

Sector Roadmap – Consultant Brief

1. Introduction

We are creating community broadcasting sector roadmap that will develop strategies and priorities for future sector development.

We are seeking a consultant to work with us to consult, ideate and develop the roadmap.

2. About the consultancy

About the sector roadmap

The community broadcasting sector is a network of relationships between people volunteering and working at licensed community radio and television stations, the Community Broadcasting Association of Australia (CBAA), Community Broadcasting Foundation (CBF) and other peak sector organisations such as the National Ethnic and Multicultural Broadcasters' Council (NEMBC), First Nations Media Australia (FNMA), Christian Media & Arts Australia (CMAA), RPH Australia (RPHA) and Australian Community Television Alliance (ACTA). All are working for the collective viability and recognition of community broadcasting.

We need the entire community broadcasting sector to come on the journey and engage with us as we consider the future of community broadcasting. The roadmap will provide strategic direction for the community broadcasting ecosystem and enable community broadcasting to be more effective, inclusive and sustainable.

We want the process to be designed and owned by the community broadcasting sector - this is as important as the 'document' that will be developed. The roadmap will assist the sector to achieve the following outcomes:

- develop key pillars / focus areas, top level goals and actions that the sector agrees to work towards
- grass-roots engagement in broad sector strategy that encourages new thinking or disrupts rigid positions on contentious topics
- political engagement that brings decision-makers along on the journey (including local Members of Parliament, ACMA, Department of Infrastructure, Transport, Regional Development, Communications and Arts).
- transparency and reporting back to the sector on its progress against an agreed framework

- alignment between the sector’s key priority areas and the sector’s funding allocations from Government, providing a more compelling framework for reporting to Government on the outcomes achieved through sector funding
- strengthen the networks and relationships across the sector
- a unifying narrative about what the sector is about and where it’s heading in the future.

The roadmap will be an opportunity to deliver a national coordinated program of visioning and concept development, staged consultation and forums to engage the broader sector in future strategies for sector development. Through the process, stakeholders will listen and learn about the commonalities and differences across the sector and explore the opportunities and challenges we all face. Together we will engage in ‘big picture’ conversations about values, community, content, technology and business models to assist the sector to reach consensus on key policy positions within this process, or in future.

There is an opportunity for the roadmap to be a galvanising force that identifies, articulates and contextualises the sector’s values and beliefs, and refines the sector’s own narrative - how we talk about community broadcasting on air, to government and to ourselves, shifting the sector’s story from one of scarcity to one of impact, and how we can maintain its relevance and build on its impact in the community in the future.

Contextual information

Community broadcasting is a vital part of the Australian media landscape. 450+ not-for-profit radio and television stations broadcast more than 500 diverse services across Australia and play an important role in providing a voice for communities that aren’t adequately serviced by other broadcasting sectors, including:

- First Nations Australians
- culturally and linguistically diverse communities
- educational services
- faith-based communities
- people with a print disability
- music, arts and cultural services
- youth and seniors’ communities
- the LGBTQIA+ community.

Our broadcast services:

- contribute to media diversity
- generate a high level of local content
- provide a unique range of programs
- provide diverse viewpoints that enrich Australia’s social and cultural fabric



- promote the identities of local communities and contribute to social inclusion
- provide opportunities for participation in free-to-air public broadcasting and content production.

Community broadcasting is one of the three pillars of broadcast media in Australia — alongside commercial radio and public broadcasters (ABC and SBS).

In a recent review of the CBF's 2016 restructure, the sector roadmap was identified as an important step in achieving greater collaboration across the community broadcasting sector and will allow alignment of both the CBF and CBAA's strategic plans within a long-term framework for the development of the sector. The review found there is opportunity for the ambitions of the roadmap to be significantly enhanced by work being undertaken in data and analytics and, in turn, advocacy to Government on the value of community broadcasting in the wider media sector and its role in building a more cohesive community.

See section 4 for links to key background documents.

3. Roles and responsibilities

Project Control Group

The Project Control Group is:

- Jon Bisset, Community Broadcasting Association of Australia CEO
- Jo Curtin, Community Broadcasting Foundation CEO
- Jana Gibson, CBAA Head of Program Delivery
- Rachel Rees, CBF Executive Officer

The Project Control Group will:

1. Provide access to relevant documentation and data
2. Work with the consultant to develop the concepts, framework and details of the sector roadmap, providing feedback and seeking culturally relevant input as required
3. Provide contact details and introductions to key stakeholders to interview
4. Lead activities relating to public communications and sector engagement.

Project Owner / Sponsor

The Project Owner is:

- CBAA President Jacquie Riddell
- CBAA Vice President Peter Rohweder

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- CBAA CEO Jon Bisset
- CBF President Ian Hamm
- CBF Vice President Esther Pearce
- CBF CEO Jo Curtin

The Project Owner / Sponsor will:

1. Provide high-level oversight and sign-off of the process
2. Appoint the consultant
3. Advise on project direction and provide feedback on drafts
4. Approve the final roadmap document for publication.

Consultant's role

To achieve the objectives of the project, the consultant will:

1. Work together with the Project Control Group to develop an agreed process to develop the roadmap. We expect the consultation plan to include:
 - a. Engagement with key individuals and organisations to seek input, test ideas and develop concepts. 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.
 - b. Multiple touchpoints with the Community Broadcasting Sector Roundtable.
 - c. Focus groups, online workshops and at least one large forum or assembly with sector / industry stakeholders and thought leaders to co-design the roadmap and to assist sector understanding and engagement in the process and outcomes.
2. Report regularly to the Project Control Group on progress and milestones.
3. Deliver to a publishable standard a final sector roadmap document that includes key priorities, targets and indicators / success measures.
4. Advise and assist with communication efforts to promote the sector roadmap publicly and to key stakeholders.

4. Application process

Timeline

We anticipate an eight-month process to develop the roadmap, aiming to commence prior to the CBAA conference in October.

Stage	Task	Approximate date
1.	Invite proposals	15 September 2022
2.	Close questions from consultants	30 September 2022
3.	Lodge proposals	9 October 2022
4.	Interview shortlisted consultants	13-14 October 2022
5.	Select consultant	17 October 2022
6.	Notify successful and unsuccessful consultants	17 October 2022
7.	Project commencement, milestones	Kick-off meeting with project control group w/c 24 October Initial launch of project at CBAA conference in Cairns on 28/29 October 2022
8.	Consultation, ideation, development of roadmap	October 2022 – April 2023
8.	Completion and Final Roadmap published	End May 2023

Budget

The budget for this project is between \$130,000 - \$150,000 plus GST.

Lodgement

Proposals should be lodged by email to jon.bisset@cbaa.org.au by **5pm AEST Sunday 9th October 2022**.

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

Questions from consultants

- Any questions from consultants in relation to this request for proposal that the Project Control Group 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 Project Control Group via jon.bisset@cbaa.org.au as early in the procurement process as possible.
- In accordance with the procurement schedule questions from consultants will close at midday AEST on Friday 30 September 2022.

Selection criteria and proposal requirements

The Project Control Group will select the consultant based on the following:

- credentials
- references
- examples of previous relevant work
- demonstrated knowledge, understanding and appreciation of the community broadcasting sector, and the diversity of organisations, participants and audiences it encompasses.

Proposals must contain:

- 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.

Background documents

- [Community radio codes of practice](#)
- [Community broadcasting sector compass](#) (PDF, 627 KB)
- [CBAA State of the Sector Report](#)

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Further information

If you require further information please contact Jon Bisset – jon.bisset@cbaa.org.au