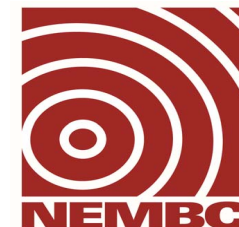


# NEMBC Operational Plan

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## As agreed at the NEMBC Executive Committee meeting in March 2009

The titles EC, EO, YWO and MO mean Executive Committee - EC Executive Officer - EO Youth and Women's Officer YWO and Membership Officer - MO

Strategic Plan Objective	Objectives	Strategies for Achievement	Current Situation	Performance Indicators	Coordination Responsibility	Finish Date
<b>1. Grow &amp; provide quality services to NEMBC members</b>	Ensure members receive the services they need – through communication and interaction.	<b>1. Better Communications and Services</b> 1. Communicate regularly with members including 4 EBs a year and monthly e-bulletins 2. Invite contributions and provide regular feedback to members 3. Improve Services and delivery	Ethnic Broadcaster magazines are the main form of communication and a Website	1.1.1 Produce three EB magazines a year - with number of contributions from members 1.1.2 Monthly E-Bulletins sent to members	MO and assistance from EO	1.1 May- 2010 - ongoing 1.2 Oct 2009
	Ensure we maintain current information about all members and improve database analysis.	<b>2. Website and IT Development</b> 1. Improve website to include 'how to' tools and other publications 2. New IT development	Presently there is an NEMBC website	1. 2.1 Improve Website including offering interaction and keeping info up-to-date 1. 2.2 Facebook with pictures and videos. • Make Skype available as a tool for communication. • Members can communicate online via a Blog	MO and assistance from EO	Aug-09
		<b>3. New IT development</b>	Database is improving	1.3.1 Database updated • Improved range of questions on membership form for database analysis • Improve Admin - invoicing system meeting tax purposes	MO and assistance from EO	Nov-09
		<b>4. Interaction with Members</b> 1. Connection to stations by visits 2. Membership Surveys 3. Seek regular feedback	Members as of Nov 08 was 587 Visits occur Feedback is sought at NEMBC Conferences	1.4.1 Number of visits to stations 1.4.2 Hold a survey 1.4.3 Seek regular feedback as mentioned above	MO and assistance from EO	Apr-10

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<b>2. Strengthen profile, presence &amp; influence through alliances and networks</b>	<b>Networking</b> Build on existing good relationships and become more systematic in the working of these relationships and alliances within the community broadcasting sector and the broader community	<b>2.1. Networking</b> 1. Join forums and meetings on common issues e.g. multiculturalism, immigration, the state of the economy, services to ethnic communities, media, new migrants and refugees.	At Present the NEMBC engages organisations and forums and keeps a list of these activities.	2.1.1 Improved list of organisations and forums attended by the NEMBC including all states. • Microsoft Access Database of addresses is established	Secretariat EC and AO	May-10
	More creative use of our social political influence at national and state levels	<b>2.2 Partnerships</b> 1. Maintain connections by keeping in touch with our partners and alliances, exchange information and use each others publications and web pages 2. Establish new partnerships and working relations. 3. Invite representatives from organisations to our conferences.	At present the NEMBC makes connections with partners and exchanges information. • Other organisations are invited to attend the NEMBC conference	2.2.1 Improved connections with partners and keep a list of connections made, in all states. 2.2.2 Identify new partnerships and establish them - keep a database • Increase articles in other media 2.2.3 List organisations invited to conference	Secretariat EC and AO	May-10
		<b>2.3. Identify Funding</b> 1. Network for funding opportunities 2. Seek other organisations support for NEMBC funding submissions and offer support to other organisations.	Presently the NEMBC seeks funding from a variety of sources including government, through the CBF, sponsorship and grants	2.3.1 Assist and work with Funding Strategy Group (FSG) to develop effective lobby strategy 2.3.2 Identify new funding opportunities and make at least three applications. • Seek a number of organisations for their support in funding	Secretariat, EC	May-10

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<b>3. Grow development, research, policy and advocacy in multicultural broadcasting</b>	Advocate on ethnic and multicultural issues to fight racism	<b>3.1 Advocacy</b> 1. Formulate advocacy campaigns: effective use of the media and support of other campaigns and assist organisations in their campaigns 2. Advocacy to the whole sector as well as our members	The NEMBC presently works on a variety of advocacy issues	3.1.1 Document involvement in advocacy campaign • Document the number of times media is used ie media releases on website. 3.1.2 Document advocacy to membership.	EC & EO	May-10
		<b>3.2. Policy Development</b> 1. Assist members with policy development	The NEMBC presently assist members with issues and policy	3.2.1 Improve and document the number of times members were assisted	EC & EO	May-10
	Use research as a tool for policy and advocacy	<b>3.3 Research</b> 1. Develop research projects and partners with relevant organisations e.g. Universities, media orgs etc 2. Identify the informational needs and resources of the NEMBC and its members (census survey)		3.3.1 Develop a number of research projects and involve Universities and organisations • Number of volunteers/interns used 3.3.2 Hold survey to identify needs of members	EC & EO	May-10
	Develop new projects to raise the profile of the NEMBC	<b>3.4 Projects</b> 1. Establish new projects to build and grow the organisation 2. Develop existing projects such as youth, women 3. Establish new projects such as new emerging communities, state based projects and new and innovative projects	In 2008/09 the NEMBC ran 5 projects on: youth women and new emerging communities and digital training and new websites for podcasting and streaming.	3.4.1 Existing projects are extended and improved 3.4.2 A number of new projects developed and implemented 3.4.3 Identify quality and results of projects based on innovation- reports written.	Secretariat and Committees	May-10
	NEMBC Advocacy, Policy and Research Strengthening	<b>3.5 Advocacy, Policy and Research</b> 1. Research proposal to Executive committee / to get approval 2. Source researchers/policy officers to be part of secretariat 3. Define roles of above/ specify duties and disseminate outcomes. Link research outcomes to mission of NEMBC etc ... 4. Formulate relevant policies and strengthen advocacy role on the base of research outcomes 5. Applications of research outcomes to inform policies and projects	• All policy is approved by the EC • Two researchers worked at the NEMBC in 08/09 on youth and new emerging community issues.	3.5.1 Research projects approved by the EC 3.5.2 Numbers of research/policy projects 3.5.3 Policy and roles of researchers defined 3.5.4 Number of researchers/volunteers used 3.5.5 Outcomes of research disseminated • Show how research was able to: strengthen advocacy role; inform policy and projects ; is in line with NEMBC mission	EC & EO	May-10

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<b>4. Provide leadership to our communities in new technologies</b>	Develop NEMBC IT capacity – knowledge base and service.	<b>4.1. Technology Leadership Role</b> 1. Proactive in doing activities using new information and communications technologies – lead by example. 2. Develop information and communications technology capacity internally 3. Use new technologies internally for communication between Executive Committee, Committees and Secretariat and NEMBC members to advance communication, policy and planning	<ul style="list-style-type: none"> <li>Website development for podcasting and streaming</li> <li>Present technology includes Phone and Emails and Website</li> </ul>	4.1.1 Number of projects applied for to work in digital platforms 4.1.2 Establish protocols and processes where new technologies can be used to communicate within and between EC,EO, Committees, Secretariat and record number of times they are used.	Secretariat, EC	
		<b>4.2. Development and Research</b> 1. Research – Develop knowledge base on IT issues 2. Survey impact on new technologies on Ethnic Broadcasters (ongoing) 3. Remain Up-to-date on New Technologies to inform groups on usage 4. Create list of organizations working in the area 5. Network with organizations that are working in this area 6. Become involved and have representation on other bodies	Research is ad-hoc but documents are produced and NEMBC assists agencies with research.	4.2.1 Recorded and started files and documents in IT field 4.2.2 Held survey about new technologies with members 4.2.3 Provide info on new technologies and digital in EB and E-bulletins 4.2.4 Created a list of organisations 4.2.5 Meetings held with people working in this area 4.2.5. Join Digital Radio Group (DRG) and remain in DRCG and attend meetings.	Secretariat, EC	
		<b>4.3. Information &amp; Education</b> 1. Disseminate information and educate around the new technology issues		4.3.1 Articles in EB on the subject Develop WebPages off the main website to include information	Secretariat, EC Sub-Committee	

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<b>5. Professionalise NEMBC governance</b>	Improved governance skills and procedures	<b>5.1. Board Charter</b> 1. Develop a Board Charter including improved reporting and accountability of the sub-committees to the Board, define relations between Executive Committee and Executive Officer, define procedures and issues such as risk management analysis, conflict resolution .....	No Board Charter exists	5.1.1 Funding is sought • Workshops held to develop the Charter • Drafts are made and • Final Version accepted by EC	EO and EC	• Funding April 09 • Workshops and Drafts Oct 09 • Final Doc. Feb 2010
	Constitution	<b>5.2 Revise and improve the Constitution</b> and include how to get the best members to the Executive Committee and make voting more transparent.	Constitutional Sub-Committee formed and has met and has drafts of changes to half the constitution	5.2.1 Strategy is developed • Meetings held • Drafts are made and • Final version accepted by AGM	EC and Sub-Committee	Nov-09
	Board Professional Development	<b>5.3. Board Professional Development</b> 1. Provide professional development and governance training for Executive Committee. 2. Provide induction for new members	• No training occurs • Induction training happens when new board members are elected.	5.3.1 Identify areas for training • Plan Workshops • Identify trainers • Look at funding options 5.3.2 Set dates for training	EC	May-10
	Communications	<b>5.4. Communications</b> Establish mechanisms that improve the effectiveness of governance communications, including: 1. Regular meetings through face-to-face and teleconference of the Executive Committee 2. Monthly communication between the Officer bearers 3. Sub-Committees to increase their communication 4. Establish clear expectations and priorities/ procedures and definitions for communication between Executive Committee, Executive Officer and staff	EC Consistent meetings occur . Teleconferences are needs based • Communications with and between the Youth Committee occurs on a regular basis • Communications with and between the Women's Committee is improving • Meeting between President and EO are weekly • Meeting with EO and staff are weekly or fortnightly	5.4.1 Develop a regular pattern for committee meetings to occur 5.4.2 Record the number of meeting and when they are held 5.4.3 Identify needs for meetings and develop a quality plan 5.4.4 Within the Board Charter develop a comms policy for effective communication between EC,EO and Staff	EC	May-10
	Governance & Representation	<b>5.5. Governance &amp; Representation</b> 1. Grow the structure to be broader and state based – defining the roles of state based representative and activities 2. Make the board more representative and reflect the demographics of the membership and broadcasters 3. Pre-election campaigning to inform members about candidates		5.5.1 Explore and research potentials for state based activities - if possible start an activity • Define roles and responsibilities of state based representatives 5.5.2 Research and explore options 5.5.3. One month pre-election campaign using Website and e bulletins	EC	Jan 10 Oct 09

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<b>6. Strengthen secretariat</b>	Transition from a traditional volunteers organisation to professional organisation	<b>6.1. Procedures and Policies</b> Update the Procedures and Policies Manual (ongoing)	Policies and Procedures Manual approved by EC March 08 - updating continues.	6.1.1. Introduction of new policies included in the manual	EC and EO	Jul-09
	Adequate staffing of the Secretariat/ reduce turnover of staff.	<b>6.2. Work Place</b> 1. Negotiate an Enterprise Bargaining Agreement 2. Settle long-term accommodation for the office	<ul style="list-style-type: none"> <li>• Staff are member of the union</li> <li>• Moved into new accommodation in January 09 with a 3 year lease</li> </ul>	6.2.1. Enterprise bargaining in place 6.2.2 Review and explore possibilities	Secretariat, EO, EC	Feb-10
	Improving Procedures and Policies and Staff Skills.	<b>6.3. Human Resources</b> 1. Develop conflict resolution mechanisms 2. Develop and adopt policies related to work environment and staff wellbeing	A Policies and Procedures manual exists.	6.3.1 and 6.3.2 Research human resources policies for inclusion in Policies and Procedures manual	EO	Feb-10
		<b>6.4. Staff Development</b> 1. Staff Professional Development (ongoing) – do an assessment of staff development 2. Provide opportunities for staff to acquire more information of the organization: past, present and future	It is recognised that staff need skilling in certain areas.	6.4.1 Establish procedures to identify needs of staff - hold or go to workshops 6.4.2 Identify Needs and attend workshops	EO	Sep-09
		<b>6.5 Secretariat Development &amp; Planning</b> 1. Provide more opportunities for staff especially EO for networking and visiting stations 2. 'Nationalise the staff' – develop ties with other organisations in each state to support NEMBC staff and projects. 3. Establish an NEMBC representative in the fulltime ethnic stations/ access stations (CBF rep?)	A significant amount of networking is achieved by the NEMBC.	6.5.1 Number of stations and visits to organisations of the EO recorded 6.5.2. Research options for 'Nationalising staff' - ie expanding operations. 6.5.3 Explore and review the meaning and application - particularly as it relates to full time and access stations.	EO	May-10

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<b>7. Communications Strategy</b>	<b>Improve the Branding and Public Image of NEMBC</b>	<b>7.1 Improve public image Logo, letterheads, business cards</b>	Different logos are associated with the NEMBC.	7.1.1. Use the same logo and design for all letterheads and business cards etc...	EO	Sep-09
		<b>7.2 Improve designs of of websites, ebulletins etc ..</b>	Presently the NEMBC website is fairly static	7.2.1 Create a standard branding accross all websites and similar electronic communications	EO	Sep-09
		<b>7.3 Improve leaflets, banners and displays.</b>	There is one general banner	7.3.1 Create leaflets, banners and displays that fit with the branding strategy	EO	Jan-10