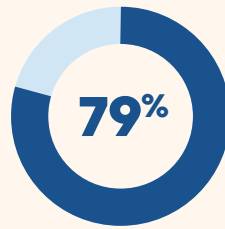
**2**  
dedicated  
TV services



**133HRS**

of Australian  
content  
on TV

*each  
week*

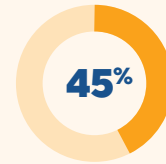


All stations are

**100%**

*community  
controlled*

not-for-profit organisations



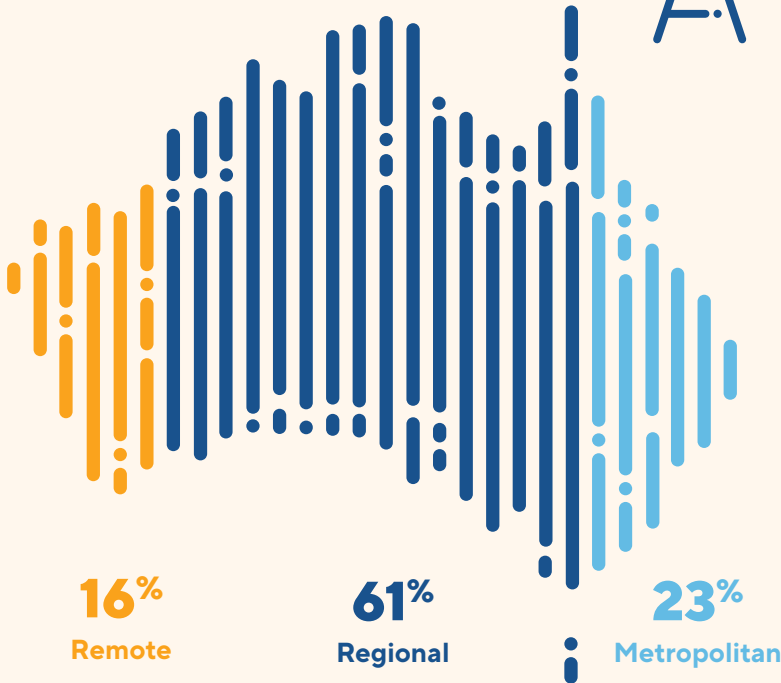
Registered  
charities



DGR status

*Our stations*

are throughout Australia\*



\*by proportion of licensees

**17,800**  
*volunteers*

contribute over

**\$1¼BN**  
OF VALUE



**930**  
paid  
employees

### Sources

Community Radio Listener Survey Wave 1 2023, Mcnair Yellow Squares  
CBAA Sector Participation Census 2022  
CBAA Aggregate of Station Annual Financial Reports FY22

# Strategic Issues

Driver	Outlook	Assessment
<b>Responding to disruption and disasters</b>	To withstand the devastation of public health crises, climate change and natural disasters, community broadcasting should be considered a critical component of community infrastructure.	<div style="background-color: #e85c3d; color: white; padding: 5px; border-radius: 10px; display: inline-block;">THREAT</div> <div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">OPPORTUNITY</div>
<b>Greater First Nations prominence</b>	To 'close the gap' between the expectations and outcomes of Indigenous and non-Indigenous Australians, First Nations media needs to flourish within both Aboriginal and Torres Strait Islander communities and non-Indigenous communities.	<div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">OPPORTUNITY</div>
<b>Increased media consolidation and news desertification</b>	In the face of collapsing media business models and the rise of misinformation and disinformation around the world, Australia has a community asset it can leverage to counter these global trends.	<div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">OPPORTUNITY</div>
<b>Increasing pressure on financial sustainability</b>	Increasing collaborative capability and capacity to secure sponsorship, fundraising and other revenue will be critical to shore up financial sustainability.	<div style="background-color: #e85c3d; color: white; padding: 5px; border-radius: 10px; display: inline-block;">THREAT</div> <div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">OPPORTUNITY</div>
<b>Audience use of technology</b>	Technological advancements will continue to provide audiences with increased options to receive content. To ensure Australians continue to engage with free, independent media, broadcasters will need continued access to spectrum and the resources and skills to deliver on online and emerging platforms that audiences choose to listen/watch their content on.	<div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">OPPORTUNITY</div> <div style="background-color: #e85c3d; color: white; padding: 5px; border-radius: 10px; display: inline-block;">THREAT</div>
<b>Social and demographic changes</b>	As the demographic and social shape of Australia continues to evolve, including increasing multicultural diversity and increasing empowerment of people living with disability, community broadcasting's role to give voice, participation and connection to diverse communities remains paramount. We will need to be responsive to the needs of our 'community interests' but also meet new community needs that emerge.	<div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">OPPORTUNITY</div>
<b>Funding shifting from activities to outcomes</b>	Government support and the fiscal environment remains constrained. Yet it is a time of significant opportunity to develop a clear, evidence-based case for funding to achieve the outcomes the community broadcasting sector can deliver.	<div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">OPPORTUNITY</div>
<b>Changing nature of work and volunteering</b>	With changes in Australian society and in volunteerism, community broadcasters will need to listen to volunteers more but rely on them less, and develop a skilled, sustainable workforce that can adapt to the evolving needs of communities.	<div style="background-color: #e85c3d; color: white; padding: 5px; border-radius: 10px; display: inline-block;">THREAT</div> <div style="background-color: #2e8b57; color: white; padding: 5px; border-radius: 10px; display: inline-block;">OPPORTUNITY</div>





Station Manager Tony at Eastside Radio 89.7FM





# Grow our capability



Shaylee and Rob, co-hosts of  
89.9 The Light's Shaylee & Rob  
Show on air every morning from  
9am-12pm



“

We need more than training, we need a  
*whole workforce strategy*

so we have the right roles in place, provide real development  
opportunities and attract people to

*grow together.*

- Roadmap 2033 participant





## Grow our capability

### 1.

#### Invest in our people to attract and develop a skilled, capable workforce

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##### Benefits:

- A workforce development strategy ensures we have the right people with the right skills in all roles needed for successful stations now and into the future.
- Funding provided addresses need for adequate employment of First Nations broadcasting and media services.
- Expand training and career pathway programs allowing community broadcasters to acquire new skills that open employment opportunities, increase digital literacy and civic participation, especially for the First Nations broadcasting and media sector.
- A sector-wide traineeship program is resourced to provide paid placement opportunities for candidates to develop skills and increase employability.
- Young Australians see opportunities to get started and find pathways in community broadcasting.
- Leadership development is expanded across the breadth of the sector including a focus on emerging leaders.

### 2.

#### Ensure community broadcasting is inclusive and accessible for all participants

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##### Benefits:

- A justice, equity, diversity and inclusion (JEDI) strategy for the sector ensures an accessible and culturally safe volunteering, training and career pathway for everyone.
- Reconciliation Action Plans in place at sector organisations and the majority of stations helping us to sustainably and strategically take meaningful action to advance reconciliation.
- Resources support station premises and technology to be appropriate and accessible to people with sensory, mobility and intellectual disabilities.
- Community broadcasters engage with relevant cultural competency and inclusion training and resources.



### 3.

#### Expand collaboration to share resources for common practices freeing resources to grow localised content

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##### Benefits:

- Increased revenue for stations from all sponsorship, fundraising, philanthropy and others including Commonwealth, State, and local government.
- Operational delivery, technical services, and measurement and evaluation is enhanced by leveraging economies of scale regionally, nationally and within communities of practice and interest.
- A feasibility study is undertaken to explore sector-owned 'services companies' to collaborate on back office, fundraising and technology services, with recommendations implemented.
- Community media agencies grow to maximise sponsorship sales at the national, state, regional and sector organisation level.
- Expanded content distribution across the sector allows stations to meet the needs and interests of their diverse communities beyond location.
- Stations and sector organisations share learnings and areas of expertise to cross-pollinate ideas and to help upskill other parts of the sector.

### 4.

#### Support broadcasters with strong, effective, and collaborative sector organisations

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##### Benefits:

- Broadening the defined lead role of sector organisations from "sector coordination" to ensure that as intermediary organisations they operate in an ecosystem that is supportive and helps them be successful in delivering impact.
- Strengthened sector organisations result in a regulatory environment future that is fit for purpose for community and First Nations broadcasters.
- Sector organisations have a strong relationship with the CBF and receive sufficient investment to ensure they have the human and technical capacity to deliver their unique portfolio of initiatives.
- Sector organisations collaborate with broadcasters and partner with industry and other stakeholders to achieve shared goals.



# Celebrate our identity & demonstrate impact



*CookingJust4Me* host  
Caroline filming for C44

“

*We need to invest in the  
story of ourselves*

*- we need to build a brand so Australians  
are more aware of us as a vital  
community asset.*

*- Roadmap 2033 participant*







## Celebrate our identity & demonstrate impact

### 1.

#### Tell a vibrant, united story of purpose and impact

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##### Benefits:

- Roadmap 2033 is used to tell an energising and positive story about our future, emphasising the shift from one of scarcity to one of our impact.
- Supported by a strong evidence-based narrative, stakeholders are attracted to invest in the 'return on impact' that community broadcasting delivers.
- Participants and the wider public see an exciting place for themselves in the diverse 'community of communities' that make up community broadcasting.
- Stations and sector organisations use Roadmap 2033 as a guidepost for strategic planning, aligning their goals with its strategic objectives.
- Sector participants share a sense of common purpose and live the shared values of the sector every day.

### 2.

#### Resources allow deep understanding of our communities and measurement of outcomes

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##### Benefits:

- An outcomes framework enables all parts of the sector to measure, monitor and demonstrate their impact.
- Tailored evidence-based stories ensure stakeholders have a clear picture of the outcomes they are investing in, their return on sector investment; resulting in increased funding.
- Stations use available data and feedback sources to understand their communities and develop content to meet their needs, ultimately growing and better serving their audiences.
- We look forward, monitoring trends and sharing research and insights across the sector.
- Commitment to ongoing processes of learning, adaption and improvement.

### 3.

#### Community broadcasters are a critical contributor to community wellbeing and resilience

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##### Benefits:

- Community broadcasting is recognised as a critical component of community infrastructure, contributing to public good and the wellbeing economy as expressed in the Australian Government's 'Measuring what Matters' framework.
- Stations purposefully partner with external community organisations to monitor and respond to the relevant and evolving needs of their specific 'community interest'.
- Community broadcasting is a critical contributor to Aboriginal and Torres Strait Islander people having access to information and services enabling participation in informed decision-making regarding their own lives.
- Broadcasters recognise and grow the wellbeing benefits they provide to isolated individuals and people living in remote areas.
- Broadcasters play a critical role in connecting and celebrating migrant cultures by: supporting people to age-well; reflecting the unique experience of second generation Australians; and, supporting the successful settlement of non-English speaking migrants.
- Broadcasters play a critical role in providing members of the LGBTQIA+ community opportunities for freedom of expression, breaking down of isolation and celebration of culture.
- Broadcasters play a critical role in faith-based communities to contribute to social cohesion.

### 4.

#### Dedicate resources to foster innovation and maintain our reputation as a place for experimentation

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##### Benefits:

- A dedicated Innovation Fund, including an Innovation lab and mentorship, allows stations to experiment and collaborate on new ideas and initiatives.
- We learn and grow from new partnerships, inspiration and creative ideas from beyond our sector, creating space to explore new forms of storytelling across topics and platforms.
- We remain agile, future-focussed and an attractive sector to participate in.
- Innovations are recognised on a national scale through forums, conferences or awards programs.



# Amplify

diverse  
voices



Print Radio Tasmania broadcasting live from Kingston Library with radio reading co-hosts Ron and Georgia



“

*It is important for communities to feel empowered by having a*

***Voice***

*for their culture, language and identity.*

*- Roadmap 2033 participant*





## Amplify diverse voices

### 1.

**Amplify Australian music, arts and creative industries, with content that celebrates diverse tastes, perspectives and interests including young people, First Nations, multicultural, disability, LGBTQIA+, faith-based and regional and remote communities**

#### **Benefits:**

- The sector contributes to Australia's unique cultural asset as set out in Australia's Cultural Policy – Revive so that Australians are more appreciative of the depth, quality and diversity of Australian music, arts and culture.
- Greater understanding and appreciation for Australia's unique First Nations cultural assets and attributes.
- Media diversity is enhanced in local communities through expanded sharing of creative and targeted content by and for underrepresented communities including for LGBTQIA+, faith-based and young people.
- Community broadcasting supports and contributes to APRA AMCOS' goal of making Australia a net exporter of music by 2030, and more artists build audiences and careers through increased airplay of Australian music.

### 2.

**Reflect First Nations cultures and advance First Nations self-determination in the decisive decade ahead**

#### **Benefits:**

- More positive representation of First Nations peoples in the media contributes to Closing the Gap targets.
- Community broadcasting contributes to the process of voice, treaty and truth, as described in the Uluru Statement from the Heart, by sharing and airing First Nations content aligned with the needs, interests and values of individual broadcaster's 'community interest'.
- First Nations artists thrive wherever they live through self-determination and access to facilities to make and distribute cultural content.
- Australia's community broadcasting sector participates in UNESCO's Decade of Indigenous Languages 2022–2032.

### 3.

#### Reflect the diverse cultures, beliefs & languages of Australia, nurturing a strong sense of belonging among all communities

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##### Benefits:

- A sector-wide strategy responding to increased migration and intergenerational change services, engages and embraces multicultural communities, with a particular focus on new and emerging communities.
- Community broadcasting contributes to and becomes a key part of Australia's multicultural landscape where multicultural communities are better understood, represented and appreciated, delivering greater social cohesion.
- People are empowered to participate as active citizens, to counter stereotypes and are represented in the media, supporting them to thrive.
- The broadcasting of linguistically diverse content contributes to an inclusive and vibrant media landscape and a strong sense of belonging.

### 4.

#### Community broadcasters with disability are visible and their voices are amplified, creating content by and for the diverse voices of Australia

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##### Benefits:

- Community broadcasters and disability partners are educated about the contribution people with a disability can make to the sector.
- The Radio Reading network is united and connected to build greater market reach and provide diverse media content, providing access to information so everyone can participate in community life.
- Disability Inclusion Plans are developed at the station and sector organisation level, and investment in the implementation of these plans is prioritised so that access is improved and people with disability can better participate throughout the sector.
- Increased content creation and sharing by and for people with disability provides strong participation opportunities and develops greater understanding, appreciation and celebration of people with disability in the broader community.





# Secure capacity to meet community need



2DRY FM Station Manager Megan  
with Youth On-Air participants  
(from left) Faith, Alaisha, Piper  
and Urmi

“

Content is paramount.  
We need to be

*responsive*

and anywhere the  
audience is.

- Roadmap 2033 participant





# Secure capacity to meet community need

## 1.

### Stations are supported to ensure Australians can access community broadcasting across AM/FM, DAB+, terrestrial TV, online and emerging platforms of their choice

#### Benefits:

- Community broadcasting is adequately funded to ensure all Australians have continuous free access to our critical public asset, providing independent media in the places they listen and watch.
- Community broadcasters' interests are well represented in future deliberations about the future of broadcasting; access to spectrum is maintained and expanded where needed for TV and radio.
- Fit for purpose broadcasting and digital infrastructure and facilities are sustainably funded, including reliable access to communication services and infrastructure in remote First Nations communities, closing the digital divide.
- Support is provided to ensure community radio continues to have funding support and access to DAB+ digital radio as a mainstay technology to deliver free-to-air digital radio services, supported and augmented by other technologies working in a complimentary and hybrid manner.
- Funding for multiplatform distribution technology that meets evolving changes is secured so that community broadcasting is easily found on global and local platforms.
- Continuous monitoring of technology trends and changes ensuring we use the most appropriate technology.
- A fit for purpose regulatory environment supports the continued growth and sustainability of community broadcasting, including First Nations media.

## 2.

### Community broadcasting is supported to contribute to the collective responsibility of disaster resilience in line with local needs

#### Benefits:

- Community broadcasters play a key role in disaster preparedness and recovery, ensuring communities have the information they need to access services and support.
- Partnering with the National Emergency Management Agency and other stakeholders helps communities in times of emergencies while preparing Australia for future disasters.
- Where relevant, willing and able, community broadcasters in at-risk areas are trained and where required accredited as emergency broadcasters, funded to employ core staff, and have reliable infrastructure, ensuring communities have the information they need during the acute phase of disasters.
- Community broadcasting staff receive mental health and well-being support as other emergency services personnel do post-disaster.



### 3.

#### Connect and resource broadcasters to produce trusted, independent, locally relevant news and current affairs particularly for underserved communities

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##### Benefits:

- Community broadcasting contributes to a strong and diverse news media market helping to promote pluralism and protect our democratic processes – ensuring Australians have access to a range of sources of news, information and current affairs.
- Increased station capability and capacity for local news and current affairs production including more paid journalists in stations, connecting and sharing content.
- A sustainably funded and expanded community radio news and information ecosystem is achieved by developing the collective strength and capacity of community broadcasters delivering national through to local news and current affairs for underserved communities.
- Having contributed to addressing news deserts, people particularly in regional areas have a trusted high-quality news service that includes local and national news relevant to their lives.
- Community broadcasters are resourced to translate and contextualise government messages, ensuring their communities have access to critical information and services so their audiences are fully engaged in democratic and civic processes.

### 4.

#### Community television is supported to be accessible to Australians in more markets and platforms

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##### Benefits:

- Community television is available on digital terrestrial television and expands to more free-to-air markets.
- Community television is available online – live and on-demand.
- Community television content production by licensed broadcasters is supported.
- Both established and new and emerging communities see themselves reflected in community television programming.
- Audiences are built through cross promotion opportunities between community radio and television broadcasters.

# Where to from here?

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**Together, we have set out our plan for a strong future, but now the hard work truly begins.**

This Roadmap can guide us to deliver amazing outcomes for the community. To get there we need to be bold, challenge barriers, and welcome the disruption that comes with change.

However, mindset and optimism alone won't achieve our vision. The real fuel needed for this journey is teamwork.

We're calling on leaders across the whole community, including leaders in Federal, state and local government to work with us. We all need to play a role in delivering this Roadmap and to realise the full cultural and societal value of community radio and television.

The CBF and CBAA will continue to resource the governance and strategic work needed to move this agenda forward.

Roadmap 2033 will be a dynamic strategy, revised and adjusted as needed. It will also form the basis of an annual report card – holding us all to account for our progress.

We're excited to get started. We hope you'll join us on the journey!

**Jon Bisset**  
**Chief Executive Officer**

Community  
Broadcasting Association  
of Australia

**Jo Curtin**  
**Chief Executive Officer**

Community Broadcasting  
Foundation

“

*I think we need to recognise in all of this, that we haven't thought of everything, and that this is not static. It's an evolution revolution, it's*

*iterations.*

*I think that's super important for us to stay agile with this roadmap and revisit it regularly.*

*- Roadmap 2033 participant*





# Next steps

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**The first year of implementation will be an Establishment Phase, which will lay the foundations for success of Roadmap 2033's ten-year horizon.**

## Establishment Phase

Implementation framework

- 1.** Development of a Governance Blueprint with shared responsibility for accountability
- 2.** Development of an action plan
- 3.** Development of a Monitoring and Evaluation Framework

**This first year of activity will then enable us to plan next steps for future years.**



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*I can't wait to continue*

*working  
together!*

*- Roadmap 2033 participant*



4EB volunteer Xinchun announcing *The Wire*, a daily current affairs program broadcast exclusively on Community and Indigenous radio stations around Australia since 2004



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*We create content together,  
and that is incredibly*

*exciting*

*- Roadmap 2033 participant*







# How to use Roadmap 2033

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**Whether you're with a station or a sector organisation, use the Roadmap to:**

1. Guide strategic and operational planning
2. Identify opportunities to collaborate and partner with others
3. Drive innovation and launch new ideas
4. Tell the impactful and positive story of community broadcasting

**For our partners, Roadmap 2033 helps you understand and engage with community broadcasting to:**

1. Identify the needs of our sector
2. Recognise shared objectives
3. Understand the public benefit of our work
4. Support us on our journey

**RTRFM Breakfast presenter  
Pamela Boland**

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Photo credit: Tori Lill

# Our sector



## Sector organisations









**Roadmap 2033 is an initiative of the CBAA and CBF.**

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Association of Australia**

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