



## NEMBC Strategic Plan 2009 - 2012

### Strategic Context

Over the next 3-5 years NEMBC will be navigating through a challenging and dynamic environment. The key trends and issues that present both challenges and opportunities include:

- Tough economic environment – spectre of global recession, decreasing government funding, increased cost of doing business
- Changing and dynamic social context
  - Progress in multiculturalism, still an underlying soft belly of xenophobia
  - Societal, economic and lifestyle trends challenging value and participation community life
  - Changing volunteerism demographics (eg. old vs. young) and practices (e.g. volunteers working from home)
  - Increase focus of community radio as a not-for-profit services to address social disadvantage
  - Changing demographics
    - Increased migration
    - Different mix of migrants
    - Dispersion of migrants across the country
    - Growing number of emerging communities
    - Changing demographics in migrant community (e.g. ageing)
- Rapidly changing technology
  - Operating in a global operating environment
  - Rapid change of technology
  - Unclear direction of digital technology
  - Members with different types and access to technology
  - Capacity demands – skills of young vs old
- Increasing competition for audiences
  - From pervasive internet access
  - Cheap access to overseas program and content
  - Increased competition for airtime/programming

## **Key Implications**

In response to these trends and issues NEMBC needs to:

- Increase our leadership role and presence
- Increase our focus and capability on the use of new technologies
- Increase the use of our website and new technologies to provides services
- Develop a new funding model and partnerships
- Continue to build our alliances and networks
- Increase and improve our communication messages
- Establish a research function that helps us keep up with change and provide good advice and service to our members
- Increase our presence, profile and voice in the States and Regional Australia
- Change the approach to our Conference and AGM
- Develop our training capacity for our members
- Improve our support and service to youth, women and new emerging communities
- Bring more clarity to our constitution

## **Vision**

The major themes of our vision for NEMBC 2012 are:

- Strong relationships, well regarded, leading organisation
- Good governance
- Sponsoring and leading in research, development, policy and advocacy projects
- High quality and web-based services to members
- Larger vibrant organisation with more staff and strong partnerships
- Strong presence in each State and Region
- Active involvement in multicultural affairs
- Providing leadership and service to members in new technology
- Key provider of advice to government
- Healthy finances and financial projections
- Fair representation of diverse groups in decision-making bodies
- Be a national training provider

## **Mission**

The NEMBC is:

- Multicultural
- Multilingual
- Ethnic community
- Volunteer sector

The NEMBC is a progressive organization that exists to advocate for community ethnic broadcasting/ broadcasters who contribute to media diversity in Australia by maintaining and connecting people to their ancestry, language and culture.

The NEMBC promotes broadcasting issues of community ethnic broadcasting in Australia.

The NEMBC is a progressive organization that advocates for multiculturalism and ethnic community broadcasting and protects the interests of its members.

The role of the NEMBC is:

- To advocate for community ethnic broadcasting/ broadcasters
- To be a voice for multiculturalism in Australia
- To maintain and connect people with their ancestry, language and culture
- To confront racism in Australian society
- To contribute to media diversity in Australia
- To perform in a manner that is ethical, professional, responsive, self reliant and with integrity

## **Measures of Success**

To ensure that we stay focussed on our vision and strategic priorities we will monitor the following:

### **Policy and Operational**

- Alignment with strategic plan (annual business plan, annual reviews)
- Development of an Operational Plan from Strategic Plan
- Policy outcomes attributable to NEMBC influence
- Constitutional amendments
- Board effectiveness (governance reviews)
- Organisational health (reviews/reports and surveys)
- Secretariat staff assessments
- Policy committee activity and effectiveness
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### **Financial**

- Financial performance (monthly financial statements)

### **Members**

- Service quality (members surveys)

## **NEMBC 2009 – 2012 Draft Strategic Plan**

- Membership numbers, types, diversity (annually)
- Member participation/activity (monthly anecdotal feedback, annual survey)

### **Networking**

- Partnerships, networks and alliances effectiveness (monthly anecdotal feedback, annual report)
- Brand recognition and reputation with members, community, stakeholders (monthly anecdotal feedback, annual survey)

Strategic Directions	Objectives	Key Programs	Key Priorities for Action
<p><b>1. Grow &amp; provide quality services to NEMBC members</b></p>	<p>Ensure our members receive the services they need – through communication and interaction.</p> <p>Ensure we maintain current information about all members and improve database analysis.</p>	<ul style="list-style-type: none"> <li>• Member Communications and Services</li> <li>• Website and IT Development</li> <li>• Members Database and Analysis</li> <li>• Interaction with Members</li> </ul>	<p><b>1. Member Communications and Services</b></p> <ul style="list-style-type: none"> <li>• Communicate regularly with members including 4EBs a year and monthly e-bulletins</li> <li>• Invite contributions and provide regular feedback to members</li> <li>• Improve services and delivery.</li> </ul> <p><b>2. Website and IT Development</b></p> <ul style="list-style-type: none"> <li>• Improve website to include ‘how to’ tools and other publications</li> </ul> <p><b>3. Members Database</b></p> <ul style="list-style-type: none"> <li>• Update database and capture more information on members</li> </ul> <p><b>4. Interaction with Members</b></p> <ul style="list-style-type: none"> <li>• Connection to stations by visits</li> <li>• Membership Surveys</li> <li>• Seek regular feedback</li> </ul>
<p><b>2. Strengthen profile, presence &amp; influence through alliances and networks</b></p>	<p>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</p> <p>More creative use of our social political influence at national and state levels</p>	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Partnerships</li> <li>• Funding</li> </ul>	<p><b>1. Networking</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>2. Partnerships</b></p> <ul style="list-style-type: none"> <li>• Maintain connections by keeping in touch with our partners and alliances, exchange information and use each others publications and web pages</li> <li>• Establish new partnerships and working relations.</li> <li>• Invite representatives from organisations to our conferences.</li> </ul> <p><b>3. Identify Funding</b></p> <ul style="list-style-type: none"> <li>• Network for funding opportunities</li> <li>• Seek other organisations support for NEMBC funding submissions and offer support to other organisations.</li> </ul>

Strategic Directions	Objectives	Key Programs	Key Priorities for Action
<p><b>3. Grow development, research, policy and advocacy in multicultural broadcasting</b></p>	<p>Advocate on ethnic and multicultural issues to fight racism</p> <p>Develop new projects to raise the profile of the NEMBC</p> <p>Use research as a tool for policy and advocacy</p>	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Policy Development</li> <li>• Research</li> <li>• Projects</li> <li>• NEMBC Advocacy, Policy and Research Strengthening</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Advocacy</b> <ul style="list-style-type: none"> <li>• Formulate advocacy campaigns: effective use of the media and support of others campaigns and assist organisation in their campaigns</li> <li>• Advocacy as a whole in addition to our members</li> </ul> </li> <li><b>2. Policy Development</b> <ul style="list-style-type: none"> <li>• Assist members with policy development</li> </ul> </li> <li><b>3. Research</b> <ul style="list-style-type: none"> <li>• Develop research projects and partners with relevant organisations e.g. Universities, media orgs etc</li> <li>• Identify the informational needs and resources of the NEMBC and its members (census survey)</li> </ul> </li> <li><b>4. Projects</b> <ul style="list-style-type: none"> <li>• Establish new projects to build and grow the organisation</li> <li>• Develop existing projects such as youth, women</li> <li>• Establish new projects such as new emerging communities, state based projects and new and innovative projects</li> </ul> </li> <li><b>5. NEMBC Advocacy, Policy and Research Strengthening</b> <ul style="list-style-type: none"> <li>• Research proposal to Executive committee / to get approval</li> <li>• Source researchers/policy officers to be part of secretariat</li> <li>• Define roles of above/ specify duties and disseminate outcomes. Link research outcomes to mission of NEMBC etc ...</li> <li>• Formulate relevant policies and strengthen advocacy role on the base of research outcomes</li> <li>• Applications of research to outcomes to inform policies and projects</li> </ul> </li> </ol>

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<p><b>4. Provide leadership to our communities in new technologies</b></p>	<p>Develop NEMBC IT capacity – knowledge base and service.</p>	<ul style="list-style-type: none"> <li>• Technology Leadership Role</li> <li>• Development &amp; Research</li> <li>• Information &amp; Education</li> </ul>	<p><b>1. Technology Leadership Role</b></p> <ul style="list-style-type: none"> <li>• Proactive in doing activities using new information and communications technologies – lead by example.</li> <li>• Develop information and communications technology capacity internally</li> <li>• Use new technologies internally for communication between Executive Committee, Committees and Secretariat and NEMBC members to advance communication, policy and planning</li> </ul> <p><b>2. Development and Research</b></p> <ul style="list-style-type: none"> <li>• Research – Develop knowledge base on IT issues</li> <li>• Survey impact on new technologies on Ethnic Broadcasters (ongoing)</li> <li>• Remain Up-to-date on New Technologies to inform groups on usage</li> <li>• Create list of organizations working in the area</li> <li>• Network with Organizations that are working in this area</li> <li>• Become involved and have representation on other bodies</li> </ul> <p><b>3. Information &amp; Education</b></p> <ul style="list-style-type: none"> <li>• Disseminate information and educate around the new technology issues</li> </ul>

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<p><b>5. Professionalise NEMBC governance</b></p>	<p>Improved governance skills and procedures</p> <p>Stronger and more effective involvement of members</p> <p>Create a 'New Culture/ New Mentality' – of a progressive organisation.</p>	<ul style="list-style-type: none"> <li>• Board Charter</li> <li>• Constitution</li> <li>• Board Professional Development</li> <li>• Communications</li> <li>• Governance &amp; Representation</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Board Charter</b> <ul style="list-style-type: none"> <li>• 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 .....</li> </ul> </li> <li><b>2. Constitution</b> <ul style="list-style-type: none"> <li>• Revise and improve the Constitution and include how to get the best members to the Executive Committee and make voting more transparent.</li> </ul> </li> <li><b>3. Board Professional Development</b> <ul style="list-style-type: none"> <li>• Provide professional development and governance training for Executive Committee.</li> <li>• Provide induction for new members</li> </ul> </li> <li><b>4. Communications</b> <ul style="list-style-type: none"> <li>• Establish mechanisms that improve the effectiveness of governance communications, including:                             <ul style="list-style-type: none"> <li>○ Regular meetings through face-to-face and teleconference of the Executive Committee</li> <li>○ Monthly communication between the Officer bearers</li> <li>○ Sub-Committees to increase their communication</li> </ul> </li> <li>• Establish clear expectations and priorities/ procedures and definitions for communication between Executive Committee, Executive Officer and staff</li> </ul> </li> <li><b>5. Governance &amp; Representation</b> <ul style="list-style-type: none"> <li>• Grow the structure to be broader and state based – defining the roles of state based representative and activities</li> <li>• Make the board more representative and reflect the demographics of the membership and broadcasters</li> <li>• Pre-election campaigning to inform members about candidates</li> </ul> </li> </ol>



Strategic Directions	Objectives	Key Programs	Key Priorities for Action
<p><b>6. Strengthen secretariat</b></p>	<p>Transition from a traditional volunteers organisation to professional organisation</p> <p>Adequate staffing of the Secretariat/ reduce turnover of staff.</p> <p>Improving Procedures and Policies and Staff Skills.</p>	<ul style="list-style-type: none"> <li>• Procedures and Policies</li> <li>• Work Conditions</li> <li>• Human Resources</li> <li>• Staff Development</li> <li>• Secretariat Development &amp; Planning</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Procedures and Policies</b> <ul style="list-style-type: none"> <li>• Update the Procedures and Policies Manual (ongoing)</li> </ul> </li> <li><b>2. Work Place</b> <ul style="list-style-type: none"> <li>• Negotiate an Enterprise Bargaining Agreement</li> <li>• Settle long-term accommodation for the office</li> </ul> </li> <li><b>3. Human Resources</b> <ul style="list-style-type: none"> <li>• Develop conflict resolution mechanisms</li> <li>• Develop and adopt policies related to work environment and staff wellbeing</li> </ul> </li> <li><b>4. Staff Development</b> <ul style="list-style-type: none"> <li>• Staff Professional Development (ongoing) – do an assessment of staff development</li> <li>• Provide opportunities for staff to acquire more information of the organization: past, present and future</li> </ul> </li> <li><b>5. Secretariat Development &amp; Planning</b> <ul style="list-style-type: none"> <li>• Provide more opportunities for staff especially EO for networking and visiting stations</li> <li>• Nationalise the staff – develop ties with other organisations in each state to support NEMBC staff and projects.</li> <li>• Establish an NEMBC representative in the fulltime ethnic stations/ access stations (CBF rep?)</li> </ul> </li> </ol>