



COMMUNITY  
BROADCASTING  
ASSOCIATION OF  
AUSTRALIA

## ANNUAL REVIEW

# 15 16

The CBAA  
champions community  
broadcasting by  
building stations'  
capability and creating  
a healthy environment  
for the sector to thrive.

Founded in 1974, the Community Broadcasting Association of Australia (CBAA) is 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 culture.

# PRESIDENT & CHIEF EXECUTIVE OFFICER'S REPORT

## WE ARE PLEASED TO PRESENT THE COMMUNITY BROADCASTING ASSOCIATION OF AUSTRALIA'S LATEST ANNUAL REVIEW AND SHARE SOME HIGHLIGHTS FROM THE 2015/16 YEAR.

The CBAA continues to work in three key areas to champion community radio - building station capability, creating a healthy environment for the sector to thrive and strengthening the CBAA's capacity to provide leadership.

Year on year, we expand upon the ways in which the CBAA works with stations to build their capability and sustainability and have been pleased to see ongoing very high levels of satisfaction amongst our membership, which includes 86% of permanently licensed community broadcasters. CBAA members have a high propensity to recommend our services, with a Net Promoter Score of 28 in 2015, up from 23 in 2014.

New initiatives to support stations this year have included finalising a new PPCA simulcasting licence for community radio stations. Under that licence, community broadcasters simulcasting pay an annual, affordable flat fee, with no per-song rate or revenue percentage applicable. CBAA member stations receive a further 50% discount on that licence fee.

For stations seeking tailored data about their listeners, the CBAA reinvigorated its National Listener Survey. Under the new offering, there are substantial cost reductions for stations, greater transparency on the research process and outcomes, and there are more opportunities for stations to derive value through additional research options.

The CBAA also expanded the ways in which it supports broadcasters to promote their stations and content online with Radio Website Services (RWS) Premium. RWS Premium helps broadcasters manage their station website and promote their online content through web, social media and mobile phones. Subscribers have access to a suite of online tools purpose built for community radio, which are easy to manage, allowing broadcasters to quickly generate web content that complements their station's broadcasts and activities. 16 stations have signed up for this service in the first year.

As well as developing and maintaining services for stations, much of the CBAA's work contributes to creating and maintaining a healthy operating environment that is supportive of community broadcasting organisations and their staff and volunteers. This year, this has included an increase in direct contact with Members of Parliament and other

political stakeholders. The CBAA's work in this area is focused on continuing the positive, bi-partisan support enjoyed by our sector for over 40 years.

While the sector's current operating environment has its challenges, we have also seen the largest listenership on record this year. The July 2016 National Listener Survey shows that more than 5.2 million people across Australia are listening each week. Radio continues its incredible longevity as a media platform and, in a world in which media diversity and local content are continually under threat, community radio continues to thrive.

The CBAA continues to build upon its own strength to lead and support the sector. This year, we welcomed a new President, Phillip Randall, and Vice President, Melanie Withnall, as well as new Board member Anne Frankenberg. All three directors have an incredible wealth of sector experience and are well placed to oversee the CBAA's progress.

Looking ahead, we know that we must continue to support licensed community broadcasters to continue to evolve in a multi-platform world. In the coming year, the CBAA's focus will be on broad consultation for our sector's Codes of Practice review, continued involvement in the Community Broadcasting Foundation's review of its structure, governance and grants processes to support changes that benefit all applicants, regional digital radio planning, the development of a governance improvement project for stations and progression of a community radio awareness campaign.

Finally, reflecting on this year past is a fantastic opportunity to thank everyone involved in the CBAA's activities. Thank you to our dedicated staff, loyal and engaged members, the Community Broadcasting Foundation and other sector organisations, the Department of Communications and our partners and sponsors. We look forward to continuing to work together to champion, support and build upon community radio in years to come.

**Phillip Randall, CBAA President**

**Jon Bisset, CBAA Chief Executive Officer**

**STRATEGIC PRIORITY 1:**

**BUILD A HEALTHY  
ENVIRONMENT  
FOR THE SECTOR  
TO THRIVE**

MORE THAN

# 5.2m

PEOPLE TUNE IN TO COMMUNITY RADIO EACH WEEK - THE HIGHEST LISTENERSHIP ON RECORD!

**93%** of listeners find community radio and its services to the Australian community valuable.

THE

# TOP 3

REASONS THAT PEOPLE LISTEN TO COMMUNITY RADIO ARE LOCAL INFORMATION AND NEWS, LOCAL VOICES AND PERSONALITIES AND SPECIALIST MUSIC.

# 268

## ENTRIES

INTO THE 2015 CBAA AWARDS FOR COMMUNITY RADIO EXCELLENCE (UP FROM 142 IN 2014)

# 26%

of radio listening is now digital (DAB+) in Sydney, Melbourne, Brisbane, Adelaide and Perth.

(GfK Commercial Radio Australia June 2016)

# 27%

of all people over the age of 15 years who listen to Australian radio tune into community radio each week

COMMUNITY RADIO LISTENERS TYPICALLY TUNE IN FOR

# 16

HOURS PER WEEK

(up 0.1 hours since July 2015)



As a sector leader, the CBAA plays an important role in influencing the environment in which community broadcasting organisations operate. Key objectives in this area include:

- Nurturing a supportive political environment.
- Influencing public policy through leadership and research.
- Developing and maintaining internal and external sector relationships and networks.
- Raising public, community and social awareness of community broadcasting.
- Recognising and celebrating community broadcasting.

## 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.

The CBAA works to nurture a supportive political environment, influencing and raising awareness amongst political stakeholders of the important and unique role of community radio. In 2015/16, the CBAA increased its direct contact with Members of Parliament and other political stakeholders. This was, in large part, focused on maintaining digital radio funding for metropolitan stations in five capital cities in the lead up to the 2016 Federal Budget and subsequent election. The CBAA also maintained an ongoing presence across various industry planning groups, with the CBAA's Technical Consultant sitting on the Regional Digital Radio Planning 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 and ACMA Spectrum Tune Ups, among others.

As well as building key relationships in Government, the Opposition and amongst the cross-bench, the CBAA sought to increase its own understanding of the current political circumstances and the efficacy of its advocacy and campaigning. This leaves the CBAA better placed to ensure that the needs of community broadcasters are known through a number of media reform processes, including media ownership reforms.

The CBAA actively participates in consultation on policy issues relevant to community broadcasters. In 2015/16, this included the development of

submissions and other materials related to the following issues:

- Department of Communications, Spectrum Review, replacement of Radiocommunications Act, affecting licensing and fee structures.
- Department of Communications, Digital Television Regulation, affecting licensing.
- Department of Communications, Digital Radio legislation amendments, transition to multiplex licensing.
- ACMA, Spectrum Outlook, affecting use of 800 MHz band. Studio Transmitter Links in 845-849 MHz segment not supported as from mid 2018.
- Communications Alliance, ensuring on-going exemption applies to licensed community broadcaster cabling connected to telecommunications network.
- International Telecommunications Union, input to Broadcast Spectrum Requirements for WARC 2015.
- House of Representatives Committee, regional broadcasting.
- Senate, Legislation Committee in relation to broadcast legislation amendments.

**Key deliverable:** Expanding the footprint of digital community radio services to regional areas of Australia.

The CBAA's involvement helped ensure the Regional Digital Radio Planning Committee was established in July 2015 and would be chaired by the Australian Communications and Media Authority (ACMA). The CBAA represents community broadcasting interests on this industry-wide committee alongside commercial radio, ABC and SBS representatives. In establishing the Committee, the Minister for Communications also advised that priority be given

to permanent licensing of digital radio services in Canberra and Darwin where digital radio trials have been conducted for some time. Canberra, Darwin and Hobart are now likely to be the initial locations for the extension of digital radio services beyond the current capital cities and the CBAA is commencing consultations with community stations in these areas. As part of this rollout, the CBAA has been active in building relationships with and educating Members of Parliament in these areas on the importance of community radio in their electorate.

## 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.

The CBAA carries out independent and commissioned research as a service to the community broadcasting sector. Guided by a review of the sector's research plan in 2015, the CBAA has implemented reforms to reduce the survey burden on stations, improve the quality of the data gathered and ensure that it is better aligned with the needs of those using the research. This has included:

- Setting up community radio stations in a research panel managed by an external research company.
- Separating the Station Census into three parts.
- Introducing the new National Listener Survey,

including two new research products for station's seeking listener data tailored to their station.

- Introducing the new Station Community Engagement Survey, which was developed with smaller stations and those in sub-metro and regional areas in mind.

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

Periodically, the CBAA is required to work with the ACMA, sector stakeholders and the public to review the Community Radio Broadcasting Codes of Practice. In early 2016, the CBAA advised the ACMA that consultations were beginning. The review will continue into 2016/17 and involve three stages of consultation and redrafting: first with targeted stakeholders, secondly with the sector as a whole, and finally, the mandated public notification and 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 CBAA continued to convene the Community Broadcasting Sector Roundtable. The Roundtable is extremely productive for increased sector organisation coordination, sharing of ideas and discussion. In 2015/16, the Roundtable played a



## THE NEW NATIONAL LISTENER SURVEY

The new National Listener Survey has had a successful introduction. A tender process undertaken in 2015 saw the incumbent, McNair Ingenuity Research, retained under a new agreement and relationship with the CBAA. The first reporting period of 2016 saw a significant increase in the number of stations purchasing data tailored to their station's listening audience (20 in total), with these stations signing on for three year commitments. These new survey products increase the data available to stations for planning and sponsorship purposes, and their successful update speaks to the confidence in the data and the savings available to community radio stations under the new National Listener Survey model. In 2016/17, further work will be done to encourage more stations to access this service and use the data to better understand their audiences.



## REGIONAL RADIO SUBMISSION

In 2016, the CBAA made a submission to the Federal House of Representatives Inquiry into broadcasting, online content and live production to regional and rural Australia. The CBAA's submission highlighted the importance of regional radio stations to their communities, to the availability of diverse and independent media sources and the production and distribution of Australian music. It was a critically important time to educate Members of Parliament about the importance of community radio, as the Parliament was preparing to debate media ownership changes. The Committee's report, table in Parliament in May 2016, acknowledged the role of community radio in providing radio services not available through commercial or government owned media. The submission is available to read in full on the CBAA website

key role as a forum for discussion within the sector during the consultation for and implementation of the Community Broadcasting Foundation (CBF)'s Structure and Governance Review. Two additional Roundtable meetings were organised for this purpose in late 2015 and early 2016, as well as time allocated in regular meetings. This forum was critical in demonstrating to public decision makers and other stakeholders that the community broadcasting sector has the structures and goodwill to resolve internal tensions.

The Roundtable also plays a role in informing the CBAA of policy and advocacy priorities, including input into the strategy around the Federal Budget submission process and support for the CBAA's public campaign - Keep The Community In Your Radio.

### **RAISING PUBLIC, COMMUNITY AND SOCIAL AWARENESS OF COMMUNITY BROADCASTING.**

**Key deliverable:** The development and coordination of initiatives that raise awareness of community broadcasting.

To build awareness of community radio in a range of industries and sectors, the CBAA has sought to represent community radio at conferences and events throughout 2015/16. This has included Audiocraft, VIVID Ideas, Women in Media,

BIGSOUND, Australian Music Week, Telstra Road To Discovery, MusicNT Industry Connect, Association of Community Access Broadcasters NZ and the National Folk Festival. The CBAA also has a presence at all community broadcasting sector conferences throughout the year.

In addition to this, the CBAA's Keep The Community In Your Radio campaign, which began in May 2016, gave community radio significant visibility in the broader community. Throughout the campaign, the CBAA reached 950,000 people on social media, including driving almost 18,000 people from Facebook. Campaign videos generated more than 15,000 views. This was further boosted by coverage across music industry media.

**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 plays an important role in connecting community radio stations to the broader sector, increasing understanding of the sector as a whole, and sharing news and opportunities available to community broadcasting staff and volunteers. The CBAA distributes this information via channels including the CBAA website, CBX Magazine (3 issues per year), social media, regular newsletters, email direct marketing and more.





There's something about community broadcasting that's more genuine and speaks right to the experience of people without doctoring, without censoring it, and then celebrates the truth of that... it's great.

YEN ERIKSEN, 2XX, CANBERRA

## 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 celebrations of excellence is its annual awards program. In 2015, the Awards continued its growth in all areas. This included implementing a new awards management system to increase accessibility and usability for both entrants and judges. In 2015, there was a record number of entries. These were judged by a group of 100 judges consisting of sector stakeholders, industry leaders and other experts from community broadcasting and further afield. Judges provided very positive feedback about the calibre of entries.

Award winners were announced at the CBAA Community Radio Awards Gala Dinner held in Terrigal NSW in November 2015. Winners were recognised across 20 awards categories, including the prestigious Tony Staley and Michael Law Awards. In 2015, these were awarded to Ability Radio Project, 4ZZZ and outgoing CBAA President, Adrian Basso, respectively.



**STRATEGIC PRIORITY 2:**

**GROW THE  
CAPABILITY AND  
SUSTAINABILITY  
OF STATIONS**

# 142

SUBSCRIBERS TO THE  
COMMUNITY RADIO  
NETWORK PROGRAM  
DISTRIBUTION SERVICE

**650** instances of direct communication with individual member stations

# 2,232

hours of unique short-term content and special broadcasts on digital community radio throughout the year.

# 617,224

TRACKS ADDED AND DISPLAYED ON **Amrap** PAGES

# 30

**LIVE TO AIR** or packaged one-off or series special event broadcasts made available nationally via the Community Radio Network

# 28

**NET PROMOTER SCORE, UP FROM 23 IN 2014**

# 398

**BROADCASTERS SUBSCRIBED TO AIRIT**

# 2,241

hours of unique digital radio content broadcast each week (34.2% of total digital radio hours broadcast by community services)

# 291 MEMBERS

(+ 15 SINCE 2014/15)

## 4,344

NEW TRACKS ADDED TO Amrap's AIRIT

## 215

stations received CDs via Amrap's Mailout Service

## 117

regular programs and segments broadcast via CRN each week (+5 since last year)

## 70+

STATIONS VISITED BY CBAA STAFF

# 341

PARTICIPANTS IN THE CBAA CONFERENCE AND AWARDS GALA CELEBRATION

# 100,000+

Australian music files ordered for airplay by community broadcasters using Amrap's Airt service

# 15

**NEW STATIONS SUBSCRIBED TO Amrap PAGES**

As the go-to source for community broadcasting information, knowledge and advice, the CBAA plays an important role in strengthening the skills and knowledge of station communities. Key objectives in this area include:

- Cementing the CBAA as the go-to source for information, knowledge and advice.
- Providing stations with programming and with content development guidance and support.
- Developing and providing infrastructure and solutions to scale.
- Strengthening the skills and knowledge of station communities.
- Helping stations and their communities find, learn from and support each other.

## **CEMENTING THE CBAA AS THE GO-TO SOURCE FOR INFORMATION, KNOWLEDGE AND ADVICE.**

**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 2015/16, the CBAA continued to provide support to stations on any and every aspect of running and being involved in a community radio station. This included in excess of 650 instances of direct communication with member stations, as well as CBAA webinars, conferences and other services and resources.

This included building station capability by supporting stations to improve their financial viability and sustainability. For example, 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 2015, as part of a redevelopment of the CBAA's web presence, the organisation launched an online resource library, which is a growing destination for community broadcasters to find information on community radio finance, governance, infrastructure, community engagement, and content and programming. The library now includes almost 70 individual resources, including a toolkit to support stations to engage with their elected representatives. The Political Engagement Toolkit was made available online for use by all community broadcasters in late 2015 and launched at the 2015 CBAA Conference.

In order to give a larger number of broadcasters access to capability building initiatives, the CBAA

has continued its webinars program throughout 2015/16. These free online workshops run monthly and bring together experts from within the sector and beyond to provide information on a range of topics relevant to community broadcasters. 506 people attended webinars in this time period and the best attended sessions were focused on outside broadcasts and fundraising.

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

The 2015 CBAA Member Survey indicated that 44% of member stations see financial viability as their top challenge in the day-to-day running of their station. To assist stations in meeting this challenge, the CBAA has partnered with organisations to offer savings on core business expenses including discounted music licensing fees, insurance, energy, stationery, grant-seeker training, Community Radio Network and National Radio News subscriptions, as well as offering stations free access to HR support, legal advice and mediation services.

## **PROVIDING STATIONS WITH PROGRAMMING AND WITH CONTENT DEVELOPMENT GUIDANCE AND SUPPORT.**

**Key deliverables:**

- Curating the Community Radio Network to continue offering high quality flagship programs 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 and provide stations with access to high



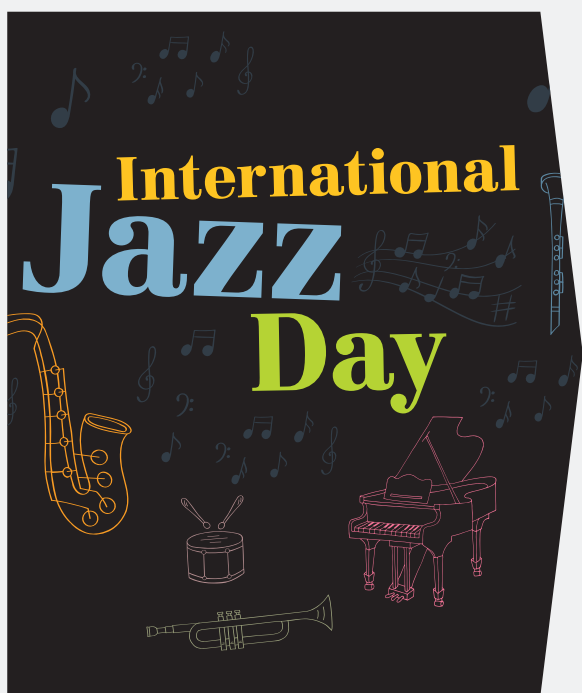
quality flagship programs and a selection of the best station-driven content through the Community Radio Network. In 2015/16, 117 regular programs and segments were distributed via CRN each week, including flagship content *National Radio News*, *The Wire*, and *Good Morning Country*. New programs added this year include *Babylon Burning* (3PBS), *Behind The Headlines* (2RSR), *Behind The Music* (3PLS), *Broadway Musicals Yearbook* (1ART), *Roots N Reggae Show* (2BOB) and *Soundminds* (2BAY).

This year saw the continuation of CRN's special broadcasts from cultural and festival events. The CBAA has made more than 30 one-off specials available to stations live to air, recorded live or pre-recorded for on-demand use. New live specials for 2015/16 included International Jazz Day (see breakout box), PBS FM's live-to-air music sets for International Women's Day and an Earth Hour broadcast including a radio play (2BAY).

Content development project CRN Segments was a success this year, meeting its target to make 20 completed series available to stations with a view

to meeting their need for high-quality drop-in content to enhance local programming. Each series contained 10 short segments and covered subject matter including music, technology, arts and culture, storytelling, disability awareness, social justice, political satire and more.

In 2015/16, the CBAA's Australian Music Radio Airplay Project (Amrap) continued a high level of success in providing services to increase access, distribution, airplay, promotion and tracking of new Australian music through community radio. This includes the Amrap Pages service, which is a powerful and efficient web product that enables community radio program makers to promote Australian music through the web, social media and mobile devices. 15 new stations subscribed to use Amrap Pages and a huge 617,224 tracks were added and displayed on Amrap Pages this year. Amrap also exceeded all targets for its CD Mailout Service and exceeded targets for music added to and ordered via Amrap's Airt.



### INTERNATIONAL JAZZ DAY ON COMMUNITY RADIO

On 30 April 2016, events took place on airwaves around the world as diverse communities took part in the UNESCO inaugurated International Jazz Day. Australia, with its healthy and diverse jazz scene was part of the festivities and the CBAA, with the help of many of the community broadcasting sector's jazz enthusiasts, got involved. For the first time, the CBAA's Community Radio Network compiled and distributed a massive 24-hour schedule of Australian community radio programming, midnight-to-midnight, charting the genre in its wide ranging inflections. Contributions from stations all over the country saw classic big band, swing, and bebop found alongside new artists and compositions, and next to astral free-jazz and beat poetry. The CBAA's Australian Music Radio Airplay Project (Amrap) also rallied community radio broadcasters to access and air new Australian Jazz.

### AFFORDABLE PPCA SIMULCAST LICENSING FOR COMMUNITY RADIO STATIONS

In August 2015, the CBAA finalised a new PCCA music licensing agreement for community radio stations that stream broadcasts online. The key developments for this were updating the existing licence and the addition of the optional simulcast licence, made available for an affordable, flat fee, paid annually. CBAA members save a further 50% on their licensing fees. The vast majority of stations have transitioned to the new licence and a clearer picture of online broadcasting practices in the sector is now available.

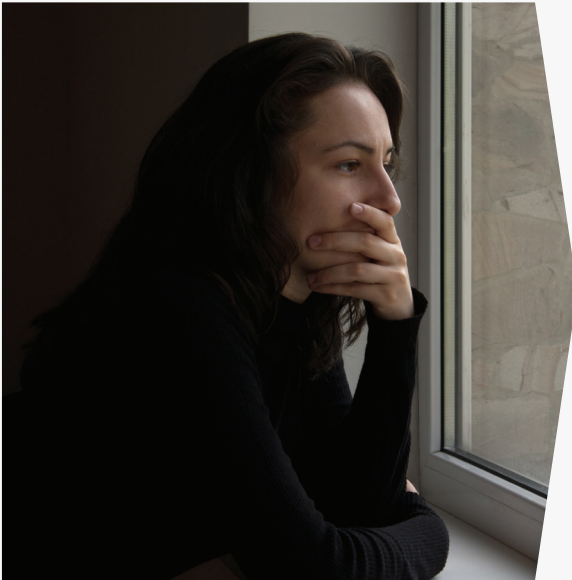




## Once Were Aliens Stories of Migration

### ONCE WERE ALIENS: MIGRANT STORIES

*Once Were Aliens: Migrant Stories* was produced by 3MBS' Adam Branson for CRN Segments Round 3. The series features a collection of stories from Australian migrants who have come from a variety of different places at different times, from Czechoslovakia in the 1950s to Afghanistan in the 2010s, aiming to gain a better understanding of their experiences. CRN Segments is a CBAA content development initiative where experienced station producers further develop their skills by creating a series of short drop-in content to be shared with other broadcasters around the country and as a showcase to highlight the high quality of work being produced by community radio producers across the country.



### “I THE MANY, WE THE ONE” - AWARD WINNING RADIO DOCUMENTARY

Radio Adelaide's Sue Reece was the recipient of the CBAA Award for the National Features and Documentary Series in 2015 for her piece on Dissociative Identity Disorder - I the Many, We the One. The documentary is a rare opportunity to hear from 5 different people about their personal experiences with multiplicity. It was also a chance for the subjects to self-represent and break down the fears, myths, and stigma around the disorder. Sue's documentary is available to listen to at [www.cbaa.org.au/nfds](http://www.cbaa.org.au/nfds). The National Features and Documentary Series is produced in partnership with the Community Media Training Organisation (CMTO) and aims to encourage storytelling from new and emerging producers around Australia.



### UNITY IN DIVERSITY ON COMMUNITY DIGITAL RADIO

In February, the CBAA facilitated a collaborative broadcast featuring Culturally and Linguistically Diverse (CALD) digital broadcasters 3ZZZ (Melbourne), 2000 Languages (Sydney), 4EB Global Digital (Brisbane), 6EBA World (Perth), and 5EBI Digital (Adelaide), delivering two hours of content from each station via the Digital Radio Contribution Network. *Unity In Diversity* was the first collaborative broadcast of its kind by this group of stations. The CBAA's Digital Radio Project team provided technical, practical and logistical advice, connectivity and EPG support for this special broadcast.

## DEVELOPING AND PROVIDING INFRASTRUCTURE AND SOLUTIONS TO SCALE.

### Key deliverables:

- 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 through the Community Radio Network and Digital Radio Project, as well as programming and content development support.

The CBAA's Digital Radio Project (DRP) has continued to maintain and develop digital radio transmission and content delivery infrastructure for 36 community digital radio broadcasting licensees, including national co-ordination for digital multiplex transmission access over 2015/16. The CBAA has sought to develop strategies to enable the continuation of these digital radio services within further budget constraints in 2016/17.

Significant upgrades to system firmware were commenced in accordance with industry standardisation across the DAB+ platform. Complex negotiations were conducted with connectivity suppliers, vendors and stations regarding necessary restructure and upgrades to systems and equipment being facilitated across the project nationally. The restructure is ongoing and will continue into 2016/17.

**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 2015 Conference was held in Terrigal NSW and was widely considered a huge success. There were 341 registered attendees and 100% of respondents were satisfied with their conference experience (56% extremely satisfied). 98.9% of delegates surveyed reported having acquired new knowledge as a result of the conference. In 2015, the CBAA launched its Conference Scholarship program with the support of the CBF, allowing 15 people from underrepresented groups to attend the conference.

Planning for the 2016 Conference is under way and, with a record number of workshop proposals, is shaping up to be another fantastic year.



### NATIONAL RADIO NEWS

The continued availability of a strong, professional national news service helps community radio stations maintain dynamic, relevant and consistent programming and, on a wider level, reinforces the sector's reputation for independent reporting. The National Radio News service produces 84 x 4 minute bulletins featuring 500 individual stories each week for use by subscribed community radio stations. NRN journalists and cadets conducted 1,000 interviews throughout the year. In 2015/16, State-based bulletins were launched, giving stations access to deeper coverage of regional news and issues. In 2015/16, 84 stations used NRN bulletins, with many in rural and regional Australia. The service also trained 18 cadet journalists.



Thank you for a fantastic conference, it is a great way to learn, sharpen your skills and grow your knowledge of the community radio sector.

MARK HADDEN, 3MBS



#### DIGITAL RPH SERVICE FOR PERTH

In September, a radio reading service was put in place as a service to the Perth community. Both 6SEN and 6NME agreed to act as licensee, and the RPH service currently operates with 6NME (Noongar Radio). RPH content services are provided through the DRP linking and back-up multiplex systems by Vision Australia.

#### WWW.KOORIRADIO.COM AND RWS PREMIUM

"I wanted to talk to you to rave about the fabulous new website for Koori Radio. I've been an avid listener over many years, and as you know there have been over a very long time ongoing problems with being able to stream the programs. Last Saturday, I tuned to the new website. It's FABULOUS!!! Particularly being able to follow the program's playlists. Big Ups all round! Great Job!" – Ian.

Koori Radio's new website is powered by the CBAA's Radio Website Services Premium, a low cost, easy to use website that takes care of tricky tasks that other website makers don't do well for community radio. Koori Radio CEO Jodie Choolburra said RWS Premium has achieved this and enables the station to focus on getting radio and community content online.

"Ian's email and the other positive audience feedback we've received shows what a big difference RWS Premium has made for our listeners and website users", Choolburra said.







It's about hearing local people.  
It's about hearing our stories for  
ourselves, by ourselves, and then  
sharing them with others, and sharing  
them with the world.

JOY TAYLOR, 8CCC, ALICE SPRINGS

## **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.

Financial viability is a key concern for many stations and the CBAA provides information, advice and resources to support stations in this area. In 2015/16, this included a monthly grants calendar, which gave subscribers access to information about relevant grants from the community broadcasting sector and further afield.

A new development the CBAA's services to build station capability was the expansion of Radio Website Services to include RWS Premium, a service which helps broadcasters manage their station

website and promote their online content through web, social media and mobile phones. All community broadcasters can now access RWS Premium.

The platform is easy to operate with limited IT experience, cost effective, and provides baseline website functionality, analytics, fundraising tools and social media integration, as well as the existing free RWS products. 16 stations have subscribed to RWS Premium to date. 93 stations have registered for one of more of the RWS free products.

As a sector leader, the CBAA is able to facilitate connections and encourage collaboration across the sector. In 2015/16, this included driving consultation for sector research and a review of the Community Radio Broadcasting Codes of Practice. The CBAA's Deep Dive workshops are another initiative that encourages knowledge sharing between stations.

The CBAA's National Features and Documentary Series continued in 2015/16, attracting over 70 applications (up almost 50% on the previous year). This initiative supports the CBAA's role in building station capability by encouraging storytelling from new and emerging producers and connecting them with community radio stations. The program also plays an important role in promoting a culture of excellence in spoken word production through a mentoring program provided in partnership with the Community Media and Training Organisation (CMTO). In 2015, the winner was Radio Adelaide's Sue Reece (see p. 13). The documentaries were showcased as part of the program at the CBAA's national conference in November 2015 and are being archived by the National and Sound Archive on request.

**STRATEGIC PRIORITY 3:**

**STRENGTHEN THE  
CBAA'S CAPACITY  
TO PROVIDE  
LEADERSHIP**

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# 100%

OF STAFF SURVEYED BELIEVE IN THE OVERALL PURPOSE OF THE CBAA AND UNDERSTAND HOW THEIR CONTRIBUTES TO ITS OVERALL SUCCESS.

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CBAA has **291** members representing 86% of permanently licensed community radio stations

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# 15

new members

# +7%

INCREASE IN STATIONS THAT ARE EXTREMELY SATISFIED WITH THEIR CBAA MEMBERSHIP.

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**\$76,806** CBAA surplus in 2015/16

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The CBAA's current strategic plan was launched in February 2015 and has a strategic imperative to strengthen the CBAA's capacity to provide leadership.

Key objectives include:

- Ensuring the CBAA is financially well managed with strong systems, policies, and processes underpinning governance and accountability.
- Fostering a positive, high performing and engaging working environment.
- Diversifying financial resources by establishing and growing new income streams.
- Facilitating productivity, collaboration and efficiency through information and communications technology

### **ENSURING THE CBAA IS FINANCIALLY WELL MANAGED WITH STRONG SYSTEMS, POLICIES, AND PROCESSES UNDERPINNING GOVERNANCE AND ACCOUNTABILITY.**

The net amount of the CBAA's surplus for the year ended 30 June 2016 was \$76,806 (2015: surplus \$137,230).

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 and continually building an engaged, vibrant, well-informed, effective and well-supported workforce.

The CBAA's financial policy is to continue to grow these reserves to satisfy two key objectives:

- To ensure that sufficient financial reserves exist to sustain the organisation through economic cycles and to respond to various challenges over the next decade.
- To maximise the value provided to members, either by minimising the cost of membership and other services provided, or by maximising the re-investment in long-term initiatives of benefit to the membership.

Further information is available in the CBAA's 2015/16 Financial Report, available on the CBAA website.

### **FOSTERING A POSITIVE, HIGH PERFORMING AND ENGAGING WORKING ENVIRONMENT.**

#### **Key deliverables:**

- Continually building an engaged, vibrant, well-informed, effective and well supported workforce.
- Aligning CBAA resources, structure and processes to support the organisation's strategic direction.

In July 2015, the CBAA announced that the organisation would move from a project-based structure to a functional one and adopt a simplified management structure. The decision followed strategic planning undertaken in 2014, with the new structure designed to better leverage expertise and knowledge-sharing to support the CBAA in its capability building and sector leadership roles. Key personnel updates were Chris Johnson moving to a new senior role as Head of Programs and Services, Tahlia Azaria moving to a new senior role as Head of Marketing and Engagement, Martin Walters moved to CRN Operations Manager, Rhonda Byrne took on the role of Head of Business Services and Helen Henry moved into the role of Senior Communications Officer.

The CBAA is committed to ensuring we have a diverse workforce and an inclusive environment conducive to respect and substantive equality in the appointment of well qualified employees, senior management and board candidates so that we can achieve our strategic goals, maximise member value,



and promote processes within our organisation that will deliver long-term economic advantages to the organisation.

In February 2016, the CBAA adopted a Diversity Policy which reflects this commitment. Under the policy, our objectives include gender equality in the governance and in the leadership of the organisation, supportive and flexible work practices and providing practical guidance to organisations to assist them to develop diversity policies and implement measurable targets.

Regarding gender equality, currently, 66% of the CBAA Board group are women and 57% of the leadership team are women.

Further, the CBAA is working with other sector organisations to ensure each has a diversity policy. Our next steps including working with stations to assist them in incorporating and considering diversity in their practices.

### **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.
- Growing the CBAA Community Education Program.
- Sourcing new funding opportunities from government, trusts, foundations and individual giving, along with growing corporate sponsorship and partnerships.

In 2015/16 the CBAA developed and launched a full-year sponsorship opportunity, enabling companies to align their brand with the CBAA for the 2016/17 financial year. In 2015, AFTRS became the CBAA's first annual Silver Sponsor and Wireless Components and N-com became Bronze Sponsors.

The 2015 CBAA Conference attracted record sponsorship levels, with 16 companies represented.

The Suicide Prevention Project was renewed for 2016/17, and the CBAA was funded to deliver a

community education program focused on organ and tissue donation during DonatLife week (to be launched in the second half of 2016).

### **FACILITATING PRODUCTIVITY, COLLABORATION AND EFFICIENCY THROUGH INFORMATION AND COMMUNICATIONS TECHNOLOGY.**

**Key deliverable: Completing the transition to the CBAA's Association Management System.**

CiviCRM (the chosen AMS), is undergoing the next stage of development. This stage includes functionality to enable members and other organisations to use a self service portal in order to keep contact information up to date. This information is invaluable and the capacity for stations to access it and keep in current is an important progression. Further, Membership and Finance modules are being created and, once completed, will allow for complete transition from the previous system in 2016/17.



COMMUNITY  
BROADCASTING  
ASSOCIATION OF  
AUSTRALIA

SYDNEY:  
Level 3  
44-54 Botany Road  
Alexandria NSW 2015

MELBOURNE:  
Abbotsford Convent,  
Studio C1.11,  
1 St Heliers Street  
Abbotsford, VIC 3067

[www.cbaa.org.au](http://www.cbaa.org.au)

[www.facebook.com/communitybroadcasting](https://www.facebook.com/communitybroadcasting)

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