



Strategic Plan

2013 - 2017

Strategic Context

The strategic context for NEMBC over the next 3-5 years will continue to be challenging and dynamic.

Key trends and issues that present both challenges and opportunities include:

Challenging funding environment

- Decreasing government funding, increased cost of doing business
- A tough political environment
- Limitation on sponsorship, not able to attract big sponsors
- Funding for digital dominating

Changing and dynamic social context

- Progress in multiculturalism, still an underlying soft belly of xenophobia, demonisation of refugees
- Societal, economic and lifestyle trends challenging value and participation community life
- Changing volunteerism demographics (e.g. 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 in migrant community - Increased migration, more diverse migration patterns, growing numbers of emerging communities, ageing, etc.

Rapidly changing technology

- Operating in a global operating environment
- Rapid change of technology
- Increasing shift to digital technology – pressure on core business
- Members with different levels of skills, ability to access new technology
- Technology advances making all aspects of business faster – planning, expectations for services, decision-making processes media production, etc.
- Risk: that others in the sector are moving faster than the NEMBC

Increasing competition for audiences

- From pervasive internet and multiplatform access
- Cheap access to overseas program and content
- increased competition for airtime/programming including between established communities and new and emerging communities

Strategic Implications

In response to these trends and issues the NEMBC needs to:

- Become faster and more effective with our responses, processes, our service delivery and ways of working and engaging in both the Secretariat and with our governance – requires better systems, tools and higher level of trust
- Continue to invest in ways that will increase our presence, profile and voice in the States and Regional Australia
- Rapidly improve how we engage, communicate, market and build recognition and support for our role and what we do
- Develop a better funding model to enable us to have other sources of funding
- Define more clearly how we engage and take advantage with digital broadcasting and web-based technology
- Continue to build and strengthen our alliances, partnerships and networks
- Improve our support and service to youth, women and to new and emerging communities
- Continue to reform and modernise our governance to better reflect the needs of all our members
- Support and provide more skills and training for newly-arrived migrants and current broadcasters in new technology

Mission

To advocate for ethnic community broadcasting: promoting multiculturalism, addressing racism and contributing to media diversity.

Vision

The major themes of our vision for NEMBC 2017 are:

1) Advocacy

- Strengthen and advocate for ethnic and multicultural community broadcasting and multicultural affairs

2) Partners

- Strong relationships with our partners and communities

3) Members

- Engaging members actively, increasing interest and recognition
- Provide timely and appropriate support for our members
- Responsive to changing landscape of broadcasting and the needs of new and emerging communities

4) Governance

- Adhere to good governance principles
- Encourage involvement of new and emerging communities

5) Future

- Research and developing capacity for policy, advocacy and projects
- Networking with international, national and regional broadcasters and communities
- A stronger organisation with secure funding opportunities

Strategy

	Outcomes	KPI	Key Programs	2013 Priorities for Action
1. Advocacy	<p>Influence policy and funding opportunities affecting ethnic and multicultural communities</p> <p>Influence attitudes to support diversity and multiculturalism</p>	<ul style="list-style-type: none"> ➤ Effectiveness of policy that supports multiculturalism ➤ New funding opportunities realised ➤ Effectiveness of partner and alliance relationships ➤ Extent to which advocacy is evidence-based ➤ Impact of advocacy, policy and research 	<p>Advocacy</p> <p>Policy</p> <p>Development</p> <p>Research</p> <p>Projects</p>	<ol style="list-style-type: none"> 1. Develop targeted professional lobbying strategies and campaigns 2. Strengthen advocacy against racism and fight for multiculturalism 3. Develop a data base of lobbying and projects linked to a management database system 4. Develop a medium to long term funding and fundraising strategy
2. Member Services	<p>Members are actively engaged in projects and activities.</p> <p>High level of interest by ethnic and multicultural communities in NEMBC</p>	<ul style="list-style-type: none"> ➤ Member participation ➤ Membership growth ➤ Quality service 	<p>Training</p> <p>Web information</p> <p>Resources and support</p>	<ol style="list-style-type: none"> 1. Strengthen and assist members to maintain their programs 2. Establish services and information web links 3. Develop better procedures for getting member feedback 4. Develop ways to better utilise members expertise, experience and resources, including a members database to get

				involved in various projects
3. Profile & Partnerships	Good relationships with partners and key stakeholders	➤ Brand recognition with targeted audiences	Partnerships	1. Develop a marketing and communications strategy
	Strategic approach to partnerships at national and state levels	➤ Growth in partnership and activities	Networking Marketing and Communications	2. Develop partnerships to strengthen funding strategies. 3. Focus new resources towards youth, new emerging communities and refugees
	On-going and diverse funding sources			4. Make greater use of social media 5. Develop stronger networking and alliances with like-minded organisations
4. Governance	Excellence in governance practices and procedures	➤ Governance benchmarking	Board Charter Constitution	1. Strengthen governance structures and processes so as to be responsive and accountable to members
	Strong leadership and positive work culture	➤ Extent to which peer feedback is actioned	Board Professional Development	2. Establish and maintain an agreed set of communication protocols 3. Conduct a review of NEMBC's role – how has it changed and what is appropriate now and into the future?
	Results Focused	➤ Performance Evaluation from internal and external stakeholders	Communications Governance & Representation	4. Establish a PMS of key activities and projects to date 5. Design a new constitution (that we can understand) that better reflects the needs of our communities and broadcasters
	Keep pace with best practices in governance standards	➤ Define the roles of the Executive Officers		6. Conduct an independent governance performance review at least every 2-3 years 7. Conduct a strategic and operational risk

5. Secretariat

Effective, and efficient systems and procedures strengthened

- Timeliness
- Prompt decisions and actions
- Clearer communication channels
- Financial performance

Procedures and Policies
 Work Conditions
 Human Resources
 Staff Development and Planning

1. Review policies and procedures to improve responsiveness and efficiency: including delegations, communications, decision-making
2. Benchmark practices for attracting and retaining staff
3. Review discrepancies and inefficiencies between constitution and secretariat
4. Review option for negotiating Enterprise Bargaining Agreement