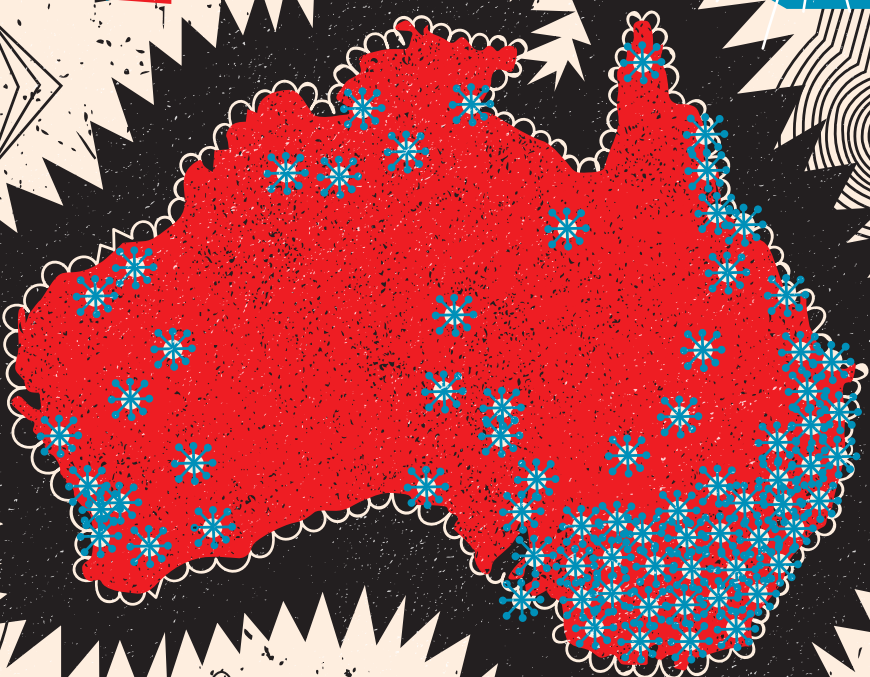


more stations
than ever



more listeners
than ever

Community Radio

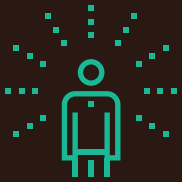
16
17

ANNUAL
REVIEW



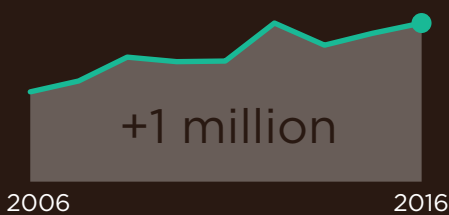
COMMUNITY
BROADCASTING
ASSOCIATION OF
AUSTRALIA

AUSTRALIAN COMMUNITY RADIO

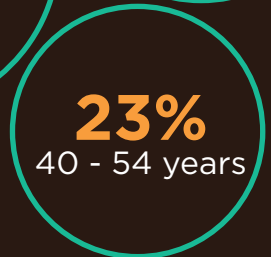
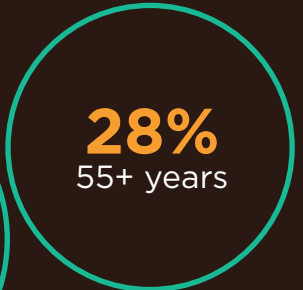


5.3
million

Weekly listeners nationally
1 in 4 Australians



OUR AUDIENCE



15.4h

Weekly average
listening to community
radio

55%
Men



45%
Women



26%
Of listeners speak
a language other than
English in
their household

WHY ARE THEY LISTENING?

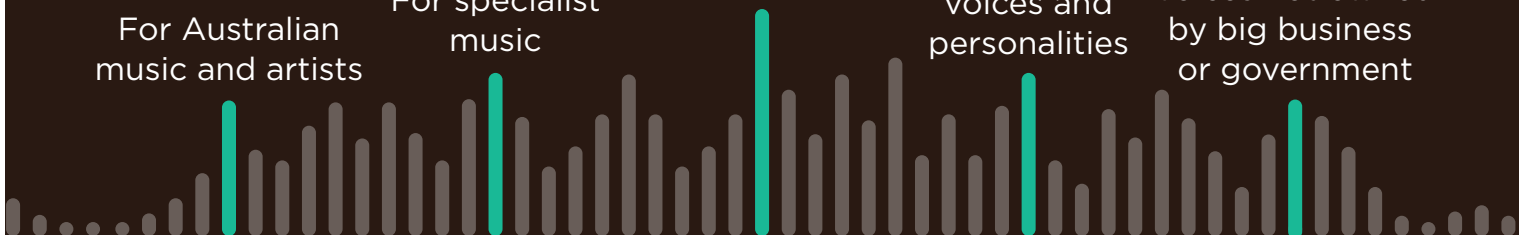
29%
For Australian
music and artists

31%
For specialist
music

48%
For local
info and news

31%
For local
voices and
personalities

29%
For independent
voices not owned
by big business
or government



OUR COMMUNITY



600+

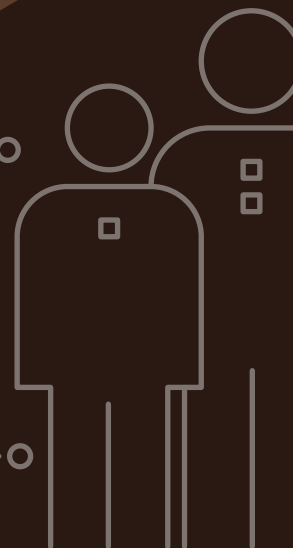
EFT employees

20,000

Volunteers

5,600

Trained every year



450+

Community radio
services across
Australia

THAT GIVE A VOICE TO
A RANGE OF GROUPS

- Local communities
- Indigenous Australians
- Ethnic communities
- Educational services
- Religious communities
- People with a print disability
- Music, arts and culture
- Youth and seniors
- LGBTIQ communities

66%

Of the stations are
in regional and
rural areas

72%

Of content broadcast
on community radio
stations is locally
produced



94%

of listeners find
community radio
'quite' or 'very'
valuable

The community
broadcasting sector
makes a significant
contribution to
the Australian
economy

\$605M

Community
radio value

\$485M

Economic value of
its volunteer effort

\$120M+

Turnover

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 (CBAA) ANNUAL REVIEW AND SHARE SOME HIGHLIGHTS FROM THE 2016/17 YEAR.

This year, the CBAA's work continued its focus on championing community radio by building station capability, creating a healthy sector environment and strengthening the CBAA's capacity to provide leadership.

We have welcomed 2GHR, KIX FM, PAW Media, 6NEW FM, SURG FM, Radio 4MW, Hope FM (Esperance Sonshine Broadcasters Inc) and 3KND, as our new members during this time. With these additions, we have reached a new record for the percentage of permanently licensed community broadcasters that are CBAA members, now 88%. This growth is fantastic feedback from the sector on the CBAA's effectiveness, something that was further recognised when the CBAA was named a finalist in the Association's Forums Association of the Year award category in 2017.

Members and other stations have enjoyed access to a growing suite of services to support their operation. 27 stations are now signed on to access Radio Website Services Premium, an affordable and easy to use website platform that also comes with support from our team to help stations develop online content strategies. The Australian Music Radio Airplay Project (Amrap) also had a record-breaking year, with more artists and music added and more music ordered for airplay than in any previous year.

As a community radio leader, the CBAA has continued to seek support for the sector from funding and regulatory bodies and conduct sector research. In 2016/17, this included securing extra funding for the sector: \$6.1 million additional funding over two years targeted for digital radio and stations affected by the reorganisation of the 803-960 MHz radio frequency band. Our work throughout 2016/17 and Keep The Community In Your Radio campaign has garnered support across all political parties and laid a foundation for securing a further \$12 million in additional funding to support community digital radio, enhanced news and streaming services, and enhanced training in September 2017. The CBAA also works closely with the Community Broadcasting Foundation (CBF) and has been broadly supportive of its need for review and changes in support of the sector and its role as a key pillar in Australian broadcasting for the benefit of

communities across the country. We will continue to work closely with them as they refine their new processes.

It is an exciting time for our sector. There are currently more community radio listeners than ever – over 5.3 million Australians listen to community radio each week. That's more than 1 in 4 Australians aged 15 years and over tuning in to any of the 450+ community radio services operating across the country. Our research tells us that local news and information shared by local voices, and specialist and Australian music are their top reasons for listening.

This does not mean we are without challenges, though, and as we move into the new year, we must all continue to push for excellence. Together, we can work to tell the story of how radio, and community radio especially, is growing. We can support each other to take risks, drive innovation and find new ways to support our communities. We must all be open to change and continue to learn along the way about all aspects of being a part of a community radio station and the sector as a whole.

In a time of rapid and continuous change, with an increasing need for media diversity, local content and media dedicated to bring together and strengthening communities, community broadcasting is more important than ever.

Phillip Randall, CBAA President

Jon Bisset, CBAA Chief Executive Officer



18,000

VISITS TO THE
RESOURCE LIBRARY
UP 30%
SINCE LAST YEAR

CADET JOURNALISTS
TRAINED THROUGH
THE NATIONAL RADIO
NEWS SERVICE

18

286
RECORD
NUMBER
CBA AWARD
ENTRIES

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

128

First-time users had their
music added to **Amrap's Airlt**

1,436

UP 10%

88%

PERCENTAGE OF
PERMANENTLY
LICENSED COMMUNITY
BROADCASTERS THAT
ARE CBA A MEMBERS.

Instances of direct
member communications

1,300

Double the previous year

1,000

Unique interviews Conducted
on the National Radio News service

126,634

MUSIC FILES WERE ORDERED
FROM Amrap's AIRIT FOR AIRPLAY

UP 13%

\$1.17M

**CBA A's equity as at
30 June 2017**

94% of respondents were satisfied or extremely
satisfied with their CBA A Conference experience.

\$18 MILLION IN EXTRA FUNDING SECURED FOR COMMUNITY RADIO

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 2016/17, the CBAA continued to build upon its previous work with political stakeholders to grow support for community radio. This included making a number of submissions on issues such as the ACMA's revisions to the application process for the renewal of community radio broadcasting licences (B66 form), the future of public interest journalism inquiry, spectrum reviews and to Treasury as part of the 2017/18 Federal Budget process. Following a shortfall in support for community digital radio in the May 2016 Budget, the CBAA launched the Keep The Community In Your Radio campaign, which continued into the 2016/17 financial year. The campaign saw a huge outpour of support for the sector, including 52,000 petition signatures. In the 2017 Federal Budget, the sector received extra funding support of \$6.1 million for digital radio (\$1.9m in 2017/18 and \$2m in 2018/19) and stations affected by the reorganisation of the 803-960 MHz radio frequency band (\$2.2m). An additional \$12 million in funding was confirmed in September 2017 and will support community digital radio, enhanced news and streaming services, and enhanced training.

The CBAA has also maintained a presence across various industry planning groups, with the CBAA's Technical Consultant sitting on the Digital Radio Planning Committee for Regional Australia, 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 plays 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.



Through 2016/17, the CBAA participated in planning for regional digital radio, including as part of the Digital Radio Planning Committee for Regional Australia (DRPC) where the CBAA represents community broadcasting interests alongside representatives from the commercial radio sector, ABC and SBS. The DRPC continues to plan the roll out of digital radio to regional Australia and the ACMA has released channel plans for an initial expansion of digital radio beyond the current five capital cities to Hobart, Canberra and Darwin. The CBAA is coordinating with community licensees in these areas for the introduction of DAB+ services in 2018.

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 2016/17, the CBAA continued to conduct its National Listener Survey and Station Census.

The National Listener Survey is undertaken by McNair yellowSquares and is a survey of the community radio listening habits of Australians. In 2017, the survey recorded the largest national listenership in its 10+ year history, reaching a peak of 5.3 million weekly listeners. 24 community radio stations purchased Station Reports from the National Listener Survey, giving them access to extremely valuable listener data specific to their station and community.

The CBAA also introduced a new research option for stations, the Station Community Engagement Survey (see Breakout on right for more).

In 2016/17, the CBAA continued the Station Census. This included releasing the Programming and Community Development Census (June 2017) and conducting the Financial Health of Community Radio census (to be released in November 2017). These surveys give the CBAA and other stakeholders important insights into the state of the sector and assist in future planning.

The CBAA continues to refine its research strategy to meet the needs of all stakeholders, including research participants.

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

The CBAA's review of the Codes of Practice is ongoing. The initial consultation phase with targeted stakeholders has been completed and further development of the revised codes is progressing before consultation with the sector as a whole and mandated public consultation occurs. The review is to be finalised in 2017/18.

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.

In 2016/17, the Sector Roundtable convened twice (October 2016 and March 2017) to:

- Identify actions on jointly held policy and regulatory concerns;
- Develop recommendation to the CBAA Board on Sector Representative Organisation Criteria, which is relevant to the CBAA's governance and sector funding processes; and
- Identify future priorities for better understanding of station financial health and future risks.

The Station Community Engagement Survey – a new option for audience research

The Station Community Engagement Survey is a new service launched in 2016/17 and is a do-it-yourself, affordable audience research program for community radio stations of all sizes. The survey is designed to assist stations in accessing station-specific listener data which can be used for programming and planning, as well as providing stations with important data to include in ACMA licence renewals.

44 stations have undertaken the survey to date, including the team at Radio Fremantle, who implemented their survey in June 2017:

"The survey has provided significant and important listener feedback to Radio Fremantle including demographics, programming preferences, suggestions for program content and community engagement with the broadcast operations at the station. The CBAA are commended on the professional support and management it offered Radio Fremantle throughout the survey which ran over one month closing on Monday, 10 July 2017. The results of the survey will provide direction for the future broadcasting activities at Radio Fremantle and our listening audience."

- Dr Ted Walker, Chairman
at Radio Fremantle (6CCR)

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 consistently promotes stories and results that demonstrate 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 position the sector alongside others like commercial radio and the ABC and SBS.

In 2016/17, as well as participating in all community broadcasting sector conferences, the CBAA had a presence at external conferences and events including Audiocraft, BIGSOUND (see breakout on the right), AuSAE Global Association Management Conference, and AuSAE Conference Australia.

The music industry remains a key stakeholder in the CBAA's sector awareness activities and Amrap has continued to build awareness of community radio through a number of initiatives, including pop-up playlists on Amrap's Airlt 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 'Best Aussie Songs You Haven't Heard' feature on the Tone Deaf music website.

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 stations and others through regular communication via the CBAA

website, CBX Magazine (August, November, April), social media, fortnightly eNewsletters, email direct marketing and more. These channels are continually being optimised to ensure growing reach and engagement with stakeholders across the sector. For example, in 2016/17, the CBAA website had approximately 1,000 more visitors each month compared to the previous financial year and the fortnightly eNews grew by approximately 1,000 subscribers.

Community radio at Australia's biggest music sector conference, BIGSOUND

Throughout 2016/17, the CBAA's Australian Music Radio Airplay Project (Amrap) team presented workshops to position community radio and Amrap services at six music sector conferences. This included a dedicated community radio session at Australia's largest event of this kind, BIGSOUND.

The Future of Your Music on Community Radio session was developed to highlight how community radio is embracing change in the media landscape to support Australian artists in new and innovative ways. The panel included a station manager, music coordinators, record label representatives and an independent artist who has achieved success through community radio and Amrap services. Real case studies demonstrated how artists and community radio are working together to harness the airwaves alongside online and digital platforms including Amrap services. The session room reached capacity, with over 100 delegates in attendance.



RECOGNISING AND CELEBRATING COMMUNITY BROADCASTING

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

The CBAA Community Radio Awards celebrate excellence and facilitate awareness of sector achievements within community radio circles and beyond. In 2016, the Awards continued growth in all areas. A record number of entries (286) were peer-reviewed 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 in Melbourne in November 2016. Winners were recognised across 20 categories, including the prestigious Tony Staley and Michael Law Awards. In 2016, these were awarded to Golden Days Radio (their first time winning a CBAA Award) and Max Benyon.



The CBAA Community Radio Awards celebrate excellence and facilitate awareness of sector achievements within community radio circles and beyond.



STRATEGIC PRIORITY 2:

**Grow the
capability and
sustainability
of stations**

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.

The CBAA continues to provide support to stations on all aspects of running and being involved in a community radio station. In 2016/17, the CBAA spoke directly with all of its member organisations. This included in excess of 1300 instances of direct communication with members, a 100% increase on the previous year, as well as visits to stations throughout the year. The CBAA also provided support via email, webinars, the CBAA Conference and other events, and additional communication including licence renewal reminders and acknowledgement of station broadcasting milestones.

In 2016, the CBAA's online Resource Library grew to include 126 new and updated resources. This includes resources created by the CBAA itself and those made available by other relevant organisations. The Library is a hub for community broadcasters to find information on community radio financial management, governance, infrastructure, community engagement and content and programming. It had 18,000 unique page views in 2016/17, a 30% increase when compared to the previous year.

The CBAA has continued its webinar program this year. These free online workshops provide community broadcasters free and remote access to live workshop sessions covering a wide range of important topics and presented by experts from within and outside the sector. 473 people attended webinars in this time period and the best attended sessions were focused on digital audio editing and putting on-air broadcast content online.

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

Managers have identified financial viability as a key challenge in the day-to-day running of their stations. One way that the CBAA assists stations in this respect is to offer savings on core station expenses including discounted music licensing fees, insurance (see breakout box below), energy stationery, grant-seeker training, Community Radio Network and National Radio News subscriptions, discounted audience research, as well as offering stations free access to HR support, job listings and promotion, legal advice and mediation services.

Insurance benefits for CBAA member stations

The CBAA partners with All Australian Insurance Solutions to offer members access to consolidated defamation, public liability, property, and volunteer insurance policies, among others, and cost savings of up to 50% compared to other providers. 12 stations have signed on to AAIS policies in 2016/17 and the CBAA continues to receive positive feedback from stations including Radio Blue Mountains, which moved over to AAIS in 2015:

"At no reduction in our insurance coverage, we immediately experienced considerable savings on equipment, indemnity, volunteer and public liability insurances. Our AAIS representative returns calls and responds to email promptly and never seems to be very far away. We have found their advice invaluable and very helpful. If you have not yet given AAIS the opportunity to provide a full quotation on your insurances then you may not only be paying too much like we were, but you may not also be getting the best service. We highly recommend you contact AAIS if you have not already done so."

- Hereward Dundas-Taylor
President, Radio Blue Mountains.



PROVIDING STATIONS WITH PROGRAMMING AND WITH CONTENT DEVELOPMENT GUIDANCE AND SUPPORT

Key deliverables:

- 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 and available live or on-demand. Approximately 128 hours of new audio comes through CRN each week. In 2016/17, 117 regular programs and segments were made available to 140 stations via CRN each week included flagship content *National Radio News*, *The Wire*, and *Good Morning Country* as well as new programs added such as *Service Voices* (Radio Adelaide), *The Tiki Lounge Remix* (2BBB), *Pregnancy, Birth & Beyond* (Bay FM 99.9) and *Living Planet* (Deutsche Welle).

In October 2016, CRN introduced a new opportunity for stations to access *The Wire*, as well as lifestyle, arts, cultural and educational content, by switching to satellite overnight with *Night Talks* – four hours of talks content each weekday evening on CRN's second channel, CRN-2.

This year saw the continuation of CRN's special broadcasts from cultural and festival events. 39 one-off specials (up from 30 the previous year) were made available to stations, including a live broadcast from Coast FM 96.3 on New Year's Eve, live music from FBi Radio's *Ears Have Ears* and the AFL Pride Match broadcast live by JOY 94.9. New partnerships with other cultural and

community organisations also gave stations access to live recorded content from Sydney Opera House, sessions from the Communities in Control conference and music industry panels by APRA AMCOS.

CRN Segments was another highlight for the year (see breakout box below for more).

Amrap's Airlt and Monthly CD Mailout services continue to empower broadcasters to discover, access and air new Australian music.

Amrap's Airlt exceeded its targets for the year, with more artists and music added and more music ordered for airplay than in any previous year. In addition to hundreds of previously approved artists returning to add new tracks to Airlt, 1,436 first-time users had their music added to Amrap's Airlt. This is a 10% increase on the previous financial year. Community radio program makers and music library coordinators ordered 126,634 music files for airplay, a 13% increase on the previous financial year.

Amrap's CD Mailout service remains valuable to both the music sector and broadcasters, as indicated by the number of applications to use the service, the number of stations who want to receive the service and the stability of CD Mailout income each year. In 2016/17, 15,000 CD units across 270 titles were distributed to over 150 stations for potential airplay.

CRN Segments

One of the highlights for CRN in 2016/17 was CRN Segments, a project that has facilitated the production of high quality national content by broadcasters from almost 20 stations. The project saw the production of 50 unique series of drop-in material for broadcasters to use on-air anytime. Created by top producers from around the country, the content is diverse and suitable for audiences anywhere in Australia.

Each series is comprised of 10 short pieces ranging from 90 seconds to 8 minutes, covering music trivia, arts and culture, comedy, storytelling, linguistics, history, botany, Outback Australia, poetry, travel, jazz, information and awareness, science, and more. The content remains available for stations to use. CRN Segments was made possible with the financial support of the CBF.

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

In 2016/17, the CBAA continued to facilitate digital radio transmission and content delivery infrastructure for metropolitan community broadcasting licensees through its Digital Radio Project.

Despite a shortfall in Government funding, the CBAA was able to maintain support for community digital radio services across the financial year with reserves and the introduction of a Digital Radio Service Fee to stations operating digital radio services. The Service Fee aims to build long-term sustainability for the operation and development of community digital services.

The CBAA's Digital Radio Project also completed significant upgrades and restructure to digital radio systems, networks and equipment in 2017 in accordance with industry standardisation across the DAB+ platform. This included coordinating service linking relocations as required by stations and providing ongoing support for Electronic Program Guide (EPG) data and training.



The CBAA supports stations by providing content distribution networks and infrastructure... as well as programming and content development support.

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 2016 Conference was held in Melbourne, Victoria. There were 319 participants and 94% of respondents were satisfied or extremely satisfied with their conference experience. 86% of attendees reported having acquired new knowledge as a result of the conference. In 2016, the CBAA continued its Conference Scholarship program, allowing 9 people from underrepresented groups to attend.

The 2017 Conference will take place from 9 – 12 November 2017 on the Gold Coast, Queensland.

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 2016/17, this included a CBAA grant-finding service, grant updates in the fortnightly eNews, as well as webinars and conference sessions focused on building financial management capacity.

The CBAA's Radio Website Services has gone from strength to strength in 2016/17, now with 27 stations subscribed (see Breakout box on the right for more). Work has also progressed in 2016/17 on the Radio on Demand (ROD) platform. A beta version is live on www.edgeradio.org.au. The new service will be available for sector-wide rollout by late 2017.

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 2016/17, the CBAA continued its Deep Dive program designed

specifically for the sector's largest stations.

The CBAA's National Features and Documentary Series continued in 2016/17, attracting over 30 applications. This initiative supports the CBAA's role in building station capability by encouraging storytelling from new and emerging community radio producers. 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 2016, the winner was Bay FM 99.9's Michael Schubert, with *In Search of Silence*.

Radio Website Services

The CBAA has continued providing Radio Website Services including RWS Premium, a service which helps broadcasters manage their station website and promote their online content through web, social media and mobile phones. The service has been adopted by a mix of station types including regional, metro, sub-metro, Indigenous, and fine music, and feedback has been very positive. 27 stations are subscribed to the service to date, including 3MDR Mountain District Radio 97.1FM:

"RWS Premium has made it so much easier for 3MDR to manage our website and get broadcasters involved more with our online presence. The program pages have really added a more personal connection with our presenters for our listeners, which has helped us build our community."

- Ren Cuttriss-Garry, 3MDR Marketing & Sponsorship Coordinator.



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**

The CBAA is currently in a healthy financial position, having significantly increased its equity since 2010 to \$1.17m as at 30 June 2017.

The net amount of the CBAA's surplus for the year ending 30 June 2017 was \$69,914 (2016: surplus \$76,813). Building the CBAA's future sustainability continues to be a key priority. Primary initiatives this year have geared towards aligning the CBAA's resources, structure and processes to support the organisation's strategic direction, while continually building an engaged, vibrant, well-informed, effective and well-supported workforce. The CBAA's financial policy remains to continue the growth of reserves in satisfying the two 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.

Further information is available in the CBAA's 2016/17 Financial Report, available on the CBAA website.



Primary initiatives this year have geared towards 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.

FOSTERING A POSITIVE, HIGH PERFORMING AND ENGAGING WORKING ENVIRONMENT

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

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

The CBAA is committed to ensuring a diverse workforce and an inclusive environment conducive to respect, as well as substantive equality in the appointment of well qualified employees, senior management and board candidates.

The CBAA Board is responsible for steering the leadership and strategic direction of the organisation, and has done so successfully over many years. Board directors are all key stakeholders and experts within the community broadcasting sector. In 2016/17, the Board has undertaken a review of its performance, which will continue to be reassessed on an ongoing basis. Action plans have been formed to address key challenges and areas for improvement.

On a day to day basis, the CEO leads the CBAA with the support of three department heads in Programs and Services, Operations and the Digital Radio Project. Overall, there are 23 staff members who contribute their time and expertise towards achieving the organisation's goals. Staff turnover at the CBAA remains within natural attrition levels, with a 20% departure rate within the financial year.



CBAA staff members promote a collaborative and positive culture that emanates throughout the workplace every day.

CBAA management and staff continue to undertake professional development by attending educational workshops and conferences within and outside of the sector. This increased access to training ultimately benefits the individual and the entire staff by fostering best practice, enhancing staff engagement and improving organisational culture.

Collaboration and communication across all departments and services of the CBAA is also a key priority. CBAA staff members promote a collaborative and positive culture that emanates throughout the workplace every day.

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.

This CBAA regularly collects feedback from members to assist in service design. Feedback is collected via proactive calls and meetings with member stations and the CBAA's survey of its members. This feedback is paired with a review of financial sustainability of services and additional consultation as needed to assess what's offered in line with annual strategic planning.

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

While the CBAA's finances are healthy, the organisation continues to explore additional and diverse funding opportunities to maintain and further strengthen its position. In 2016/17, this included adopting a new Financial Reserves Policy and Investment Policy as the CBAA Board and management consider options for further financial growth such as increased sponsorship, new business opportunities, grants and donations.

In 2016/17, the CBAA was proactive in sourcing grant opportunities from the Federal Government for new initiatives and sector projects. In early 2017, the CBAA submitted several applications to the Community Broadcasting Foundation, the India-Australia Council, APRA AMCOS and the Federal Government's Building Better Regions Community Investment Stream.

The CBAA was successful in its application for funding from the CBF for the development and delivery of the Community Governance Improvement Program - Community Radio Station Health Check, to roll out for stations to use across 2017 - 2020.

In 2016/17, the CBAA continued its annual sponsorship relationship with AFTRS as its Silver sponsor, and Wireless Components and N-com as Bronze sponsors. The CBAA also has sponsor relationships with organisations across its conference and magazine. In 2016/17, this included McNair yellowSquares, Jands, APRA AMCOS, PPCA, Hindenburg, Deutsche Welle, Channel 31 and Pacific Live Media. AFTRS has renewed its annual sponsorship for 2017/18 and there is increased interest in tailored packages for organisations wanting to connect with the sector.

- Growing the CBAA Community Education Program

In 2017, the CBAA received additional funding to continue delivering the National Suicide Prevention Leadership and Support Program until 2019. A public launch of the project with the Minister for Health, Greg Hunt and CEO of Suicide Prevention Australia, Sue Murray, was held in July 2017 to build awareness of the education programs across Australia.

Further, the CBAA was amongst 16 recipients of the Australian Government Community Awareness Grants for projects aimed at increasing the number of registered organ and tissue donors. Through the Change A Life Today community education program, the CBAA works with community radio stations nationally to promote awareness of the importance of and encouraged registration of donation decisions on the Australian Organ Donor Register via broadcast, digital and social media content.

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

The CBAA completed the development stages of its chosen AMS, CiviCRM, during 2016/17. This included implementing increased functionality for recording membership and financial information in January 2017, meaning the CBAA was able to cease using the old database for some functions. Further developments on the system will continue through to 2017/18 to ensure the system meets the needs of all users.



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