

Review of the 2016 Community Broadcasting Foundation Restructure

Background

In 2016 the Community Broadcasting Foundation (CBF) underwent a self-imposed review of its structure and governance. At the time of implementation, it was agreed that a review would be undertaken to consider any further refinements required. The Board determined that an evaluation of the 2016 restructure would be undertaken in 2021.

An independent process

The review will be conducted by an independent consultant selected through a public Request for Proposal/Tender process. It's appropriate for a consultant with a neutral perspective to speak to our stakeholders and look into our structures and processes to determine what aspects of the implementation of the restructure have been worthwhile and are on track, and what further refinements and improvements might be recommended. We're 'too close' to make that assessment ourselves.

The criteria for appointment of the consultant will include that they will be required to be able to demonstrate that they have no apprehended bias and that they have sound knowledge of public sector fund distribution (as opposed to philanthropic grant-making).

The consultant will be provided with a list of key individuals and organisations to engage with including CBF Board and Advisory Committee members and sector peak and other sector organisations. The consultant is encouraged to survey a sample of community broadcasting stations, (including applicants, grantees, and eligible organisations that do not apply for CBF grants) and CBF Assessor Team volunteers. The consultant will be required to build in multiple 'touch points' with the Sector Roundtable (both individually with each represented organisation and as a collective) into their consultation plan, to seek input and test ideas.

Internally, the review process will be overseen by the CBF Executive (President Ian Hamm, Vice President Esther Pearce and CEO Jo Curtin), with support from Executive Officer Rachel Rees.

Recommendations will be considered by the CBF Board in August 2022.

Broad outline of the scope of the Review

The review will assess whether the CBF's 2016 restructure achieved the aims of the original CBF Structure & Governance Review, and what further refinements and improvements are recommended.

The aim of the original review was to determine what organisational structure, governance arrangements and funding model (funding allocations, grant programs and grant categories) the CBF should adopt to meet the current and future needs of the community broadcasting sector.

This review of the restructure will assess and provide recommendations for improvement on the following broad areas (in priority order in terms of time allocated):

- **Peer review of grants** – including assessment of the current grant processes including the adequacy of Advisory Committee structure and Assessor Team model, assessor assignment protocols, assessment mechanisms and timeframes and grant decision-making. It would be useful for the consultant to develop a documented flow diagram(s) that map and identify how and when various stakeholders input into the development of funding policy, the consultation and timing of discussions with the Department about funding allocations, and the roles, responsibilities and procedures employed by the Advisory Committees.
- **Strategic and longer-term granting** – analysis of the outcomes and results of the grant programs and whether the programs are meeting the CBF’s strategic intent; issues for consideration about multi-year granting, outcomes-based funding for Development & Operations grants, Quick Response grants, the ‘wrap around’ concept of collaborative/proactive support, the cost/benefit of running Round 2.
- **Governance, process and practice** – including the framework for oversight, monitoring and evaluation of grant-funded projects; transparency in funding allocations and processes; recruitment, nomination, appointment and induction processes; the skills and diversity matrices, including an assessment of whether the CBF has achieved a desirable mix of skills and diversity on its Board and Advisory Committees; workload considerations including timing and whether a fully-volunteer governance structure continues to meet our needs; conflicts of interest processes including use of alternate GAC members; and communication between Advisory Committees and the Board.
- **Global budgeting of funds** – including reviewing the processes of determining our internal global budget (i.e. what funds are allocated to each grant category); seeking advice on an economic analysis and framework to determine how we might best grant for value of the sector overall; management of CBF reserves; and advice on the optimal size and implementation timeline of a potential Future Fund that would support projects and long-term sustainability at stations.
- **Our relationship with the sector** – exploring perspectives on our desire to have more trusting, collaborative relationships and to seek feedback on the progress of this, consideration of the CBF’s relationship with the Sector Roundtable and how the CBF can work together with sector organisations on developing policy while maintaining independence in funding decisions.
- **Cultural inclusivity and cultural safety** – evaluating our current cultural inclusivity and cultural safety and exploring key actions we might be able to take to improve our own practices and encourage best practice in the sector (within the context that community stations serve particular communities of interest).

Matters outside of scope include:

- We believe skills-based Board and Advisory Committees, appointed against diversity matrices, are best practice.
- Existing funding allocations earmarked to support ethnic, First Nations and RPH community broadcasting are not within scope for any recommended change within the analysis of government funding allocations or the CBF’s global budgeting of funds.
- Term lengths, term limits – we believe our term lengths and limits are appropriate and best practice.
- The introduction of outcomes-based funding being trialled through Sector Investment funding – it’s too soon to review the results of this.
- The funding objectives of the grant categories and their alignment with broader strategic intent as expressed in the CBF strategic plan – these are under internal review to ensure alignment with the CBF’s new strategic plan.

- Eligibility – we are yet to trial the impact of broadened eligibility as described in the *Supporting a Thriving Sector* document (p.14).
- The Supporting Station Resilience Review report and recommendations.

The consultant will be required to present a report detailing their findings and recommendations.

Stakeholder groups that the consultant will be expected to speak with during the review:

Internal	External
1. President	1. Community Broadcasting Sector Roundtable (engagement at two meetings to gather and then test ideas)
2. Vice President	2. Community Broadcasting Association of Australia (CBAA)
3. Board	3. First Nations Media Australia (FNMA)
4. CEO and EO	4. National Ethnic & Multicultural Broadcasters Council (NEMBC)
5. Sector Investment Advisory Committee (SIAC) Chair	5. Australian Community Television Alliance (ACTA)
6. Development & Operations Advisory Committee (DOGAC) Chair	6. RPH Australia
7. Content Grants Advisory Committee (CGAC) Chair	7. Christian Media & Arts Australia (CMAA)
8. SIAC	8. Southern Community Media Association (SCMA)
9. DOGAC	9. Technorama
10. CGAC	10. Department of Infrastructure, Transport, Regional Development & Communications (DITRDC)
11. Support Team	11. A sample of community broadcasting stations: a sample of applicants and a sample of eligible organisations that have not recently applied for our grants
12. A sample of Assessors	

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