

# Strategic Plan 2025 - 2030

## Executive summary

This strategic plan outlines an ambitious pathway for the Community Access Media Alliance (CAMA) to achieve its vision of an inclusive, innovative, and sustainable Community Access Media sector in Aotearoa. Focused on inclusion, equity, collaboration, and cultural responsiveness, it highlights CAMA's commitment to empowering communities, promoting equitable media representation, and enhancing the influence of its member organisations.

| Vision  | Mission   |
|---|---|
| Aotearoa has a vibrant, diverse, innovative, and sustainable Community Access Media sector that is valued for its democratic, community, and cultural uniqueness. | CAMA represents, promotes, and advocates for Community Access Media in Aotearoa, championing inclusivity, community connection, and equity. CAMA is nationally led, locally driven. |

## Strategic objectives

### Funding sustainability

- Strengthen CAMA's relationship with NZ On Air and other key stakeholders to advocate for equitable, secure, and sustainable funding for member organisations and ensure their autonomy and operational resilience.
- Identify and facilitate funding opportunities for the sector, including national advertising/messaging campaigns and negotiating sector-wide contracts to reduce operating costs.

### Advocacy and promotional activity

- Position CAMA as the representative voice and advocate for Community Access Media during legislative reviews and discussions on policy and reforms.
- Advocate for the Community Access Media sector's unique core services and representative function in Aotearoa, particularly in times of crisis.
- Advocate for Community Access Media to remain independent and autonomous, ensuring member stations retain control of their operations within funding limitations while empowering communities to shape and drive their narratives.
- Elevate the visibility of CAMA and the Community Access Media sector to improve recognition and awareness among the public, policymakers, and stakeholders.
- Identify and facilitate promotional opportunities for the sector.

## Collaboration and sector development

- Facilitate and support best practices, innovation, collaboration, and professional development within Community Access Media to improve sustainability and ensure member organisations collectively adapt to the changing media landscape.
- Develop best-practice templates, resources, and guidelines to promote excellence and consistency across member organisations.

## Shared vision

- Strengthen the understanding of and commitment to the CAMA kaupapa across all members and stakeholders.
- Promote diverse and meaningful engagement in CAMA activities, including conferences, workshops, and strategic discussions.
- Develop communication structures to enhance transparency, inclusivity, and collaboration among members.

## Cultural responsiveness and inclusion

- Deepen partnerships with Tangata Whenua and integrate Te Tiriti o Waitangi principles into CAMA's strategy and operations.
- Advocate for inclusive practices that prioritise underrepresented voices in Community Access Media content.
- Encourage diversity in participation and representation across all levels of the sector.

## CAMA values and principles

### Independent member practices for collective impact

- Inclusion and accessibility:** Community Access Media is by, for, and about communities. Member organisations aim to protect, promote, and prioritise underrepresented voices in the media.
- Equity:** Member organisations aim to reduce barriers to accessing media by providing opportunities, training, and facilities for underrepresented groups and individuals.
- Manaakitanga:** Member organisations uphold a culture of care, respect, and generosity, creating environments where content-makers can feel supported and valued.

### Contributing to the alliance

- Responsiveness:** Members respond to the requests and guidance of the CAMA Executive and National Representative, ensuring collective goals are achieved efficiently and effectively.
- Members monitor and respond to the changing media climate, including legislative reforms, audience behaviours, and funding environments.
- Collaboration:** Members share resources, innovations, and knowledge to strengthen the collective while remaining operationally autonomous.
- Future-focused leadership:** Members proactively identify, contribute to, and respond to emerging technologies, ensuring Community Access Media remains relevant and impactful.
- Best practice:** Members support their teams in upskilling and adopting best practices for wider growth, sustainability, and excellence in the sector.
- Honouring Te Tiriti o Waitangi:** Members embed the principles of Te Tiriti across governance and operations, fostering meaningful partnerships with tangata whenua.