



# Strategic Plan 2021 - 2026

## Table of Contents

|   |    |
|---|----|
| INTRODUCTION.....                                   | 3  |
| HISTORY.....  | 3  |
| ENVIRONMENT.....                                    | 4  |
| STRATEGIC PLAN DEVELOPMENT.....                     | 5  |
| STRATEGIC PLAN AT A GLANCE.....                     | 6  |
| MISSION.....  | 7  |
| OUR CONSTITUENCY.....                               | 7  |
| OUR STAKEHOLDERS.....                               | 7  |
| OUR VALUES:.....                                    | 8  |
| VISION.....   | 8  |
| STRATEGIC OBJECTIVES.....                           | 8  |
| SHORT - MEDIUM TERM GOALS .....                     | 9  |
| SHORT - MEDIUM TERM ACTIONS.....                    | 10 |
| GOAL 1: Finance & Fundiung.....                     | 10 |
| GOAL 2: Technology Development.....                 | 11 |
| GOAL 3: Program Deveelopment.....                   | 12 |
| GOAL 4: Broadcaster, Staff & Volunteer Support..... | 13 |
| GOAL 5: Community Engagement.....                   | 14 |
| GOAL 6: Sound Governance.....                       | 15 |
| LONGER TERM GOALS.....                              | 16 |

## INTRODUCTION

Canberra Multicultural Service (1CMS) Community Radio has been serving the Canberra community with local, national and international news, cultural affairs, music and programs in over thirty languages other than English since 1977.

1CMS, which is the only dedicated multicultural radio station in the ACT region, is a not-for-profit organisation, run substantially by dedicated teams of volunteers. Operating from studios located in Holder, it broadcasts on FM91.1 from transmission facilities at Poppet Hill and streams worldwide via the web.

CMS is a member of the Community Broadcasting Association of Australia (CBAA), and the National Ethnic and Multicultural Broadcasters' Council (NEMBC), the peak body for Australia's ethnic and multilingual community broadcasters. These national links allow CMS to maintain contact with ethnic and multicultural services nationwide, provide a means for information and program exchange and represent its interests to governments and the broadcast industry.

CMS wants to continue to grow and expand the languages and services offered to the Canberra community and ensure that there is a strong and vibrant multicultural radio station in the nation's capital into the future.

To expand listenership, membership and connection with the community, CMS must increase local presence and its program content. Local involvement and presence are acknowledged to be a critical factors in the success of community broadcasting. Programming and activities targeted at engaging the community will lead to increased listenership and eventually to increased revenue, while providing culturally diverse and socially relevant programs that meet community needs.

## HISTORY

CMS Radio commenced operation in 1971. In 1997 the studios in Holder were officially opened by Bill Stefaniak (MLA), Minister for Multicultural Affairs. In 1999, the station received a full-time community radio licence.

Further information about CMS Radio can be found at: <http://www.cmsradio.org.au>

## ENVIRONMENT

Much has changed since CMS first went on the air... listening habits, competition and new technologies. The most dramatic changes are driven by technology coupled with the formidable increase in social media. The number of outlets continues to grow, while the time spent listening is decreasing. The trend toward consolidation of media companies and the emergence of multiple streams of programming is growing. Notwithstanding these developments, the local audiences for community radio in general, while relatively modest in size, have remained stable. For CMS however, actual audience share remains unknown until a survey can be undertaken.

In addition to the risks posed by the environment in which it operates, there are additional factors that affect CMS's position:

- the necessity of achieving the long-term financial stability that will allow CMS to fulfill its goals<sup>1</sup>;
- the need for CMS's board of management to address a range of hitherto unresolved governance issues;
- the significant challenge posed by filling the 40 hours a week of remaining available airtime with compelling local content in additional languages, or in English;
- the need for succession plans to be established for key board members and staff; and
- the acknowledged need for a more conveniently located, affordable new premises<sup>2</sup>.

Despite the challenges cited above, there are many positive aspects of CMS's position that will enable the organization to move forward. The station has established a substantial cash reserve that is designated to be used for CMS's relocation to a proposed new facility. The station has no long-term debt. When compared to stations of its size and type, CMS is performing well.

The importance of diversifying funding, the need to commence examining relocation options, plus the interest in expanding the station's local services to the community, create the imperative to put forward this updated strategic plan.

---

<sup>1</sup> While federal government ethnic funding for community radio remains satisfactory at the time of writing, growth in funding to support capital and operational expenses and to ensure CMS's long-term viability will need to come from other sources as reliance on government grants cannot be guaranteed in the long term.

<sup>2</sup> CMS continues to be disadvantaged because of the current location of its premises which is not ideal for staff or presenters seeking to increase engagement with the public.

## STRATEGIC PLAN DEVELOPMENT

This Strategic Plan was developed in consultation with the Board of CMS, its staff and its 190 volunteer broadcasters. The opinions of these stakeholders were canvassed via separate planning workshops involving Board members, program coordinators and presenters. These workshops encompassed “SWOT” analysis, an environment scan, and development of mission and vision statements, preparatory to crafting short-medium term goals and long-term strategic objectives which have been reviewed annually since 2018.

The responses were provided to the Board in a separate document and will be used by the Board to guide it in the implementation of the Strategic Plan.

## Strategic Plan 2021–2026 at a glance



CD24/06/21 v2.0

## MISSION

Promote multiculturalism by providing a quality community media service in ethnic and English languages by and for the diverse multicultural groups in the Canberra region, and to provide a bridge to the community at large.

## OUR CONSTITUENCY

CMS is licensed as a not-for-profit Community Broadcasting Station aimed primarily at those multicultural communities in the Canberra region with an appreciation of, and interest in the music and culture of other countries. CMS also offers an extension of choice for all radio and broader multimedia users in the Canberra region. Organisations and individuals who support our aims and values can become involved as broadcasters, sponsors or donors.

## OUR STAKEHOLDERS

- Government Agencies; ATO, Dept. Immigration, Dept. Of Health, ACT Government (e.g., Office of Multicultural Affairs, Access Canberra, ACT Health, ACT Emergency Services Agency).
- CBAA, NEMBC
- Ethnic Clubs and Associations
- Audience (local, interstate and international)
- Listeners (local, interstate and international)
- Sponsors (e.g., banks, business, NGOs)
- ABC, SBS, other broadcasting stations (local and international)
- Schools (Education Program)
- Youth Groups (e.g., Scouts)
- Multicultural Communities in the Canberra region
- Aged Community
- Migrant Resource Centre
- Local historic and arts societies
- Tertiary Institutions
- Activist Groups (e.g., FECCA)

## OUR VALUES

- Integrity
- Credibility
- Accountability
- Transparency
- Professionalism
- Quality image and product
- Cultural diversity
- Respect
- Independence
- Inclusiveness
- Relevance
- Harmony
- Ethical behaviour
- Friendliness

## VISION

To be a leader in community media and thus strengthen the cultural, civic and social fabric of our community.

## STRATEGIC OBJECTIVES

To realize our strategic vision, we have established six strategic objectives (goals). They are of equal weight and priority. We will report on CMS's progress in addressing these objectives and achieving their aspirational outcomes in its Annual Reports. In implementing this revised Strategic Plan, the Board will consider each of the strategies, set out under the six key goals, having regard to operational practicality, and the human and financial resources available to the organisation.



## **SHORT – MEDIUM TERM GOALS:**

### **GOAL 1: Finance & Funding**

CMS will ensure that we follow sound, ethical business practice to maintain financial viability.

### **GOAL 2: Technology Development**

CMS will ensure technology is resourced, maintained and developed at a level commensurate with the programming requirements of our broadcasters, whilst keeping pace with the broadcasting industry state-of-the-art.

### **GOAL 3: Program Development**

CMS will support our staff and volunteers to deliver an appealing program mix which reflects the expressed needs of listeners; delivered within budget.

### **GOAL 4: Broadcaster, Staff & Volunteer Support**

CMS will develop a mechanism and network to support broadcasters, staff and volunteers in broadcast management and operations.

### **GOAL 5: Community Engagement**

CMS will strive to be a well-recognised and well-respected community radio station catering for the information and entertainment needs of multicultural communities in the Canberra region but also having appeal to a wider audience.

### **GOAL 6: Sound Governance**

CMS will ensure that our internal structures and external links and processes enable us to achieve our Vision and Goals.

## SHORT – MEDIUM TERM ACTIONS:

### GOAL 1: Finance & Funding

**CMS will ensure that sound, ethical business practices and procedures are followed, to maintain our long-term financial viability.**

To maximise CMS's financial well-being, we will:

- 1.1 Seek to secure sustainable funding for core operations and growth (ongoing).**
- 1.2 Review financial management and ensure administration is as streamlined as possible (ongoing).**
  - i. Update the Financial Plan and Budget (4Q 2021).
- 1.3 Review the financial delegations for Board Executive and staff (annually).**
- 1.4 Establish a comprehensive donor management strategy, including bequests (Dec 2021)**
  - i. Conduct a fund-raising event that taps into the wider community (3Q 2021).
  - ii. Investigate establishing a Charitable Foundation with ATO DGR status (4Q 2021).
  - iii. Consider how donors might be most effectively acknowledged (eg tours, function, letter of acknowledgment) (4Q 2021).
- 1.5 Diversify sources and levels of funding to more directly support operating and capital expenses (3Q 2021).**
  - i. Assess and update sponsor packages (3Q 2021) including corporate memberships; tiered sponsorships (e.g. platinum/gold/silver); Foundation support; ACT Government; sponsor discounts.
  - ii. Maintain a minimum of 5 sponsors per annum from July 2021 if possible.
- 1.6 Subject to income, increase funding for staff positions to ensure CMS is a leader in ethnic radio member services (bi-annually).**
- 1.7 Maintain asset register**
  - i. review the long-term plan for funding the upgrade and replacement of ageing assets, including the need to fund any relocation of the station's facilities (1Q 2022).
- 1.8 Explore collaboration and synergies with like-minded organisations (including other community radio stations) aimed at containing costs and streamlining operations (3Q 2021)**

## **GOAL 2: Technology Development**

**CMS will ensure technology is resourced, maintained and developed at a level commensurate with the programming requirements of our volunteers, whilst keeping pace with the broadcasting industry state-of-the-art.**

### **2.1 Develop and maintain current ITC equipment to ensure reliable operations (ongoing)**

- i. Improve ITC security with VLAN implementation (1Q 2022).
- ii. Implement network security and backup protocols; relocate backup NAS off site (3Q 2021).
- iii. Upgrade STL links and firmware for FM service at Black Mountain (4Q 2021).
- iv. Upgrade studio and office telephone system to VoIP (3Q 2021).
- v. Install program and transmission fail indication (1Q 2022).
- vi. Acquire basic audio signal test and measuring equipment (4Q 2021).
- vii. Upgrade OB kit to latest standards (4Q 2021)
- viii. Dispose of obsolescent equipment (FY 2021/22)
- ix. Complete studio 1 digital upgrade (4Q 2021).
- x. Upgrade security systems (door access, surveillance cameras) (EOFY 2021)

### **2.2 Update Technology Replacement Plan aligned with the strategic planning cycle (annually).**

### **2.3 Upgrade training facilities (2Q 2021).**

### **2.4 Investigate technical apprenticeship, succession planning, and risk management (3Q 2021).**

### **2.5 Progressively introduce new media delivery technologies/services to support additional programming channels (ongoing).**

## GOAL 3: Program Development

**CMS will support our staff and volunteers to deliver an appealing program mix which reflects the expressed needs of listeners; delivered within budget.**

- 3.1 Expand program delivery platforms using new media technologies to capture new audiences (2022/23)**
- 3.2 Encourage a greater variety of programs to be broadcast, to ensure that services provided meet the age, culture, gender and language diversity of listeners (2Q 2021).**
  - i. Increase the number of in-house productions.
  - ii. Make use of program repeats.
  - iii. In conjunction with program coordinators, expand the scope of programs, including CRN programs.
  - iv. Subject to Covid restrictions, undertake outside broadcasts/recordings at key community events.
- 3.3 Review the content and standard of delivery of all programs (2Q 2021).**
  - i. Provide training in program preparation and presentation including digital audio recording and editing (ongoing).
  - ii. Provide useful program production “tips” via an updated training manual (4Q 2021).
  - iii. Encourage a culture of self-improvement.
- 3.4 Increase the appeal and value of CMS to the audience**
  - i. Introduce English language multicultural programming to weekday daytime hours by commissioning new program contributors (syndicated CRN, other community stations). (4Q 2021)
  - ii. Engage, support and encourage 10 new language groups to join CMS radio (2022).
- 3.5 Expand community access to a variety of CMS services (e.g., for partners, sponsors, corporate clients, community groups, presenters, volunteers, listeners and all stakeholders).**
  - i. Offer music, audio book and podcast recording services on a commercial basis (3Q 2021)

## GOAL 4: Broadcaster, Staff & Volunteer Support

**CMS will develop a mechanism and network to support broadcasters, staff and volunteers in broadcast management & operations.**

### **4.1 Support personnel needs at varied skill levels on different program delivery platforms (ongoing)**

- i. Review broadcasters' skills - provide regular assessment and constructive feedback, to improve individuals' and station performance (3Q 2021).
- ii. Undertake mandatory refresher courses and new media training commensurate with skills/capabilities of individuals (ongoing).
- iii. Provide day-to-day operational assistance to the Volunteer Coordinators, so they can optimise volunteers' contributions and skills (2Q 2021).
- iv. Establish a code of conduct for all studio users (3Q 2021)

### **4.2 Implement a volunteer recruitment and retention strategy (4Q 2021).**

- i. Recruit 15-20 new broadcasters (annually) and retain existing ones
- ii. Develop a plan to engage with high schools, colleges and tertiary institutions to attract student participation (3Q 2021).
- iii. Update training materials (3Q 2021).
- v. Run in-house training programs (monthly).
- vi. Retain volunteers via social functions (3 x events p.a.)

### **4.3 Implement a staff and volunteer professional development and succession strategy (3Q 2021)**

- i. Secure key personnel (employed or volunteer as required) for critical technical, admin, operations and development roles
- ii. Arrange three CMTO courses each year to provide opportunities for staff and volunteers to develop their competencies.
- iii. Introduce a staff/volunteer rewards and recognition strategy (4Q 2021)

### **4.4 Pursue practical and efficient management and communication strategies tailored to the diversity and needs of our broadcasters, staff and board**

- i. Develop a virtual office system that enables team members to work in harmony from home (1Q 2022)
- ii. Publish an e-newsletter (quarterly)

## **GOAL 5: Community Engagement**

**CMS will strive to be a well-recognised and well-respected community radio station catering for the information and entertainment needs of multicultural communities in the Canberra region but also having appeal to a wider audience.**

**5.1 Increase reach and public awareness of CMS to promote understanding of the value and significance of multicultural media services. (4Q 2021).**

- i. Expand sponsorship, promotions, outside broadcasts and publicity activities (subject to Covid restrictions).
- ii. Employ greater use of Social and Community media (ongoing).
- iii. Prepare regular articles for publication by community & service organisations, including in non-English speaking languages (quarterly).
- iv. Conduct Station Open Days and Tours (annually, subject to Covid restrictions).
- v. Market the CMS brand outside the normal listener base (ongoing).

**5.2 Revamp and maintain the website (2Q 2021)**

- i. Review and keep content up-to-date on a regular basis.
- ii. Maintain links to relevant multicultural resources, sponsors and community organisations.

**5.3 Develop a plan to improve the methods and timeliness of audience feedback (4Q 2018)**

- i. Conduct a community engagement survey (EOFY 2020/21).
- ii. Establish listener advisory panels for each community group (4Q 2021).
- iii. Improve listener feedback mechanisms for review by Board and staff (3Q 2021).
- iv. Establish a “Friends of CMS” support group (2Q 2021).

**5.4 Collaborate with other community radio stations to launch and promote digital radio DAB+ (3Q 2021).**

## **GOAL 6: Sound Governance**

**CMS will ensure that our internal structures and external links and processes enable us to achieve our Vision and Goals.**

**6.1 Arrange a review of the Constitution (4Q 2021).**

**6.2 Establish and review Policies & Procedures (including relevant House Rules)**

- i. Update the Policies & Procedures Manual
  - orient and train new presenters
  - remind existing volunteers and staff
- ii. Arrange CMTO governance training for Board members.

**6.3 Abide by the Community Broadcasting Codes of Practice, the Broadcasting Services Act, (1992) and other relevant legislation.**

**6.4 Encourage greater participation in Board tasks.**

- i. Expand use of Board Sub-committees (teams) to prioritise and delegate work (3Q 2021)  
e.g. Finance, Program, Governance, Broadcaster Support
- ii. Establish portfolios and accountabilities of each Board member (2Q 2021).
- iii. Ensure meetings of CMS Board and sub-committees are robust and action items enacted (ongoing)
- iv. Establish succession plans for key Board roles (President, Vice Presidents, Secretary, Treasurer) (3Q 2021)

**6.5 Undertake a Skills Audit of volunteers and Board (3Q 2021).**

**6.6 Reduce administration time associated with membership management (4Q 2021).**

**6.7 Update and monitor the Risk Management Plan to mitigate organisational risks (annually).**

## **LONGER TERM GOALS**

- Prepare for 2005 licence renewal (2004)
- Investigate options to relocate to alternative studio location (2022).