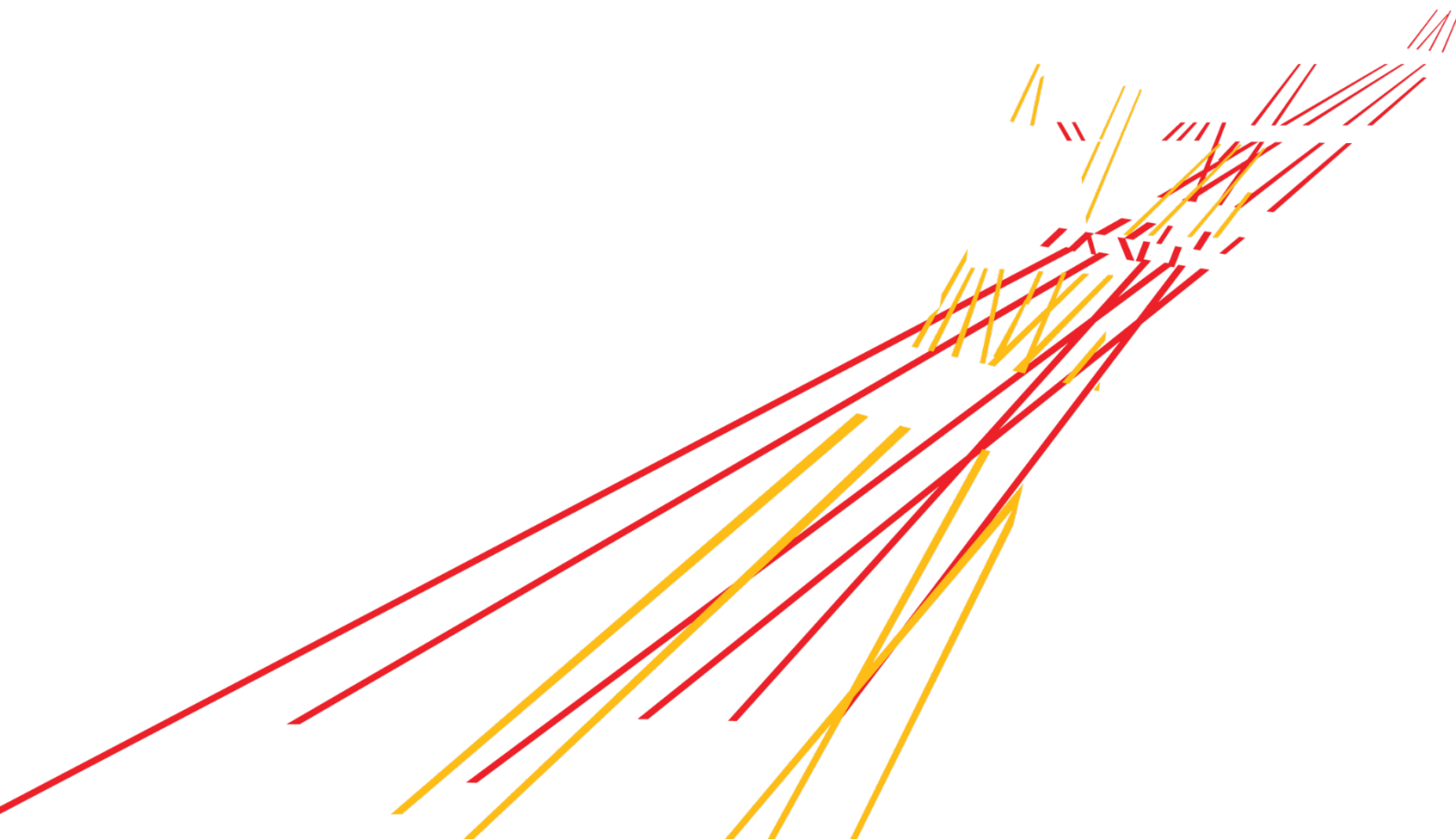# ROADMAP/2033/

Prototype for consultation

Version 1, May 2023

I contemplated who we belong to, how, why and where we belong, understanding that 'belongingness' is an innate human desire to be part of something larger than us. We need to belong in order to thrive. Without this fundamental human motivation, we are alone and disconnected.

Octavia Tomyn, Artist
From 'We All Belong' Exhibition
Jasper Hotel, Melbourne
Site of the Roadmap 2033 Sector Congress
20 April 2023

Please note:

This prototype is for consultation purposes only.
Once finalised, Roadmap 2033 will be edited, designed, and published to a professional standard.

Contents

Acknowledgement of Country

Roadmap 2033 acknowledges the Traditional Custodians of Country throughout Australia.

Aboriginal and Torres Strait Islander Nations have been telling stories for millennia and we acknowledge their connections to land, sea, and community.

We honour the dedication and expertise of First Nations broadcasters and their work to strengthen and connect communities.

Virtual consultations undertaken through the co-design process for Roadmap 2033 were conducted on the ancestral lands of First Nations peoples wherever they occurred in Australia. Our in-person events were held on the lands of the Gadigal People of the Eora Nation and the Wurundjeri People of the Kulin Nation. We pay our respects to Elders past, present and emerging.

We recognise the vital role that all community broadcasters can play in truth-telling and reconciliation and look forward to supporting the advancement and self-determination of Australia's First Nations Peoples in the decisive decade ahead.

Introduction

The story of a people powered movement

Australia is home to the world's most successful community broadcasting sector. Established nearly 50 years ago, it is a vibrant, community-led, people-powered movement.

More than 18,000 passionate, dedicated, and creative people volunteer up to eight hours a week to inform and engage their communities. Together with more than 800 full-time staff, they deliver high quality content on radio, television and online. Each station is open and accessible and offers people of all ages opportunities to have fun while serving their community.

Community broadcasting is sometimes called the 'cultural voice' of Australia, not because it is found Australia-wide, but because it is local. Each station reflects the unique culture of the community it represents. One half are located in regional areas, one quarter in remote communities and a quarter in metropolitan areas. Other communities are not bound by geography but connect people with similar interests.

While individual stations vary greatly in size, the community broadcasting sector is big. It is the third pillar of media in Australia, made up of more than 500 services operated by 346 not-for-profit licence holders. More than 5 million Australians are drawn to watch or listen to community radio or TV every week.

Its impact can be felt by everyone everywhere. By people who are isolated in remote communities or on their own in the centre of our capital cities. By people who are looking for information about local services or a local take on world affairs. By people who are new to Australia and those who have been here for millennia.

Community broadcasting helps local musicians build audiences and launch global careers. It contributes to media diversity and social cohesion. Many influential Australians got their start in community broadcasting behind the mic or behind the scenes. Today, thousands of staff and volunteers are trained in skills that are needed in our digital economy.

A community of communities

There's a special quality of Australia's community broadcasting sector that's intrinsic to the very fabric of human existence; to be seen, heard, valued for all that you are. Community broadcasting is one of the most diverse sectors in the country. 52 First Nations organisations operate a little over a quarter of all services. The sector includes faith-based and multicultural broadcasters and broadcasters with disability. There are broadcasters dedicated to specialist music, educational and youth-focussed content. Each week, more than 2,000 hours of content is broadcast in a language other than English. And so much more - singling out diversity is difficult in a sector full of diversity.

Roadmap 2033 seeks to unify the sector together around a shared vision and values for the future. To establish common ground, we invite you to think about Australia's community broadcasting sector as a 'community of communities'.

There are three overlapping communities that each person can simultaneously be a part of to a greater or lesser extent. There are **communities of identity** which are characterised by those things that you can't change about yourself. Things like Indigeneity, ethnicity, race, ability, or sexual orientation. Then there are **communities of belonging**. They have to do with where you live and where you come from. First Nations People understand the importance of belonging to a place. Faith communities do too. It's where you feel at home with your people. You might be forced to change where you live or pray but you wouldn't want to. Finally, the third type of community is **community of practice**. Those things have to do with your area of interest or expertise. You could be a broadcast technician who is interested in technology, or you could be someone interested in specialist music, whether that be fine music or dance music.

Roadmap 2033 Prototype for Consultation, May 2023
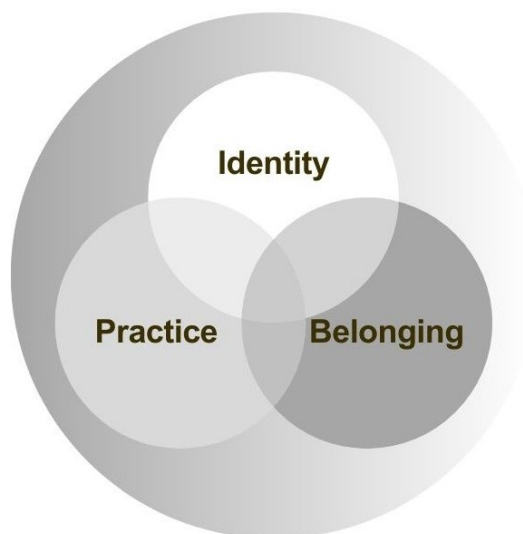
Each person, each station, that makes up the sector brings these communities with them, in different measure. It makes all of us diverse.

Roadmap 2033 comes at a time where the sector wants to work with Government and other funding bodies to articulate our value to communities and individuals. It's the Roadmap that sets out what outcomes illustrate our value and provides suggestions for how we can increase the value we provide to people and communities.

Many of the possibilities articulated in *Roadmap 2033* are not new – they're been thought of, and some are already in train. What's new is a framework that clearly defines and shares the purpose and benefit in the context of other sector work.

May you recognise your own purpose in the goals and objectives of the Roadmap and be involved in creating a 2033 where community broadcasting is at the heart of every community.

Summary

Call to Action

We want to see...

Community broadcasting at the heart of every community

Purpose

Community broadcasting exists...

To reflect and strengthen communities through media

Vision

When our work is done, we will have created...

Informed, connected communities strengthened by trusted people-powered media

Values

As we work together, we will strive to be....

Community-minded	Inclusive	Curious	Purposeful
Working for the wellbeing of community.	Enabling diversity of ideas, perspectives, and participation.	Open and interested in exploring experiences and creativity.	Having a considered and positive impact for people.

Goals

Over the next decade, our key areas of focus will be...

Impact	Collaboration	Innovation	Telling our Story
Community broadcasters deeply understand and reflect their communities and deliver the outcomes they need to thrive.	Community broadcasters create a resilient, thriving sector by leveraging the collective strength, skills and knowledge of thousands of participants and sharing content, platforms, and resources.	Community broadcasting is a catalyst for innovation, empowering participants to push boundaries, embrace new technologies, and pioneer novel approaches to content creation and distribution.	The community broadcasting sector tells a united story of our positive impact on the diverse communities and cultures we reflect and serve.

Strategic objectives

IMPACT

A1. Community broadcasters and government shift focus from 'community interest' to 'community impact'

A2. Community broadcasters amplify Australia's diverse arts and cultures, including First Nations and migrant cultures

A3. Broadcasters have access and are included to fully participate in community broadcasting

A4. Community broadcasters produce and broadcast trusted news and public interest journalism for underserved communities

A5. Community broadcasters are recognised as a critical component of community infrastructure and contribute to community well-being and resilience

A6. Community broadcasting provides the training and experience needed to open up career pathways

COLLABORATION

B1. Community broadcasters collaborate across the sector to share resources and practices

B2. Content production and distribution collaborations are expanded across the sector

B3. Community broadcasters collectively grow and expand revenue opportunities

B4. The sector collaborates with partner organisations to assist communities to respond to and recover from disasters and emergencies.

B5. Community broadcasters are resourced and networked to deliver trusted news and information services

B6. Community broadcasters are supported by strong, effective and collaborative sector organisations

INNOVATION

C1. The sector has resources dedicated to foster innovation and maintains its reputation as 'a place for experimentation'

C2. Stations are supported to make content available on the platforms used by audiences

C3. Community television broadcasters are supported to expand high quality content across multiple markets and platforms including, free-to-air terrestrial and online platforms

C4. The sector develops and utilises novel ways to measure and monitor our impact

TELLING OUR STORY

D1. Sector participants tell a new story about the sector to themselves, their communities and the public using the energising themes of Roadmap 2033

D2. Sector organisations and stations attract and support volunteers of all ages with their story of purpose and promise of community impact

D3. Community broadcasting reflects First Nations cultures and advances Indigenous self-determination in the decisive decade ahead

D4. Community broadcasters with disability are visible and their voices are amplified

Outcomes

We'll know we have succeeded when …

More Australians engage with and feel represented in community broadcasting	More Australians access and trust community broadcasting news & information	More sustainable career pathways have increased the skills & capability of paid staff and volunteers
More audiences and participants feel connected to their community	Community broadcasters are resilient and sustainably funded by diverse revenue streams	Community broadcasting has given Australian music more prominence

Outcome Measures

Development of a comprehensive outcomes framework is a key strategic objective to be prioritised in year one and will expand upon these outcomes and measures at a sector, station and social impact level.

Outcome area	Outcome	Measures
Reach and Representation	More Australians engage with and feel represented in community broadcasting	• Total weekly community Broadcasting Reach across TV and radio • Weekly community radio reach and percentage reach • Weekly community television reach and percentage reach • Above measures replicated by core communities (e.g., reach of First Nations media)
Media Diversity	More Australians access and trust community broadcasting news & information	• Percentage of audiences who trust community broadcasting news and information • Number of stations producing news
Pathways	More sustainable career pathways have increased the skills & capability of paid staff and volunteers	• Number of paid staff across the community broadcasting sector • Number of participants surveyed who agree they've gained skills to improve their role
Social Engagement	More audiences and participants feel connected to their community	• Percentage of Australians surveyed who agree community broadcasting plays an important role in their community • Percentage of volunteers and paid staff surveyed who agree participation has deepened their connection to community/made friends
Sector Resilience	Community broadcasters are resilient and sustainably funded by diverse revenue streams	• Total sector revenue • Percentage of stations financially at risk/vulnerable • Percentage of stations with paid staff • Percentage of stations with sustainable infrastructure
Australian Music Contribution	Community broadcasting has given Australian music more prominence	• Percentage of Australian music played on community radio • Number of artists whose career started on Community Broadcasting

Values

Values are important to human behaviour because they serve as a guide for how individuals behave and make decisions. Shared values help to create a sense of community among individuals and so they are important for organisations too. When organisation-wide values are shared, it is more likely that everyone feels connected and works together towards a common goal. Roadmap 2033 has articulated a set of desired values which can be shared across the entire community broadcasting sector to guide decision-making, shape sector culture and build trust with stakeholders.

Community minded

Working for the wellbeing of the community

'Community minded' is connected to the broader values of *benevolence* and *universalism*. Benevolence has a motivational goal driven by preserving and *enhancing the welfare of friends, family, and community, while universalism extends that to all people and nature*. This includes values of *social justice, responsible, helpful, a spiritual life, honest, meaning in life and a world at peace.*

Inclusive

Enabling diversity of ideas, perspectives, and participation

'Inclusive' is also connected to *universalism*. It encompasses the values of *broadminded, equality, protecting the environment and a world of beauty.* They are motivated by *an understanding, appreciation, tolerance, and protection for the welfare of all people and of nature.*

Curious

Open and interested in exploring, experiences and creativity

Curious is associated with *self-direction*, which has an underlying motivational goal of *independent thought and action, and an openness to change*. Being curious is a conduit to *independent thinking, creativity,* and *freedom* values.

Purposeful

Having a considered and positive impact for people

Purposeful is associated with *achievement* which has a motivational goal of *success through demonstrating competence according to social standards*. However, it is *achievement in the service of* achieving the purpose of the sector. It includes values of *influential, ambitious, successful, capable, intelligent* and *self-respect.*

For a full discussion of the science behind human values please see the values paper at roadmap2033.org.au.

Values matrix

It's only when we pursue our most important priorities that our values come to life. The matrix below provides language to guide our behaviour when the two intersect. It can be used to set expectations, to guide decision-making and to send a message to the wider community about how we would like to be treated and how we intend to behave to one another, to stakeholders and to the members of the communities that we serve.

	COMMUNITY MINDED	**INCLUSIVE**	**CURIOUS**	**PURPOSEFUL**
IMPACT	We create impact for the good of the whole community across the sector.	We give people useful skills, honour and include emerging voices and create new pathways for all.	We meet people where they are and pursue possibilities together.	We design with community, in community, and amplify cultural voices.
COLLABORATION	We create welcoming spaces to increase understanding of people's life experience.	We invite diverse ideas, perspectives, and participation from across the community.	We build flexible, genuine partnerships for a common purpose with ourselves and others.	We form dynamic alliances for powerful impact.
INNOVATION	We work together to meet emerging community needs and regularly assess how we're going.	We generously share our skills and resources to increase the capacity of the whole.	We're curious about our potential, interested in new ideas, take considered risks, and are prepared to sometimes fail.	We actively seek new ways of doing things with an open mind.
TELLING OUR STORY	We are community first and reflect its diversity through the stories we tell.	We explore common goals and build creative content with our stations and communities.	We listen with an open mind and engage respectfully in conversations.	We reflect and communicate stories of strength and impact.

Key Strategic Issues

Roadmap 2033 has been developed to respond to trends emerging in the external environment and insights into the future of the sector itself. Below are the top ten most likely and most important trends and insights that have the potential to impact the community broadcasting sector positively or negatively over the next decade.

Driver	Trend	Assessment	Insight
Responding to climate change	Increasing need for localised communications, before, during and after climate-related natural disasters	Threat Opportunity	To withstand the devastation of public health crises and climate-related natural disasters, community broadcasting should be considered a critical component of community infrastructure.
First Nations prominence	Greater prominence of and control over stories by and about First Nations peoples	Opportunity	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.
News desertification	Further media consolidation intensifies 'news media desertification' in regional Australia	Opportunity	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.
Financial sustainability	Pressure to maintain and grow sponsorship will continue to increase, exacerbating financial insecurity of stations	Threat Opportunity	Data and research can be used to identify exactly where strategic investment is needed to shore up Australia's community broadcasting asset.
	Increasing reliance on fundraising to support community radio stations		While community radio stations are adept at stretching resources to meet demand, more can be done to collaborate and take advantage of economies of scale.

Driver	Trend	Assessment	Insight
Regulatory environment	Government support for community broadcasting remains constrained	Opportunity Threat	If governments want community broadcasters to deliver public value, they need to refresh their policy settings and use their funding to unlock the potential outcomes the community broadcasting sector can deliver.
Audience use of technology	Technological advancements will continue to provide audiences with increased options to receive content, including adoption of in-dash digital systems in new cars	Opportunity	It doesn't matter what technology broadcasters use to broadcast, it's the technology the listener uses to receive the content that matters.
Focus on purpose & impact	Governments shift funding from activities to outcomes Increasing empowerment of people living with disability Increasing multicultural diversity in regional Australia	Opportunity	• The purpose of community broadcasting has always been clear: to serve a 'community interest'. To ensure on-going relevance, focus on 'community impact' • To thrive in the coming decade, community broadcasters will need to focus more on 'community' than 'broadcasting' • With changes in Australian society and in volunteerism, community broadcasters will need to listen to volunteers more but rely on them less • Training is the acquisition of new skills and innovation is the process of learning how to do things differently; the community broadcasting sector will need to encourage both over the next decade to realise its vision for the future

For more detailed analysis of trends and insights identified through the development of Roadmap 2033, see the Discussion Paper and Discovery and Insights Report available at roadmap2033.org.au.

How to use Roadmap 2033

Roadmap 2033 is a plan of possibilities. They are called 'possibilities' because they are available for every sector participant and every sector organisation to consider taking up and putting into action.

It will be through collective action that the years 2023 to 2033 will be a decade of impact, collaboration, innovation and of telling our story. It will be through every sector participant being 'curious, inclusive, community-minded and purposeful' that our common vision will become a reality.

There are many ways that this Roadmap can be used:

As a guidepost to strategic planning

- To align existing work
- To develop new initiatives, and
- To coordinate plans among and between stations and sector organisations

As a case for investment

- For sponsors
- For governments, and
- For philanthropists

As a tool for

- Planning and measuring impact
- Increasing collaboration
- Driving innovation
- Telling our story

Impact

Community broadcasters deeply understand and reflect their communities and deliver the outcomes they need to thrive.

By 2033

Community broadcasters are intentionally purpose driven to reach their vision for 'Informed, connected communities strengthened by trusted people-powered media'.

We deliver outcomes across a range of social and environmental issues. We amplify Australian arts and cultures, including First Nations cultures and those of multicultural communities, and enhance trust in government and democracy through the delivery of trusted local news. Community broadcasting is recognised as a critical component of community infrastructure and builds resilience to withstand emergencies and natural disasters. We build social cohesion and well-being by connecting the members of every community.

Community broadcasting is open to the participation of all and supports the participation of people of all ages and abilities. It opens career pathways by offering opportunities for training and employment.

As we deliver impact, we will be…

COMMUNITY MINDED	INCLUSIVE	CURIOUS	PURPOSEFUL
We create impact for the good of the whole community across the sector.	We give people useful skills, honour and include emerging voices and create new pathways for all.	We meet people where they are and pursue possibilities together.	We design with community, in community, and amplify cultural voices.

Strategic objectives	Possibilities	Benefit
A1. Community broadcasters and government shift focus from 'community interest' to 'community impact'	- Government refines its policy settings to place a greater emphasis on impacting community in positive ways - The sector develops sector-wide capability to develop theories of change and impact measurement through training and coaching - The sector recognises 'community engagement' and 'impact measurement' as professional skills in the same category as technological, journalistic or programming skills - The sector aligns its measures to intended impacts	- Governments and other funders have a clearer picture of the outcomes they are investing in and increase their funding - Sector contributes to the wellbeing economy as expressed in the Australian Government's 'Measuring what Matters' framework - Stations have well developed theories of change and a clear picture of how they will deliver impact - The sector acquires the skills required to plan, deliver and measure impact
A2. Community broadcasters amplify Australian arts and cultures, including First Nations and migrant cultures	- Community broadcasters participate more in the broader arts and cultural sector by increasing the depth, quality and diversity of arts and cultural content - Stations continue to increase the amount of Australian music that they air, including First Nations music - Stations nurture and develop new and longstanding partnerships with festivals and venues to help artists grow local audiences - Stations look for other collaborations (e.g., with visual and performing arts) to enrich the cultural life of their communities - Stations continue to increase and broadcast multicultural content and content in language other than English - The sector aligns itself where appropriate to the goals and aspirations laid out in the Australia's Cultural Policy - Revive	- Greater understanding and appreciation for Australia's unique First Nations cultural assets and attributes - Australians are more aware of the diversity of Australian arts and culture - Local and multilingual cultures are better understood, represented and appreciated - The sector supports and contributes to APRA AMCOS' goal of making Australia a net exporter of music by 2030 - More artists build audiences and careers - Community broadcasting contributes to and becomes a key part of Australia's multicultural landscape

Strategic objectives	Possibilities	Benefit
A3. Broadcasters have access and are included to fully participate in community broadcasting	▪ Funding opportunities prioritise the retrofitting of station technology (e.g., using universal design principles and Web Content Accessibility Guidelines) and premises to make them accessible to people with sensory, mobility and intellectual disabilities ▪ Broadcast training is made accessible (primarily through technology) and delivered by people with disability to people with disability where possible ▪ Sector participants promote community broadcasting as a viable career pathway for people with disability ▪ Increase in number of multicultural communities and 'language other than English' programs receiving support to broadcast ▪ Community broadcasters have access to relevant cultural competency and inclusion training and resources ▪ Sector organisations collaborate to develop a sector-wide diversity and inclusion strategy ▪ Stations and Sector organisations develop Reconciliation Action Plans	▪ Opportunities are shared and people are able to fully participate ▪ All technology and premises sector-wide are made accessible to people with sensory, mobility and intellectual disability ▪ People with disability receive training from people with disability ▪ People with disability use their community broadcasting experience to pursue careers in media ▪ Multicultural audiences feel connected to their community and have access to news and information in their language(s) ▪ Multicultural broadcasters feel included and experience less racism
A4. Community broadcasters produce and broadcast trusted news and public interest journalism for underserved communities	▪ Community broadcasters located in areas underserved by other media are identified and resourced to hire journalists to undertake local news gathering and broadcast production ▪ Collaborations and internship programs are formed in partnership with journalism schools to supplement paid staff ▪ First Nations and multilingual broadcasters are resourced to translate and contextualise government messages	▪ People in regional areas have a trusted high-quality news service that includes relevant international and national news items but also regional news of interest ▪ Journalism students see the community broadcasting sector as a viable employment pathway post-graduation ▪ First Nations peoples and non-English speaking migrants have access to

Strategic objectives	Possibilities	Benefit
		critical information and services
A5. Community broadcasters are recognised as a critical component of community infrastructure and contribute to community well-being and resilience	▪ Community broadcasters recognise and grow the well-being benefits they provide to isolated individuals and people living in remote areas ▪ Stations network with local and regional mental health services ▪ Community broadcasters play a key role in natural disaster preparedness and recovery ▪ Stations partner with emergency services in disaster planning and recovery ▪ Multilingual broadcasters play a critical role in the successful settlement of non-English speaking migrants and in connecting and celebrating migrant cultures	▪ The mental health of isolated individuals and people living in remote areas is supported ▪ Communities are prepared for natural disasters ▪ Communities have the information they need to access services in the aftermath of natural disasters ▪ Greater social inclusion in communities
A6. Community broadcasting provides the training and experience needed to open up career pathways	▪ Training is used as a tool to attract people from diverse backgrounds and abilities to community broadcasting and the media industry ▪ Broadcast and technical training for First Nations Broadcasters is enhanced ▪ Training is decoupled from 'work for the dole' in remote communities ▪ A sector-wide apprenticeship program is created to provide placement opportunities for candidates to develop skills and increase employability ▪ Community Broadcasting leadership training is enhanced to develop high-promise candidates from across the country ▪ The sector showcases the media personalities and other high-profile Australians who got their start through community broadcasting to demonstrate the value of sector participation, training and experience	▪ The sector is promoted as an accessible and culturally safe volunteering, training and career pathway for everyone ▪ First Nations-led broadcasters have access to the broadcast and technical human resources that they need to enhance self-reliance and drive employment outcomes ▪ First Nations candidates enthusiastically join training programs ▪ Skill and leadership development is accelerated across the sector ▪ Employment outcomes increase

Collaboration

> **Community broadcasters create a resilient, thriving sector by leveraging the collective strength, skills and knowledge of thousands of participants and sharing content, platforms, and resources.**

By 2033

Community broadcasters leverage economies of scale made possible because they are part of a 'big sector'.

Financial sustainability is increased by growing and expanding revenue sources, including through collective sponsorship sales, fundraising and philanthropy. Stations, sector organisations and membership income grows through reimagined member engagement models and benefits. Risk is managed by diversifying funding, including government funding. Costs are shared and expenses reduced through regional and national collaborations. Back-office administration costs are decreased, and operational service delivery and technical quality is increased.

Stations are connected to one another and collaborate through strong and effective sector organisations. News is gathered, edited, and shared through a trusted community news network. Collaboration and diversity are multiplied by sector organisations working in partnership. Quality content is shared between stations and sector organisations, building audiences for diverse content in every corner of Australia.

As we collaborate, we will be...

COMMUNITY MINDED	INCLUSIVE	CURIOUS	PURPOSEFUL
We create welcoming spaces to increase understanding of people's life experience.	We invite diverse ideas, perspectives, and participation from across the community.	We build flexible, genuine partnerships for a common purpose with ourselves and others.	We form dynamic alliances for powerful impact.

Strategic objectives	Possibilities	Benefit
B1. Community broadcasters collaborate across the sector to share resources and practices	▪ 'Regional meetups' are convened to bring broadcasters together and share knowledge and increase social interaction ▪ Communities of practice are developed around a common community interest or geographic area where practices can be shared ▪ Operational delivery and technical service is enhanced by leveraging economies of scale regionally, nationally and within communities of practice and interest ▪ Where feasible, small employer stations form jointly owned or subscribe to existing 'services companies' to access services such as payroll and superannuation administration, bookkeeping and HR and legal support. ▪ 'Technical hubs' are created in central locations (within a metropolitan or regional area) where (audio and video) content makers can collaborate using shared facilities and technical support	▪ Station employees and volunteers feel a stronger connection to a community of like-minded colleagues within a community interest or geographic area ▪ Stations benefit from the sharing of similar challenges and solutions ▪ Smaller stations benefit from being part of a 'big sector' ▪ Back-office administration costs decrease and accuracy is increased ▪ Content makers benefit from higher quality, more up to date and better maintained technical equipment and facilities ▪ Technicians work 'in place' and on one system, reducing the need to remain current on multiple technical systems and programs
B2. Content production and distribution collaborations are expanded across the sector	▪ Sector organisations share content that is of interest to overlapping audiences ▪ Special interest forums are convened to serve diverse participants and content ▪ Content makers are encouraged to share content within a common community interest and cross-promote programs	▪ New audiences are exposed to diverse content ▪ Sector organisations are able to facilitate the sharing of content of interest to their community interest ▪ Stations have access to content they might not otherwise be able to resource or create ▪ Diverse participants and content makers find 'their tribe' in the sector
B3. Community broadcasters collectively grow and expand revenue opportunities	▪ Expertise in fundraising and philanthropy is recognised and developed as a specialised professional skill	▪ Fundraising grows to become a major source of revenue for more stations in the sector

Strategic objectives	Possibilities	Benefit

	▪ 'Fundraising hubs' are created at the national, state or sector organisation level to grow the capability and capacity of the sector to undertake professional fundraising in a cost-effective way
	▪ Community media agencies grow to maximise sponsorship sales at the national, state, regional and sector organisation level
	▪ Stations investigate ways to grow revenue from membership by adding 'premium benefits' while ensuring that broadcast content is free to receive
	▪ Sector organisations and larger stations help smaller stations to hone their engagement models to deliver more members and revenue
	▪ Greater sharing amongst the sector of earned income models and alternatives to government funding
	▪ The sector makes the case for additional federal funding from:
	   o Home Affairs for multi-lingual broadcasting in areas of high migration
	   o DFAT for broadcasting in the Asia-Pacific region as an extension of 'soft power'
	▪ The sector makes the case for state government funding for Services to help government transmit culturally appropriate messages to all non-English speaking Australians during public health, natural disaster or national security crises
	▪ The sector makes the case for local government funding of Local news and information services
	   o Transmission and production facilities
	▪ The CBF administers state-based funding pools if requested
		▪ Philanthropy represents a major source of revenue for the sector, funding multi-year or large projects which cannot be funded out of general revenues
		▪ Stations have the skills and advice to undertake those fundraising activities that can only be done at the station level
		▪ Sponsorship is maximised at the national, state, regional and sector organisation level
		▪ Stations increase revenue and improve their financial position
		▪ Diversified funding increases financial sustainability
		▪ New membership benefits increase membership and the revenues generated
		▪ The sector benefits from increasing the number of government funders
		▪ The sector is less exposed to policy change in any government or department
		▪ Stations and program makers are able to seek specific support for their work
		▪ State governments can support community broadcasting without having to administer costly grant programs

Strategic objectives	Possibilities	Benefit
B4. The sector collaborates with partner organisations to assist communities to respond to and recover from disasters and emergencies	▪ Community broadcasters located in at-risk areas are identified and consulted on a potential role in broadcasting during the acute phase of a natural disaster ▪ Individual stations assess their readiness and willingness to serve ▪ An audit of emergency infrastructure is conducted and identified stations are resourced to fill gaps identified ▪ Stations that agree to serve during the acute phase of a natural disaster are funded to employ core staff ▪ Community broadcasting staff and volunteers are trained to serve in the acute phase of a natural disaster ▪ Community broadcasting staff receive mental health and well-being support as other emergency services personnel do post-disaster	▪ Stations determine their level of involvement ▪ Paid staff are hired, trained and supported as other emergency services workers ▪ Station infrastructure works reliably in times of emergency ▪ People in identified communities have the information they need during the acute phase of a natural disaster
B5. Community broadcasters are resourced and networked to deliver trusted news and information services	▪ The network of news-producing stations grows and is connected through collaboration channels and regular conferences and training sessions ▪ An editorial team is hired to coordinate news gathering and production from multiple stations ▪ Diverse community news producers are supported to contribute complementary and relevant news items to stations' news programs	▪ Community broadcasters are trained, networked and coordinated to work as a single news gathering and production organisation ▪ The holistic information needs of the community broadcasting audience are met
B6. Community broadcasters are supported by strong, effective and collaborative sector organisations	▪ Development of a sector accord, agreed to by all members of the Sector Roundtable, covering non-grant matters and aligned to the Roadmap ▪ Revise the current definition of "sector coordination" and models to ensure that sector organisations, as intermediary organisations, operate in an ecosystem that is supportive and helps them be successful in delivering impact.	▪ Community broadcasters interests are well represented in future deliberations about the future of terrestrial broadcasting ▪ Access to spectrum is maintained and expanded ▪ Sector organisations provide sustainable impact

Strategic objectives	Possibilities	Benefit
	- The sector collaborates with industry to advance a common position on the future delivery of radio - Development of a sector outcomes measurement framework. - The sector is represented in negotiations with the regulator to ensure free access to radiofrequency is maintained and expanded (for community radio and television) - The sector negotiates with global technology companies for sector access - First Nations and multicultural broadcasters are supported to deliver contextually relevant civic information in appropriate languages for their communities	- Community broadcasting content is easily found on global platforms - The outcomes and impacts delivered by sector organisations are measured - First Nations and multicultural audiences are fully engaged in democratic and civic processes that impact their lives - Community broadcasters have access to frameworks and resources to support them to run culturally appropriate and inclusive organisations

Innovation

> **Community broadcasting is a catalyst for innovation, empowering participants to push boundaries, embrace new technologies, and pioneer novel approaches to content creation and distribution.**

By 2033

The community broadcasting sector retains and grows its reputation as 'a place for experimentation'.

Innovation is supported through an Innovation Fund and a virtual Innovation Lab is built where new ideas can be tested, and experience shared.

Stations are supported to modify and distribute content so that audiences can access community broadcasting wherever they are with whatever device they choose. Community television becomes more widely available on air and online and community radio and television broadcasters work together to promote their respective content.

The sector develops novel ways to measure and monitor its impact, including through an outcomes framework it shares with government to gain a joint understanding of its impact and to plan new initiatives.

As we innovate, we will be...

COMMUNITY MINDED	INCLUSIVE	CURIOUS	PURPOSEFUL
We work together to meet emerging community needs and regularly assess how we're going.	We generously share our skills and resources to increase the capacity of the whole.	We're curious about our potential, interested in new ideas, take considered risks, and are prepared to sometimes fail.	We actively seek new ways of doing things with an open mind.

Strategic objectives	Possibilities	Benefit
C1. The sector has resources dedicated to foster innovation and maintains its reputation as 'a place for experimentation'	▪ Resources are dedicated to create an Innovation Fund (possibly funded through philanthropy) which sector participants can apply to access ▪ A virtual 'Innovation Lab' is created where teams can experiment and collaborate ▪ Innovation Mentors are identified who would advise innovation teams as they progress their ideas	▪ Stations and other broadcasting groups are able to access a dedicated source of funds to foster their innovative ideas ▪ Innovators benefit from the advice of experienced mentors as they bring their projects to fruition ▪ Innovations are recognised on a national scale through forums, conferences or awards programs
C2. Stations are supported to make content available on the platforms used by audiences	▪ Implementation funding for multi-platform distribution technology is secured (from philanthropy or government) ▪ Training in how to modify content to suit the preferences of the users of each format or platform is provided ▪ Technology that automates/assists with the distribution of content over multiple platforms is sourced and tested ▪ A Community of Practice for stations that are interested in learning from one another how best to share content over multiple platforms is formed	▪ New audiences are grown and community broadcasting becomes more popular with greater community impact ▪ Staff and volunteers acquire new skills that lead to employment ▪ Manual processes are automated, saving on paid staff and volunteer time ▪ New forms of storytelling are explored
C3. Community television broadcasters are supported to expand high quality content across multiple markets and platforms, including free-to-air terrestrial and online platforms	▪ Community television returns and expands to more free-to-air markets ▪ Audiences are built through cross-promotion opportunities between community radio and television broadcasters ▪ Contingency plans are made for community television to migrate online if required (including plans for funding of online content production and distribution by licensed broadcasters)	▪ New communities see themselves reflected in community TV programming ▪ More people with television production skills are trained and gain experience ▪ Licensed community TV and ICTV have a clear plan for migrating online if required

Strategic objectives	Possibilities	Benefit
C4. The sector develops and utilises new ways to measure and monitor our impact	▪ An outcomes framework is developed for all parts of the sector from individual stations to sector organisations ▪ Government and sector organisations support stations to understand and report on their community impact ▪ Broadcasters and governments collaborate using a common framework to evaluate existing programs and develop new ones ▪ Sector participants discover additional outcomes they can deliver for their communities over time	▪ All stations have a clear statement of purpose to attract funding from government, sponsors and donors ▪ The sector is able to demonstrate the ROI of sector investment and showcase the myriad outcomes community broadcasting can deliver ▪ The impact of the sector increases over time

Telling our Story

> **The community broadcasting sector tells a united story of our positive impact on the diverse communities and cultures we reflect and serve.**

By 2033

The community broadcasting sector tells a united story of our positive impact on the diverse communities we reflect and serve. It is our story of a 'Big Sector'. A movement. At the same time, each station and each sector organisation tell its part of the story. The story of an incredibly diverse sector where people of vastly different backgrounds and beliefs can work toward a shared vision, guided by common values.

We attract volunteers and staff through the story of our purpose and the promise of our impact. We play an active role in promoting our unique Indigenous cultures and advancing self-determination of Australia's First Nations Peoples. We create a place for underrepresented people, including migrants and people with disability where they are seen, and their voices are amplified.

As we tell our story, we will be...

COMMUNITY MINDED	INCLUSIVE	CURIOUS	PURPOSEFUL
We are community first and reflect its diversity through the stories we tell.	We explore common goals and build creative content with our stations and communities.	We listen with an open mind and engage respectfully in conversations.	We reflect and communicate stories of strength and impact.

Strategic objectives	Possibilities	Benefits
D1. Sector participants tell a new story about the sector to themselves, their communities and the public using the energising themes of Roadmap 2033	▪ The sector adopts a fresh story of diversity based on overlapping communities of identity, belonging and practice ▪ The development of a new national story about community broadcasting and the sector is developed ▪ Sector organisations refresh and align their narratives with the national strategy ▪ Stations reauthor their stories in line with the national strategy and consider if their branding helps them be discovered by listeners on-air and on-line ▪ The sector uses Roadmap 2033 to tell an energising story about its future to sector participants, key stakeholders and the wider community ▪ Sector participants use shared values to guide how they work with one another and partners ▪ Sector organisations and stations use Roadmap 2033 as a guidepost for strategic planning ▪ Roadmap 2033 is regularly reviewed and updated over the next decade ▪ A new Roadmap is developed in ten years' time	▪ Existing and new audiences, volunteers, members and sponsors are attracted by the new narrative and language and support community broadcasting ▪ Sector participants rally around a new story of diversity which highlights everyone's unique contribution ▪ Sector participants share a sense of common purpose ▪ Volunteers and staff are re-energised ▪ Audiences are able to find community broadcasters on all devices ▪ Sector participants, stakeholders and the wider public are aware and motivated to join and support community broadcasting ▪ Sector participants live the shared values of the sector everyday ▪ Strategic plans across the sector are aligned with the goals of Roadmap 2033 ▪ Roadmap 2033 is updated regularly and remains relevant ▪ The sector has a new 10-year vision from 2034
D2. Sector organisations and stations attract and support volunteers of all ages with their story of	▪ Stations use their story of purpose and promise of community impact as a way of attracting people interested in purpose-driven organisations (e.g., pre-	▪ More volunteers interested in 'purpose-driven' opportunities nominate community

Strategic objectives	Possibilities	Benefits
purpose and promise of community impact	retirees and young people) to volunteer ▪ Volunteers are recruited from all generational cohorts and leadership opportunities are created for everyone ▪ Leaders are developed and cultural and intergenerational transitions are managed well ▪ Volunteers are allocated 'community-facing' roles that they want and do best ▪ More staff are hired to undertake administrative roles	broadcasting as a place where they can make a difference ensuring the sector is reflective of the whole community ▪ Sector leadership is held by people of different ages and backgrounds and leadership transitions are smooth ▪ Administration is professionally managed
D3. Community broadcasting reflects First Nations cultures and advances Indigenous self-determination in the decisive decade ahead	▪ Balanced and informed coverage of the process of Reconciliation as Australia responds to the generous offer of voice, treaty and truth extended though the Uluru Statement from the Heart over the next decade ▪ First Nations' content is created, shared and aired widely across the entire sector ▪ The sector sets and regularly reports on targets for First Nations music as a percentage of all music and Australian music broadcast ▪ More positive representation of First Nations peoples in the media ▪ Governments continue to close the digital divide between remote Indigenous communities and more populous areas of the country ▪ Governments reinvest in technological infrastructure in remote First Nations communities ▪ First Nations technicians are trained to maintain broadcast and reception facilities ▪ More First Nations presenters and producers are trained ▪ First Nations Peoples have access to employment and internships opportunities in First Nations-led and other community broadcasting stations and sector organisations	▪ The audience reach for First Nations content is increased across Australia and around the world ▪ A positive Indigenous self-image is reinforced and First Nations People enjoy greater mental well-being ▪ Better informed and less polarised debate over Reconciliation ▪ Australia's community broadcasting sector honours UNESCO's Decade of Indigenous Languages 2022 – 2032 ▪ People in remote Indigenous communities have reliable communication services ▪ Indigenous peoples are able to self-manage their technical infrastructure and equipment ▪ More First Nations broadcasters and technicians are trained and employed throughout the sector ▪ First Nations artists thrive wherever they live

Strategic objectives	Possibilities	Benefits
	▪ First Nations artists have access to facilities across the country to make content	
D4. Community broadcasters with disability are visible and their voices are amplified	▪ The sector develops a disability awareness campaign to inform and educate community broadcasters about the contribution broadcasters with a disability can make and how access can be improved ▪ Disability Inclusion Plans are developed at the sector organisation and station level ▪ RPH Australia is supported and encouraged to further develop its Project DMA to provide active representation for broadcasters with a disability	▪ Community broadcasters are aware of the contribution broadcasters with disability can make and have plans to accommodate and include them ▪ Broadcasters with disability participate throughout the sector ▪ Broadcasters with disability have a strong sector organisation

Think
Insight & Advice

Roadmap 2033 is produced with the assistance of THINK: Insight & Advice