8CCC COMMUNITY RADIO

STRATEGIC PLAN 2019-2024

8CCC Strategic Plan 2019-14

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Title	8CCC Strategic Plan
Author	Alex McClean, Arid Edge Environmental Services
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2. Strategic Vision - One-page summary

STRATEGIC PLAN 2019-2024

"Many Voices, One Frequency"

Goal 1: Content

Provide powerful, unique and diverse ideas delivered as quality content

Objective 1.1:
Promote and foster local Arts, Music, Culture, Stories and News

Objective 1.2:
Invest in the quality, uniqueness and diversity of 8CCC content.

Objective 1.3:
Lead and innovate in digital media technologies

Goal 2: Community

Foster a vibrant and engaged community of 8CCC supporters and across the broader community

Objective 2.1:
Provide a range of fee-for-service and free media services to 8CCC supporters and the broader community.

Objective 2.2:
Ensure 8CCC invests in and is driven by it's volunteer base.

Objective 2.3:
Ensure that 8CCC is an accessible and inclusive community hub and Learning Environment

Objective 2.4:
Advocate and lead on inclusion and representation for all people within our communities

Goal 3: Culture

Continue to develop dynamic, resilient, self-sustaining organizational culture at 8CCC.

Objective 3.1:
Grow organisational capacity by investing in volunteer/staff numbers and skills.

Objective 3.2:
Ensure governance systems are volunteer led, inclusive, representative, effective and in line with best practice.

Objective 3.3:
Develop and strengthen systems, policies and practices

Objective 3.4:
Ensure a sufficiently resilient and self-sustaining financial basis for operations.

3. Report Summary

8CCC has a proud history of broadcasting diverse, unique and locally flavoured radio to central Australia and the Barkly, stretching back over 38 years. During that time, it has been one of the earliest established community radio stations in the NT, has fostered the establishment of the now highly successful CAAMA Radio and has won numerous awards for high quality content production and broadcasting.

In 2019, the station faces major changes in the near future, primarily due to the rapidly changing technology space around radio, webcasting and the ways the public accesses broadcast content. This presents a range of opportunities and threats to the Station.

This Strategic Plan builds on previous strategic plans and the existing 8CCC constitution to give focus to the organisation over the coming 5 years (2019-2023). A new Vision and Mission have been developed and Strategic Areas and Objectives have been informed by proposed Objects and Purposes developed as part of a constitutional review towards Registration as a Cultural Organisation. 3 strategic areas of Content, Community and internal Culture are laid out with associated objectives and activities/measures. This brings renewed meaning and purpose to our callsign and name: '8CCC'.

A simplified approach is used to laying out the strategy, in order to make reporting and tracking progress less onerous as the 5 year period progresses. As a result, only objectives and activities are articulated for each strategic goal (rather than outlining a full theory of change including outcomes, outputs, KPIs etc), and both activities and measures are used to determine if objectives are being met.

This Strategic Plan was developed by the 8CCC Board and staff and Arid Edge Environmental Services consultant Alex McClean through a series of meetings, workshops and drafting correspondence during March and April 2019.

8CCC Snapshot 2019

- **Members** - over 100 individuals and 15 organisational and business memberships from our local region.
- **Volunteers-** 7 Board members; 76 Program Producers and Presenters; 20 involved in 8CCC working groups: Events, Technical, Music, Fundraising and Administrative
- **Radio Training**- Monthly volunteer inductions in Alice Springs, Bi-Monthly in Tennant Creek with established pathways for volunteers and regular opportunities for skills development
- **Community Services/ Community partnerships-** announcements and community information broadcast every hour for over 20 different services or organisations weekly
- **Locally Produced programs:** Broadcasting 57.5 hours per week or 34.2% of programming
- **8CCC Mixes:** Specialist Music, Spoken Word and Local Content Series Broadcasting 49 hours per week or 29.2% of programming
- **Syndicated Programs including the Community Radio Network:** 36 Programs broadcasting 59 hours per week or 35.1% of programming
- **School and Youth Programs:** 1.5 hours per week by 2 local schools- St Phillips College and Sadadeen Primary
- **Specialist Music Programs-** 36
- **Spoken Word/ Documentary/ Current Affairs programs-** 20
  Regular live broadcasting from community events- Big Day out In Harmony, Beanie Festival, Desert Festival, Desert Harmony, Watch This Space market; 8CCC 'Transmission' Fundraiser and Showcase, Local live music

4. Current Organisation Profile

4.1. Incorporation Details

8CCC Community Radio Incorporated is an association incorporated in the Northern Territory.

Incorporation number IA02636, certified 28 April 2004

4.2. Constitution and Objects

The objects of the organisation as outlined by the associations constitution are as follows:
(1.) Promote & foster a community and multicultural voice
through the electronic media.
(2.) Endeavour to enrich people's lives with a diversity of
programs and services that inform, educate and entertain.

A Constitutional Review began in 2018 in preparation for an application to the Register of a Cultural Organisations in 2019. Proposed constitutional amendments are as follows:

a) Promote and foster arts, music and culture, supporting a diverse community and multicultural voice, through broadcast and digital media;
b) Endeavour to enrich people's lives with a diversity of programs and services that inform, educate, entertain and support the development and quality of our lives; and
c) To involve and service the Alice springs and Tennant Creek communities with services, programming and content that is not readily available in the commercial broadcasting arena.

4.3. Governance

8CCC is a membership based association, governed by a volunteer Board which is elected by the Members at the Annual General Meeting.

Board Membership (2018-19):

President and Public officer:	Veronica Judge
Vice President:	Mary Jane Warfield
Secretary:	Jeanette Shepherd
Treasurer:	Matt Bannister
General Member:	Edan Baxter
General Member:	William Martin

4.4. Staffing

8CCC is a volunteer driven organisation with the majority of all broadcasting undertaken by volunteer presenters, supported by a small staff of paid employees. Positions are as follows:

Station Manager:	Benjamin Erin (part time employee, 0.75FTE)
Technical Coordinator:	Jeremy Conlon (part time employee 0.2 FTE)

Volunteer Presenters and contributors: 76

External contracts for Bookkeeping, security services and project specific contract roles support station operations

4.5. Members, supporters and Sponsors

Current 2019 memberships are as follows:

- Individual members: 103
- Organisational members: 12

Under this strategic plan, 8CCC plans to further refine membership categories into the following:

Category	**Proposed Definition**	**Numbers (2019)**
Member	Membership as per constitution, annual individual subscription fee required (Supporter), full voting rights, individuals only.	
Supporter	Annual subscription fee paid, no voting rights or constitutional responsibilities, individuals only.	
Supporter: Organisational	Annual subscription fee paid, no voting rights or constitutional responsibilities, NFP organisations only.	
Supporter: Business	Annual subscription fee paid, no voting rights or constitutional responsibilities, Businesses only	

4.6. Key Funding Partners/Sources & Contractual Commitments

Current key funding agreements include:

1. NTG Department of Corporate and Information Services Grant (2017-2022)
2. Community Broadcasting Foundation Annual Content and Operational Grants

Regulatory requirements include:

1. Australian Communications and Media Authority (ACMA) license requirements
2. Requirements as an association incorporated in the Northern Territory.
3. APRA AMCOS and PPCA Music Broadcast Licensing
4. Deductible Gift Recipient (DGR) Status and Register of Cultural Organisations (ROCO) registration

5. Context

5.1. History

8CCC has a proud history of broadcasting diverse, unique and locally flavoured radio to central Australia and the Barkly stretching back over 38 years. During that time it has fostered the establishment of the now highly successful CAAMA Radio and has won numerous awards for high quality content production and broadcasting.

The station grew out of grassroots enthusiasm amongst the people of Alice Springs and surrounds for their own community radio station. After a series of public meetings in 1979-1980, 8CCC hit the airwaves with a "c" class licence in 1981, transmitting on 102.1FM from the grounds of the Anzac Hill High School. 8CCC was one of the earliest established community radio stations in the NT.

When a group of local Aboriginal people "expressed the need for a body to fight for Aboriginal participation in the media", formed the Central Australian Aboriginal Media Association and then applied for a broadcast licence, 8CCC supported them by providing access time of 4 hours per day on weekdays to start broadcasting programs until CAAMA secured its own licence.

8CCC later moved to Centralian College campus, with Centralian College as the broadcast licence holder, and worked in partnership with the college for the next 19 years.

8CCC's service extended to Tennant Creek in 1990, and a small production studio was established at the Tennant Creek Training Centre. Tennant Creek volunteers began producing programs and sending them down to Alice Springs on tape then CD, to be broadcast on air to Alice Springs and Tennant Creek listeners. One of the programs that started in Tennant Creek at that time, *Get Out Those Old Records* presented by Rufl, still broadcasts each week and is 8CCC's longest running show.

In 2005, 8CCC established itself as an independent incorporated association, and moved to its' current shop front location in Lindsay Avenue, Old Eastside. 8CCC secured a temporary broadcast licence following a competitive application process. By 2010, 8CCC was invited by ACMA to apply for the long-term licence, again in a competitive application process, and 8CCC was successful. This enabled the Board of Management to initiate a range of change strategies documented in the 2010-2013 Strategic Plan, and to apply for Community Broadcasting Foundation funding which is only available for projects of long-term licence holders.

A priority of 8CCC has been to build partnerships, source grants, and raise funds and cash-equivalent support to re-establish the broadcast link with Tennant Creek and to renovate and re-establish a functioning studio in Tennant Creek. This was achieved by 2013, and 8CCC has established an ongoing partnership with Barkly Regional Arts, NT Department of Education - Tennant Creek Training Centre and CAAMA for the management and operation of the 8CCC studio. In 2013, the re-establishment of the broadcast link was celebrated with a live broadcast of a concert in Tennant Creek, and a community and business breakfast at the Desert Harmony Festival. In Feb-March 2014 the first ever accredited broadcasting training course on Tennant Creek was run by 8CCC, with support from a Community Broadcasting Foundation training grant, in the fully renovated studios. 8CCC Community Radio Inc 2014 – 2019 Strategic Plan- Major Review, February 2017 Page 7

Since 2010, 8CCC has made a significant investment in technology in Alice Springs and Tennant Creek, replacing outdated equipment, purchasing and setting up an efficient and effective computer network with large storage capacity and fast data retrieval to enable the digitisation of 8CCC's extensive music library, the set up of functional broadcasting software and a user-friendly,

interactive website with linked social media tools. This has been achieved through extensive volunteer hours, successful securing of grants and donations from local businesses and community members.

In 2013, 8CCC established a Saturday morning café and completed the building and fit out of a small production and training studio at the studios in Old Eastside. To mark the changes at the station, a new logo was launched, featuring a Willy Wagtail, also known as the gossip bird. New signage was made for the two studios and to replace old signage along the Stuart Highway. This was achieved with some small grants, donations, local business and community organisation support and a lot of volunteer hours.

In 2013, 8CCC won the category of Outstanding Small Station Award, at the Community Broadcasting Association of Australia National Community Radio Awards and was a finalist for Best New Radio Program – Talks, for *Centralian Yarns* a local history series produced with the support of a grant from the Community Broadcasting Foundation.

In 2014 8CCC again secured a long-term license in a competitive application process and won the NT Small Volunteer Organisation of the Year. In 2015, 8CCC won the Best New Radio Program – Talks for *Pinarra Aku*, the first ever children's program in the Warramungu language of Tennant Creek region. In 2016, 8CCC was again nominated for a national award for our local schools' engagement and training.

8CCC offers an outstanding service to our outback listeners with a personalised mix of programming, specialist language programs, music, live event coverage and local information that closely matches our community's needs and reflects the wide range of groups and viewpoints that make Australia's Centre unique. 8CCC is committed to supporting local music and artists, with a policy goal to broadcast one-third music from The Barkly and Central Australia, one- third from the rest of Australia and one-third from the rest of the world. Equally important, 8CCC gives the Centre both a voice and choice. It provides a much-needed alternative to mainstream commercial radio and enables marginalised community groups under-represented in other media to be heard, including ethnic groups, school students, seniors, youth, women, LGBTIQ and religious groups.

With its' simple but effective mission, 8CCC has grown to become an important community catalyst, helping to link community groups closer together through the power and reach of community radio. 8CCC is an efficient and effective not for profit organisation, volunteer driven, with low overheads, good financial controls and a proactive Board. With a proud 38-year history of community service, 8CCC is a great example of local spirit, volunteer passion, can-do philosophy and Australian egalitarianism.

5.2. Current Context – PESTL

In 2019, the station faces major changes in the near future, primarily due to the rapidly changing technology space around radio, webcasting and the ways the public accesses broadcast content. This presents a range of opportunities and threats to the Station, outlined as follows.

The **Political** context shows changes ahead at all levels of government: elections at a federal level, potentially severe financial restrictions at an NT level, and possible changes in local building regulations at a local level. Of these the NT level financial issues are most critical to monitor, as the NT government is 8CCC's key funding partner.

Furthermore, policies around how 8CCC responds to engagement by political parties are not formalised and need to be developed to protect the stations non-affiliated position.

The overall **Economic** context of the NT in 2019 is in a downward trend, with the NT government facing serious budgetary issues. Alice Springs is more stable than Darwin, and 8CCC is insulated from the broader economic trends by a high reliance on grant funding for operations. However as pointed out above, this presents risks if the key donor (NTG) faces budgetary issues.

The overall rate of employment and income in the town potentially correlates to the demand for 8CCC broadcast content, but this is likely to remain strong due to continued high government investment in Indigenous and other programs in the town and as house prices remain stable (although slightly dropping in 2019).

Seeking new opportunities for grant funding, collaboration (e.g.: joint ventures with universities) or for income generation (eg: fee for service initiatives) are always needed, and more so now as the general economic trend heads slightly downwards in 2019.

The **social** context remains largely as it has for the past decade or so in Alice Springs – a transient, young and diverse population, focussed largely in the urban centres of Alice Springs and Tennant Creek, but also spread across a larger region and speaking many different languages – Indigenous and other. The largest groups are the 25-29 & 30-34 year brackets, often young, busy, working (part time), who have money and time to volunteer. The school leavers often leave town making this a difficult group to engage despite their potentially high interest in new music and other 8CCC content.

The **technological** context is a key one to watch over the coming years, as digital transmission via the NBN and 5G networks (streaming services, podcasting, webcasting etc) could eclipse the FM broadcasting network making it irrelevant, even potentially triggering its eventual shutdown. 8CCC's primary broadcasting platform currently is the FM network through its ACMA licence, and radio is likely to be an important technology for broadcasting in remote Central Australia for longer than in other areas of the country with better services of NBN and 5G networks. However, many of the emerging technologies for cross platform content publishing are relatively inexpensive, and the station is well equipped to engage in this space. This represents both a key threat to be monitored and a real opportunity to be engaged with over the coming years.

It is unclear how much the current **Environmental** context effects 8CCC. Climate change impacts are now apparent as Alice Springs recorded its hottest summer on record in 2018/19. Heatwave conditions certainly impact on staff, volunteers, listeners and on equipment (some of which must be stored below certain temperatures). Changing social expectations around recycling, plastic use and other sustainability issues may also require further changes to day to day practices at the station.

The **Legal** context shows a number of areas that the station will need to monitor and continue to work to respond to changing legal requirements. Potential changes to licencing laws, advertising laws for community radio and the station taking applying for DGR status all present legal obligations that the station will need to understand well to navigate effectively. Potential increases in staff and volunteer numbers will also increase the workload around ensuring the station meets legal requirements (eg. WHS, ochre cards, etc) and equips staff/volunteers to navigate issues with legal ramifications effectively (eg: copyright law, defamation, APRA obligations, etc).

5.3. Current 8CCC Snapshot (SWOT results)

As outlined above, 8CCC faces a range of threats and opportunities from its current context in 2019, and brings a number of strengths and weaknesses typical to small community based organisations in seeking to respond to these. A SWOT analysis and a CBAA Community Radio Station Health Check undertaken by 8CCC Board members in early 2019 show the following results.

Strengths

- History – 40yrs of operation in 2021
- Growing staff (eg: Station Manager and Technical Manager) and growing volunteer base.
- Current facilities and equipment are a key asset.
- The Café has been a great initiative for engaging the community in the station as a place.
- High levels of accessibility to the general public has led to a diversity programs over time.

Weaknesses

CBAA Health check shows the following key weaknesses:

- Policies and procedures – particularly in relation to lack of policies in some area (conflict resolution) and regular use of policies/procedures documents to make decisions
- Staffing and volunteers – probably reflecting the small size and therefore limited capacity of the organisation rather than any failure on the organisations behalf – systems will need to be in place here to allow staff and volunteer numbers to grow
- Values
- Supporters

Other weaknesses perceived by the Board include:

- Marketing and website
- Board governance and long-term planning
- Capacity and Presenter skill set
- Facilities – in particular the size of the current station could limit future growth

Opportunities

- On demand/cross platform publishing and seeing 8CCC as a media organisation, not just a radio broadcaster
- Training/income/pathways/PPL – for both volunteers/staff and as a fee for service product.
- Volunteer structure, and engaging volunteers to undertake specific projects or strategic, unfunded pieces of work
- Artist/music engagement and linking to APRA and APRA reports
- NFP partnerships
- Inclusion
- Sponsorship

Threats

- Funding NTG/CBF – particularly in context of NTG budget crisis
- Changing listenership and the change in technology they use to access content (eg. streaming and webcasts/podcasts rather than FM broadcasts)
- Political change/legislative
- Competition from other radio stations, and other cross platform content publishers.
- Disasters – heatwave effects on staff and equipment
- Reporting/administrative burden including meeting licensing requirements

8CCC Snapshot 2019

- **Members** - over 100 individuals and 15 organisational and business memberships from our local region.
- **Volunteers-** 7 Board members; 76 Program Producers and Presenters; 20 involved in 8CCC working groups: Events, Technical, Music, Fundraising and Administrative
- **Radio Training**- Monthly volunteer inductions in Alice Springs, Bi-Monthly in Tennant Creek with established pathways for volunteers and regular opportunities for skills development
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5.4. Membership Survey Summary

8CCC conducted a Station Community Engagement Survey in October 2018 with the assistance of McNair/CBAA
The survey was conducted focusing on our license area with On Air announcements, promotion in our e newsletter and those of some of our partners, sponsored social media posts and in person requests to participate from station volunteers. We received 76 responses in total.

The main reason identified for listening to 8CCC, and What people believed the Station does best was Special Interest Music. World Music was identified as the favourite music style with the stations top attribute being Information about the local area or local issues.

Audience needs/ what listeners wanted from our station were identified as

- Information about the local area or local issues
- Documentaries about interesting issues
- Indigenous Content
- Interviews with experts on a topic
- Special Interest music

Additional information on the main reasons for listening to Community Radio in the Northern Territory is available from the McNair 2018 National Listener Survey:

- Local information and local news
- Support for local artists and Australian music
- Specialist music
- Local voices and personalities
- Locals can participate and feel that they can get involved

6. Strategic Focus Areas

This Strategic Plan builds on previous strategic plans and the existing 8CCC constitution to give focus to the organisation over the coming 5 years (2019-2023). Existing objects of the organisation and successful media tag lines are retained, and 3 strategic areas of Content, Community and internal Culture are laid out with associated objectives and activities/measures.

A simplified approach is used to laying out the strategy, in order to make reporting and tracking progress less onerous as the 5 year period progresses. As a result, only objectives and activities are articulated for each strategic goal (rather than outlining a full theory of change including outcomes, outputs, KPIs etc), and both activities and measures are used to determine if objectives are being met.

6.1. Vision, Mission and Objects

Vision:	Developed during Strategic Planning 2019	"Many Voices, One Frequency"
Mission:	Developed during Strategic Planning 2019	"To connect, empower and support the Central Australian and Barkly communities to create unique and diverse programming that enables the distinct voices and culture of remote Australia to be heard."
Objects:	Source: 8CCC Constitution (draft 2018)	1. Promote and foster arts, music and culture, representing a diverse community and multicultural voice, through electronic media (radio and web); 2. Endeavour to enrich people's lives with a diversity of programs and services that inform, educate, entertain and support the development and quality of our lives; and 3. To involve and service the Alice springs and Tennant Creek communities with services, programming and content that is not readily available in the commercial broadcasting arena.

6.2 Content – Powerful, Unique, Diverse

STRATEGIC GOAL 1	OBJECTIVES	ACTIVITIES/MEASURES				
		2019/20	**2020/21**	**2021/22**	**2022/23**	**2023/24**
Content: Provide powerful, unique and diverse ideas delivered as quality content	Promote and foster local arts, music, culture, stories and news, reflecting the needs and interests of the Alice Springs and Tennant Creek Communities	● Undertake research and audience review to provide opportunity for participation and to ensure service delivery is meeting community need	● Undertake research and audience review to provide opportunity for participation and to ensure service delivery is meeting community need	● Undertake research and audience review to provide opportunity for participation and to ensure service delivery is meeting community need	● Undertake research and audience review to provide opportunity for participation and to ensure service delivery is meeting community need	● Undertake research and audience review to provide opportunity for participation and to ensure service delivery is meeting community need
		● Develop programing for syndication through the Community Radio Network and other community media platforms/stations	● Develop programing for syndication through the Community Radio Network and other community media platforms/stations	● Develop programing for syndication through the Community Radio Network and other community media platforms/stations	● Develop programing for syndication through the Community Radio Network and other community media platforms/stations	● Develop programing for syndication through the Community Radio Network and other community media platforms/stations
		● Increase local News, Current Affair, narrative and talk based content - Additional hour per week ● Develop training to	● Increase local News, Current Affair, narrative and talk based content - Additional hour per week ● Update and promote web	● Asses and develop local News, Current Affair, narrative and talk based content - Program review. Plan targets for following years		

		support news and current affair content for inclusion in the 8CCC Training program	platform to facilitate content submission from broader community ● recruit volunteer news and current affairs coordinator			
		● 33% local, 33% Australian music programming goal -Research playout system/ database/ web based form, for accurate reporting. ● budget for software/ programs ● recruit volunteer local music coordinator	Database is accurately tagged and organised to be accessible and tracked through playout system Presenter training in Playout system and logging	● 33% local, 33% Australian music programming targets ● All presenters logging show music playout for reporting	● Begin reporting to APRA AMCOS on local music playout by 2023 ● promote benefit to local music community	continue reporting to APRA AMCOS
	Invest in the quality, uniqueness and diversity of 8CCC content.	● Provide Induction and training for all new 8CCC presenters with content reviews and ongoing	● Provide Induction and training for all new 8CCC presenters with content reviews and ongoing	● Provide Induction and training for all new 8CCC presenters with content reviews and ongoing	● Provide Induction and training for all new 8CCC presenters with content reviews and ongoing	● Provide Induction and training for all new 8CCC presenters with content reviews and ongoing

		support.	support.	support.	support.	support.
		● Evidence of engaging volunteers in content production and service delivery	● Evidence of engaging volunteers in content production and service delivery	● Evidence of engaging volunteers in content production and service delivery	● Evidence of engaging volunteers in content production and service delivery	● Evidence of engaging volunteers in content production and service delivery
		● Ensure compliance with the CBAA Code of Practice and ACMA Regulatory requirements	● Ensure compliance with the CBAA Code of Practice and ACMA Regulatory requirements	● Ensure compliance with the CBAA Code of Practice and ACMA Regulatory requirements	● Ensure compliance with the CBAA Code of Practice and ACMA Regulatory requirements	● Ensure compliance with the CBAA Code of Practice and ACMA Regulatory requirements
		● Seek to ensure representation from diverse sectors of our community in content production ● develop CALD community content ● live broadcast at Big Day Out in Harmony & related content ● Maintain NEMBC Membership and participate within sector	● Maintain CALD community content ● 1 new language-based show ● live broadcast at Big Day Out in Harmony & related content	● Increase CALD community content ● 1 new language-based show ● live broadcast at Big Day Out in Harmony & related content	● Maintain CALD community content ● 1 new language-based show ● live broadcast at Big Day Out in Harmony & related content	● Increase CALD community content ● 1 new language-based show ● live broadcast at Big Day Out in Harmony & related content

		Demonstrate actions to ensure representation of people living with disability in 8CCC programming and operations Review and improve on accessibility of 8CCC facilities, services and content Deliver RPH program Develop partnerships with disability and mental health organisations to support access to 8CCC	Demonstrate actions to ensure representation of people living with disability in 8CCC programming and operations Review and improve on accessibility of 8CCC facilities, services and content Deliver RPH program Develop partnerships with disability and mental health organisations to support access to 8CCC	Demonstrate actions to ensure representation of people living with disability in 8CCC programming and operations Review and improve on accessibility of 8CCC facilities, services and content Deliver RPH program Develop partnerships with disability and mental health organisations to support access to 8CCC	Demonstrate actions to ensure representation of people living with disability in 8CCC programming and operations Review and improve on accessibility of 8CCC facilities, services and content Deliver RPH program Develop partnerships with disability and mental health organisations to support access to 8CCC	Demonstrate actions to ensure representation of people living with disability in 8CCC programming and operations Review and improve on accessibility of 8CCC facilities, services and content Deliver RPH program Develop partnerships with disability and mental health organisations to support access to 8CCC
		Demonstrate actions to ensure representation and inclusion of ATSI people within 8CCC programing and operations	Demonstrate actions to ensure representation and inclusion of ATSI people within 8CCC programing and operations	Demonstrate actions to ensure representation and inclusion of ATSI people within 8CCC programing and operations	Demonstrate actions to ensure representation and inclusion of ATSI people within 8CCC programing and operations	Demonstrate actions to ensure representation and inclusion of ATSI people within 8CCC programing and operations

		Build Partnerships with Remote Indigenous Media Organisations to support collaboration and inclusion of Indigenous Language programming reflective of the Central Australian and Barkly Region Maintain First Nations Media Affiliate membership and participate within sector Attend Converge Conference	Build Partnerships with Remote Indigenous Media Organisations to support collaboration and inclusion of Indigenous Language programming reflective of the Central Australian and Barkly Region Maintain First Nations Media Affiliate membership and participate within sector Attend Converge Conference	Build Partnerships with Remote Indigenous Media Organisations to support collaboration and inclusion of Indigenous Language programming reflective of the Central Australian and Barkly Region Maintain First Nations Media Affiliate membership and participate within sector Attend Converge Conference	Build Partnerships with Remote Indigenous Media Organisations to support collaboration and inclusion of Indigenous Language programming reflective of the Central Australian and Barkly Region Maintain First Nations Media Affiliate membership and participate within sector Attend Converge Conference	Build Partnerships with Remote Indigenous Media Organisations to support collaboration and inclusion of Indigenous Language programming reflective of the Central Australian and Barkly Region Maintain First Nations Media Affiliate membership and participate within sector Attend Converge Conference
		Demonstrate actions to ensure representation and inclusion of youth in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of youth in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of youth in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of youth in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of youth in 8CCC programming and operations

		Demonstrate actions to ensure representation and inclusion of Women and Gender Diverse people in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of Women and Gender Diverse people in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of Women and Gender Diverse people in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of Women and Gender Diverse people in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of Women and Gender Diverse people in 8CCC programming and operations
		Demonstrate actions to ensure representation and inclusion of LGBTQI people in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of LGBTQI people in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of LGBTQI people in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of LGBTQI people in 8CCC programming and operations	Demonstrate actions to ensure representation and inclusion of LGBTQI people in 8CCC programming and operations
	Lead and innovate in digital media and broadcast technologies	● Engage with new forms of digital media and cross platform distribution (i.e. video streaming, podcasting etc)	● Begin cross platform publishing of existing 8CCC content ● Engage with new forms of digital media and distribution	● Engage with new forms of digital media and distribution	● Engage with new forms of digital media and distribution	● Engage with new forms of digital media and distribution
		● Ensure technical/ broadcast compliance with ACMA licence	● Ensure technical/ broadcast compliance with ACMA licence	● Ensure technical/ broadcast compliance with ACMA licence	● Ensure technical/ broadcast compliance with ACMA licence	● Ensure technical/ broadcast compliance with ACMA licence

		conditions	conditions	conditions	conditions	conditions
		● Plan , seek quotes and budget for website redevelopment and support package ● Recruit volunteer communications and promotional officer	● Website redevelopment and updates to support and manage On Demand Radio and digital media content contribution ● Develop training in website content contribution ● Budget for web maintenance	● Maintain website and develop content ● Increase community visitation and engagement with website %increase visitation/ time ● Budget for web maintenance	● Review website ● Budget for web maintenance	● Plan , seek quotes and budget for website redevelopment ● Budget for web maintenance

6.3 <u>Community – vibrant and engaged</u>

STRATEGIC GOAL 2	OBJECTIVES	ACTIVITIES/MEASURES				
		2019/20	**2020/21**	**2021/22**	**2022/23**	**2023/24**
Community: Foster a vibrant and engaged community of 8CCC supporters and across the broader community	Provide a range of free and fee for service media services to 8CCC supporters and the broader community.	● Outside broadcasts (10 p/annum target)	● Outside broadcasts (10 p/annum target) ● Develop proposal and apply for funding from Outside Broadcast vehicle	● Outside broadcasts (10 p/annum target)	● Outside broadcasts (10 p/annum target)	● Outside broadcasts (10 p/annum target)
		● Redevelop training Program and Publish training calendar 4x Alice Springs and 2x Tennant Creek Sessions	Deliver Training program and develop new training opportunities	Deliver Training program and develop new training opportunities	Deliver Training program and develop new training opportunities	Deliver Training program and develop new training opportunities
		Develop Production Services and pricing Promote and deliver Production Services	Promote and deliver Production Services Evaluate income stream and develop targets	Promote and deliver Production Services	Promote and deliver Production Services	Promote and deliver Production Services

		Community Service Announcements broadcast - Minimum of 1 per hour Work with 8CCC volunteers to provide interview opportunities and support to record CSAs for Community Organisations	Community Service Announcements broadcast - Minimum of 1 per hour Work with 8CCC volunteers to provide interview opportunities and support to record CSAs for Community Organisations	Community Service Announcements broadcast - Minimum of 1 per hour Work with 8CCC volunteers to provide interview opportunities and support to record CSAs for Community Organisations	Community Service Announcements broadcast - Minimum of 1 per hour Work with 8CCC volunteers to provide interview opportunities and support to record CSAs for Community Organisations	Community Service Announcements broadcast - Minimum of 1 per hour Work with 8CCC volunteers to provide interview opportunities and support to record CSAs for Community Organisations
		Local Artist Development Services for local musicians eg songwriting workshops, artist features, AMRAP, Web profiles, Training	Local Artist Development Services for local musicians eg songwriting workshops, artist features, AMRAP, Web profiles, Training	Local Artist Development Services for local musicians eg songwriting workshops, artist features, AMRAP, Web profiles, Training	Artist Development Services for local musicians eg songwriting workshops, artist features, AMRAP, Web profiles, Training	Artist Development Services for local musicians eg songwriting workshops, artist features, AMRAP, Web profiles, Training

		Develop Sponsorship Policy, procedures and plan to increase community support through sponsorship- Defining targets and creating sustainable income ● Re develop sponsorship pack and communications	Increase community support through sponsorship	Increase community support through sponsorship	Review Sponsorship Policy, procedures and plan Increase community support through sponsorship	Increase community support through sponsorship
	Ensure 8CCC invests in and is driven by its volunteer base.	● Increase membership numbers each year. Increase by 20% ● Develop more sophisticated classification of members, supporters, sponsors etc (including benefits and responsibilities of each) in a membership/	● Membership increase by 20%	● Membership increase by 20%	● Membership increase by 20%	● Membership increase by 20%

		partnership policy				
		● Continue membership engagement events and services eg: “Transmission” etc (min. 2 per year)	● Deliver and review membership engagement events and services eg: “Transmission” etc (min. 2 per year)	● Deliver membership engagement events and services eg: “Transmission” etc (min. 2 per year)	● Deliver and review membership engagement events and services eg: “Transmission” etc (min. 2 per year)	● Deliver membership engagement events and services eg: “Transmission” etc (min. 2 per year)
	Ensure that 8CCC is an accessible and inclusive community hub and learning environment (hire/access gear, people, space)	Review accessibility of space, opening hours and community need	Review accessibility of space, opening hours and community need	Review accessibility of space, opening hours and community need	Review accessibility of space, opening hours and community need	Review accessibility of space, opening hours and community need
		Develop System to manage equipment and facility hire through web/membership platform	Maintain Systems and track usage of 8CCC Facilities and equipment Identify community need and plan/ budget for additional resources	Maintain Systems and track usage of 8CCC Facilities and equipment Maintain and improve resources	Maintain Systems and track usage of 8CCC Facilities and equipment Maintain and improve resources	Maintain Systems and track usage of 8CCC Facilities and equipment Maintain and improve resources
	Advocate and lead on inclusion and representation for all people within	● Actively seek at least 1 new organisational partnership per	● Actively seek at least 1 new organisational partnership per	● Actively seek at least 1 new organisational partnership per	● Actively seek at least 1 new organisational partnership per	● Actively seek at least 1 new organisational partnership per

	our communities	year with Indigenous/CALD /other community groups	year with Indigenous/CALD /other community groups	year with Indigenous/CALD /other community groups	year with Indigenous/CALD /other community groups	year with Indigenous/CALD /other community groups
		Work to ensure the diversity of our community is reflected in Volunteers, Staff and Board	Demonstrate increased diversity and inclusion	Demonstrate increased diversity and inclusion	Demonstrate increased diversity and inclusion	Demonstrate increased diversity and inclusion
		● Ensure representation of a diversity of community groups in local content, CSAs and on air spots/space	● Demonstrate representation of a diversity of community groups in local content, CSAs and on air spots/space	● Demonstrate representation of a diversity of community groups in local content, CSAs and on air spots/space	● Demonstrate representation of a diversity of community groups in local content, CSAs and on air spots/space	● Demonstrate representation of a diversity of community groups in local content, CSAs and on air spots/space

6.4 <u>Culture – dynamic, resilient, self-sustaining</u>

STRATEGIC GOAL 3	OBJECTIVES	ACTIVITIES/ MEASURES				
		2019/20	**2020/21**	**2021/22**	**2022/23**	**2023/24**
Culture: Continue to develop dynamic, resilient, self-sustaining organisational culture at 8CCC.	Grow organisational capacity by investing in volunteer/staff numbers and skills.	● Increase overall volunteer numbers annually by 5%	● Increase overall volunteer numbers annually by 5%	● Increase overall volunteer numbers annually by 5%	● Increase overall volunteer numbers annually by 5%	● Increase overall volunteer numbers annually by 5%
		● Develop and Document a clear "skills pathway" strategy for volunteers, staff and Board.	● Communicate and maintain "skills pathway" strategy for volunteers, staff and Board.	● Communicate and maintain "skills pathway" strategy for volunteers, staff and Board.	● Review and Document a clear "skills pathway" strategy for volunteers, staff and Board.	● Communicate and maintain "skills pathway" strategy for volunteers, staff and Board.
		Annual Review of Staff Performance and Organisational Structure in November	Annual Review of Staff Performance and Organisational Structure in November	Annual Review of Staff Performance and Organisational Structure in November	Annual Review of Staff Performance and Organisational Structure in November	Annual Review of Staff Performance and Organisational Structure in November
		Develop and recruit volunteer leadership positions and Staff identified within organisational structure	Support and maintain volunteer leadership positions identified within organisational structure	Support and maintain volunteer leadership positions identified within organisational structure Review volunteer structure	Develop and recruit volunteer leadership positions identified within organisational structure	Support and maintain volunteer leadership positions identified within organisational structure

	Ensure governance systems are volunteer-led, inclusive, representative, effective and in line with best practice.	● Board to ensure minimum regulatory requirements met each year	● Board to ensure minimum regulatory requirements met each year	● Board to ensure minimum regulatory requirements met each year	● Board to ensure minimum regulatory requirements met each year	● Board to ensure minimum regulatory requirements met each year
		● Undertake annual CBAA Community Radio Station Health Check	● Undertake annual CBAA Community Radio Station Health Check	● Undertake annual CBAA Community Radio Station Health Check	● Undertake annual CBAA Community Radio Station Health Check	● Undertake annual CBAA Community Radio Station Health Check
		● Include questions relating to representation, inclusion and effectiveness of Board in any member surveys.	● Include questions relating to representation, inclusion and effectiveness of Board in any member surveys.	● Include questions relating to representation, inclusion and effectiveness of Board in any member surveys.	● Include questions relating to representation, inclusion and effectiveness of Board in any member surveys.	● Include questions relating to representation, inclusion and effectiveness of Board in any member surveys.
		● Ensure representation of Tennant Creek community within 8CCC Governance	● Ensure representation of Tennant Creek community within 8CCC Governance	● Ensure representation of Tennant Creek community within 8CCC Governance	● Ensure representation of Tennant Creek community within 8CCC Governance	● Ensure representation of Tennant Creek community within 8CCC Governance
	Develop and strengthen systems, policies and practices in line with best	● Undertake annual review and update of rolling 5-year Strategic Plan in May	● Undertake annual review and update of rolling 5-year Strategic Plan in May	● Undertake annual review and update of rolling 5-year Strategic Plan in May	● Undertake annual review and update of rolling 5-year Strategic Plan in May	● Undertake annual review and update of rolling 5-year Strategic Plan in May

	practice.	• Annually review Station Policies and Procedures in November	• Annually review Station Policies and Procedures in November	• Annually review Station Policies and Procedures in November	• Annually review Station Policies and Procedures in November	• Annually review Station Policies and Procedures in November
		• Maintain Organisational Membership with Community Broadcasting Association, participating within sector. • Board and or Staff member to attend CBAA Conference	• Maintain Organisational Membership with Community Broadcasting Association, participating within sector. • Board and or Staff member to attend CBAA Conference	• Maintain Organisational Membership with Community Broadcasting Association, participating within sector. • Board and or Staff member to attend CBAA Conference	• Maintain Organisational Membership with Community Broadcasting Association, participating within sector. • Board and or Staff member to attend CBAA Conference	• Maintain Organisational Membership with Community Broadcasting Association, participating within sector. • Board and or Staff member to attend CBAA Conference
	Ensure a sufficiently resilient and self-sustaining financial basis for operations.	• Ensure existing core funding is continued or replaced with similar, on annual basis.	• Ensure existing core funding is continued or replaced with similar, on annual basis.	• Ensure existing core funding is continued or replaced with similar, on annual basis.	• Ensure existing core funding is continued or replaced with similar, on annual basis.	• Ensure existing core funding is continued or replaced with similar, on annual basis.
		• Seek additional grant funding to expand station staffing and activities (number of funding applications every	• Seek additional grant funding to expand station staffing and activities (3 number of funding applications every	• Seek additional grant funding to expand station staffing and activities (3 number of funding applications every	• Seek additional grant funding to expand station staffing and activities (3 number of funding applications every	• Seek additional grant funding to expand station staffing and activities (3 number of funding applications every

		year).	year).	year).	year).	year).
		● Ensure all new initiatives meet the requirements of the 8CCC decision making flowchart.	● Ensure all new initiatives meet the requirements of the 8CCC decision making flowchart.	● Ensure all new initiatives meet the requirements of the 8CCC decision making flowchart.	● Ensure all new initiatives meet the requirements of the 8CCC decision making flowchart.	● Ensure all new initiatives meet the requirements of the 8CCC decision making flowchart.
		● Increase annual incomes from fee for service/sponsorship opportunities and other income streams: cafe, outside broadcasts, training etc.	● Increase annual incomes from fee for service/sponsorship opportunities and other income streams: cafe, outside broadcasts, training etc.	● Increase annual incomes from fee for service/sponsorship opportunities and other income streams: cafe, outside broadcasts, training etc.	● Increase annual incomes from fee for service/sponsorship opportunities and other income streams: cafe, outside broadcasts, training etc.	● Increase annual incomes from fee for service/sponsorship opportunities and other income streams: cafe, outside broadcasts, training etc.
		Build and maintain financial reserve and buffer- Target: 3 months of operational costs.	Build and maintain financial reserve and buffer- Target: 3 months of operational costs.	Build and maintain financial reserve and buffer- Target: 3 months of operational costs.	Build and maintain financial reserve and buffer- Target: 3 months of operational costs.	Build and maintain financial reserve and buffer- Target: 3 months of operational costs.

7. Appendixes

7.1. Appendix 1: PESTEL Analysis Notes

The following PESTEL analysis was undertaken by the members of the 8CCC Board in preparation for the Strategic Planning process. These were compiled and then discussed during the workshops.

Political (MJ Warfield)

- Change of Federal Government (esp. With upcoming Federal election)
  - → Could affect Broadcasting laws
  - → Could affect funding (eps through Dept of Communications and the Arts)
- Territory Government - potential loss of funds from Fed's
  - → could lead to changes in Territory based funding for projects
  - → how can 8CCC diversify its income?
- Alice Springs Town Council - changes to local laws including building regulations
  - → Could affect 8CCC use of the car park spaces
- 8CCC having political affiliations - are political parties able to sponsor the station? If no policy - perhaps we should have one.

Economic (Jamie Balfour & Matt Bannister)

- **Demand** - Look to find ways 8ccc can look to increase listenership
- **Supply** - tap into and supply to new markets - sports clubs / medical fields / community groups
- **Marginal utility** - basically this refers to the concept that after continuous and successive content of same stuff the fulfilment that is experienced by the listener starts depreciating. This fall down of utility could be one of the economic factors that can influence the radio station. Keep the content fresh and captivating.
- **Money and Banking** - Are the cash reserves deposit funds of the station being utilised in the most effective way possible?
  - is the platform for receiving/payment of monies easy and transparent online?
- **Economic Growth and Development -** Alice Springs has seen periods of relative stable economic growth with no real significant upward or downward trend like than seen up North in Darwin. Alice Springs is a township that will always be significant, and the place will continue to hold its capital value in years to come.
- **Income and Employment -** Another crucial aspect of the economy that affects the station operation, is the rate of income and employment in Alice as this density of employment can correlate to the demand for the airwaves.

- Possible ways 8CCC can look to generate further income:
  - → sponsorship / further grants / membership donations / raffles / quiz nights / competitions
- First Nations Media is more organised. Opportunity for funding?
  - → Training provider? Joint venture with universities?
  - → Asset: 8CCC is already here in NT esp. Tennant Creek
- Economic downturn

→ Some impacts on income generation, not on core funding.

Social (Jeanette Shepherd)

- Transient and diverse population - how can 8CCC better tap into these groups?
- Many different languages spoken in Alice Springs
- Increasing access to a range of music, news and community information sources
- Biggest age groups are 25-29 & 30-34 years, but small group of seniors living in Alice Springs
- Relatively high percentage part time workers (20%), but also a lot of bush workers.
- Less unpaid work and unpaid domestic work done by people in Alice Springs than Aust. average.
- Limited strong volunteering opportunities in Alice Springs.
- Strong group of activist/community invested people in Alice Springs.
- Connect with Alice Springs "alumni"
- Alice Springs population is young, busy, working, have money
- Ability to volunteer at 8CCC
- Young listenership but losing listeners below 25 years old (small demographic in town anyway)

Technological (Edan Baxter)

- Digital or transmission? VAST, online etc
- Podcasting and other platforms
- Can 8CCC service remote communities?
- Where can 8CCC access funds to meet these challenges/opportunities?

Environmental (Nacho Luna)

Environmental factors that affect 8ccc station performance**:**

- Extreme weather: staff can't perform well under extreme heat or cold.
  Solutions?
  - → Is there an air con/ heater?
  - → Control temperature.
  - → Set a limit for work conditions.
  - → If event outside: always have a kit (water, hat, sunscreen).
- Presence of insect, flies: annoy staff
  - → Eco-friendly fly killer.
- Noise pollution: interact with radio.
  Solutions?
  - → Get good sound proof isolated studio.
- Waste management: station needs to be clean.
  Solutions?
  - → Cleaning protocols before and after shows.
  - → And bins for recycling.
- Transport and quality of supplies: avoid pollution and waste.
  Solutions?
  - → Prefer buying local. Buy eco-friendly.
  - → Avoid printing. Prefer digital documents.
- Electricity and water saving: high cost.
  Solutions?
  - → Be mindful of consumption.
  - → Have protocols.

    - → Use solar energy if possible.
- Air pollution: transport to broadcast events & meetings.
  Solutions?
    - → Limit all transport, equipment.
    - → Prefer carpooling.
    - → Buy electric vehicle.
    - → Use public transport.
- Climate Change
    - → Solar?
    - → Increased cooling costs of tech.

Legal (Veronica Judge)

- Changes to licensing laws - how would we navigate this?
- Volunteer intake increase
    - → need to review WHS practices, increased liability
- APRA obligations to report accurately to ensure artists receive royalties
    - → ensuring our database is accurate and can be accessed for this purpose
- Defamation or other complaints against the station
    - → train presenters
- Deductible Gift Recipient Status -
- Changes to advertising law in regard to community radio
- Copyright law
    - → ensuring presenters are aware of our obligation under license
- To govern according to the Act.
- Local council/ landlord - changes to cafe and car park area
- Ochre cards

7.2. Appendix 2: SWOT Notes

8CCC SWOT Analysis
17/3/19
Completed by 8CCC Board.

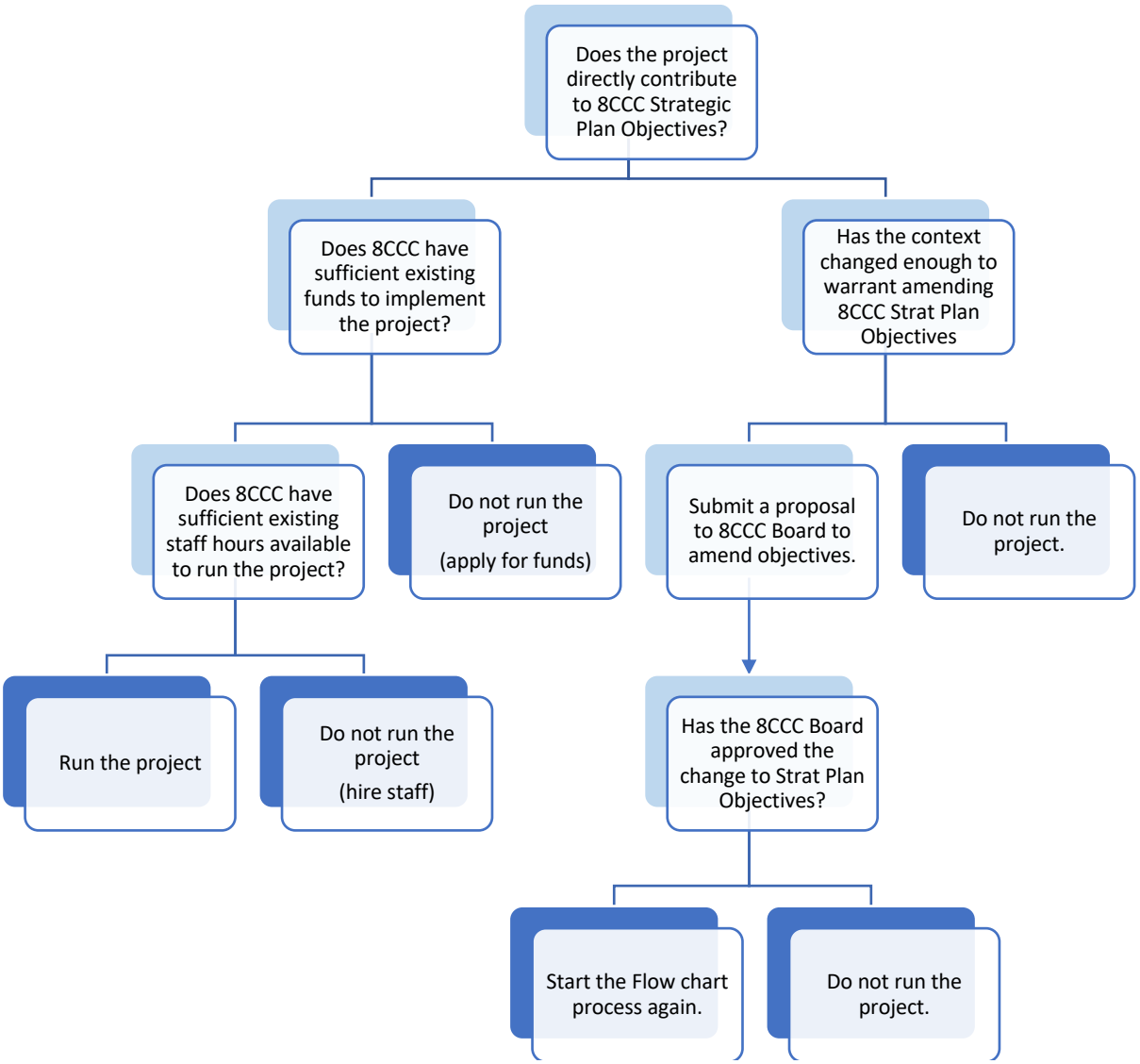
Strengths
- Café
- Volunteers
- Station Manager
- Community engagement
- Diversity programmes
- Accessibility
- Facilities

Weaknesses
- Marketing
- Long-term planning
- Website
- Volunteer management
- Capacity
- Presenter skill set
- Board governance
- Facilities
- Systems

Opportunities
- On demand/cross platform
- Training/income/pathways/PPL
- Volunteer structure
- Artist/music engagement
- NFP partnerships
- APRA reports
- Inclusion
- Sponsorship
- Media organisation

Threats
- Funding NTG/CBF
- Changing listenership/technology
- Political change/legislative
- Competition (other radio stations)
- Licencing
- Disasters
- Reporting/administrative burden

7.3. *Appendix 3: Decision Making Flow Chart – draft*



7.4. *Appendix 4: Monitoring and Evaluation Framework*

(excel format, see accompanying documents)

7.5. *Appendix 5: 8CCC Strategy Matrix (Landscape Format)*

See accompanying documents