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COMMUNITY BROADCASTING FOUNDATION

REQUEST FOR PROPOSAL (RFP)

In relation to

REVIEW OF 2016 CBF RESTRUCTURE

Assess whether the CBF's 2016 restructure is meeting the current and future needs of the community broadcasting sector, consult and provide expert advice for improvement.

December 2021

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1. Overview

Objectives of consultancy

We are seeking to engage a consultant with demonstrable skills and experience in NFP governance structures and practices and knowledge of public sector fund distribution processes.

In 2016 the independent grant-maker Community Broadcasting Foundation (CBF) underwent a self-imposed review of its structure and governance systems and processes. 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.

The objective of this consultancy is to assess whether the resulting restructure has achieved the aims of the original CBF Structure & Governance Review, and to recommend what further refinements and improvements might be implemented.

The consultancy will assess and provide recommendations on:

- our peer review of grants
- our strategic and longer-term granting options
- our governance framework, processes and practices
- the global budgeting of funds
- our relationship with the sector
- our cultural inclusivity and cultural safety practices and outcomes.

The consultancy will speak to our key stakeholders, survey a sample of grant applicants and potential applicants, and explore our structures and processes to determine what aspects of the implementation of the restructure have been worthwhile and are on track and what might need further consideration.

A final report will detail findings and recommendations.

Contextual information

Each year the CBF receives approximately \$20 million in funding via the Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) to support community radio and television broadcasting and related online activities as a valuable means of achieving the objectives of the *Broadcasting Services Act 1992*. These include greater diversity in the content and control of broadcasting services and developing and reflecting a sense of Australian identity, character and cultural diversity. The CBF is responsible for reporting to DITRDC on the progress of projects and the expenditure of funds provided.

In 2020/21 we allocated over \$9.3M through our [Sector Investment](#) grant program, \$5.3M through our [Development & Operations](#) grant program and \$2,6M through our [Content](#) grant program.

The final report from this review may be made available to support community media sector funding and policy submissions to government.

2. Roles and Responsibilities

CBF's role

The CBF will be available to provide advice as the successful consultant undertakes and completes their work. The CBF's Executive Officer will be the principal reference point for the consultant and will provide regular reports to our relevant Committees and Board on the consultant's progress.

Within agreed timeframes the CBF will:

1. Provide access to recent grant records and current grant documentation and other relevant sector data to the successful consultants.
2. Provide feedback on the summary report and consultation questions and seek culturally relevant input as required.
3. Provide contact details and introductions to station and sector representatives to interview, including [sector organisations](#) and a representative sample of stations and broadcasters that reflect the diversity of the community media sector.
4. Assist with the promotion of any surveys to key stakeholder groups.
5. Gather and provide feedback on the draft final report prior to publication.
6. Lead activities to assist sector understanding and engagement in responding to the final report.

Consultant's role

In relation to achieving the objectives of this project the consultant is required to:

1. Assess current practices and processes and provide recommendations for improvement against the areas summarised in the broad outline of the scope of the review (See Attachment A: Scope of the Review of the 2016 CBF Restructure).
2. Engage with key individuals and organisations (included in Attachment A) to seek input and test ideas. Interview subjects should be provided with a list of topic areas that will be covered in advance and the opportunity to submit a brief summary of their responses consolidating their interview remarks.
3. Build in multiple 'touch points' with the Sector Roundtable and CBF Board.
4. Analyse and contextualise consultation results.
5. Present a report detailing findings and recommendations.
6. Assist sector understanding and engagement in responding to the report. This may take the form of a workshop or forum with the CBF and sector representative organisations to enable engagement and two-way conversation about the report's recommendations.
7. Report regularly to the CBF and key stakeholders on progress and milestones.

Reporting

The contractor will provide an electronic copy of all progress reports by the due dates.

Facilities to be provided by the CBF

The CBF will not provide office facilities. The CBF will provide reasonable levels of advice and staff support so that the consultation aspects of the governance and project are conducted efficiently and effectively.

3. Application Process

Procurement plan

It is expected that the following timetable shall apply:

Stage	Task	Approximate date
1.	Invite proposals	22 December 2021
2.	Close questions from consultants	12pm AEDT Monday 24 January 2022
3.	Lodge proposals	3pm AEDT Monday 31 January 2022 *
4.	Interview shortlisted consultants	Early February 2022
5.	Select consultant	Mid-February 2022
6.	Notify successful and unsuccessful consultants	Mid-February 2022
7.	Project commencement, milestones	By negotiation
8.	Completion and Final Report	June 2022

*** Lodgement closes at 3pm AEDT MONDAY 31 JANUARY 2022.**

Questions from consultants:

- Any questions from consultants in relation to this request for proposal that the CBF considers would be of interest to all interested parties must be put in writing (via email), and all such questions and answers will be circulated to all other parties who have indicated interest so that all parties have access to the same information and enough time to consider any additional information provided before they complete their proposals.
- All interested parties should indicate their interest in receiving such additional information by providing a principal email contact for this purpose to the CBF via rachel@cbf.com.au as early in the procurement process as possible.
- In accordance with the procurement schedule questions from CBF consultants will close at midday AEST on Monday 24 January 2022.

The CBF reserves the right to terminate the process at any stage.

Selection criteria

Interested consultants should address each of the selection criteria listed below within their proposal. Each proposal will be assessed against the selection criteria. The selection criteria are not necessarily set out in order of importance.

- Demonstrable skills and experience in best practice not-for-profit governance.
- Sound knowledge of public sector fund distribution (as opposed to philanthropic grant-making).
- Demonstrable skills and experience developing and evaluating social impact models and ethical grant-making practices.

- Knowledge, understanding and appreciation of the community media sector, and the diversity of organisations, participants and audiences it encompasses.
- Plans for a process to assist sector understanding and engagement in responding to proposed recommendations.

The CBF reserves the right to attach weightings and apply any other criteria, but if other criteria are applied, applicants will be given the opportunity to address them. Proposals will be considered by a committee of the CBF.

Proposal requirements

In addition to fully addressing the selection criteria your proposal must contain the following information in a maximum of 3 pages:

- Identity of organisation including name, ACN and/or ABN, physical and postal addresses, telephone contact numbers and email address.
- Contact details for principal contact person.
- The names, expertise, qualifications and experience of any proposed personnel.
- Demonstration that there is no apprehended bias and details of any potential for real, apparent or perceived conflict of interest (an apparent conflict of interest is one in which a reasonable person would think that the person's judgement is likely to be compromised).
- Details of three contactable referees within recently engaged client organisations.

Costs

It is expected that the total cost of the consultancy would be no more than **\$80,000** plus GST.

All proposals should include a chart setting out a staged approach to completion of the work with expected personnel hours set out against each stage.

All costs submitted must indicate whether component costs are subject to the Goods and Services Tax (GST).

Financial viability of the contractors

The CBF reserves the right, in its absolute discretion at any time in the evaluation and selection process, to examine the financial records of the contractor and any other relevant information needed to assess the contractor's financial viability.

Lodgement

Proposals should be lodged by email to rachel@cbf.com.au.

Lodgement closes at 3pm AEDT MONDAY 31 JANUARY 2022.

Acknowledgement of receipt will be provided by email. If acknowledgement of receipt is not received within 3 working days of lodgement please contact the CBF.

All contractors will be advised of the outcome of the selection process by email.

4. Further Information

Enquiries

If you require further information please contact:

Rachel Rees
Executive Officer
Community Broadcasting Foundation
rachel@cbf.com.au
Phone 03 8341 5933

Attachments

- A. Scope of the Review of the 2016 CBF Restructure (3 pages)
- B. Background information (2 pages)