

LOCAL VOICES

LOCAL PERSONALITIES



**ANNUAL REVIEW
2017/18**



COMMUNITY
BROADCASTING
ASSOCIATION OF
AUSTRALIA

The CBAA champions community radio by building station capability and creating a healthy environment for the sector to thrive.

Founded in 1974, the Community Broadcasting Association of Australia (CBAA) is a cultural organisation, charity and the national peak body for community broadcasting licensees. The CBAA is the go-to destination for advice, knowledge and services for the community broadcasting sector.

The CBAA helps to grow the capability and sustainability of stations by providing information and resources on community broadcasting matters such as financial management, compliance, online and broadcast infrastructure, content and programming, station management and community engagement.

The CBAA works to build a healthy environment in which community broadcasting can thrive by nurturing a supportive political environment, influencing public policy through leadership and research, and developing and maintaining internal and external sector relationships and networks.

In particular, the CBAA proactively works with influential political stakeholders to strengthen knowledge, understanding and support of the community broadcasting sector and to pursue policy matters that may affect stations. In this role, the CBAA also leads research for community broadcasting.

Our strategic priorities

The CBAA's work falls into three key areas:

1. Supportive Environment
– building a healthy environment in which community broadcasting can thrive.
2. Capability and Sustainability of Stations
– growing the capability and sustainability of stations.
3. CBAA Viability and Growth – strengthening the CBAA's capacity to provide leadership.

Our efforts in each of these areas contribute to helping achieve the sector's aspiration that community broadcasting is recognised as excellent, innovative, sustainable, accessible, trusted and diverse, and a key pillar in Australian broadcasting that reflects and contributes to our open society, strong democracy and vibrant cultures.

President & Chief Executive Officer's Report

“CBAA membership is critical in providing all information and resources needed for a successful community radio station.”

– CBAA Member in 2017 Member Survey

We are pleased to present the Community Broadcasting Association of Australia's (CBAA) annual review and share some highlights from the 2017/18 year.

First and foremost, it is an exciting time to be in community radio – not least due to record breaking national listening audience of 5.7 million listeners per week. 29% of people aged 15 years and over listen to the 450+ community radio services broadcasting local information and news shared by local voices, as well as specialist programming and lots of Australian music.

In 2017/18, the CBAA continued to champion community radio through its work in three key areas – building station capability and sustainability, nurturing a supportive community broadcasting environment and strengthening the CBAA's capacity to provide sector leadership. In doing so, we support, and are supported by, over 300 members, including new members West TV, Pines FM and 4RPH. We are proud to represent

88% of permanently licensed community broadcasters.

The CBAA's staff is in regular contact with stations and other sector stakeholders and always looking for opportunities to improve our services to them and the sector as a whole. We ask for feedback in an annual member survey and 2017 results reflect the efforts the CBAA has made to be the 'go-to' organisation representing the interests of the community broadcasting

sector. Members indicated that they are most satisfied with the CBAA's work in recognising and celebrating community broadcasting, providing advice, information and resources, and influencing public policy. A Net Promoter Score of 56 indicated that our members are very happy to recommend the CBAA to others.

We also listen to stations sharing their challenges – on the phone, via email, face to face at station



“In last year’s review, we wrote that community broadcasting is more important than ever. The past 12 months have only served to strengthen that statement. We’ve seen the most significant media reforms in recent history and community radio is a strong and necessary platform for diverse and independent local voices in Australian media.”

visits and events, and through groups like the Community Broadcasting Sector Roundtable. From these, we look at how we can help overcome them. This year, this has included:

- Bringing \$12 million in extra government funding to the community radio sector through our successful sector leadership efforts. This funding is in addition to \$6 million brought in earlier in 2017 and is targeted to support community digital radio, enhanced news and streaming services, and enhanced training.
- Providing information and coordination to stations in Canberra, Darwin and Hobart, the first locations targeted for the roll out of DAB+ beyond the existing services in Sydney, Melbourne, Adelaide, Perth and Brisbane.
- Giving subscribing stations access to listener data through our National Listener Survey and Station Community Engagement Survey which can be used in community engagement, sponsorship sales and in the ACMA licence renewal process.
- Launching the Community Radio Station Health Check, a free service to assist stations in building best practice governance.
- Providing access to hundreds of resources in our online Resource Library, which has seen a 70% growth in traffic over the last year.

- Giving subscribing stations access to some of the sector’s best program content through the Community Radio Network, including 118 regular programs and over 50 specials.

This year hasn’t been without the CBAA’s own challenges. In late 2017 and early 2018, former CBAA staff made a complaint to the Community Broadcasting Foundation and launched a public campaign criticising the CBAA’s management of its Australian Music Radio Airplay Project (Amrap). What followed was efforts by CBAA staff to ensure continuity of Amrap services, as well as participating in an independent investigation into the concerns raised. The findings were released in September 2018 and showed that the CBAA has used Amrap grant funds in line with agreements and the financial and other reports to the CBF were accurate. This year, we’re looking forward to continuing to making even stronger community radio’s role in the Australian music industry.

In last year’s review, we wrote that community broadcasting is more important than ever. The past 12 months have only served to strengthen that statement. We’ve seen the most significant media reforms in recent history and community radio is a strong and necessary platform for diverse and independent local voices in Australian media. We take this opportunity to thank everyone involved in the hundreds of stations around Australia who recognises this and who strives to contribute to an inclusive, cohesive and diverse Australia, who pursues democracy, access and equity, who supports and develops local arts and music and who invites with open arms those who want to join them in this great sector we share.

We look forward to working together again in 2018/19 and beyond.

Phillip Randall, President

**Jon Bisset,
Chief Executive Officer**

30,000+

VISITS TO THE
RESOURCE LIBRARY
UP 70%
SINCE LAST YEAR

56

THE CBAA'S NET
PROMOTER SCORE

234

NUMBER
OF
AWARD
ENTRIES

128

hours of new
audio comes
through the
Community
Radio Network
each week

Over

1,500

first-time users had their
music added to Amrap's Airt

UP 10%

5.7M

AUSTRALIANS LISTEN TO
COMMUNITY RADIO EACH WEEK

1,729

people
registered
for CBAA
webinars

1,400

Instances of
direct member
communications

88%

of permanently
licensed community
radio broadcasters
are CBAA members

126,634

MUSIC FILES WERE
ORDERED FOR AIRPLAY

UP 13%

99.99%

increase in **CBAA equity**
in the last five years
(restricted and unrestricted funds).

96% of CBAA Conference delegates reported
having acquired **new knowledge** at the event

STRATEGIC PRIORITY 1:

**Build a healthy
environment for the
sector to thrive**

Nurturing a supportive political environment

Key Deliverable: Proactively working with influential political stakeholders to strengthen knowledge, understanding and support of community broadcasting sector policies and programs

In 2017/18, following a \$6 million increase in funding in the 2016/17 financial year, \$12 million in extra funding was made available to the community radio sector due to the CBAA's successful sector leadership efforts. This is allocated to support community digital radio, enhanced news and streaming services, and enhanced training. The CBAA also made a number of submissions on issues such as Australian content on broadcast, radio and streaming services; the Broadcasting Legislation Amendment (Foreign Media Ownership and Community Radio) Bill 2017; digital radio deeming; the Regional and Small Publishers Innovation Fund; the ACCC review; the Viewer Access Satellite Television (VAST) service review; and Spectrum Framework Broadcasting and Pricing.

The CBAA's leadership in broadcasting and industry planning, legislation, licensing and regulation on behalf of the sector continues, including by working in broadcast industry and planning forums to maintain sector interests. The CBAA has maintained a presence across various industry planning groups, with the CBAA's Technical Consultant sitting on the Regional Digital Radio

Planning Committee, ACMA Digital Planning Technical Sub-Committee, Standards Australia Committee CT-002, Broadcasting and Related Services, International Telecommunications Union, Australian Radiocommunications Study Group 6, Communications Alliance, Broadcast Cabling and Digital Equipment, ACMA Spectrum Tune Ups and the Digital Technical Advisory Committee among others.

Key deliverable: Expanding the footprint of digital community radio services in regional Australia

The CBAA continues to play a central coordination role in the planning, project management, infrastructure and operations of the national digital radio network through the application of Federal Government funding to support community digital radio. The CBAA represents the interests of community broadcasters on the industry-wide Digital Radio Planning Committee for Regional Australia (DRPC). The Committee is chaired by the Australian Communications and Media Authority (ACMA) and includes representatives from the commercial radio sector, ABC, SBS and the Department

of Communications. It provides a constructive forum for technical and service planning, and legislative changes geared to the regional extension of digital radio services.

Throughout 2017/18, the CBAA provided information and coordination to stations in Canberra, Darwin and Hobart to support the expansion of digital radio to regional areas through its Digital Radio Project. This has included participating in channel planning for these three areas and the Gold Coast, extensive preliminary planning to support the establishment of community digital radio services in Canberra, Darwin and Hobart (including provisioning station equipment and multiplex, linkage and platform infrastructure), as well as assisting to establish Community Digital Representative Companies (DRCs). Community and commercial digital radio services in these areas are scheduled to commence in March 2019. These activities ensure the inclusion of community services in the expansion of digital radio beyond existing services in the mainland capital cities.

“The CBAA is the go-to for stations ... the backbone of government relations for funding and profiling community radio at top government levels” - CBAA Member in 2017 Member Survey

Influencing public policy through leadership and research

Key Deliverable: Renew the CBAA Research Strategy to better understand and meet the needs of the organisation, stations and the sector

In 2017/18, the CBAA continued to conduct its National Listener Survey (NLS), Station Community Engagement Survey (SCES) and research with community radio stations.

The NLS is a survey of the community radio listening habits of Australians, and the results assist in sector planning and

promotion, as well as offering community radio stations access to tailored audience reports. In 2018, the survey recorded the largest national listenership in its 10+ year history, reaching a peak of 5.7 million weekly listeners. 26 community radio stations purchased Station Reports from the National Listener Survey.

The CBAA continued to offer the Station Community Engagement Survey as an affordable audience research program for stations of all sizes. It can be used to complement the NLS or as a standalone report which gives station-specific insights from listeners. The data can be used for programming and planning at stations, as well as providing important data to include in ACMA licence renewals. In 2017/18, 60 stations used the service.

The CBAA's program of research with stations is a collection of surveys which give insights into station operations across all areas including programming, technology, administration and community development. In 2017/18, the CBAA conducted the Financial Health of Community Radio survey and continued plans to refine how research is conducted with community radio stations.

Key deliverable: Completing a review of the Community Radio Broadcasting Codes of Practice

The CBAA's review of the Codes of Practice is ongoing and due for completion in 2018/19. Consultation with the ACMA continued through 2017/18, as well as planning for additional sector and public consultation.

Developing and maintaining internal and external sector relationships and networks

Key Deliverable: Convening the Community Broadcasting Sector Roundtable to identify and advance issues of mutual interest

The Sector Roundtable convened twice (August 2017 and April 2018) to identify actions on jointly held policy and regulatory concerns and develop and advance shared strategic priorities for the sector (including the development of a shared regulatory framework,

planning for future digital and multiplatform sharing of sector content). First Nations Media Australia (formerly IRCA) became the newest member of the Roundtable, and the CBAA also held a sector networking event alongside the Roundtable meeting in Sydney in August 2017, giving community broadcasters the chance to come together and meet representatives from the participating sector organisations, as well as CBAA staff.

Raising public, community and social awareness of community broadcasting

Key Deliverable: The development and coordination of initiatives that raise awareness of community broadcasting

The CBAA creates and promotes content that demonstrates the importance and power of community radio to its stakeholders, including the media. This includes sharing insights from the CBAA's research into the community radio sector and its listenership, which helps to position the sector alongside commercial radio and the ABC and SBS, as the third pillar in Australian radio broadcasting.

In 2017/18, as well as participating in all community broadcasting sector conferences, the CBAA had a presence at external conferences and events including Audiocraft, BIGSOUND, Associations Forum National Conference, American Society of Association Executives (ASAE) and Australian Society of Association Executives (AuSAE) Conferences and the Connecting Up Conference. The CBAA's CEO also attended AMARC's Perspectives on Community Radio in Thailand and Global Context Conference in November 2017, where Thai community broadcasters and international organisations exchanged knowledge and experience.

Community radio remains an important stakeholder in the Australian music industry with both sectors benefiting from a close working relationship. This includes the promotion of Australian music and community radio through initiatives including pop-up playlists on Amrap's Airtl for national music award nominees; weekly Amrap Metro and Amrap Regional Community Radio Charts that highlight the music most ordered for airplay by community broadcasters; a weekly Amrap Chart Wrap on The Music Network website; and a curated, fortnightly editorial feature on the Tone Deaf music website which highlights Australian music chosen by community radio station Music Directors across the country.

The CBAA has also continued activities focused on strengthening relationships between the music industry and community radio, including working with key music industry organisations to source and distribute music from under represented communities, as well as advancing plans to establish a CBAA Amrap Advisory group to assist in future planning for the CBAA's Amrap services.

Key deliverable: Acting as a central point for community broadcasting, providing regular advice, information, resources and news and promoting opportunities to stations and other stakeholders

The CBAA shares advice, information, resources, news and opportunities with station staff and volunteers and others

interested in the community radio sector through the CBAA website (478 news items published), CBX Magazine (November, April), social media, enewsletters, email direct marketing and more. The CBAA also has staff available to answer queries from community radio sector stakeholders including stations, media and others. The CBAA takes a targeted approach to communications and is in the process of developing more specific communications around resources and advocacy, as well as exploring live and on-demand video content.



Recognising and celebrating community broadcasting

Key deliverable: Strengthening the annual CBAA Awards to recognise and celebrate excellence in community broadcasting

One of the key channels through which the CBAA facilitates sector awareness and celebrates excellence is its annual awards program. In 2017, there were 234 entries, which were judged by a group of 100+ judges consisting of sector stakeholders, industry leaders and other experts from the community broadcasting sector. Judges continued to provide very positive feedback about the calibre of entries.

Award winners were announced at the CBAA Community Radio Awards Gala Dinner held on the Gold Coast QLD in November 2017. Winners were recognised across 20 categories, including the prestigious Tony Staley and Michael Law Awards. In 2017, these were awarded to 4MBS and Ian Stanistreet.

In early 2018, a review of the CBAA Awards was undertaken, with new categories created to reflect the changing landscape of the community broadcasting sector. 33 categories were launched, with a judging rubric developed and a new final stage of judging implemented to facilitate consistent, robust assessments of the entries.

STRATEGIC PRIORITY 2:

**Grow the capability
and sustainability
of stations**

Cementing the CBAA as the go-to source for information, knowledge and advice.

“CBAA is OUR voice in the sector. Without them we are like a radio station without a transmitter. You can talk, but no-one will hear your voice.”

- CBAA Member in 2017 Member Survey

Key Deliverable: Proactively providing advice and resources to help stations achieve their missions, including through a comprehensive and up to date resource hub, an information line, a comprehensive webinar program and other relevant initiatives.

In 2017/18, the CBAA continued to provide support to stations on all aspects of running and being involved in a community radio station. This included in excess of 1,400 instances of direct communication with members, including proactive calls, phone help-line support, webinars, licence renewal reminders and the provision of other services and resources (up from 1,300 in the previous year).

The CBAA continues to provide stations with large turnovers and a high number of paid staff with curated Deep Dive workshops, aimed at addressing the unique challenges and opportunities faced by these stations. In addition to an extended session at November's CBAA Conference, 12 community radio station managers met in Sydney in May 2018 to network and build capacity, with a specific focus on new media developments including voice activation and smartphone broadcast systems.

In 2017/18, the Resource Library, which is a hub for community broadcasters to find information on community radio finance, governance, infrastructure, community engagement and content and programming,

grew to include 153 new and updated resources. The library attracted 30,000 unique page views in the year ending 30 June 2018, more than a 70% increase when compared to the previous financial year.

In 2017/18, the CBAA has continued its webinar program with support from the Community Media Training Organisation (CMTO). These free online workshops provide community broadcasters access to guidance and resources on a wide range of important topics, presented by experts. There were 1,729 registrations for the webinars, with 575 in attendance in this time period and the best attended sessions were focused on mastering audio, sponsorship sales and defamation. With this in mind, the CBAA is further considering how live and on-demand video content can support community broadcasters.

Key deliverable: Providing cost savings on stations' core business expenses.

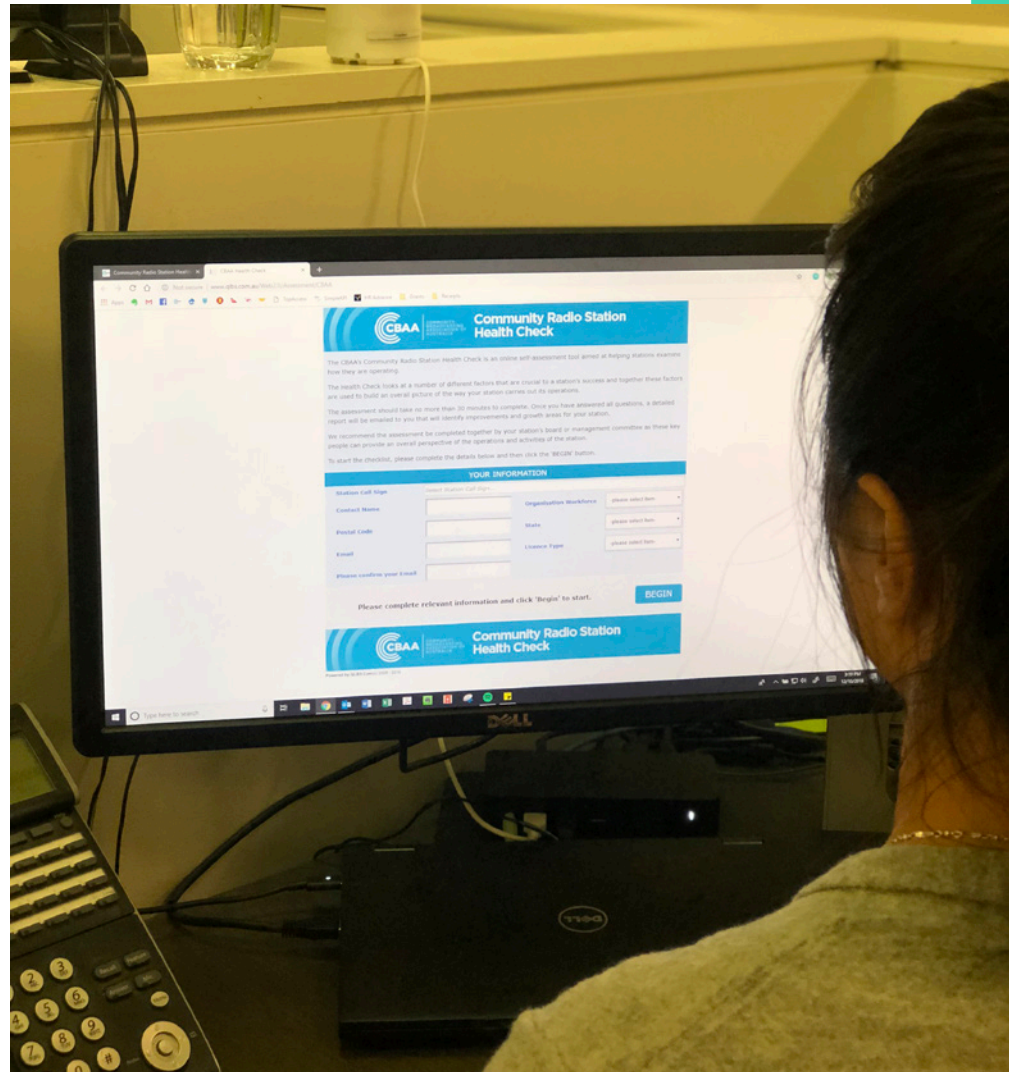
The CBAA continues to provide members with value for money, offering all CBAA members 50% off compulsory PPCA licensing fees, up to 50% off insurance, discounts to CBAA Conference, station-specific research options, the Community Radio Network (CRN), news services and more. In November 2017, the CBAA announced a new agreement with Broadcast Australia to assist member stations with technical solutions and broadcast engineering support.

Spotlight On: Community Radio Station Health Check

Effective governance practice has been identified by the CBAA, the Community Broadcasting Foundation (CBF), the Australian Communications and Media Authority (ACMA), and station managers as a key challenge for community broadcasting organisations. This initiative sets out to strengthen the governance, operational and community engagement capacity of community broadcasting stations.

In November 2017, the CBAA launched the Community Radio Station Health Check, an online self-assessment tool designed to help community radio leaders evaluate their station's governance and plan for the future. The Check is designed to be completed by a station's board or management committee, and provides a report showing a station's strengths, areas for improvement and action plan and resources to assist in building best practice governance. To date, over 40 stations have used the Health Check and have provided feedback including:

"Great insight into how to establish best practice. It provides a simple tool that our board can use to prioritise initiatives."



Find out more at www.cbaa.org.au/stationhealthcheck.

This service was produced with the assistance of the Community Broadcasting Foundation and Community Media Training Organisation.

"...there is always a concern about if the collective "WE" at the station are getting it right! This tool provides an independent opinion on how we are doing! Love it! Love the fact that it gives hints for the newer members to get a handle on where the question is going!"

"...the tool provides an excellent template for addressing key issues, including culture ...which is often the overwhelming driver of what happens, but can get the least consideration in relation to 'good practice'."

Providing stations with programming and with content development guidance and support.

“Love your work! Have used this service for over a decade now with many different releases and artists. From all of us here at Rhythm section, thank you guys so much, really appreciate all of your effort”

– Ryan Van Gennip, musician, music producer, tour promoter and label publicist on the CBAA’s Amrap service

Key Deliverable:

- **Curating the Community Radio Network to continue offering high quality flagship program and a selection of the best station-driven content**
- **Promoting and distributing contemporary Australian music to stations through the Australian Music Radio Airplay Project (Amrap)**

The CBAA continues to foster national content exchange through its Community Radio Network (CRN), providing stations with access to high quality programs and content to supplement and enhance their local programming. Through CRN, subscribing stations and program makers can access content meeting a diverse range of needs, including regular programs, one-offs and specials, ranging from short segments through to multi-hour programs, available live or on-demand. Approximately 128 hours of new audio comes through CRN each week.

In 2017/18, 118 regular programs and segments were made available to over 140 stations via CRN each week including flagship content *National Radio News*, *The Wire*, and *Good Morning Country* and new ongoing content including *Playback* (with APRA

AMCOS), *AFL Multicultural Football Show* (NEMBC), *45 RPM* (The Pulse), *Narratives* (Bay FM), *Think Stories and Ideas* (2SER) and *Three Chords and the Truth* (98.9 FM). In addition, the CBAA broadcast and distributed over 50 specials via the CRN over the year, encompassing live broadcasts, one-offs, series, and batches of drop-in segments.

These included live broadcasts for the 10th Anniversary of Sorry Day (98.9FM), Woodford Folk Festival (4ZZZ), the Sydney Gay & Lesbian Mardi Gras (JOY), International Women’s Day (various; see breakout box on p. 15), the National Indigenous Music Awards (NIMAs) and Barunga Festival (TEABBA).

The CBAA promotes and distributes contemporary Australian music to stations through its Australian Music Radio Airplay Project (Amrap) and services including the CBAA’s distribution portal Airlt and the monthly CD Mailout. In 2017/18, more artists added their music to Airlt than in previous years and more of that music was ordered by broadcasters for airplay. More than 1,500 new artists successfully applied to be distributed via Airlt and over 1,000 previously approved artists also continued

to add new music to Airlt. 126,634 music files were ordered for airplay by hundreds of community radio program makers and music library coordinators, a 13% increase on the previous financial year. In the same period, close to 20,000 CD units across 274 artist titles were distributed to nearly 200 stations for potential airplay via the CD Mailout service.

The CBAA also continued to enable stations to promote their radio programs and Australian music online through Amrap Pages and Airplay Search, which were further developed to allow program makers to post airplay logs to station websites and social media, find artist information and videos to share with community radio audiences and inform artist representatives when their Australian music is aired. This was supported by training, both face to face, and via webinars. 116,000 Australian music airplays were posted and promoted on community radio websites using these services.

The CBAA also creates the *Amrap Radio Program* for distribution through CRN, which highlights selected additions to Airlt in a program packaged format for local station playout.

Spotlight On: CRN Program *Service Voices*

Service Voices brings stories, ideas, and memories from the wider service community, hearing perspectives that might otherwise be lost in the passing of time. Produced at Radio Adelaide and available around Australia through the Community Radio Network, the program is the initiative of three remarkable women: Fiona White, Helen Meyer, and Sharon Mascall-Dare.

A word from Sharon on the driving force behind the program: “*Service Voices* is inspired by service in all its forms. It gives a voice to those who have served in a range of capacities, as fire-fighters or SES members, as

servicemen or women, or as community volunteers or paid workers. It recognises that service is diverse, and often encompasses a strong narrative that reveals much about human nature and human endeavour. It seeks to bring stories to air that capture and reflect service from a personal perspective, building greater understanding of service communities and, in turn, connecting listeners with stories that matter to them”.



Through its Community Radio Network (CRN), the CBAA broadcast and distributed over 50 specials throughout the year encompassing live broadcasts, one-offs, series, and batches of drop-in segments. Some series and segments highlights Included:

Yes for Love

In late 2017, LGBTQI radio station JOY 94.9, temporarily rebranded

Spotlight On: 50+ Special Broadcasts on the CRN

to YES 94.9. It was part of the station’s effort to give their announcers free reign to share their stories and discuss how the same-sex marriage postal vote was affecting their lives. This series of short stories from the age of the postal survey was edited and available to stations through the Community Radio Network. *Yes for Love* looked at the different and varied layers of the same-sex marriage survey. It was made available to other community radio stations wishing to share such personal - but not uncommon - stories with listeners.

Sorry Day 10th Anniversary broadcasts

Produced by *Let’s Talk*, 98.9 FM/ NIRS. Ten years ago, then-Prime Minister Kevin Rudd made history with a National Apology to the Stolen Generations, presented at Parliament House in Canberra. These two special broadcasts

considered the significance of the Apology and took stock of the circumstances facing First Nations families today.

Anatomy of an Album

A series of three specials produced in partnership with APRA AMCOS, which picked apart great Australian albums with the songwriters and producers who brought them to life (Violent Soho, Dan Sultan and Hermitude). The moderated discussions and Q&As explored how the songwriters and producers behind these iconic albums had set new benchmarks for songwriting and production in the industry, also revealing the studio tips, stories and secrets that you might have missed.

Spotlight On: Community radio celebrates International Women's Day 2018

The CBAA gathered and shared a mix of live content and pre-packaged specials through its Community Radio Network (CRN) for International Women's Day in May 2018. Stations and listeners were treated to an engaging lineup of music and dialogue around the theme for 2018 - #PressforProgress. In addition to a selection of talks, specials and documentaries made especially for the day, a live broadcast from the studios of PBS 106.7FM brought listeners some rock n roll:

Fang It! Four amazing acts live from the studios of PBS 106.7FM for a celebration of epic proportions - with the live sets of Camp Cope, Hospital Pass, Adalita and Lazertits going out nationally.

Women in the Bearpit Radio Adelaide's Annie Hastwell examined the changing presence of women in broadcast current affairs. What's happened over



the past few decades as women enter spaces to grill politicians and power figures? Is the increasing presence of women changing the news we see and hear? Through interviews with high profile presenters past, present and future, Annie looked at the challenges - a blokey news culture, audience reaction to the 'girl' voice - and the potential for a equitable news culture.

How Do I Cope? The broadcaster behind 4EB's *Women's Profile*, Maureen Mopio, presented this documentary on mental health-related issues amongst culturally and linguistically diverse (CALD) adolescents and non-English speaking women, girls and families.

#PressForProgress Through a selection of engaging personal and discussion pieces, 4ZZZ's special explored the current scope of gender equality and the progress that is being made or needs to be made in a range of fields.

21st Century Women Recorded live for the 40th Sydney Gay & Lesbian Mardi Gras, in this special episode of *21st Century Women*, Greta, Lindsey, Hannah & Daisy explored the fun side of feminism.

Wild Black Women From the studios of 98.9fm, *Wild Black Women* brought highlights of the Black, Bold and Beautiful event held in Brisbane for International Women's Day.



International Women's Day

Developing and providing infrastructure and solutions to scale.

Key Deliverable:

- **Growing the Community Radio Content Distribution Hub and the Digital Delivery Network so that it provides an increasing variety of content in addition to the Community Radio Network**
- **The operation of services and infrastructure to enable 36 licensed metropolitan-wide community broadcasters to provide digital radio services**

The CBAA supports stations by providing content distribution networks and infrastructure through the Content Distribution Hub, Digital Delivery Network (DDN), and Digital Radio Project (DRP), supplemented by programming and content development support. In 2017/18, in addition to maintaining these essential services, further work was done in the expansion of the existing Wide Area Network (WAN) that will be increasingly central to the facilitation of national content exchange activity in the future.

The CBAA's Digital Radio Project continues to provide platform infrastructure for digital radio transmission and service support and delivery for metropolitan community broadcasting licensees in Adelaide, Brisbane, Melbourne, Perth and Sydney. In 2017/18, there

was a rolling program of upgrades across the digital radio network and multiplex systems, and the next stage is a capital equipment changeover for all metropolitan services. This will provide next generation equipment to stations, provide increased redundancy and integrate to multiplex system and network upgrades. The CBAA has also continued to provide programming and meta data support for all community digital radio services.

Metropolitan stations operating digital radio services contribute financially to digital radio platform infrastructure, operations and transmission, through the annual Digital Radio Service Fee. The Service Fee aims to build long-term sustainability for the operation and development of community digital radio services.

In 2017/18, metropolitan stations collaborated on a number of special broadcasts made possible through digital radio infrastructure. This included collaborating with CRN for the International Women's Day broadcast (see breakout box on p. 15), a classical music programming

collaboration between 3MBS and 4MBS, and shared content networking and dynamic metadata systems for the Vision Australia Network.

Key Deliverable: Strengthening and growing the CBAA national conference to ensure it is a professional and financial success

The CBAA's flagship event is its national community broadcasting conference, held in November each year. The 2017 Conference was held on the Gold Coast QLD and was widely considered a success. There were 279 registered delegates and 92% of respondents were satisfied or extremely satisfied with their conference experience. 96% of attendees reported having acquired new knowledge as a result of the conference. In 2017, the CBAA continued its Conference Scholarship program, enabling eight people from underrepresented groups to attend. The CBAA also launched its first conference app, enabling delegates to connect, share news and updates, easily access resources and provide immediate feedback.

96% of attendees reported having acquired new knowledge as a result of the 2017 CBAA Conference.

Strengthening the skills and knowledge of station communities.

Key Deliverable: Increasing emphasis on building stations' capability by exploring the development of new initiatives that:

- **Support stations to improve their financial viability and sustainability**
- **Improve the transmission quality of regional and/or rural stations**
- **Enable stations to promote their radio programs and Australian music through a suite of online services**
- **Facilitate connections and knowledge sharing through a program of localised and/or special interest events, forums and multi-platform initiatives**
- **Encourage collaboration between stations**
- **Encourage storytelling by new and emerging producers around Australia and assist them to forge links with stations**

The CBAA has undertaken a number of initiatives this year to strengthen the capacity of station communities, including:

- Provision of information, advice and resources to support stations in their

financial viability, including the CBAA Grant-Matching scheme, grant updates in the fortnightly eNews, and webinars and conference sessions focused on building financial capacity. The CBAA also successfully negotiated a new pro-bono service for CBAA members with Broadcast Australia. The Finance section of the Resource Library has grown to include more than 31 sub-topics.

- Preparations for digital radio transmission in Canberra, Hobart and Darwin, which will provide improved reception and service reach for many of the community radio services in these areas.
- Reinvigorating stations' online presence through the CBAA's custom community radio website and hosting platform Radio Website Services Premium. 36 stations have subscribed to the service to date. This year, the CBAA strengthened site security and online fundraising capacity. The CBAA has received positive feedback from stations, and the service has been adopted by a mix of station types including regional, metro, sub-metro, Indigenous, fine music and more (see p. 8 for more).
- The CBAA's national conference remains a central opportunity for the community broadcasting sector to come together and network with

sector organisations and other stations. In 2017, the program included plenary addresses by Tania de Jong and Trevor Long, workshops on everything from studio tech to content strategy to managing interpersonal conflict, and the CBAA's Media Lab, presented in partnership with CMTO.

- The CBAA continued its Deep Dive program designed specifically for the sector's largest stations (see p. 11 for more information).
- The CBAA continued its National Features & Documentary Series in partnership with the CMTO in 2017, which saw emerging producers from eight stations selected for training in the creation of a half-hour radio documentary. Content ranged from Post-Traumatic Stress Disorder (PTSD) treatment for military veterans to alternative schooling, personal stories on Indigenous identity, to 2017 winner, Kaarina Lindell's *How Digital Changed Music*, which looked at how the ways we access and listen to music has changed remarkably since the pre-digital era and how this impacts musicians.

Spotlight On: Fraser Coast FM redevelops their website using Radio Website Services Premium

“Fraser Coast FM 107.5 have been using the Amrap Program Guide and Amrap Presenter Page plugins for quite some time with great success. So much so that when it became time for the station to redevelop our website and look for another hosting organisation we immediately approached the CBAA to sign up for their RWS Premium Service.

Amrap Pages have provided valuable input to our presenters on the level of Australian content in the programs and also the Playlist Search function allows us to increase the level of music diversity in our programs. Our listeners really love the on-demand streaming via the Listen Back feature and always comment on the integrated YouTube videos that automatically come up on the playlists.



The website migration, development and support we have received from the team is exceptional. We are absolutely delighted with the new website and especially the new Donate page. We expect that the Donate function alone will significantly increase revenue to the station which is extremely important to us as a not-for-profit community radio station.

We have also recently published our first Podcast episodes on the new website and everyone is really excited at the potential it brings to Fraser Coast FM 107.5.”

Ross McLean
Programming Manager Fraser
Coast FM 107.5

“We expect that the Donate function alone will significantly increase revenue to the station which is extremely important to us as a not-for-profit community radio station.”

STRATEGIC PRIORITY 3:

**Strengthen the
CBAA's capacity to
provide leadership**

Ensuring the CBAA is financially well managed with strong systems, policies, and processes underpinning governance and accountability

“CBAA is a vital link in the chain of community broadcasting.”

– CBAA Member in 2017 Member Survey

Building the CBAA's future sustainability continues to be a key priority for Board, and the CBAA is committed to building a sustainable financial model, aligning the CBAA resources, structure and processes to support the organisation's strategic direction, while continually building an engaged, vibrant, well-informed, effective and well-supported workforce.

In accordance with its strategy, during 2017/18 the CBAA continued to generate revenue to:

- Advance the CBAA's mission:
- Increase and improve services to community broadcasters; and

- Set aside additional reserves for ongoing sustainability.

The CBAA's surplus for the financial year ended 30 June 2018 was \$484,212 (2016/17: surplus \$69,914).

The CBAA finances continue to be in a healthy balanced position with equity increasing by nearly 100% in the last five years (includes restricted and unrestricted funds). We continue to explore ways to maintain its sustainable and viable position for the coming years.

Further information is available in the CBAA's 2017/18 Financial Report, available on the CBAA website.

Fostering a positive, high performing and engaging working environment

Key deliverable: Continually building an engaged, vibrant, well-informed, effective and well supported workforce

The CBAA is committed to building a diverse workforce and an inclusive working environment where all employees feel respected, safe and engaged, and are effective in contributing to meeting the organisation's strategic outcomes.

Providing opportunities for staff to upskill has been a priority this year, and included CBAA management and staff attending educational workshops and conferences within and outside the community broadcasting sector, as well as receiving coaching, training and accredited education. This will continue to be a priority as a means to foster best practice, increase staff engagement and strengthen organisational culture.

The CBAA also offers flexibility in work hours and staff are encouraged to maintain a healthy work/life balance. The CBAA currently has over 50% of its staff working part-time or flexible hours.

In 2017/18, the CBAA introduced an Employee Assistance Program (EAP) for all permanent staff. The EAP offers confidential counselling for staff members and spouse from external and qualified counsellors and psychologists. The accompanying wellness program offers access to an online portal with resources and training for topics related to personal wellbeing, mental health and workplace health and safety.

Key deliverable: Aligning CBAA resources, structure and processes to support the organisation's strategic direction

The CBAA has a long tradition of its governance, leadership and strategic direction being successfully driven by the CBAA Board, which is made up of individuals with significant expertise and experience in the

community broadcasting sector.

In 2017/18, the CBAA began a process to review the organisational resources supporting the CBAA's strategy. As part of this process, the CBAA reviewed the structure of the organisation, supported by an external HR consultancy. The review revealed that improvements could be made to ensure that the CBAA's structure fully supported the strategic goals of the organisation, including being able to best meet the needs of its members within a changing operating environment. Some structural changes were made in 2018 in light of this, including the appointment of a Chief Operating Officer (COO), Senior Manager, Business Development and Senior Manager, Stakeholder Engagement. Further consultation to reach the optimal structure is needed and will continue in 2018/19.

Alongside changes in the organisation's structure, the CBAA experienced a voluntary staff turnover of 10%.

Diversifying financial resources by establishing and growing new income streams

Key deliverable: Building a sustainable financial model, focussing on diversifying and growing revenue streams through

- **Establishing a systematic process for evaluating, selecting and sun-setting products and services.**

The CBAA could not do the work it does to champion community radio without listening to the needs of Australian community radio stations. The CBAA prides itself on providing spaces for members to be heard, including via phone, focus groups, at events, via working groups such as the Community Broadcasting Sector Roundtable and in an annual membership survey. This feedback helps inform service design and delivery, and policy and advocacy work undertaken on behalf of the sector. Critical to this approach is our ability to consult effectively when developing ideas, in decision making and when communicating results.

The CBAA uses this feedback to design and review products and services. In 2017/18, this included the launch of a new service – the Community Radio Station Health Check, a review of the

CBAA's Community Radio Awards program, and commencing a review of its member benefits, to be finalised in 2018/19.

- **Sourcing new funding opportunities from government, trusts, foundations and individual giving, along with growing corporate sponsorship and partnerships**

On an ongoing basis, the CBAA's management team and Board investigate and consider options for investment and further financial growth. This involves exploring strategies to increase sponsorship, new business opportunities, grants and donations.

In 2017/18, the CBAA has been proactive in sourcing grant opportunities for various initiatives and new sector projects. In early 2017, the CBAA submitted several applications to the CBF, APRA AMCOS, the National Disability Insurance Agency (NDIA) and Women NSW.

- **Growing the CBAA Community Education Program**

The CBAA was once again successful in receiving the Australian Government Community Awareness Grants for projects aimed at increasing the number of registered organ and tissue donors. This

project allows the CBAA to work with community radio stations nationally to promote awareness of the importance of and encourage registration of donation decisions on the Australian Organ Donor Register via broadcast, digital and social media content.

The Community Broadcasting Suicide Prevention Project continued as per the current agreement that runs through 2019 (see breakout box on p. 23 for more information).

- **Sponsorship**

The CBAA is focused on gradually building sponsorship for both its conference and the organisation as a whole. These sponsorships are not always monetary in nature and may include contra agreements or in-kind donations of services to members. During the past financial year, the CBAA negotiated new agreements with Broadcast Australia and AFTRS. Sponsors for the CBAA Conference included AFTRS, McNair yellowSquares, APRA AMCOS, PPCA, Deutsche Welle, Broadcast Components, Jands, AAIS, Mindframe, ConnectingUp, Spots & Space and RadiInfo.

Spotlight On: Launching the Suicide Prevention Program

On 24 July 2017, the 2017 - 2019 Community Broadcasting Suicide Prevention Project was launched live on air at Mornington Peninsula's RPP FM.

Federal Minister for Health Greg Hunt and Suicide Prevention Australia CEO Sue Murray joined Community Broadcasting Association of Australia CEO Jon Bisset at the station to announce this renewed funding and discuss the importance of the project.

In an interview with RPP FM's Ellice Viggers, Minister Hunt said the government aims to ensure that people feel equipped when they or their loved ones are confronted with issues linked to suicide and suicide prevention.

"At the end of the day, the issue of despair and darkness is one which confronts virtually every family, or all of us know somebody and have in some way been affected. We're providing, all up, \$960,000 to [the CBAA] to assist with getting that message out that there are ways through for suicide prevention, that if you are in a dark place... there are incredible supports such as Suicide Prevention Australia,



such as Lifeline, to assist... As alone as you may feel, there are people that want to help and people that can help."

CBAA Chief Executive Officer Jon Bisset sees community radio as a very effective medium for sharing this kind of educational and informative content with a large and diverse audience.

"Community radio is particularly able to access groups that commercial radio and the ABC and SBS don't, like Aboriginal communities, the RPH network, and ethnic communities across the country...it's a really good way to access large numbers of people and reach deep into communities to ensure that these really important messages get out there."

Bisset spoke further on the project to community radio's national independent current affairs program, *The Wire*.

"It's a series of segments...that we then broadcast across the country to community radio stations to help them connect with their local community, so that the communities can better understand what can be done around suicide prevention," says CBAA CEO Jon Bisset.

"The program has now been going for a number of years. It's seen as extremely successful by the Government and also the broader suicide prevention sector."

Each month, 20 short radio segments are released to community broadcasters across Australia. They are designed to promote help-seeking behaviour and positive lifestyle choices, using interviews with service providers, as well as profiles of people who have successfully dealt with tough times in their lives.



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