

Social Return on Investment analysis of Christian radio broadcasting

thinkimpact

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DISCLAIMER

This report has been prepared by Think Impact on the instructions, and for the benefit, of the community broadcasting sector in relation to supporting the understanding of the Social Return on Investment in community broadcasting. It is not to be used for any other purpose.

Although every effort has been made to ensure the accuracy of the material and the integrity of the analysis presented herein, Think Impact accepts no liability for any actions taken on the basis of the contents of this report.

Glossary

The following definitions and acronyms are used in this report:

Term	Definition
CBAA	Community Broadcasting Association of Australia
CBF	Community Broadcasting Foundation
CMAA	Christian Media & Arts Australia
DMA	Disability Media Australia
FNMA	First Nations Media Australia
NEMBC	National Ethnic and Multicultural Broadcasters' Council. Note: As of June 2026 NEMBC is known as Multicultural Voices Australia.
Outcome	A description of the change a program produces for individuals or organisations. An outcome can be positive or negative, intended or unintended, direct or indirect, long-term or short-term.
Social Return on Investment	A principles-based methodology that quantifies the value of social, environmental and economic outcomes created by an activity in monetary terms.
SROI	Social Return on Investment
Theory of change	The starting point for measuring impact. It outlines how activities are expected to lead to change and tells the story of how stakeholders are impacted by an activity, program or initiative.

1. Introduction

1.1 Valuing community broadcasting in Australia

Community broadcasting provides significant value to Australian life. According to the Australian Government, there are currently over 450 licensed community radio stations in the country. Between 2004 and 2025, listenership grew from 3.7 million to 5.4 million.[1] In addition to creating opportunities for social connection, information dissemination, cultural connection and entertainment, the sector employs over 890 employees and creates thousands of meaningful volunteering opportunities.

Despite the vast economic and social benefits provided to Australia, research by the Community Broadcasting Foundation (CBF) has found that the sector is largely self-funded. The CBF has tried to bridge the widening gap between required revenue and revenue generation, in an increasingly competitive media landscape. However, it reports that it can only contribute about 8.5% of each station's reported revenue.[2]

Considering these challenges, Christian Media & Arts Australia (CMAA) has partnered with Disability Media Australia (DMA), National Ethnic and Multicultural Broadcasters Council (NEMBC) and First Nations Media Australia (FNMA) to conduct an independent Social Return on Investment (SROI) evaluation of the community broadcasting sector. The project was partially funded by a grant from the CBF, along with philanthropic support secured by CMAA. The project was spearheaded by CMAA and project support provided by the Community Broadcasting Association of Australia (CBAA).

About Christian Media & Arts Australia

CMAA is a dynamic alliance of Christian media and arts professionals that has been operating for over 40 years. Their diverse membership includes broadcasters, filmmakers, musicians, writers and digital innovators. Over 230 individuals are employed in their member radio organisations, supported by more than 1,500 volunteers. Weekly, members reach nearly 2 million listeners in Australia via radio and more via digital platforms.

About Disability Media Australia

DMA is the national peak body for the Radio Reading Network – community radio services dedicated to informing and empowering the estimated 5 million Australians with a print disability. There are 19 dedicated AM/FM Radio Reading services across Australia as well as 10 DAB+ digital radio services, which broadcast across Australia's capital cities. The Radio Reading Network stations broadcast over 1,750 hours of specialist programs each week with the support of over 1,000 volunteers, who play a major role.

About National Ethnic and Multicultural Broadcasters Council[3]

The NEMBC is the peak organisation representing ethnic community broadcasters across Australia. They advocate for multiculturalism and media diversity and help people connect to and maintain their language, culture and identity. Programs are broadcast from five dedicated ethnic and multicultural

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[1] McNair yellowSquares, *Community Radio Listener Survey*, December 2024.

[2] Order, S. (2016), *Australian Community Radio: Funding challenges and dilemmas*, Community Broadcasting Association of Australia, Sydney, available from https://researchportal.murdoch.edu.au/esploro/outputs/journalArticle/Australian-Community-Radio-Funding-Challenges-and/991005723862207891 , accessed 27 November 2025.

[3] As of June 2026 NEMBC is known as Multicultural Voices Australia.

stations and more than 130 generalist community radio stations across Australia[3]. In an average week, the sector produces more than 2,000 hours of community language programs across some 635 programs. Broadcasting is supported by over 1,935 volunteers who broadcast in over 60 languages.

Note: For the purposes of this report, 'NEMBC member stations' and 'NEMBC members' refer to multicultural programs and stations represented through NEMBC membership of a nominated or affiliated person.

About First Nations Media Australia

FNMA is the national peak body for First Nations not-for-profit broadcasting, media and communications. They support the First Nations broadcasting and media industry to provide essential media and communications services to metro, regional and urban First Nations people and communities. For many remote communities, FNMA members and associated 'RIBS' (Remote Indigenous Broadcasting Services) are the only stations able to broadcast to their communities. The sector is largely funded by the National Indigenous Australians Agency and employed 213 people in FY24[4]. Their members include more than 25 radio stations and radio program contributors across Australia. Content is produced in a range of languages.

1.2 About this report

This report presents the findings of an evaluation using the Social Return on Investment (SROI) methodology. The evaluation was conducted between August 2024 and December 2025 and covers one year of activities from 1 July 2023–30 June 2024.[4]

Social Return on Investment methodology

SROI is a framework for measuring and accounting for the broader concept of social value. It tells the story of how change is being created for the people and organisations that experience or contribute to that change. It does this by identifying, measuring and valuing outcomes that may be social, environmental or economic in nature.

SROI is a principles-based approach that draws on well-established methodologies in economics, accounting and social research.

An SROI calculation provides an indication of cost effectiveness, by comparing the investment required to deliver the activities with the value of the outcomes experienced by all beneficiary stakeholders. Social value is calculated by placing a financial value on the quantified change using what are known as financial proxies. The values calculated, although expressed in monetary terms, do not equate to a financial return. The values represent the size of the value and the relative scale of different outcomes. SROI seeks to understand all types of value – social, economic and environmental – and represent this in a language which is widely understood by funders, investors, policy makers and decision-makers.

A breakdown of the SROI calculation is depicted in Figure 1. The definitions of these terms are provided in the Glossary at the start of the report.

[4] Note: The overall SROI project covered other community radio sectors; this report extracts the information on Christian radio.



Figure 1 SROI equation

Further information about the SROI methodology is provided in Appendix A Methodology.

Project scope

This SROI assessed the value associated with the community radio services of the members of CMAA, DMA, NEMBC and FNMA. This report specifically relates to the stations affiliated with CMAA.

Further information about the research undertaken is available in Appendix A Methodology.

All figures in this report have been rounded to reflect their indicative nature. Any discrepancies are due to this rounding.

Value likely to be understated

We anticipate that the total value, and therefore the ratios, presented in this report are **understated** as it has not been possible to quantify all aspects of the value experienced by the stakeholder groups. In particular:

- The number of Christian radio sponsors is not known. The analysis is based on the number of sponsors who responded to the survey, which is known to significantly underestimate the true figure.
- Outcomes for government in their capacity as policy makers and sponsors who use community radio to communicate with target audiences have not been included.

The SROI ratios quoted in this report are presented as a range. This is because the SROI process requires judgement and assumptions, and extrapolation carries the risk of errors in the data and findings. All dollar values quoted in the report are based on conservative weightings attached to the outcomes reported by stakeholders. These values are the basis for the conservative ratio quoted. The optimistic ratio is based on slightly higher weightings attached to the outcomes.

About the report authors

This SROI was conducted by Think Impact, a social impact consultancy working to create positive change for business, government, philanthropy and the community. It helps organisations understand, communicate, and transform the impact of their work. Think Impact has one of the most experienced SROI teams in Australia.

The Think Impact lead analyst and author, Natasha Rees, is a Level 3 Accredited SROI practitioner with Social Value International. The wider Think Impact team includes three other Level 3 Accredited SROI practitioners and one of only two people in Australia qualified to deliver SROI training.

2. Summary of SROI findings for Christian Radio

An investment of $40,319,000 in the activities of the Christian broadcasters featured in this analysis creates value of $350,640,000 for stakeholders. This shows that Christian broadcasting is creating positive social value for the investment made.

> For every $1 invested in Christian broadcasting, $8.70 of value is created.

The SROI process requires judgement and assumptions and extrapolation carries the risk of errors in the data and findings. For this reason, different assumptions were modelled to produce a range that is more reflective of the indicative nature of the ratio. The ratio could range from $8.70 to $11.54. Even when conservative inputs are modelled, the ratio remains positive.

The findings and discussion for each sector are presented in the sections following this summary. Due to the more limited data being available in relation to First Nations media, the information provided in relation to their impact is qualitative only.



Figure 2 Total social value by stakeholder created by the Christian broadcasting sector

The three most valuable outcomes recorded are summarised in Table 1. The most valuable outcomes are for listeners because listeners are the largest stakeholder group. There are clear themes about connection and feeling represented across all three sectors.

Table 1 Summary of most valuable outcomes by sector and stakeholder

Outcome	Social value
Listeners experience positive spiritual growth	$114,400,000
Listeners feel more represented in society	$77,700,000
Listeners have improved mental wellbeing	$51,000,000

Detailed SROI findings for CMAA are provided in Section 4. Refer to the full report, *Social Return on Investment in community broadcasting*, for SROI findings on DMA and NEMBC.

3. Theory of change

The foundation of an SROI is the theory of change, which describes how activities are delivered to create outcomes (also referred to as changes) for the stakeholder groups affected. This theory of change tells the story of how individuals, organisations and the community are affected by the community broadcasting sector. It is based on input from stakeholders during the research conducted specifically for this SROI.

This high-level theory of change is complemented with diagrammatic and narrative descriptions of the outcomes for each stakeholder group in the following sections.

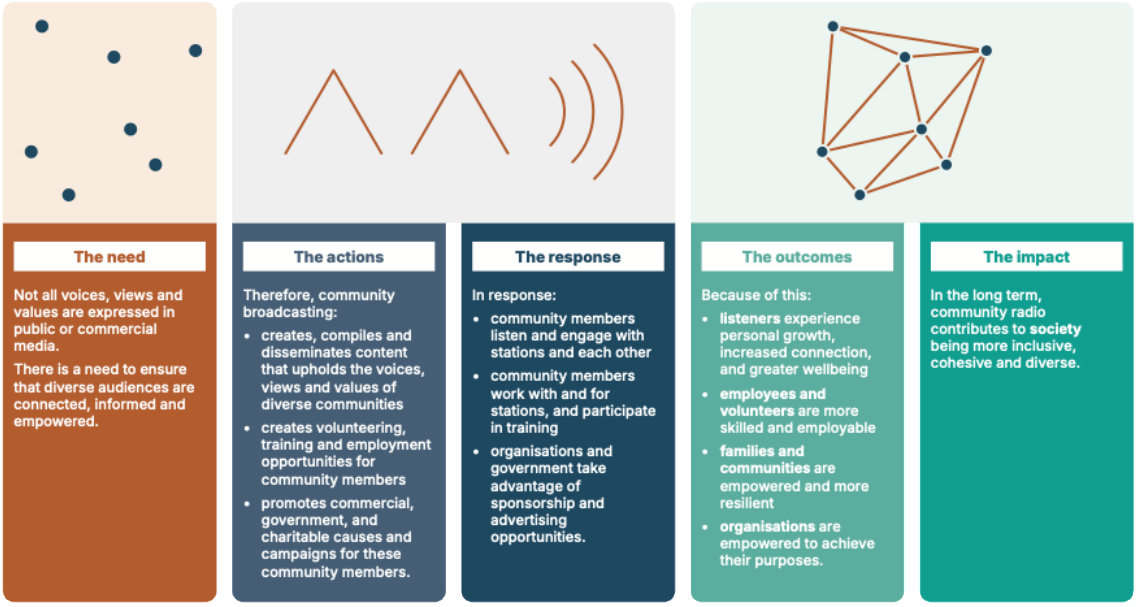

Figure 3 Community broadcasting sector theory of change

3.1 Audiences and community

Community broadcasting (including Christian radio) plays a vital role for its **audiences** and the **community** more broadly. It reflects and reaches audiences who are often overlooked by public and commercial stations and broadcasters, including marginalised groups and people in remote or underserved regions.

Christian broadcasters amplify voices from the grassroots, ensuring content reflects the unique character and needs of the audience or area they serve. It creates spaces where individuals connect with those who share their interests, values, circumstances and cultural identity. By doing so, Christian broadcasting becomes a powerful tool for inclusion, representation and empowerment.

3.2 Society

Beyond the benefits to audiences, Christian radio contributes to **society** being more inclusive, cohesive and diverse. It strengthens social cohesion by amplifying diverse voices and reflecting the unique identity of communities. By fostering dialogue, community broadcasting ensures that everyone has a platform to be heard and to be reached, making it a vital contributor to an inclusive and connected society.

3.3 Government

For **government**, community radio, including Christian radio, provides a trusted channel to communicate vital information, policies and emergency updates to diverse and harder-to-reach audiences, including people with disability, remote communities, and communities with cultural, linguistic and faith-based diversity. Community broadcasters foster civic engagement by disseminating information and encouraging participation in democratic processes. By supporting social inclusion, engagement and resilience, they are an essential partner in achieving public policy goals around diversity, accessibility and community wellbeing. In addition, community radio provides different types of meaningful employment opportunities. While not high in number, many employees report that they would likely not be in employment without community radio. This benefits government in terms of reduced income support payments and increased taxation.

The value of the volunteering hours donated by Christian radio is estimated at $8.17M[5], showing how the sector is able to leverage the small amount of funding received through volunteer contributions.

In this SROI, it has only been possible to quantify the employment-related benefits to government.

3.4 Sponsors

Christian radio offers **sponsors** a unique opportunity to connect with highly engaged, niche audiences in a trusted and authentic environment. Unlike public and commercial media, community stations deliver hyper-tailored content that resonates deeply with listeners, creating strong loyalty and credibility. Sponsors gain credibility by association, which can help achieve their organisational objectives, whether charitable, commercial or in the public interest. Within this SROI, it has not been possible to quantify the benefits to all sponsors within the sectors participating in the study; however, data and the theory of change have been provided.



[5] Based 1,500 volunteers in 2024, the value of a volunteer hour being $41/hour and an average number of volunteer hours per week of 2.5 hours. Sources: Cost of Volunteering Calculator *Centre for Volunteering, 2025;* volunteer numbers from *CBAA 2024,* Volunteering in Australia, *Volunteering Australia 2022.*

Our local radio has shown itself to be an important unifier in church community. People from different churches can come together on the radio (i.e. present a program) or through opportunities the committee and volunteers provide.

– CMAA member station employee

We have brought people together, helping our community to be more united, connected job seekers to employers, people to churches, business partners and so much more.

– CMAA member station employee

Huge needs in our city have been met through the power of community radio bringing people together, to raise funds, respond to natural disasters or just to celebrate Easter or Christmas!

– CMAA member station employee

Messages of hope 'just at the right time' are a common theme. People hearing what they need for their situation through radio – encouragement through a song, a Scripture verse, a teaching, etc.

– CMAA member station employee

4. Detailed findings for Christian radio

4.1 SROI findings

A monetary and in-kind investment of $40,319,000 by Christian radio and other contributors creates value of $350,697,000 for stakeholders. This shows that Christian radio is creating positive social value for the investment made.

> For every $1 invested in Christian radio, $8.70 of value is created.

The SROI process requires judgement and assumptions and extrapolation carries the risk of errors in the data and findings. For this reason, different assumptions were modelled to produce a range that is more reflective of the indicative nature of the ratio. The ratio could range from $8.70 to $11.54. Even when conservative inputs are modelled, the ratio remains positive. The range specified is known to underestimate the value being created because the number of sponsors is based on the number of respondents to the survey, rather than the true number which is not known.

The investment required to broadcast Christian radio is presented in Table 2. This includes expenditure of the stations and the value of the time contributed by over 1,500 volunteers.

Table 2 Summary of investments in Christian radio FY24

Description of investment	Type of investment	Value of investment
Expenditure of Christian radio stations FY24, including transmission, salary and other[6]	Monetary	$32,148,000
Volunteer time	In kind	$8,171,000

Source: Community Broadcasting Association Australia data and Think Impact analysis

A summary of the value by stakeholder group is provided in Figure 4 and Table 3. These results are discussed in the following sections.

[6] Christian radio stations also include a networked narrowcast service small that has not been included in this expenditure analysis. This does not materially change the SROI result.



Figure 4 Total social value by stakeholder created by CMAA member stations

Table 3 Social value per stakeholder created by Christian radio

Stakeholder	Total social value	Number of stakeholders[7]	Value per stakeholder	% of value
Listeners	$308,100,000	1,776,000	$173	88%
Volunteers	$12,700,000	1,533	$8,284	4%
Employees	$5,000,000	237	$21,097	1%
Government	$1,400,000	1	$1,400,000	<1%
Corporate sponsors	$40,000	48*	$833	<1%
Charity sponsors	$23,400,000	32*	$731,250	7%
Total	**$350,640,000**			

The key findings of the analysis are:

- Over 85% of the value is experienced by **listeners**. While the value *per* listener is small, there are almost 1.8 million listeners across Australia. Positive spiritual growth is the most valuable outcome for listeners.
- **Volunteers** experience over $8,000 of value per person. The most valuable outcome for volunteers is improved mental wellbeing as a result of feeling like they are part of 'something bigger'.
- **Employees** are the stakeholder group experiencing the highest value per person, at approximately $21,000. The most valuable outcome to employees was to feel part of something bigger than themselves, similar to volunteers.
- About one quarter of employees reported they would highly likely be unemployed without Christian radio. Being employed provides valuable economic and social benefits for individuals as well as representing value to **government**, through savings in unemployment benefits and increased tax revenue.
- It is likely the total value, and therefore the ratio, is understated as it has not been possible to calculate the full value experienced by government. The contribution made by Christian

[7] McNair yellowSquares, *Community Radio Listener Survey*, December 2024.

broadcasting to government policy objectives, such as civic engagement, social inclusion and strengthening cultural and national identity has not been valued.

4.2 Listener outcomes for Christian radio

It is estimated that Christian radio reaches 1.7-1.9 million listeners every week. This equates to 9% of the Australian population aged over 15. Approximately 20% of these listeners are in remote and regional areas, with the bulk being located in metropolitan areas.

According to the Community Radio Listener survey[8], listeners spend almost 10 hours listening to Christian radio each week. About 10% exclusively listen to Christian radio. 60% of listeners are aged between 25 and 54. 53% of listeners identify as male, 46% identify as female and <1% identify as gender diverse.

The outcomes experienced by listeners of Christian radio are depicted in Figure 5. The activities delivered by the Christian radio stations result in a range of short and medium term changes for listeners. The changes for listeners that are more significant and long lasting are depicted in orange; these outcomes are measured and valued as part of the SROI.

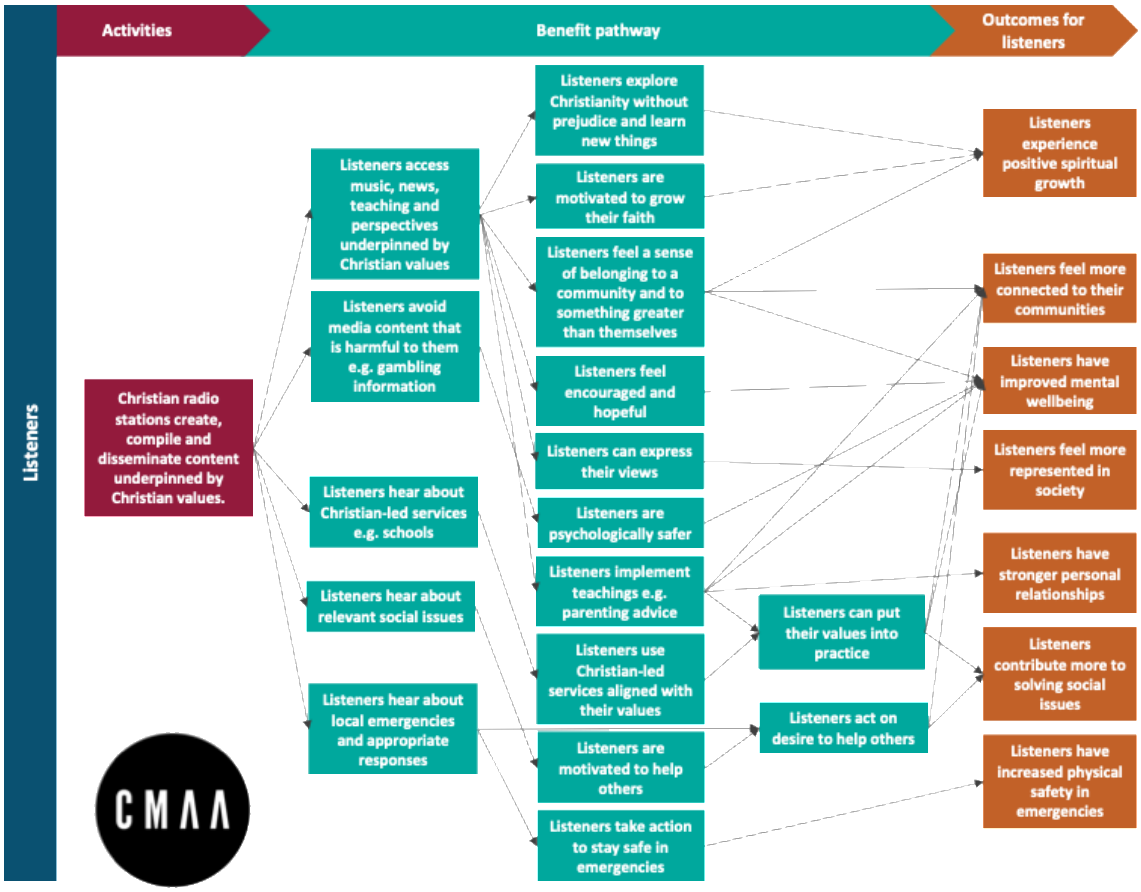

Figure 5 Outcomes for listeners of Christian radio

[8] McNair yellowSquares, *Community Radio Listener Survey*, December 2024.
* The total number of sponsors is unknown. This figure refers to the total number of survey respondents and understates the total number of sponsors.

The value of the listener outcomes is summarised in Table 4. Listeners are the largest beneficiary stakeholder group of Christian radio experiencing 88% of the total value.

Table 4 Value by outcome for listeners of Christian radio

Outcome	Value	% of value to stakeholder
Positive spiritual growth	$114,400,000	37%
Feel more represented in society	$77,700,000	25%
Improved mental wellbeing	$51,000,000	17%
Feel more connected to their communities	$33,700,000	11%
Stronger personal relationships	$13,400,000	4%
Contribute to solving social issues	$12,200,000	4%
Feeling safer in emergencies	$5,700,000	2%





4.3 Outcomes for employees and volunteers

Christian media stations employ 237 people and benefit from the time and expertise of over 1,500 volunteers. The outcomes experienced by employees and volunteers of Christian media are depicted in Figure 6. The experience provides employees and volunteers with the opportunity to develop skills and knowledge, as well as be part of meaningful work. The changes for employees and volunteers that are more significant and long lasting are depicted in orange; these outcomes are measured and valued as part of the SROI.

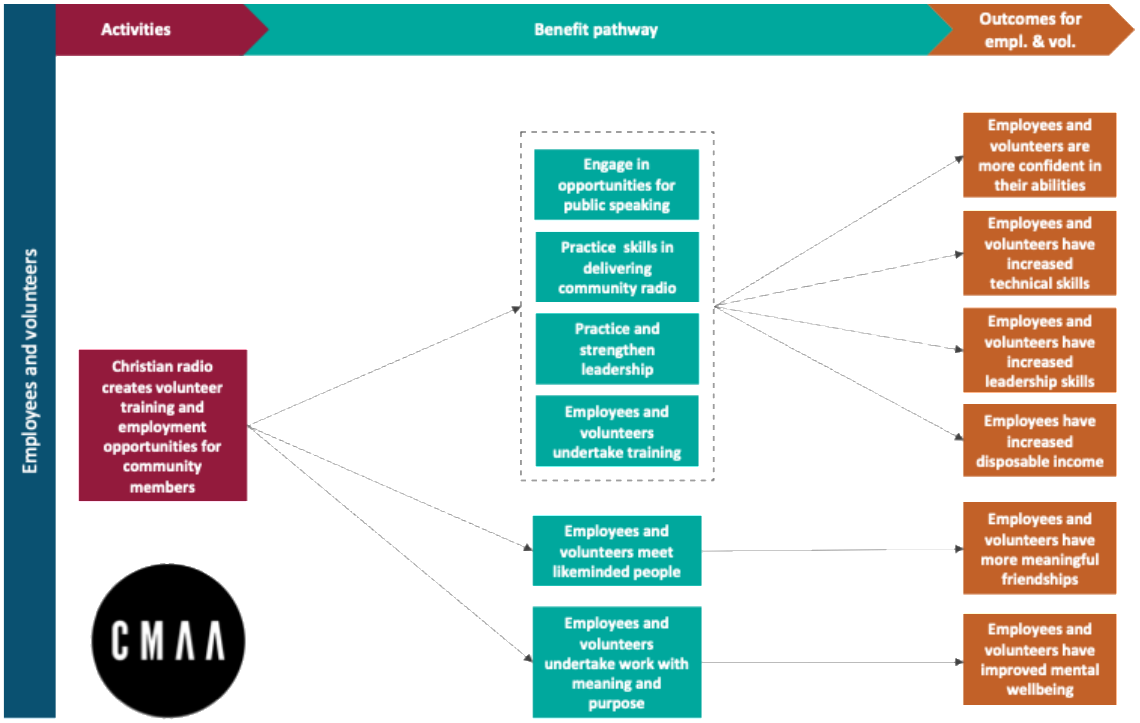

Figure 6 Outcomes for Christian radio stations' employees and volunteers

The value of the employee and volunteer outcomes are summarised in Table 5.

Table 5 Value by outcome for Christian radio stations' employees and volunteers

Stakeholder	Outcome	Value	% of value to stakeholder
Employees	Improved mental wellbeing	$2,600,000	52%
	Increased disposable income	$1,700,000	34%
	Increased leadership skills	$250,000	5%
	Increased technical skills	$245,000	5%
	More meaningful friendships	$163,000	3%
	More confident in their abilities	$75,000	1%
Volunteers	Improved mental wellbeing	$9,400,000	74%
	More meaningful friendships	$1,600,000	13%
	More confident in their abilities	$871,000	7%
	Increased technical skills	$520,000	4%
	Increased leadership skills	$329,000	3%



4.4 Outcomes for government

Being employed provides valuable economic and social benefits for individuals. In addition to the benefits to the individual, there is also value for government from increased employment, resulting from reduced benefits and increased tax revenue.

About one quarter of employees of Christian radio stations reported they would **highly likely be unemployed** without Christian radio. For all other employees who believe they would be employed without Christian radio, there is no additional benefit claimed.

Table 6 Value by outcome for government created by Christian radio stations

Outcome	Value	% of value to stakeholder
Reduced benefits	$1,100,000	77%
Increased tax revenue	$332,000	23%

4.5 Outcomes for sponsors

Sponsors of Christian radio stations include government, corporate or charitable organisations. These organisations can reach the audience of member stations to promote commercial, government and charitable causes and campaigns.

The outcomes for sponsors are depicted in Figure 7 and Figure 8.

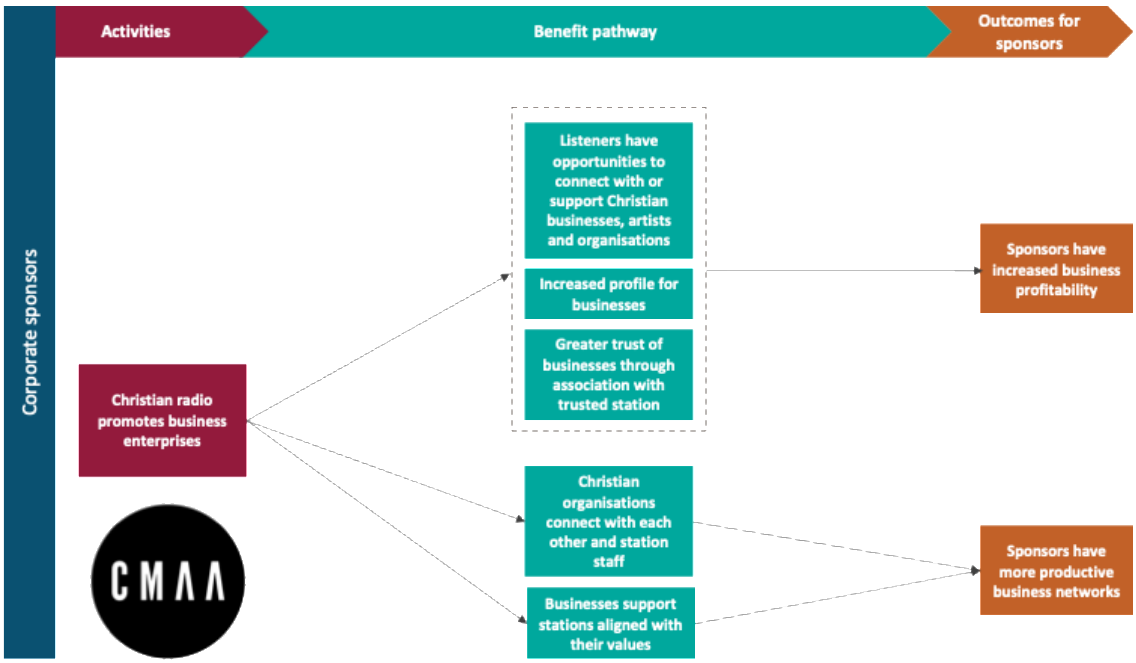

Figure 7 Outcomes for Christian radio stations' corporate sponsors

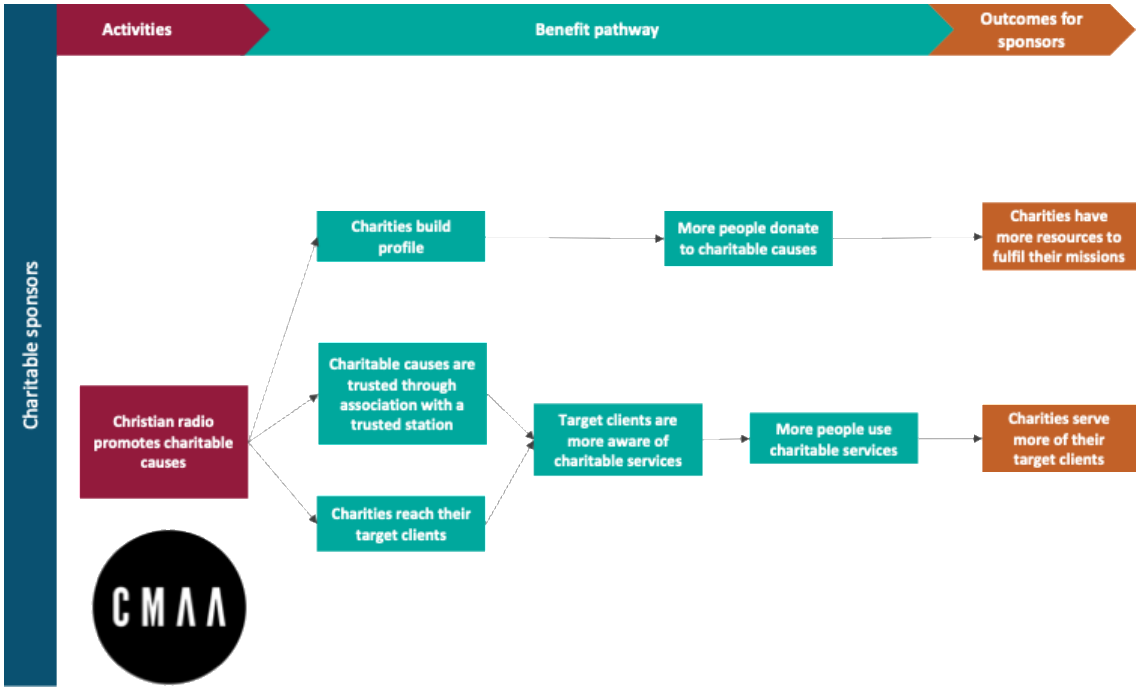

Figure 8 Outcomes for Christian radio stations' charitable sponsors

Feed the Hungry

Feed the Hungry is a charity partner of CMAA.

Since beginning CMAA's three-year partnership with Feed The Hungry in 2023, member stations have raised a total of $2,933,688. The total number of donors over three years is 22,495, showing the ability of Christian radio to mobilise people towards action.[9]

The value of the sponsor outcomes for which there was sufficient data to value is summarised in Table 7. As noted above, the value for corporate sponsors is understated. As the total number of corporate sponsors is unknown, only survey respondents were counted as receiving value.

Table 7 Value by outcome for sponsors of Christian radio stations

	Outcome	Value	% of value to stakeholder
Charitable sponsors	More resources to fulfil their missions	$23,400,000[10]	>99%
Corporate sponsors	More productive business networks	$40,000[11]	<1%

[9] Source: CMAA Sector Partnerships Lead, 2025.
[10] Based on actual donations received for charity partners FY24, discounted to account for the fact that some people would still have donated without Christian broadcasting.
[11] Based on 48 sponsors achieving this outcome.

I have friends who have connected with, and supported organisations I've been made aware of through my job.

– CMAA member station employee or volunteer

I have heard about Christian charitable organisations and I have been able to participate in their fundraising campaigns and make a real difference as the station has rallied the community to get behind the cause to make a profound impact.

– CMAA member station listener

Over my 20 plus years I have seen countless charities, non-profits, ministries and churches benefit from the station through exposure to the Christian and greater community.

– CMAA member station employee or volunteer

Love seeing local not-for-profits and community groups get to use a community platform to increase their impact, get more volunteers and expand their reach.

– CMAA member station employee or volunteer

Community organisations now have a space that they can publicise what they do in a budget-friendly and community-oriented way.

– CMAA member station employee or volunteer

Has helped take my business from starting out, when I had to have a full time job, to be a fully functioning profitable business where I work full time.

– CMAA sponsor

Over the years the business has grown through referrals from listeners of the station.

– CMAA sponsor

Acquired new supporters, who align with our mission and Christian identity. Raised awareness of our charity. Inspired Australians to support our charity through live broadcasts from our field projects.

– CMAA sponsor

Created a long-lasting partnership, that has been mutually beneficial to the station and our charity.

– CMAA sponsor

Christian radio listeners gave us enough donations to give 400,000+ people in developing countries cataract surgery so they could see again.

– CMAA sponsor

I consider my sponsorship more as tithing, I don't really expect a financial return.

– CMAA sponsor

We get a better range of clients and also feel like it has assisted with building trust working in an industry with a lot of dodgy practices.

– CMAA sponsor

I think it has helped attract employees that are aligned with religious values.

– CMAA sponsor

We are a charity with low brand awareness generally, but our partnership with Christian radio means many more people know who we are and what we do.

– CMAA sponsor



5. Conclusion and future directions

5.1 The value of Christian broadcasting

As well as creating connection and belonging, Christian radio caters to specific needs that are not met by public and commercial media, and genuinely improves the mental health of many Australians who are feeling isolated, feeling a lack of connection or feeling a lack of hope.

Training, employment and volunteering opportunities are created by the sector that are not created anywhere else.

As a free, localised, trusted and accessible media, there is clearly a strong place for Christian radio in Australia.

5.2 Continuing to create value

Christian radio needs to continue to evolve with technological advances to remain free and accessible. This requires investment. Government should invest to ensure that Christian radio can continue to fill the void left by other media. Specifically, Christian media can continue to build strong communities by supporting mental health, employment, events and significant fundraising for charity partners.

It was also noted by stakeholders that Government should further utilise the sponsorship opportunities to reach audiences that are otherwise difficult to reach.

Finally, as natural disasters become more frequent, trusted and localised emergency broadcasting is already becoming more important. Maintenance of, and investment in, Christian broadcasting will strengthen media infrastructure and capacity to cater to local needs in every community.

5.3 Research recommendations

The following are recommendations for the Christian broadcasting sector, to continue to build upon this project.

- Continue to run the outcomes survey biannually, or after any major sector changes, with a shortened set of questions, in order to confirm and validate the findings.
- Further exploration could be done on regional differences between listeners, volunteers and employees, providing an opportunity to share learnings.

Appendix A Methodology

What is SROI?

SROI is a framework for measuring and accounting for the broader concept of social value. It tells the story of how change is being created for the people and organisations that experience or contribute to that change. It does this by identifying, measuring and valuing outcomes that may be social, environmental or economic in nature.

SROI is an approach that draws on well-established methodologies in economics, accounting and social research. It is underpinned by eight principles which ensure the analysis understands the changes that take place and the additional value that has occurred through the activities being delivered. The principles are presented in Figure 9.



Figure 9 Social value principles

An SROI calculation provides an indication of cost effectiveness, by comparing the investment required to deliver the activities with the value of the outcomes experienced by all beneficiary stakeholders. Social value is calculated by placing a financial value on the quantified change using what are known as *financial proxies*. SROI seeks to understand all types of value – social, economic and environmental – and represent this in a language which is widely understood by funders, investors, policy makers and decision-makers.

The value of the outcomes represents 'additional value' that would not have occurred in the absence of the activities being analysed. Value that would have happened anyway (deadweight), that is attributable to other actors (attribution) or that has displaced other outcomes (displacement) has been deducted.

The values calculated, although expressed in monetary terms, do not equate to a financial return. The values represent the size of the value and the relative scale of different outcomes, so that economic, environmental and social outcomes can be understood using a common unit of measurement.

Approach to determining financial proxies of outcomes

Think Impact aligns with Social Value International's approach to valuing social outcomes. This approach is anchored in stakeholders' own assessments of what matters, ensuring that valuations reflect the relative importance of changes experienced by people rather than assumptions made by organisations.

Under SVI's Principle 3, *Value what matters*, the relative value of outcomes was determined by asking survey respondents, which outcome was the most valuable to them. This data was then validated against qualitative stakeholder engagement to ensure that the relative weightings of the outcomes reflected stakeholder values.

For each group of stakeholders an 'anchor proxy' was selected for one outcome and then the relative weightings of the other outcomes were used to determine the valuation of the other outcomes.

By weighting and valuing outcomes according to stakeholder preferences the 'anchoring' practice ensures that valuations remain credible, comparable, and grounded in lived experience.

Examples of financial proxies used to monetise non-monetary outcomes are provided below in Table 8.

Table 8 Examples of financial proxies

Stakeholder group	Outcome	Anchor proxy and rationale	Source
Listeners	Listeners feel more connected to their communities	Revealed preference valuation method. Community members choose to spend time and money on a club membership to increase their connection with people. The average membership fee paid to clubs in NSW was $63.85 in 2023.	Urbis, *Economic and Social Impact of Clubs in NSW*, May 2023
Employees and volunteers	Employees and volunteers have increased technical skills	Revealed preference valuation method. People choose to spend money on a Cert III in Media Studies to increase their technical skills. The cost of a Cert III in Media Studies for a domestic student is up to $2,750.	JMC Academy website, accessed 2025

Evaluation approach

The evaluation drew on three main data sources:

- document review
- stakeholder engagement
- national survey.

These sources supported developing a theory of change for the community broadcasting sector, as well as benefit pathways for the individual sub-sectors. They also supported the SROI analysis and modelling.

Each of these data sources, as well as our approach to the analysis and modelling, are described in more detail below.

Document review

At the commencement of the project, we reviewed several background documents relevant to the community broadcasting sector in Australia. This included (but wasn't limited to):

- *Roadmap 2033: Community broadcasting's plan for greater impact in every Australian community*
- Griffith University's *Radio, Television and Digital Media in 21st Century*
- The Australian Government and Social Research Centre's *Evaluation of the community broadcasting program*
- Social Ventures Australia *More than radio – a community asset: Social Return on Investment analyses of Indigenous Broadcasting Services* (2017)
- annual reports.

This review helped us develop an initial set of outcomes for further testing through the stakeholder engagement. It also supported question design for the engagement phase.

Stakeholder engagement

We engaged with stakeholders in the following categories to develop the theory of change and inform the survey design:

- listeners
- volunteers and employees
- sponsors
- community broadcasting sector leaders.

Participants from each sector were recruited in each of the above categories. Engagement took the form of either group or one-on-one interviews. All these were conducted online. In addition, we attended the CONVERGE Conference 2024 to engage with stakeholders from the First Nations media sector.

Stakeholder engagement is summarised in Table 9. In addition to the figures quoted, we spoke to three 'sector leaders' – people with a broad overview of the community broadcasting sector that aren't tied to any specific sub-sector.

Table 9 Stakeholder engagement

Stakeholder	Sector				TOTAL*
	Christian	Disability	Multicultural	First Nations	
Listener	6	3	2	Converge*	≈11
Volunteers and employees	15	15	6	Converge*	≈36
Sponsors	8	4	3	Converge*	≈15
Sector leaders	4	3	3	1	11
TOTAL	33	25	14	40-50	≈73

* The nature of the engagement at Converge means it is not possible to give definitive numbers of how many people were engaged. We estimate that we had 15–20 in-depth conversations with people in attendance and 40–50 people participated in an engagement activity, such as valuing outcomes or describing outcomes.

Survey

A survey was used to measure the outcomes identified in the benefit pathways for each sector.

The survey was administered by Compass Polling. Survey distribution, marketing and promotion was completed by each of the community broadcasting organisations involved in the project, as well as individual stations. Response rates are provided in Table 10.

The survey was opened on 5 May 2025 and closed on 13 August 2025.

Table 10 Survey response rates

Stakeholder	Sector				TOTAL
	Christian	Disability	Multicultural	First Nations	
Listener	1530	185	144	30	1,889
Employees	122	19	10	1	152
Volunteers	196	199	26	3	424
Corporate sponsors	48	2	8	0	58
Charitable or government sponsors	32	5	2	1	40
TOTAL	1,928	410	190	35	2,563

Survey responses were based on the respondent's primary involvement with radio. For example, a listener was asked to select the most appropriate response to statements related to being a radio listener. If the respondent was involved in multiple capacities, they were branched into specific questions in the following priority order to ensure they were asked only the most relevant questions and to limit the length of the survey:

1. Sponsors
2. Employees and Volunteers
3. Listeners.

For example, if someone responded that they were an employee and a listener, they were only given the questions relevant to employees.

Respondents were also directed to questions related to the type of station that they listened to. If they listened to stations from more than one sector, they were branched into specific questions related to only one sector in the following priorities in order to limit the length of the survey and avoid repetitiveness:

1. First Nations
2. Disability
3. Ethnic and Multicultural
4. Christian.

For example, if someone listened to a First Nations station and a Christian station, they answered questions only about their First Nations station, and their responses are attributed to First Nations media.

Appendix B Christian radio survey data

The following graphs are derived from the raw survey data which formed the basis for the SROI analysis. Survey administered and analysis provided by Compass Polling.

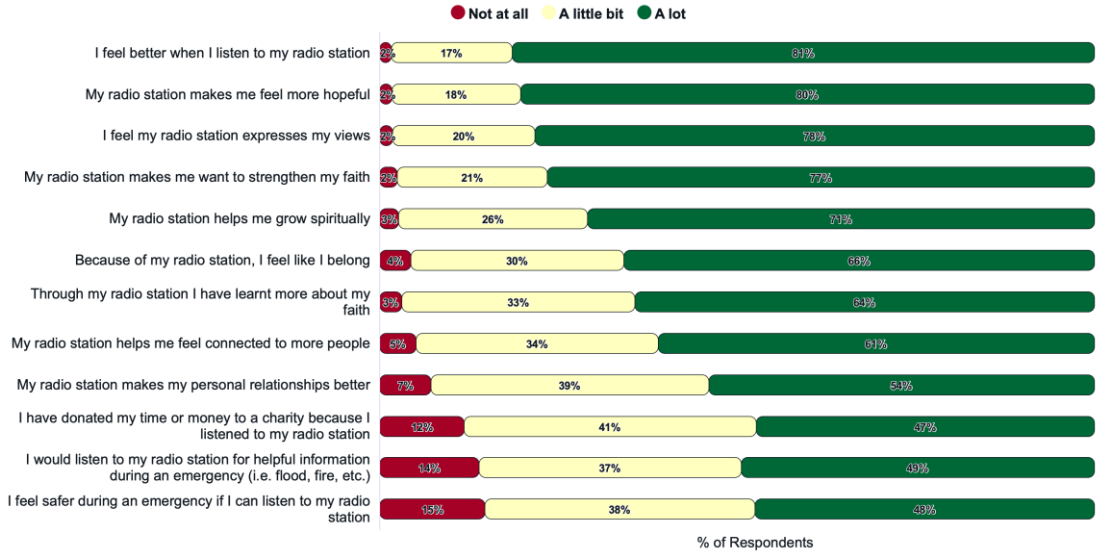

Figure 10 Christian radio listener statements, n=1488

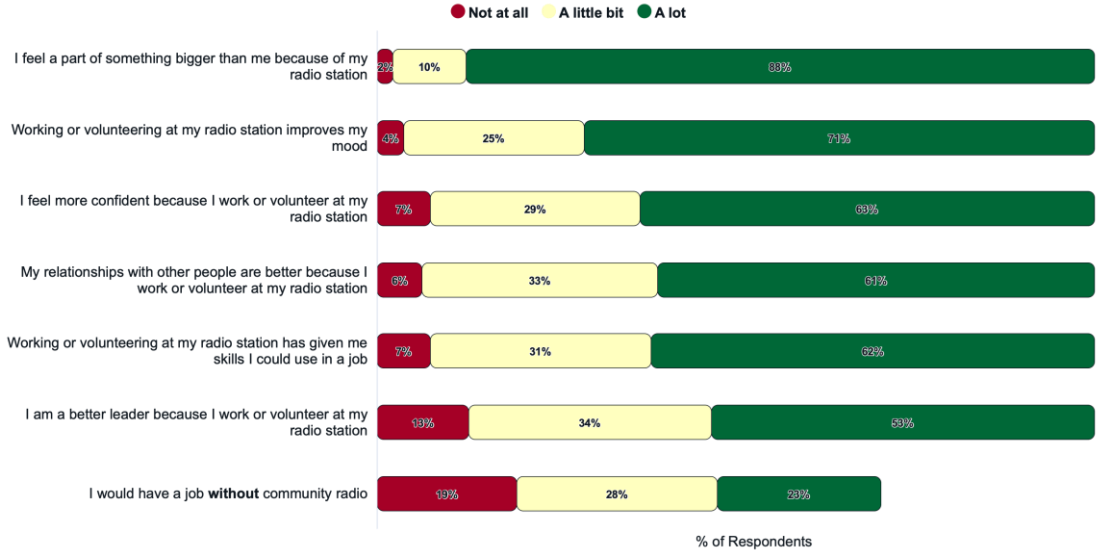

Figure 11 Christian radio employee and volunteer statements, n=323

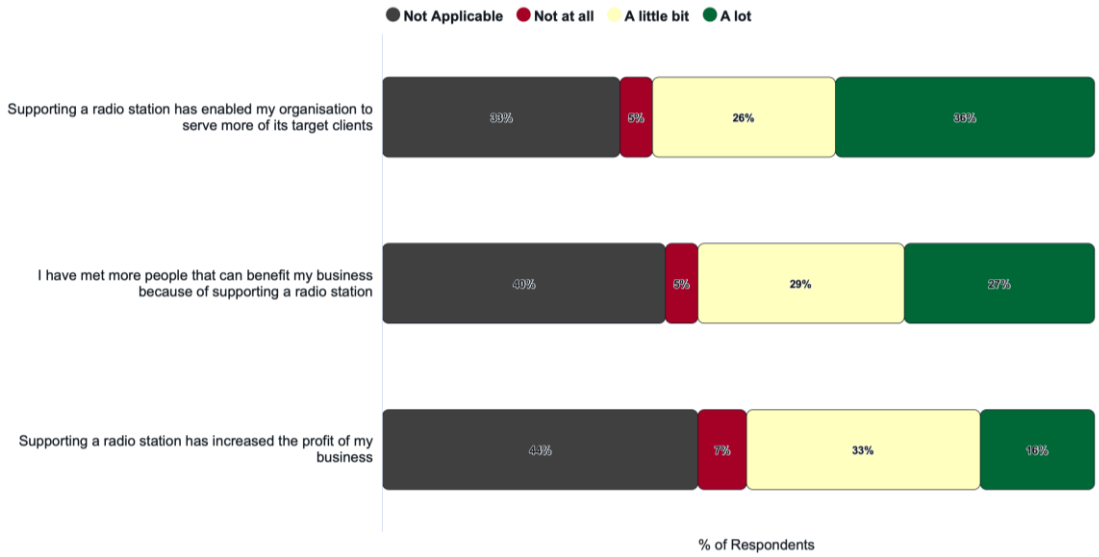

Figure 12 Christian radio sponsor and advertiser statements, n=132



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