Member and Stakeholder Engagement Framework

2022

CBAA

COMMUNITY
BROADCASTING
ASSOCIATION OF
AUSTRALIA

CONTENTS

1 PURPOSE

Community broadcasting organisations make an invaluable contribution to communities across the country every day. To achieve their missions, community broadcasters need a peak body that listens, understands, and communicates to help them grow and prosper.

One of the CBAA's key priorities is to remain engaged with, and responsive to, the needs of our members, and advocate for change in the interests of members and our sector in general. We listen to make sure our decisions are informed. Engagement and advocacy may take place in various forms, and with various stakeholders, including community radio stations; listeners and other interested stakeholders; sector bodies and representative organisations; Government; and funding bodies/partners, including the Community Broadcasting Foundation.

This framework sets out:

- Our reasons for member and stakeholder engagement

- The scope of this work

- Our stakeholder landscape, and

- Our plan and approach to engaging with our members and stakeholders.

This framework aligns with the CBAA's mission and strategic objectives. It also aims to model, encourage, and support good governance and decision-making by CBAA members.

IMAGE: BAYFM *FACON AND EGGS* HOSTS GEMMA AND PAIGE

2 OUR REASONS FOR ENGAGEMENT

The CBAA's mission is to contribute to a vibrant and open society by celebrating and championing strong and successful community broadcasters.

We do so by:

- Collaborating with stations and stakeholders to set the strategic agenda for the sector, to deliver on its purpose for the audiences it serves.

- Advocating for funding, regulation and legislation that enables a strong future for the sector, while understanding future trends.

- Championing the community broadcasting sector movement by building awareness of the sector, and broadening understanding and appreciation.

- Providing a content hub for stations, giving them access to content they would otherwise not have access to – community education, Australian music, the sector's flagship content and news.

- Building the capability of members by providing support, advice, tools and resources, and connecting and engaging the membership network.

- Helping community radio stations build their communities and be available in the places listeners expect.

Engaging with stakeholders – through communication, education and consultation – helps the CBAA to achieve its goals in a number of ways. To achieve our purpose, there are three reasons that the CBAA engages with stakeholders.

Stakeholder and member knowledge supports effective decision-making

By drawing on our member's and stakeholder's wealth of knowledge, and using available data, the CBAA develops strategic priorities, effective products and services, and takes measured policy positions forward for advocacy.

Effective stakeholder engagement improves policy development and outcomes

Informed decision-making is driven by genuine member and stakeholder consultation. By listening effectively to the needs of our members and the sector more broadly, the CBAA achieves outcomes that are optimised for members, other stakeholders and the sector.

The CBAA takes the time to listen to issues being raised by members and connects individual issues with underlying causes. Our members come to us with their concerns because they have faith in us to understand their problem and develop effective solutions.

Modelling transparency to encourage trust, participation and a growing audience

The CBAA celebrates community radio to ensure that is seen as trusted and well-known, attracts participants, funding, and grows its audience. Open and transparent governance is a cornerstone to encouraging feedback and connecting with community. Our members trust us to hear and know what they are experiencing, what their needs are, and that those needs are being championed whenever we engage with stakeholders.

Further, by encouraging collaboration, sharing knowledge and resources, and limiting duplication of effort, we ensure that our work remains efficient and impactful.

IMAGE: ALEXANDER WANG, 1CMS FM

3 SCOPE OF ENGAGEMENT

Our stakeholders are:

- CBAA members – including their staff, volunteers and listeners.

- Non-CBAA member community radio stations – including their staff, volunteers and listeners.

- Key sector peak bodies, including:
  - The Australian Community Television Alliance (ACTA),
  - Christian Media & Arts Australia (CMAA),
  - First Nations Media Australia (FNMA),
  - The National Ethnic and Multicultural Broadcasters' Council (NEMBC), and
  - RPH Australia (RPHA).

- Other sector support organisations, including the Community Broadcasting Foundation (CBF), Spots & Space, Technorama and the Community Media Training Organisation.

- The Commonwealth Government, State and Territory Governments, including relevant Departments and regulators – such as the Australian Communications and Media Authority (ACMA) and the Australian Charities and Not-for-profits Commission (ACNC).

- Other media organisations and media bodies.

- Other not-for-profits and charities.

- Partners, peak bodies and professional associations – including the Community Council for Australia.

- Academics and researchers with an academic interest in media (particularly community media), communications, journalism, and news.

- The music industry and its key bodies.

The scope of our member and stakeholder engagement activities

This framework relates to the full spectrum of work that the CBAA undertakes to engage with members and stakeholders, including:

- Digital communications – including the CBAA website, our social media presence across various platforms, e-newsletters and webinars.

- Member services – including answering queries via phone, email and mail.

- Representation in media – via media releases, sharing good news stories, policy and advocacy success and issues, news for members, and public commentary.

- Education resources – developing guidance for our members including written resources and web content, webinar hosting, and one-on-one assistance to members.

- Public presentations – including educational events and seminars/workshops – especially during our annual CBAA Conference.

- Research – our decisions are driven by information provided by our members and by other sources including sector bodies, academics, Government, and external peer-reviewed sources.

- Relationship management – engaging with our stakeholders including Government and ACMA, peak advocacy bodies and individual members, to build and maintain effective relationships. Where possible, we aim to reach consensus on issues and advance the cause of community broadcasting.

- Formal representation and advocacy with Government including making submissions on key matters affecting the community broadcasting sector and our members.

- Consultation – including with advisory groups, the CBAA's Youth Forum and the CBAA's Women and Gender Diverse Peoples' Forum.

Our Advisory Groups

The CBAA values the input of specialists in various fields; and has formed several key advisory groups to advise CBAA management on the views, needs and interests of stakeholders in these areas. Advisory group members are selected for their specialist expertise in these areas, and we aim to represent the diversity of our membership across our advisory groups.

Members of each advisory group are subject to their specific advisory group's Terms of Reference or Charter, as well as this Stakeholder and Member Consultation Framework. Selection processes are contained in each committees Terms of Reference (to be reviewed in 2022).

CBAA Advisory Groups feed into the development and delivery of CBAA services or provide advice on the delivery of specific projects. They are a forum for specialist discussion and capture strategic input to inform CBAA management. Advisory groups are not decision-making forums. These groups are designed to support specific initiatives, projects, or services on a needs-basis. Each group is designed to best suit the circumstance and need.

Groups may undertake work to:

- Develop an understanding of market and industry trends
- Provide "wise counsel" on issues and planning
- Provide the directors and management with insights and ideas which come with distance from the day-to-day operations

- Encourage and support the exploration of new business or development ideas
- Act as a resource for senior staff
- Monitor organisational performance and challenge the directors and management to consider options for improvement

CBAA advisory groups broadly fall into the following categories:

- Stakeholder Groups: Groups of stakeholders, including the Community Broadcasting Sector Roundtable.
- Groups to provide advice on specific CBAA initiatives, including the Community Radio Network Advisory Committee, the CBAA's Multiplatform Advisory Group, the CBAA's Amrap Advisory Group, and the Digital Radio Consultative Committee.
- Special Project Groups, designed to support the delivery of specific projects, such as the Codes of Practice Advisory Committee.
- Special Forums, such as the Youth Forum and the Gender Diverse Peoples' Forums and their representatives.

The Terms of References/Charters for each Group will be available on our website, as well as a list of our current participants.

IMAGE: CMTO
TRAINEES VISITING

4 OUR ENGAGEMENT PLAN

The CBAA takes advice from many sources and in many ways to make informed and strategic decisions.

DATA AND INSIGHTS – UNDERTAKING RESEARCH, COLLECTING AND ANALYSING EVIDENCE AND FEEDBACK UNDERPINS EVERYTHING WE DO.

This includes discussions with members and stakeholders (phone, email, events); our research streams (with members, listeners, participants and product users); academic collaboration; literature reviews; and analysing evidence (e.g., Salesforce data, CBF grants data, ACMA data).

We also publish key findings to share with our members and stakeholders.

STRUCTURED FORMS OF REGULAR ENGAGEMENT

- Bi-annual Sector Roundtable and CEO working group.

- Advisory Groups.

- CBAA Conference, AGM & Open Forum, Youth Forum, Women and Gender Diverse Peoples' Forum.

EXTERNAL STAKEHOLDER ENGAGEMENT

- Member of industry planning groups/committees e.g. technical committees, Australia's Right to Know Coalition, Community Council of Australia.

- Meetings and correspondence with Government, Departments and regulators.

- Consultation on specific issues.

CBAA BOARD AND MANAGEMENT

ACTION

Figure 1: CBAA's Engagement Plan

5 OUR APPROACH
TO ISSUE-BASED CONSULTATION

What is consultation?

The CBAA values the input of our members, stakeholders and other interested parties. We conduct targeted consultation where appropriate, and when designing policies and programs we aim to consult a wide cross-section of our member base, where possible.

We use all the information we gather via the engagement plan, to drive our decision making. See our engagement plan depicted in the diagram on page 7 (Figure 1).

When we will consult

The CBAA consults as much as practicable when designing our policies, responses and programs – especially when our members and stakeholders might be affected by our decision making.

We advocate and act for our members and the sector. The nature and level of consultation that is appropriate is driven by the nature, reach and impact upon our members and stakeholders for a given situation – we are more likely to consult where we make policy recommendations on significant reforms to community broadcasting or not-for-profit regulation; and we always consult developing a new version of the Community Radio Broadcasting Codes of Practice.

Proactive consultation

The CBAA prioritises proactive consultation, as well as in connection with a specific need – we believe this is the best way to identify, document and monitor issues with potential to impact the community radio broadcasting sector.

This also provides the means for us to develop an early leadership position on issues as they arise, and we can be ready to act.

IMAGE: GNI TRAINING NETWORK BOOTCAMP 2021 - CREDIT THE WALKLEYS
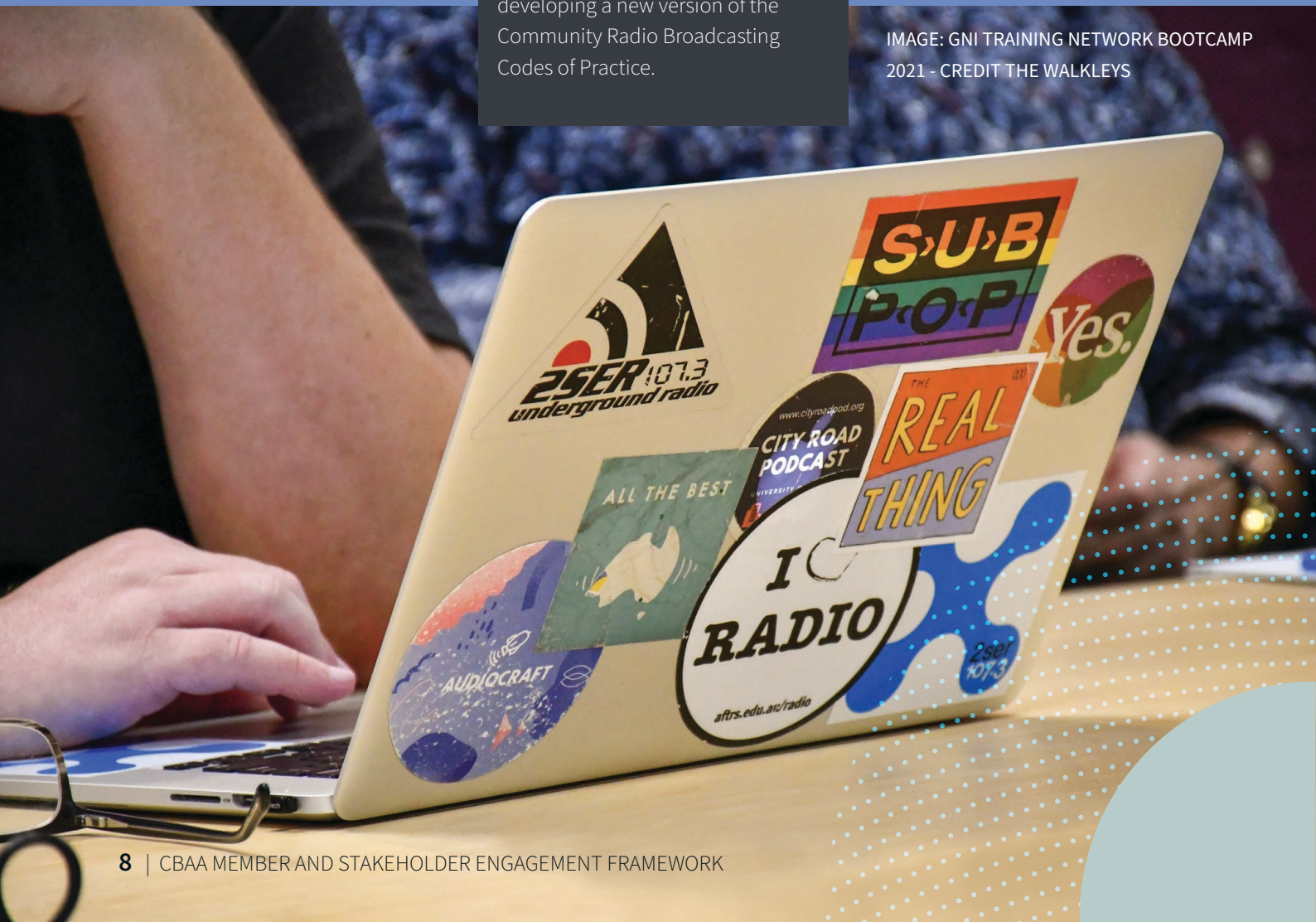
Mechanisms for proactive consultation include:

- The annual CBAA Member Survey, product surveys and other surveying mechanisms,
- Phone and email engagement with members, non-members, and stakeholders,
- Face-to-face conversations by visiting stations and at sector conferences,
- Holding discussions, both formal and informal, at the annual CBAA Conference,
- Engaging both formally and informally with our members and interested stakeholders, via various electronic platforms including our CBAA-operated social media pages (Instagram, Facebook, Twitter, LinkedIn) as well as via webinar chats and other informal channels including meetings,
- CBAA Advisory Group meetings,
- The biannual Community Broadcasting Sector Roundtable chaired by the CBAA – the Roundtable identifies and discusses sector needs, emerging issues, policy positions, funding requirements and joint advocacy initiatives and its members include:
  - The Australian Community Television Alliance (ACTA)
  - Christian Media & Arts Australia (CMAA)
  - The Community Broadcasting Association of Australia (CBAA)
  - First Nations Media Australia (FNMA)
  - The National Ethnic and Multicultural Broadcasters' Council (NEMBC)
  - RPH Australia (RPHA), and
  - The Community Broadcasting Foundation (CBF)
- Quarterly meetings – and as needed – with the regulator, the Australian Communications and Media Authority (ACMA).
- Bi-annual meetings – and as needed – with the Department of Infrastructure, Transport, Regional Development and Communications.
- Cooperation Agreements or MOUs outlining bilateral arrangements with industry partner organisations.
- Collation of evidence – through data and conversation – regarding station licence renewals or regulatory issues experienced with the ACMA.

Factors influencing consultation

Member and stakeholder consultation is not a 'one size fits all' approach. Context plays a role in determining the consultation procedures that will be most effective.

Trend awareness

The CBAA keeps abreast with general industry and sector trends; and adapts accordingly. This includes broadening our presence across various digital and social media platforms, as society changes preferences for engagement and content consumption, i.e., adding our presence to new social media platforms as they arise, and keeping our website updated to ensure it still meets the needs of members and other stakeholders.

The CBAA also monitors on a regular basis for key changes and drivers that have the potential to impact the community radio broadcasting sector. In the event an issue is observed by the CBAA that has potential to impact the sector, the CBAA monitors the situation more closely, and notes the solutions being generated (or potential risks). This means that we can adapt to changes and prepare solutions before changes begin impacting our members.

We also publish key data and insights about the sector collected through our research programs, so that these insights can be used by our members and stakeholders.

IMAGE: 3MDR

6 OUR CONSULTATION GUIDING PRINCIPLES

6.1 Part of the planning process

- As far as possible, our consultation is undertaken as an integral part of CBAA planning processes.

- Our planning for consultation includes clear objectives, so that we may determine whether our consultation has been effective.

- Consultation should enhance CBAA decision-making processes.

- Consultation should proactively seek to identify new issues as well as increase knowledge about established issues.

6.2 Clarity and transparency

- Our consultation process is as transparent as possible, and easily understood. We like our members to know at what stages of the process they will have the opportunity to participate.

- Members and stakeholders are informed of the ways in which their input is to be used in our decision-making process.

- Members and stakeholders are provided with the information they need to participate in a meaningful way.

6.3 Confidentiality

- Member submissions are kept confidential by the CBAA unless expressly indicated in writing.

6.4 Flexible and inclusive

- Our consultations are designed to be flexible, use inclusive language, be easily understood and accessible for a range of literary skill levels and backgrounds, as well as for people with disabilities.

- From time to time, the CBAA will seek input from members on how they want to participate in consultations so that our consultation design remains flexible and inclusive.

6.5 Well-timed

- The CBAA recognises that the timing of consultation is often critical to successful outcomes:

  - We commence consultation as early as practicable, and as part of our planning and decision-making process.

  - We provide as much time for stakeholders to respond as reasonably practicable, including opportunity for discussion of the issue at Board/Committee meetings where possible.

  - We design our consultations so that we come to understand our stakeholders' perspectives and needs early enough to incorporate them into our policy design, submissions, and advocacy plans.

6.6 Representative

- We consult in a way that, as far as possible, the policy positions we take forward are representative of our stakeholders' views and needs. We prioritise either targeted consultation of certain stakeholders, or conduct completely open consultation, depending on the circumstances – we believe this means we can be certain we are being representative of our members no matter the issue.

- The CBAA prioritises consultation that promotes sustainable decisions, by recognising and communicating the needs and interests of relevant members.

6.7 Achievable, coordinated and adequately resourced

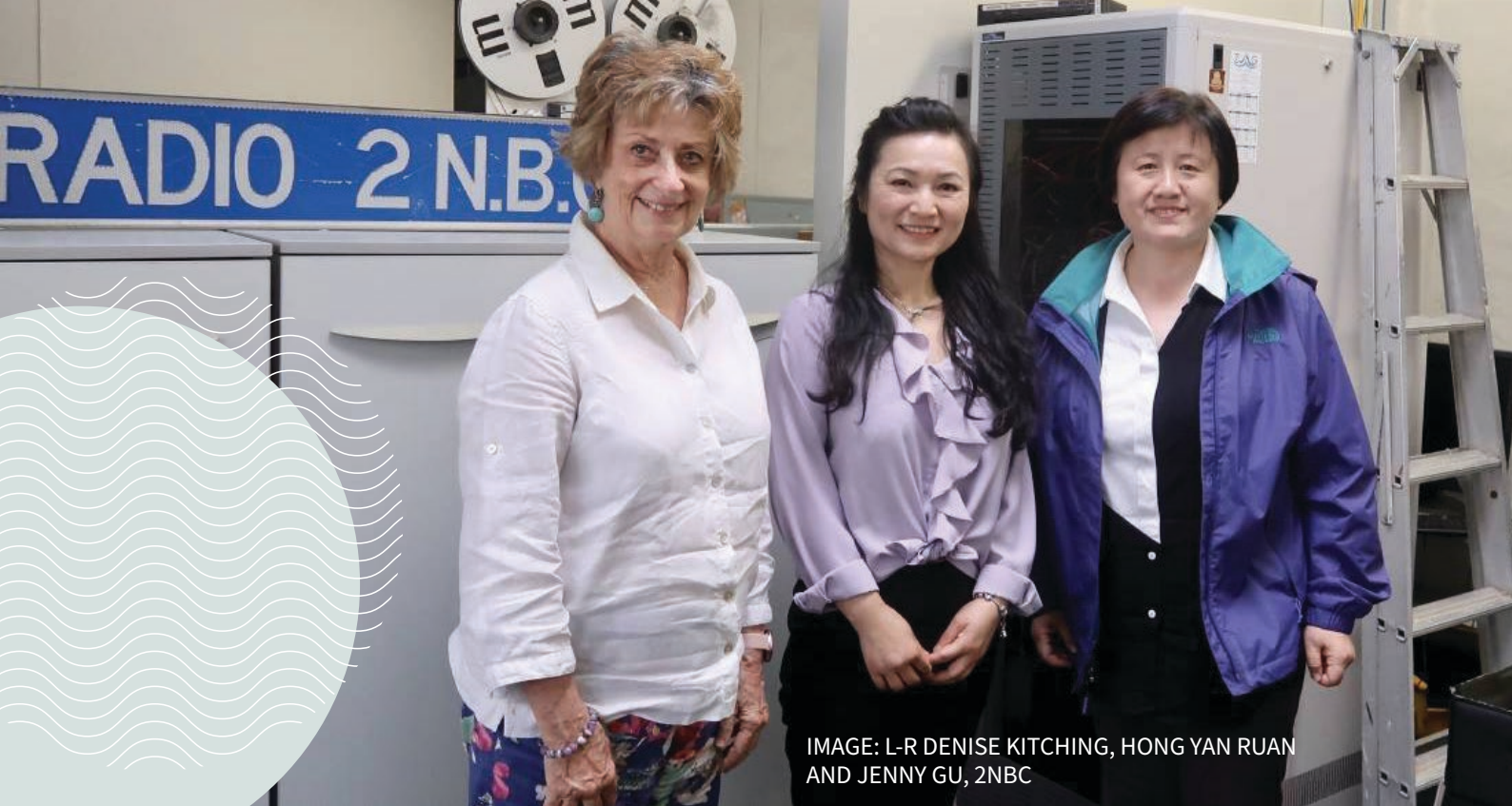- The CBAA understands that effective consultation also requires us to:

IMAGE: L-R DENISE KITCHING, HONG YAN RUAN AND JENNY GU, 2NBC

- Design achievable and streamlined processes that make sense for our stakeholder decision-making processes (such as Board/Committee meeting timeframes),

- Recognise and respect the demands that consultation may place on our stakeholders' time and resources; and not take their time for granted, particularly where our member organisations are significantly comprised of volunteers,

- Coordinate and integrate our consultation plans to ensure that our members are consulted in a way that is efficient, makes sense, and is not too often.

6.8 Acknowledgement and feedback

- The CBAA sincerely values the input of our members and stakeholders – we recognise and acknowledge their valued contributions and communicate this in the design of our consultations.

- We give feedback to our participants and stakeholders about our consultation outcomes and communicate the outcomes of policy and other activity which flows from consultation.

6.9 Review

- The CBAA reviews this Member and Stakeholder Engagement Framework on an as-needs basis.

IMAGE: FBI RADIO

IMAGE: JOY STUDIO PANEL

CBAA

COMMUNITY
BROADCASTING
ASSOCIATION OF
AUSTRALIA

T: (02) 9310 2999

E: office@cbaa.org.au

W: www.cbaa.org.au

A: 3/44–54 Botany Rd, Alexandria NSW 2015

ABN: 93 003 108 030