



Australian Government

Department of the Prime Minister and Cabinet

Indigenous Broadcasting Program (IBP)

Program guidelines 2013-14

Supporting Indigenous radio broadcasting

www.dbcde.gov.au/radio/indigenous and www.arts.gov.au/topics/indigenous

Contacts and help

The Department of Broadband, Communications and the Digital Economy (DBCDE) and the Department of Regional Australia, Local Government, Arts and Sport, Office for the Arts (OFTA) have an agreement in relation to the administrative arrangements for the IBP to maintain the continuity of IBP project administration.

For further information about the IBP please contact the OFTA on 1800 006 992 or visit www.dbcde.gov.au/ibp The OFTA website is www.arts.gov.au/indigenous

Contents

Part A: Program information	4
Background	4
Program objectives	4
Eligibility	4
Organisations not eligible	5
Special requirements	5
Triennial funding	6
Triennial funding eligibility.....	6
Activities the program can support	7
Annual funding.....	7
Activities the program does NOT support	7
Strategic business plan.....	8

Part B: General information	8
Application process.....	8
How to apply.....	8
Manual applications.....	9
Late applications.....	9
Complaints management.....	9
Governance.....	9
Commonwealth’s rights.....	10
Assessment process.....	10
Assessment criteria	10
Annual funding assessment.....	10
Triennial funding assessment.....	11
Second stage of assessment.....	11
Recommendation, approval and allocation of funding.....	11
If you have questions about the process.....	12
Reporting and performance measures	12
Reporting requirements.....	12
Evaluation.....	12
Performance indicators.....	12
Conditions of funding	13
Funding agreement.....	13
Record keeping.....	13
Variations.....	13
Payments.....	14
Conflicts of interest.....	14
Tax and legal information	14
Tax and government funding.....	14
Australian Business Number.....	14
Goods and Services Tax registration.....	14
Goods and Services Tax.....	14
Income tax, superannuation and Fringe Benefits Tax.....	15
Background checks.....	15
Privacy.....	15
Required documentation checklist	15
Attachment A: Strategic business plan	16
Information for funding applicants for the Indigenous Broadcasting Program.....	16
Purpose.....	16

Executive summary	17
Context.....	17
History.....	17
Internal situation.....	17
External situation	17
Stakeholders	17
Define your current stakeholders	17
Clarify what you offer your stakeholders	18
Goals and performance indicators (PIs).....	18
Strategies	18
Action plans.....	18
Program.....	18
Engagement plan	19
Target stakeholders	19
Engagement strategies for target and key stakeholders.....	19
Budget and financial forecast	20
Management.....	20
Organisational structure	20
Staff information.....	20
Role of the board and governance	20
Risk management plan.....	20
Templates.....	22
Figure 1: Suggested format for strategies	22
Figure 2: Suggested format for staff information.....	22
Figure 3: Suggested format for board information.....	22

Part A: Program information

Background

The Australian Indigenous broadcasting sector is vibrant, dynamic and diverse. Indigenous broadcasters are located across the nation, from the most remote areas of the far north and centre of Australia to regional centres and our capital cities. Indigenous radio is a critical communication tool that enables the cost-effective distribution of Indigenous music, culture and local messages, often in local languages.

The IBP supports Indigenous radio and media by providing assistance for operational expenses, content production, training and professional skills development. The program funds projects which contribute to the Australian Government's Closing the Gap agenda through the broadcasting of key economic, education, employment, environmental, health, emergency services and other community services information.

Management of the IBP transferred to the Department of Broadband, Communications and the Digital Economy (DBCDE) on 1 July 2011 following a recommendation made in the 2010 Review of Australian Government Investment in the Indigenous Broadcasting and Media Sector. A memorandum of understanding is in place between DBCDE and the Office for the Arts (OFTA) for the continued administration of IBP projects at the state and regional level. This arrangement aims to minimise disruption to service providers and remains consistent with the whole-of-government arrangements for Indigenous programs. Applications for 2013-14 IBP funding should be submitted to OFTA as part of the 2013-14 OFTA eSub Funding Round.

Program objectives

The main objectives of the IBP are to help Indigenous broadcasters become stronger and build a more sustainable Indigenous broadcasting sector.

To achieve this objective, the funding provided by IBP is to assist organisations by:

- > supporting the operations of Indigenous-owned and controlled community radio broadcasting services, including Remote Indigenous Broadcasting Services (RIBS—formerly -BRACS services)
- > supporting the development and broadcast of programming that focuses on the promotion of local Indigenous culture and languages
- > supporting broadcasting services that are able to inform and educate Indigenous Australians on accessing the range of health, legal, education and housing services available to them
- > providing opportunities for broadcasting workers to develop professional skills and experience
- > developing an Indigenous broadcasting sector that meets all governance and business reporting requirements
- > enhancing Indigenous broadcasting services by supporting national representation that serves and develops the sector's capacity

Eligibility

The following bodies and organisations are eligible to apply:

- > For-profit organisations or community not-for-profit organisations with the legal standing to enter into a legally binding funding agreement with the Australian Government
- > Indigenous-owned and controlled organisations that hold a valid community broadcasting licence or a Temporary Community Broadcasting Licence (TCBL) plus an apparatus licence
- > Indigenous narrowcasters who operate in locations currently not served by any licensed community broadcasting service (Note - to receive funding in 2013-14, narrowcasters will need to demonstrate progress in obtaining a TCBL from the Australian Communications and Media Authority (ACMA) or in securing an ongoing community broadcasting licence)
- > broadcasting peak bodies
- > local government bodies
- > registered media training providers
- > radio content producers
- > eligible organisations in consortia/partnerships with the Australian Government and state and territory governments.

Organisations not eligible

The following bodies and organisations are not eligible to apply:

- > individuals
- > organisations that are not representative of their local communities
- > broadcasters located in the Torres Strait (they should apply to the Torres Strait Regional Authority for funding)
- > Australian Government and state and territory government agencies acting in their own right
- > organisations, agencies or bodies that have not satisfactorily acquitted previous Australian Government funding assistance.

Special requirements

Indigenous-owned and controlled organisations applying for funding must:

- > demonstrate that their activities and proposed outcomes are consistent with, or are complementary to, the goals of relevant community plans and policies
- > demonstrate local community involvement in the operations of the funded project
- > have a constitution that contains a conflict resolution clause and appeal provisions for any aggrieved member
- > have an open membership policy which is reflected in the constitution
- > have an efficient and effective management and operational regime
- > acknowledge Australian Government funding of the project.

Urban and regionally-based Indigenous broadcasters applying for funding must:

- > provide at least eight hours per day of locally produced programming
- > broadcast DBCDE-funded and nationally-transmitted Indigenous radio news services at least twice per day, with the exception of weekends and public holidays
- > broadcast messages at least daily acknowledging the funding provided by the Australian Government.

RIBS broadcasters applying for funding must:

- > provide at least two hours per day (excluding weekends and public holidays) of locally-produced programming. This applies to all RIBS without exception.

Aspirant broadcasting services that hold a TCBL or narrowcast licence may apply for funding but may be given lower priority than ongoing community licensees.

The applicant must have an Australian Business Number (ABN) (unless a *Statement by the Supplier* form is provided). The *Statement by the Supplier* form is available from the Australian Taxation Office website (www.ato.gov.au).

Triennial funding

Continuing into 2013, eligible Indigenous broadcasters may apply for triennial IBP funding which will provide fixed annual funding over a three year period through one application, but with annual reporting on outcomes.

Triennial funding through the IBP aims to provide organisations with increased financial security and the opportunity to plan more effectively. With increased funding stability, Indigenous broadcasters will have the opportunity to develop their business plans to diversify income, build new markets and design and implement expanded activities. In turn, this will contribute to the further development and strengthening of the industry as a whole and the opportunity for Indigenous people to become engaged in economic development.

Triennial funding eligibility

Applicants for triennial funding must meet specific eligibility criteria in addition to the general IBP eligibility requirements.

Triennial funding applicants must also demonstrate (through their applications, strategic business plans and supporting audited financial statements) a strong track record of achievement in the Indigenous broadcasting sector, including:

- > a history of activity that demonstrates strong performance against the IBP performance indicators (PIs)
- > a proportion of income derived from sources other than IBP
- > a demonstrated history of funding (with local, state or national funding bodies) with satisfactory acquittal
- > a demonstrated history of robust financial management.

Receipt of triennial IBP funding will not affect an organisation's eligibility to apply for funds from the IBP for activities that are different from the triennially-funded activity. Unsuccessful triennial applicants will automatically be considered for annual funding.

IBP triennial funding agreements will support the same range of activities supported by IBP annual funding. The key difference is the expectation that these activities will be improved or enhanced by the benefits, including improved planning, that triennial funding affords.

Activities the program can support

Annual funding

The IBP supports the Indigenous broadcasting industry through:

- > the operation and administration of Indigenous-owned and controlled community radio services (including RIBS)
- > Remote Indigenous Media Organisations (RIMOs)
- > Indigenous media organisations and peak bodies that promote and service the interests of their affiliates
- > radio news and other content for broadcast on Indigenous and/or local community radio stations
- > training for Indigenous broadcasters through accredited training providers
- > broadcast infrastructure/equipment and capital projects designed to support Indigenous broadcasting services.

The primary focus of IBP funding is support for the operational costs (including salaries) of Indigenous broadcasters, content providers and peak bodies. Applicants need to keep in mind that IBP funding is limited and as there is strong demand for the funds, the application process is highly competitive. In this context support for major capital works projects is a lower priority than operational funding.

The IBP will continue to work towards achieving equity in provision of funding for similar projects when assessing applications.

Following the main funding round a modest contingency fund is set aside to deal with one-off emergencies and other unforeseen circumstances during the year. Contingency allocations are intended only for exceptional cases that are compelling and conform to the 2013-14 IBP guidelines.

Activities the program does NOT support

The program does not generally support activities which are the responsibility of other programs or government departments, such as:

- > music production
- > video production
- > television production
- > commercial sales outlets
- > telephony or radio telephony services
- > internet services
- > commercial film production

- > motor vehicle acquisitions (except for RIMOs)
- > infrastructure support for any of the above ineligible activities.

Strategic business plan

It is expected that most organisations will already have in place a detailed, working strategic business plan. All organisations should provide this as part of their applications. RIBS licensees are exempt from these requirements.

A detailed three-year strategic business plan must be submitted in support of triennial applications. Applicants who do not provide this document will not be assessed for triennial funding.

A strategic business plan template and guidance about what information should be included is at **Attachment A**. Please note the template at Attachment A is a guide only. IBP applicants may prefer to use the template in the Indigenous Broadcasters Toolkit available from the Australian Indigenous Communications Association.

Part B: General information

Application process

As part of the administrative arrangements for the IBP to maintain the continuity of project administration, IBP applications will be assessed by staff from OFTA and DBCDE. For enquiries or assistance in lodging an application please contact OFTA on **1800 006 992**.

New applicants are strongly encouraged to discuss their proposals with OFTA prior to submitting an application. Please note, any information received from OFTA is for information only and should not be viewed as legal or business advice.

Please note that information received in applications may be provided to other Australian Government agencies. Successful applicants will also have basic information about their grants published on the DBCDE website (www.dbcde.gov.au/about_us/reporting_requirements_and_reviews) in accordance with the Commonwealth Grant Guidelines.

How to apply

Applicants are strongly encouraged to apply using an Electronic submission (eSub), available at <https://apps.indigenous.gov.au/esub/>. The eSub provides an online application form for the 2013-14 DBCDE IBP funding round as well as OFTA Indigenous culture, languages and visual arts funding.

To use the eSub complete the following steps:

1. Register as a user by completing the [eSub Registration Form](#) available on the eSub website. Once complete, please save your request and then click on the **Send by email** button. Following this you will be provided with an eSub website user ID and password within one working day.

2. On the **eSub online** website login using your user ID and password and click the **Login** button or press the **Enter** key.
3. Read the disclaimer and if you agree, select the **Agree** button.
4. If you are a currently funded client you are able to download your current client data and confirm or update this information. If you are NOT currently receiving funding you will be asked to supply client information as part of the submission forms.
5. Click the **Online Submission** link to create a submission. From the list provided, select the **DBCDE IBP** funding program and click the **Apply** button.
6. Follow the screen prompts to complete the submission. Additional information is available by clicking the **Help** button on each screen. The **Completion Guide** will show you if there are questions that still need to be answered or if your answers are incomplete.

If you have any questions regarding the eSub process contact the eSub helpdesk at the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) on **1800 440 944**.

If you have any questions regarding the IBP funding application, contact OFTA on **1800 006 992**.

Manual applications

If you are unable to lodge your application electronically using the eSub, please contact OFTA on **1800 006 992** to request a hard copy. Hard copy application forms will only be provided in exceptional circumstances.

Closing date and time

The closing time for the 2013-14 funding round is 11.59 pm Australian Eastern Daylight Saving Time on 1 February 2013.

Late applications

Late applications are generally not accepted and will only be considered in exceptional circumstances. Where unforeseen circumstances prevent you from lodging your application on time, you must contact OFTA in writing **prior to the closing time** to request an extension of time, giving reasons for your request. OFTA will notify you of the outcome of your request for an extension of time.

Complaints management

If you have any concerns about the way in which your application has been handled or assessed, including concerns regarding possible bias or potential conflict of interest, please contact OFTA in the first instance on **1800 006 992**.

Governance

Decisions relating to IBP funding will be made by the Minister for Broadband, Communications and the Digital Economy or his delegate.

Commonwealth's rights

Without limiting its rights at law or otherwise, the Commonwealth reserves the following rights, at any time to:

- a. cease to proceed with the funding outlined in these guidelines for any reason, and
- b. terminate any negotiations being conducted at any time with any funding applicant for any reason.

Where the Commonwealth exercises its rights or discretion to cease to proceed with the funding or terminate negotiations with a funding applicant, the Commonwealth may do so in its absolute discretion and will not be required to act, or be restrained from acting, in any way or for any reason. If the Commonwealth does exercise any of its rights, the Commonwealth will endeavour to inform applicants. The Commonwealth will not however, be under any obligation to do so.

Assessment process

IBP funding is limited and there is always strong demand for the funds. Applications for both annual and triennial IBP funding will be assessed on a competitive basis by OFTA and DBCDE staff. Final recommendations will then be made to the Minister for Broadband, Communications and the Digital Economy, who will make the final decision.

The assessment process involves initial assessment of applications against the program assessment criteria.

Assessment criteria

DBCDE acknowledges that there are a wide range of organisations that make up the Indigenous media sector and the program seeks to support that diversity. The IBP focuses on identifying and supporting organisations that demonstrate quality broadcasting, effective management, positive community outcomes and contribute to strengthening and sustaining the industry.

Annual funding assessment

Applications for IBP funding will be considered against the following assessment criteria and in comparison to other applications in the round.

Primary focus will be on:

- > the organisation's ability to deliver satisfactory activity outcomes
- > the extent to which the proposed project meets the program objectives
- > the involvement of the organisation in achieving community priorities
- > the value for money that the proposed project represents

Consideration will also be given to:

- > achievement of PIs in the funding agreement for the previous year, where applicable
- > the quality of the strategic business plan (RIBS licensees are exempt from this criterion)

Triennial funding assessment

In addition to the criteria listed above for annual IBP funding, applications for triennial funding will be assessed against the following:

1. The strength of the organisation's strategic business plan over a three-year period

Organisations applying for triennial funding should provide a detailed proposed program of activity for the full triennium. Applicants' strategic business plans should map out organisational strategies for developing and growing their broadcasting capacity into the future.

2. The organisation's track record of professional Indigenous broadcasting and achievement

The assessment for triennial funding will take into account the applicant's history of performance within the sector, how the broadcaster has developed over time and how the benefits of this have been maximised for the community and the organisation. This will include consideration of the applicant's support of the wider Indigenous broadcasting sector, which could include a commitment to training and development in the broadcasting sector.

3. The strength of the organisation's governance capability

The applicant's ability to demonstrate a strong track record of governance stability will be considered in the assessment of applications for triennial funding. This includes the capacity to provide effective financial, administrative and strategic management. Copies of signed and audited accounts for the previous three years, along with organisational structure and a risk management plan must be provided. A realistic and sound budget for the three years of proposed funding must be provided.

4. The capacity for the organisation to act as a leader in the sector

The organisation's ability to lead by example and make a positive impact on the Indigenous community as a whole will be taken into account in the triennial funding assessment process. This will include consideration of the applicant's engagement with other broadcasters, peak bodies, content providers and the Indigenous community more broadly.

OFTA may request a meeting with the applicant to discuss the strategic business plan and program of activities.

Second stage of assessment

The second stage of assessment will include:

- > a whole-of-government risk assessment
- > an assessment against state/territory priorities
- > state and national program moderation against national and strategic priorities.

Recommendation, approval and allocation of funding

- > Following the assessment process, recommendations are made to the Minister or the delegate in relation to IBP funding.

- > The Minister may approve less funding than requested in an application, or approve an application in part. If this occurs, an OFTA representative will work with you to revise your project's objectives, activities and budget.
- > On approval from the Minister or delegate, applicants are usually informed of the outcome of their applications by letter in May or June each year.

If you have questions about the process

If you have questions about the application or assessment process, your first point of contact is OFTA, who can be reached by telephone on 1800 006 992.

While OFTA staff are unable to write an application for you, they do have a lot of experience with the application process and are able to provide you with information about programs and guidelines. Any information you receive from OFTA staff is for information purposes only and should not be viewed as legal advice.

Reporting and performance measures

Reporting requirements

Successful applicants will be required to provide progress reports to OFTA, as specified in the funding agreement, addressing:

- > progress of the project against the agreed key PIs, and
- > progress of the project against the approved budget.

At the end of the funding period, a successful applicant will be required to submit a full acquittal of all funding, including:

- > a final report on the project's outcomes, with details of how the planned project happened, whether it was successful, what outcomes were achieved and details of how the key PIs in the funding agreement were met, and
- > an independently audited financial statements and other financial information.

Full details of what successful applicants must submit to acquit their funding will be in the funding agreement and attached schedules. Acquittal is normally required within 60 business days of the project's conclusion.

Evaluation

Successful applicants may also be required to participate in a review of their projects or organisations. This may include capacity-building exercises.

Performance indicators

If your application is successful, you will need to have PIs in place in the funding agreement so that at the end of the year you can see how well you have achieved what you set out to do, and can report on this to OFTA staff. It is important that the PIs are relevant to your project and that you can readily substantiate the results.

Conditions of funding

Funding agreement

Successful applicants will be required to sign a funding agreement with the Commonwealth. The funding agreement sets out the nature of the relationship between the Australian Government and the funding recipient.

The funding agreement will specify, amongst other things, the terms and conditions of the contract, the objectives and key performance indicators for each project, a time frame for completion of each project, a budget for each project and the reporting and audit requirements.

All applicants will need to certify that they have satisfactorily acquitted any previous Australian Government grants provided to them.

It may be necessary for OFTA staff to negotiate changes to the submission with the successful applicant in the context of completing a funding agreement.

The funding agreement will confirm your agreement to abide by relevant Australian Government laws and policies including, but not limited to, the:

- > *Broadcasting Services Act 1992*
- > *Radiocommunications Act 1992*
- > ACMA Community Broadcasting Code of Practice
- > ACMA Community Broadcasting Participation Guidelines
- > ACMA Sponsorship Guidelines
- > environmental laws, and
- > heritage laws.

All funds provided by DBCDE must be appropriately expended prior to the end of the funding period identified in the funding agreement.

Note: Funds will not be paid before the funding agreement is formally entered into. Funding is not available retrospectively and a project dependent on funding under this program should not begin before the funding agreement is signed.

Record keeping

Funding recipients must keep relevant records that can demonstrate the performance of the project in meeting its objectives and make them available, on request, to the Australian Government.

Variations

If your application for funding is successful and a funding agreement is signed with the Commonwealth, all variations to the approved project or budget need to be formally approved by DBCDE. Where contingency funding is available, requests for additional funding for operational purposes will only be considered in exceptional circumstances.

Payments

All funding will be subject to the terms and conditions set out in the funding agreement, particularly conditions relating to the deposit of funds, auditing and unspent program monies.

The initial payment will be made within 28 days of the execution of the funding agreement by DBCDE (or as agreed in the funding agreement), following the provision of details of a bank account into which grant monies are to be paid. Subsequent payments within the funds allocated will be made on demonstrating the achievement of the milestones set out in the funding agreement and the need for additional funds to continue the project.

Conflicts of interest

Successful applicants need to undertake their activities in a way that avoids conflicts of interest, whether perceived or actual.

This applies particularly to the selection of suppliers to the project, who must be chosen and engaged in an open and competitive process and in a way that maximises value for money. Wherever possible, members of the governing committee of the funded organisation should not be engaged as paid employees.

Tax and legal information

Please note that neither DBCDE nor OFTA provides legal advice to applicants. You should seek your own independent professional advice on all financial and legal matters, including compliance with any statutory obligations.

Tax and government funding

There may be taxation consequences of obtaining funding from DBCDE depending on individual circumstances.

Applicants should make their own enquiries about the taxation consequences (including income tax and Goods and services tax (GST) of obtaining funding by consulting their financial advisers or the Australian Taxation Office Business Call Centre on **13 28 66**.

Australian Business Number

An Australian Business Number (ABN) is a single identification number identifying an entity to the Australian Taxation Office and other organisations.

Goods and Services Tax registration

Community groups or other non-profit organisations with an annual turnover of \$150 000 or more, and other organisations or individuals carrying on a business with an annual turnover of \$75 000 or more, are required by law to be registered for GST.

Goods and Services Tax

Unless otherwise indicated by DBCDE, funding provided by DBCDE is subject to GST.

Funding recipients that are registered (or required to be registered) for GST may have to pay GST to the Australian Taxation Office on the funding it receives, if it makes a taxable supply in return for that funding. All budgets submitted under the program should be exclusive of GST.

Income tax, superannuation and Fringe Benefits Tax

Applicants should be generally aware that unless exempt from income tax:

- > funding provided under this program is included as assessable income, in relation to carrying on a business
- > any capital gain on disposal of assets is assessable income
- > funding recipients may have a requirement to pay Fringe Benefits Tax and make superannuation contributions to a complying fund or pay the superannuation guarantee charge to the Australian Taxation Office in respect of any employees, if applicable.

Background checks

OFTA staff may, at any time in the evaluation and selection process, examine the financial records of the applicant and undertake background checks, including a criminal records check, to determine the good character and business reputation of the applicant and/or funding recipient.

Privacy

Both DBCDE and OFTA are accountable to parliament and to the public in respect of all aspects of the IBP. Treatment of submissions is subject to special obligations placed on Australian Public Service employees by the *Privacy Act 1988* and the *Public Service Act 1999*, which govern DBCDE and OFTA's use of the information provided. In this context, DBCDE and OFTA are generally unable to accept grant submissions on a confidential basis.

Required documentation checklist

All applications must include the following for the purposes of assessment:

1. An electronic or manual copy of your completed application. This includes a statement of need for Australian Government funding.
2. A strategic business plan including details of key personnel. See Attachment A for guidance. Note RIBS licensees are not required to provide this.
3. A copy of the organisation's signed and audited accounts for the previous year.

Additional requirements for triennial applications:

- > A strategic business plan that details a proposed program activity for the next three years.
- > Audited accounts and financial statements for the past three years. These documents are necessary to verify the financial health of the organisation and subsequent ability to deliver the proposed three-year program of activity.

Attachment A: Strategic business plan

Information for funding applicants for the Indigenous Broadcasting Program

Please note this template is a guide only and IBP applicants may prefer to use the template in the Indigenous Broadcasters Toolkit available from the Australian Indigenous Communications Association.

Most IBP applicants are required to have in place strategic business plans which they should attach to their applications. For triennial funding applicants, a three-year strategic business plan must be submitted with the application.

In total, a strategic business plan should be **between 10 and 20 pages**. Your strategic business plan should include clear and concise information regarding the following core components:

- > purpose (also known as mission or vision)
- > executive summary
- > context (your internal and external environment, markets and competition)
- > goals: employment and training/education outcomes for Indigenous participants
- > performance indicators
- > strategies: community capacity building of Indigenous participants
- > broadcasting program
- > financial plan (including budget)
- > management: organisational structure, governance, succession plan, mentoring/leadership management plans, risk management.

This guide may be used as a template for your strategic business plan and is intended to provide information on the detail that should be included in your organisation's strategic business plan for the purposes of an IBP assessment.

It is important that your strategic business plan provides relevant information on each of the above components to enable an accurate assessment of your application.

The following are explanatory notes on each section listed above, followed by a suggested structure for key components.

Purpose

The purpose is a simple statement that is inspiring and yet concisely outlines your organisation's key reason for existing. It should be five lines or less. The purpose should be much more forward-looking than the goals—it does not need to be achievable within the duration of the strategic business plan. However, it should be related to the objects outlined in your organisation's constitution.

Executive summary

The executive summary should be less than one page and provide a brief overview of the strategic business plan. It should highlight key facts, important issues and provide a conclusion. It should be written for the person who will read the organisation's purpose and the executive summary only.

Context

This section will summarise the strategic issues facing the organisation having assessed the internal and external environment to identify the organisation's strengths and weaknesses, opportunities and challenges. It is a summary of analysis and research undertaken by your organisation.

History

This should be a brief overview of about three paragraphs summarising when your organisation was set up, for what reason and the impact of significant achievements, events and milestones that your organisation instigated or reacted to over the years.

Internal situation

This should be a **short but comprehensive** evaluation of your organisation. It should highlight strengths while acknowledging weaknesses. It should cover any major structural strengths and weaknesses, your reputation and include an analysis of your organisation's current financial situation. This should include details of annual income and expenditure, current levels of assets and liabilities and an assessment of any existing financial risks. It could also include a couple of stories that reflect your organisation's role in your local community.

External situation

This may be one to two paragraphs on your external situation as it is now—it is important to concentrate on positive opportunities while remembering potential threats. Consider who your local, national and international peers are against whom you benchmark your organisation. Who are your stakeholders?

This section also articulates the key trends and issues about the environment in which your organisation exists—now and in the future. This will probably include any social, technological, environmental, economic, political, legal or broadcasting sector trends which may affect the direction that your organisation chooses to take (for example, changes to tax laws affecting philanthropy; people wanting to interact with your organisation; impact of online communities and interactive web technologies).

Stakeholders

A stakeholder is any person, group or organisation who may come into contact with your organisation. These may include listeners, members, volunteers, funding bodies, sponsors and philanthropists.

Define your current stakeholders

This should be based on any research or facts. Describe your stakeholders in terms of the key common factors that bind each group. It may be that demographic factors such as education level, income and age are not as important as other factors such as listening preferences or attitudes. Consider which people and groups support the organisation and interact with it.

Clarify what you offer your stakeholders

To encourage regular engagement with your organisation, people need to feel welcomed and benefit from their experiences of your organisation. Your approach to broadcasting must give your stakeholders an experience that they feel is local and distinctly Indigenous. Pinpoint the experience that your organisation offers and how it is unique from your stakeholders' perspective (that is, the emotional, physical, social benefits and value you deliver to them). Also note any niches which your organisation fills within the community.

Goals and performance indicators (PIs)

Your goals should describe what you would like your organisation to be achieving within a given time frame and demonstrate progress towards your purpose. The plan will usually have no more than six goals and each should consist of one specific, clearly defined objective. The goals should be clearly expressed and relate to both the purpose and your organisation's constitutional objectives. The goals should also come from your analysis of your internal and external situation as described in the context section.

PIs are used to demonstrate how well your organisation is progressing towards achieving its goals. An effective PI is specific, measurable, achievable, important and controllable by your organisation. Each goal can have one or more PIs.

Strategies

Strategies are the major initiatives you will undertake to achieve the goals. In one page you can show that your strategies can fulfil one or many goals. Those strategies that can satisfy many goals are more likely to have a higher priority for you. Strategies should be presented in a simple table format as shown in Figure 1 in the 'Templates' section.

Action plans

Each of the strategies should be attached to a specific project or action plan. These action plans are not included in the strategic business plan, but are there for reference by your organisation and its board. Each action plan should be detailed. It should clearly indicate what needs to happen by when and by whom for the strategy to be achieved. There will most often be multiple actions with accompanying target dates and different persons responsible for each action.

Program

This describes your general program of activities: recording, broadcasting (in language), covering of sporting and community events, training, etc. Start with a paragraph outlining what you expect to achieve annually, what impact it will have, why it is an improvement on previous years (if appropriate) and then provide a summary of your overall program. Include:

- > a statement about the reasons for the program
- > an overview of the program for each year of the strategic business plan
- > ways to measure success, including a model for self-evaluation (for example, listener feedback, audience reviews).

Engagement plan

Provide a multi-year plan of the goals and strategies that you intend to use to achieve your PIs. Consider including all your stakeholders such as listeners, Jobs Package participants, trainees, sponsors, peers, funding bodies and philanthropists. The program should flow logically and expand on the analysis within the stakeholders and context sections of your strategic business plan.

Your engagement plan should demonstrate:

- > an understanding of stakeholder groups (current and potential)
- > the ability to respond to stakeholder needs through the IBP
- > the ability of the organisation to show leadership in the Indigenous broadcasting field.

Consider what it is that your organisation offers people. Why do they listen to you? Define what benefits participants/clients get from experiencing what your organisation delivers.

Your engagement plan should be a really simple statement saying what it is that you provide to listeners/participants/members from their points of view in terms of the cultural, social benefits and value you deliver to them. For example, a social benefit could be 'the opportunity for community members to work together and share their skills' or an emotional benefit could be 'a sense of connection to Indigenous Australian culture through listening to a particular radio program'.

The shorter and more simple the statement, the better.

Target stakeholders

This is a process of selecting which segments of stakeholders are worth pursuing with the resources available. This will probably include existing stakeholders, and may also include some new stakeholders. This is a simple statement that reinforces the goals, and need only be one or two sentences. To help with this, you may refer to and expand on the relevant contextual analysis provided earlier in the strategic business plan.

Engagement strategies for target and key stakeholders

This includes developing any new programs, initiatives or products for certain target audiences and determining ways to deliver their programs to stakeholders. This includes providing program information, approaching sponsors and encouraging philanthropy.

This action plan comprises specific activities for each strategy above:

- > who are you targeting?
- > what message you are sending?
- > how you are delivering it?
- > who is responsible for it?
- > how much you have budgeted for it?
- > how you will measure success and PIs?

Budget and financial forecast

The budget and financial plan should flow logically from the conclusions drawn about your organisation's financial situation. It should include:

- > an assessment of your organisation's current financial situation (where you are now)
- > a vision of the financial situation at the end of the period covered by the strategic business plan (where you want to be).

You should provide a budget and financial forecast for each year covered by the strategic business plan. The figures in your forecast should support and demonstrate the statements made in your financial plan and throughout your entire strategic business plan. The forecast should include Australian Government program funding that you receive from DBCDE and any other funding that your organisation receives from other sources.

Break-even or deficit forecasts across several years are not desirable without explanatory commentary.

Management

Organisational structure

Include an organisational chart showing the role and responsibilities of each position and who they report to.

Staff information

Include a list of staff members, their positions in the organisation and relevant qualifications and experience. You should provide this information as shown in Figure 2 in the 'templates' section.

Role of the board and governance

This will be a list of your board members, the skills they bring to the board and specific roles, if any, that they have on it. You should provide this information as shown in Figure 3 in the 'templates' section.

The information should give a clear indication of the division between the board and executive staff and detail any delegations of responsibility.

Risk management plan

Identify the major obstacles to achieving your strategic business plan and goals (not risks to your organisation as such). Consider what could go wrong and whether you are making assumptions that could prove to be incorrect. Provide a comprehensive plan that demonstrates:

- > likelihood of all potential risks
- > impact of all potential risks
- > strategies to minimise all potential risks.

As a guide, some risks to consider include:

- > Environmental/external risks (that is, beyond the control of your organisation)—consider whether any of your income sources have the potential to be affected by significant economic changes. Think about whether your funding is likely to be affected by changes in government or government policy.
- > Financial risks—consider whether your organisation can afford the goals and/or strategies and look at your organisation’s level of exposure or financial commitment.
- > Reputation risks—consider whether your organisation has adequate safeguards in place to monitor impacts on credibility and maintain positive stakeholder relationships.
- > Management risks—consider whether your organisation has the expertise to manage new strategies and what would happen if key people left your organisation.
- > Operational risks—consider whether your organisation can implement the changes in the strategic business plan.

DRAFT

Templates

Figure 1: Suggested format for strategies

Strategy	Priority	Measures and milestones	Responsibility
Improve broadcasting skills of volunteers	1	Completed by October 2013	Trainer

Figure 2: Suggested format for staff information

Name of staff member (list all members)	Position	Qualifications and experience	Years in current position	Jobs Package participant
Person A	Station manager		2	No
Person B	Administration assistant	Completing TAFE Diploma	1	Yes

Figure 3: Suggested format for board information

Name of director or board member (list all members)	Special responsibilities, qualifications and experience	Years on board	Term ends
Person A	Special responsibilities: chairperson	5	2013
Person B	Special responsibilities: secretary	3	2014
Person C	Special responsibilities: community elder	3	2014