



Development & Operations Grants Advisory Committee (DOGAC)
Draft Terms of Reference
August 2019

Background:

The Foundation's structure enables peer group involvement in the grants process through two Grants Advisory Committees (GACs) and a Sector Investment Advisory Committee (SIAC). The SIAC recommends grant guidelines and associated policy as well as budget distribution to the Board and the GAC will recommend grant decisions on this basis. In this way, the SIAC, with input from the GACs, advises on grant policy for the GACs to implement.

The DOGAC is appointed by the Board to perform an independent advisory role in grant-making and the formulation of funding policy in relation to our Development & Operations grants program. They assess applications; review funding priorities, grant guidelines and criteria; monitor grant outcomes; and provide policy advice.

The establishment of the DOGAC was undertaken in response to the Structure and Governance Review undertaken in 2014-16 that flowed from the Foundation's Strategic Plan 2013-17.

DOGAC was formed in July 2016 to consider relevant Development & Operations grant applications on the basis of scores provided by the Grant Assessor Team for each grant project and to make funding allocation recommendations to the CBF Board.

Composition and Nomination Process:

The DOGAC is appointed by the CBF Board and consists of a minimum 3 members and up to 7 members.

The Board appoints members to the DOGAC through a nomination process that ensures the following experience and skills are optimised:

- Station management
- Financial management
- Social inclusion
- Business development and fundraising
- Events, marketing and promotions
- Technology (studio, transmission, software, general)
- Training
- Content production and consumption trends
- Broadcast platforms:
 - Audio

- Video
- RPH
- A range of station experience:
 - Station size
 - Metropolitan/regional/remote
 - A range of states/territories

The Chairperson for DOGAC is appointed by the Board. The Board also appoints a linking member between DOGAC (who may also be the Chair of the DOGAC) and the SIAC, who provides reports and information to the SIAC to assist in the development of grant guidelines, policies and priorities.

In accordance with the terms of its Constitution, the Foundation will appoint DOGAC members for a period of three years. Terms of appointment are staggered to ensure regular renewal while retaining institutional memory. Members may be appointed for up to three consecutive terms.

Roles and Responsibilities:

As an advisory committee to the CBF Board and the SIAC, DOGAC operates within the boundaries of the CBF Constitution and relevant policies of the Foundation. The Committee is bound by the purposes and priorities of relevant funding agreements. It works within available funds to make funding allocation recommendations on the basis of grant guidelines and priorities set by the CBF Board.

DOGAC acts as an information conduit between the Grant Assessor Team, the SIAC and the Board. They ensure funding allocation recommendations reflect the quality of the proposal (indicated by assessment scores) and the priorities and policy principles of the Foundation.

The DOGAC:

- provide independent, informed advice on grants policy and practice to the SIAC
- consider Development & Operations grant applications and make recommendations on grant allocations to the Board¹
- monitor the progress and outcomes of relevant grant projects
- approve the release of staged grant payments for multi-year funding agreements on the basis of progress reports provided
- recommend global budget estimates based on identified priorities by the SIAC and available funds for each grant category
- suggest amendments to funding priorities, grant guidelines and grant application forms to best meet funding objectives for consideration by the SIAC
- review the effectiveness of funding allocations against funding policy
- abide by the requirements of the [CBF Code of Conduct, including the Conflict of Interest Policy](#)
- remain abreast of current and emerging community broadcasting issues, policy and practice relating to better practice in grant-making, sector development and any relevant broader industry developments

¹ The assessment process will take into account assessment scores provided by the Grant Assessor Team and overall allocations per applicant.

The Chairperson of DOGAC:

- liaises with and provides guidance to the Support Team in preparing DOGAC meeting agendas and papers and online discussions
- provides advice to the Support Team in responding to stakeholder enquiries, and in drafting complex or sensitive correspondence
- considers and approves draft minutes (for later consideration and adoption by the Committee)
- chairs meetings, ensuring clear decisions are made and critical items are dealt with in the available time while facilitating reasonable opportunities for discussion and deliberation amongst DOGAC members
- liaises with the Support Team in the preparation and approval of DOGAC reports to the Board
- ensures timely information is provided to the SIAC to allow effective consideration and, if required, research on potential policy changes
- manages meetings in accordance with the provisions of the CBF Constitution

Meeting Schedule, Workload and Expectations:

The DOGAC:

- meet in-person three times per year (twice to discuss grant rounds and once to evaluate grant programs), and may occasionally meet remotely
- liaise with fellow committee members and members of the Support Team via 'HQ' - the CBF's online project management and communications tool
- read all meeting papers prior to meetings
- participate in the assessment of grant applications as an Assessor Team member where required.

Aim and Objectives:

DOGAC's Aim and Objectives can be found at **Attachment A**.

Ongoing Monitoring and Review:

This DOGAC Terms of Reference document will be included as a standard reference in DOGAC meeting agenda papers.

The Support Team will report on progress against the Evaluation Measures at the triannual in-person meetings. Ideally, the Committee can then more easily monitor the success of the Aim, identifying gaps and opportunities to address, and undertake ongoing monitoring, evaluation and review of funding policy.

The intention is for the SIAC to review the DOGAC Terms of Reference biennially as a part of the Foundation's Evaluation Framework. Any substantive change to the Terms of Reference would require Board approval.

Aim:

Development & Operations grants aim to support community media station resilience by strengthening governance, building community, sustainable operations and technical capacity.

How will we know we succeeded?

| Evaluation Measures | Benchmarks | Targets |
|--|--|--|
| Governance - strategic planning, technology planning, developing open and transparent governance policies and procedures, recruiting and maintaining a governance team with diverse skills and experiences | <ul style="list-style-type: none"> Assumed minimal number of stations have diversity, sexual harassment and bullying policies, strategic plans and annual reports available on their website Assumed minimal number of stations have a technology replacement plan No data available about board/committee members at community media organisations who identify as women No data available about Chairs/Presidents at community media organisations who identify as women | <ul style="list-style-type: none"> All D&O grantees publish their diversity, sexual harassment and bullying policy, strategic plans and annual reports (or equivalents) on their website (D&O reports 2019/20) All D&O grantees have a technology replacement plan (D&O applications 2020/21) >40% grantee board/committee members at grantee organisations identify as women or gender diverse (D&O reports 2019/20) >50% grantee Chairs/Presidents at grantee organisations identify as women or gender diverse (D&O applications 2020/21) |
| Sustainable operations – improving the financial sustainability and reducing the environmental impact of community media | <ul style="list-style-type: none"> \$313,021 average applicant income (D&O applications 2019/20) \$115,243 median applicant income (D&O applications 2019/20) -\$11,030 average applicant profit (D&O applications 2019/20) -\$94 median applicant profit (D&O applications 2019/20) | <ul style="list-style-type: none"> >10% growth in average grantee income (D&O reports 2019/20) >10% growth in median grantee income (D&O reports 2019/20) A positive average grantee profit (D&O reports 2019/20) A positive median grantee profit (D&O reports 2019/20) |

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| | <ul style="list-style-type: none"> • % of funding supported general operations in 2018/19 • 20% of funding was allocated as multi-year grants in 2019/20 • Assumed minimal number of organisations have an environmental policy and action plan • Assumed minimal number of organisations have undertaken an energy assessment • Average energy consumption per year application vs report (D&O applications 2020/21) • Average energy costs per year application vs report (D&O applications 2020/21) | <ul style="list-style-type: none"> • At least 50% of funding supports general operations each year • At least 50% of funding is allocated as multi-year grants each year by 2021/22 • Grantees establish and maintain an environmental policy and action plan (D&O applications 2020/21) • Grantees undertake an energy assessment (D&O applications 2020/21) • Energy consumption reduced by grantees (D&O reports 2020/21) • Energy costs reduced by grantees (D&O reports 2020/21) |
| Building community– to better reflect diversity in community media | <ul style="list-style-type: none"> • 29% (5,704,000) weekly and 53% (10,385,000) occasional listeners (NLS July 2018) • 4% increase in volunteers at grantee organisations (D&O reports 2017/18) • 42% volunteers at applicant organisations identify as women (D&O applications 2018/19) • 47% of applicants have >40% volunteers identify as women (D&O applications 2018/19) • 15% decrease in subscribers/members at grantee organisations (D&O reports 2017/18) • 51% of funding benefitted Indigenous, culturally and linguistically diverse and people with a reading difficulty in 2018/19 | <ul style="list-style-type: none"> • 30% weekly and 55% occasional listeners (NLS January 2020) • 10% increase in volunteers at grantee organisations (D&O reports 2019/20) • >50% volunteers at grantee organisations identify as women or gender diverse (D&O reports 2019/20) • All grantee organisations have >40% volunteers who identify as women or gender diverse (D&O reports 2019/20) • An increase in subscribers/members at grantee organisations (D&O reports 2019/20) • At least 50% of funding benefits Indigenous, culturally and linguistically diverse and LGBTI+ communities, people with disability, and people living in poverty each year |