



Embracing change – a stronger future for Community Broadcasting

Community Broadcasting Foundation Ltd (CBF)
Structure & Governance Review
Consultation Paper 2

Written responses for consideration by the CBF Board should be provided to Ian Stanistreet, Executive Director, Community Broadcasting Foundation via email (istanistreet@cbf.com.au) by midday (AEST) Friday 18 December 2015.

Submissions will be published unless confidentiality is requested.



Embracing change – a stronger future for Community Broadcasting

CBF Structure & Governance Review - Consultation Paper 2

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Executive Summary

Over the past eighteen months the Community Broadcasting Foundation Ltd (CBF) has worked through a process to revise its organisational structure and governance arrangements to better manage and distribute funding to community broadcasters - now and into the future.

Our experience and research tells us there is a simpler and better way for the CBF to operate – more efficiently and effectively. Our current structure is too complex and doesn't maximise the limited resources available for distribution to the community.

Our grant programs should help stations continue to do what they do best – share stories and build community – while becoming more robust and resilient. Over the past 18 months, we have embarked on a process to develop a better way, and the main elements of the proposed model are:

1. **Applicants will apply under three categories:** Development grants, Content grants, and Sector Investment grants. This reduces the number of grant opportunities from 36 to 3.
2. The grants process will be **more applicant focussed and demand driven**. Applicants will find it clearer to understand how to ask for what they need.
3. Most **funding opportunities will not be platform specific**. Support will be provided for community broadcasting through radio, television and other distribution platforms. The CBF will still fund radio and television/video content but will also adapt to the demand for other forms of distribution. Community broadcasting content producers may apply independently but will require a formal agreement for broadcast with a licensed community station.
4. **Grant applications will still be assessed by community broadcasters**. In fact, more people will be involved in this process through an assessment panel model that reflects best practice and participation from peers and others with community broadcasting experience. Peer review has been the method the CBF has always used and preferred – it works well and we want to keep it.
5. **Our volunteers** include assessors, and committee and board members – and all **will continue to be 'of and from' the community broadcasting sector**. However, now they will be nominated in a more consistent, accessible and equitable way. It is proposed that the CBF will:
 - seek sector involvement in an **open nomination process**;
 - **use a skills matrix and diversity policy** to ensure that we have the capabilities we need to be effective and efficient, while benefiting from a diversity of experience reflective of both our sector and broader society; and
 - **Involve sector representative organisations in a nominations advisory group** to propose and advise on new appointments.
6. The CBF will remain **independent** from both our funding sources and funding recipients, ensuring that the CBF retains the integrity and transparency that is essential for a funding body.

7. Shifting to a skills-based board will assist the CBF **to increase and diversify income through fundraising** – it will increase our appeal to private and corporate philanthropic funding sources.

Help refine the model

There are some key areas that we need further input on (see Section 3 of this document for specific questions we are seeking feedback on). We also encourage comment on the broader model by those that have not provided input into the framework as a whole and wish to do so.

Share your suggestions and ideas with us by midday (AEST) **Friday 18 December 2015**. Written submissions will be published on the CBF website for others to see unless confidentiality is requested.

About this document

This document follows our [first consultation paper \(11 June 2015\)](#) that provides background on the review including the CBF's own analysis of the need to improve its current structure and practices, and its response to the independent review report provided by the Nous Group in September 2014.

The CBF received 34 submissions in response to our first consultation paper. Responses to the proposed restructure ranged from fully supportive to strongly opposed. All provided valuable input and have helped the CBF Board to refine, develop and improve the proposed model.

This second consultation paper includes:

- **Section 1:** Suggestions incorporated into the proposed CBF model as a result of sector consultation
- **Section 2:** Summary of the proposed CBF model, including revisions that have been included in the model as a result of sector feedback
- **Section 3:** Key areas that the CBF requests further input on

There are two appendices:

- **Appendix A:** Summary of the consultation process conducted to date
- **Appendix B:** Glossary of industry acronyms

1. Suggestions incorporated into the proposed CBF model as a result of sector consultation

Several suggestions from the feedback received to date have been endorsed in principle. The CBF is particularly interested to receive feedback about these suggested modifications to the proposed CBF model.

Key changes include:

- **Advice on nominations.** A group of community broadcasting sector representative organisations would provide advice on nominations to the CBF Board, Sector Investment Advisory Committee (SIAC), Grants Advisory Committees (GAC) and Assessor Pool. See 1.1.5 on page 7.
- Additional information clarifying **how assessor panels will work.**
- **Mechanisms to include specialist expertise.** There will be a specific mechanism to ensure cultural and technical expertise in grant decision-making.
- That **cultural awareness training** will be offered to all CBF volunteers.

The full list of suggestions that were incorporated into the model are outlined in Table 1.1 overleaf.

Table 1.1 Suggestions that were supported or partly supported

Section / Topic	Suggestion	CBF position
1.1.1. Funding allocations	<p>Concerns were expressed at the degree of simplification of funding allocations from government proposed.</p> <p>It was suggested that:</p> <ul style="list-style-type: none"> • Simplification may complicate funding advocacy processes; • There should be prescribed allocations within the proposed General Sustainability and Development Fund, Indigenous, Ethnic and RPH funds so that content and operational funding remain distinct sub-categories. • A structured process for input into decisions around funding allocations from the Community Broadcasting Association of Australia (CBAA) and SROs with a role in decision-making rather than consultation. 	<p>Agreed in part. The intention of the proposal relating to consolidating funding allocations is to facilitate greater transparency and enable greater flexibility in the use of funds so that the needs and priorities of grantees can be more effectively met through a simpler, less prescriptive grants process.</p> <p>Noted. To be further discussed with sector representative organisations.</p> <p>The CBF believes that different parts of the sector are defining ‘content’ differently, and the reality is that many ‘content’ funds are being used to support the production of content <i>through support for station operations, or ‘service support’</i>. Achieving greater transparency in the use of these funds will assist both content production and service support to be more equitably provided. Setting prescribed allocations would reduce flexibility in the use of funding making it more difficult for the CBF to respond to needs and priorities articulated by applicants. Much of the thrust of the CBF’s proposal is framed around the principle that applicants are in the best position to define what their needs are (whether operational support, or specific content production support, or both). This can be discussed further with the Sector Representative Organisations (SROs).</p> <p>Noting the important role that SROs play in advocating for funding, the CBF will hold further discussions with the CBAA and other SROs in relation to possible revisions to funding allocations in order to further inform discussion with the Department of Communications.</p> <p>Note: under the proposal, all specialist funding allocations are preserved for their current broad purpose. Also, the proposed consolidation of ethnic funding allocations from government reflects actual practice, i.e. all ethnic funds are allocated in the same way.</p>

Section / Topic	Suggestion	CBF position
1.1.2. Board	Introduce a mechanism to remove Board members who have lost passion or interest in the job.	Agreed. This could be incorporated by adopting an externally supported annual Board performance review process.
1.1.3. Board	Change independent Board members from “up to three” to “at least one” with a maximum Board size (9).	Agreed (see 2.4.5.3 on page 17).
1.1.4. Board / GAC Appointments	Revise skills matrices to reflect Australian Public Service Commission (APSC) provisions .	<p>Agreed as being relevant to CBF work that involves Aboriginal and Torres Strait Islander peoples.</p> <p>The key requirements identified in these provisions that could be incorporated as selection criteria for CBF voluntary roles are:</p> <ul style="list-style-type: none"> • an understanding of the issues affecting Aboriginal and/or Torres Strait Islander people; and • an ability to communicate sensitively and effectively with Aboriginal and/or Torres Strait Islander people. <p>The APSC information notes that these skills are relevant where the role has a strong involvement in issues relating to Aboriginal and Torres Strait Islander people - <i>“Typically, these roles will involve the development of policies or programs targeted at Aboriginal and/or Torres Strait Islander clients, or which involve direct interaction with Aboriginal and/or Torres Strait Islander communities”</i>. While some positions within CBF voluntary roles may require such skills it shouldn’t be a general requirement since most grants processes won’t involve Indigenous policy or contact and those that do will be assessed by an Indigenous panel. There may be an argument for ensuring that Board and GAC members have access to cultural awareness training as part of their induction. Any cultural awareness training should be broad if available and suitable.</p>
1.1.5. Appointments	<p>Introduce a process or Committee to oversee / investigate / provide feedback on volunteer appointments that could include sector organisations.</p> <ul style="list-style-type: none"> • A nominations committee (3-5 people 	<p>Agreed with modification. The CBF proposes the following process to incorporate SROs into the process of appointments to the Board, Sector Investment Advisory Committee (SIAC), Grant Advisory Committees (GACs) and the assessor pool:</p> <ol style="list-style-type: none"> 1. The following SROs would be invited to participate in a Nomination Advisory

Section / Topic	Suggestion	CBF position
	<p>including CBF President, CBAA President, other CBF Directors, other SRO involvement, eminent sector people or external appointments) which would recommend to the Board the five peer-based Board members to best achieve the appropriate mix of skills, knowledge, and experience. Process includes involvement of SROs. Ensure that a majority of nomination committee members are independent from the existing CBF Board members, and enable the CBF Board to veto a recommendation from the nominations committee. Could utilise independent board recruitment agency, particularly in first instance.</p> <ul style="list-style-type: none"> • Interview panels for appointment could include an appropriate SRO representative, particularly for SIAC. <p>Could be productive to retain some role for SROs in nomination processes; one option would be for an assessment panel chair to be nominated by a relevant SRO.</p>	<p>Group: CBAA, AICA, IRCA, NEMBC, CMA, SCMA, RPH Australia and ACTA. The President of each SRO would be invited to participate (this task may be delegated by them subject to approval by the SRO's Board).</p> <ol style="list-style-type: none"> 2. CBF calls for nominations for all positions except CBF President and Independent Directors. (Nominations to the assessor pool and advisory committees are by open nomination, can be endorsed by stations or sector organisations; nominations to the Board are made by stations and sector organisations). The CBF will draft specific criteria for nomination to the assessor pool, each advisory committee and the Board on which the Nomination Advisory Group can have input. Nominees apply online, and provide information about their background and relevant experience. 3. Nominations are considered separately and confidentially by the members of the Nomination Advisory Group. Nominations are considered online and assessed against the published criteria to short-list candidates and to identify which nominees are particularly suited to different roles within the CBF. 4. The CBF Board considers the assessments of the Nomination Advisory Group and incorporates the Group's input into the final appointments to the Board, SIAC, GACs and assessor pool. <p>The CBF would need the capacity to add assessors to the assessor pool mid-term if the need should unexpectedly arise, such as consideration of applications relating to a new funding stream. This is in addition to casual vacancies and re-appointments that would be determined by the CBF. Consideration of nominations for Independent Directors would remain solely the responsibility of the Board. It is expected that the process for the nomination of CBF President would be unchanged from current practice (CBAA consults SROs prior to making nominations to the CBF).</p>
1.1.6. Appointments	A mechanism to confirm nominees' skills.	Agreed in part. While it is not practical to investigate all claims of experience and qualifications in detail, nominations that include letters of support and responses to criteria that demonstrate appropriate experience will be more likely to be appointed. See proposed nomination process at item 1.1.5 above that will help mitigate this risk.

	Section / Topic	Suggestion	CBF position
1.1.7.	Appointments	Nominees for GACs could address some criteria.	Agreed. The CBF will draft specific criteria for nomination to the assessor pool, each advisory committee and the Board on which the Nomination Advisory Group can have input.
1.1.8.	Appointments	Further affirmative action particularly for Indigenous and ethnic people.	Agreed. Our Diversity Policy recognises both Aboriginal and Torres Strait Islander people and people with a culturally and linguistically diverse background as current priorities for affirmative action within the CBF. The CBF will be working with relevant SROs to encourage nominations from all groups identified for affirmative action. Efforts will be made to target under-represented groups to nominate for vacancies and for professional development opportunities.
1.1.9.	Assessment Panels	Assessment panels should be more fluid, involving more people. Careful planning is needed to avoid a less robust peer assessment process, decreased volunteer opportunities and large fluctuations in workload.	<p>Agreed. Assessment practices will be established with reference to better practice in grant-making. As such, it will be necessary for assessor panels to be somewhat fluid. This is because:</p> <ul style="list-style-type: none"> • Conflicts of interest must be declared and taken into account so that no assessor is scoring an application where there is a conflict or perceived conflict of interest. • Availability, workload and other factors need to be taken into account, e.g. there may be significant numbers of applications for a particular set of needs that require such applications to be considered by multiple assessor panels. <p>As per current practice, some categories are assessed by a panel of volunteers that are identified as “readers” of the applications. Not all applications (or parts of applications) from the same category will be ‘read’ by the same group of people. In the proposed model, assessors will be ‘tagged’ with attributes identified in their nomination (e.g. ethnic broadcaster, youth, and technical background). It is likely that assessors will be tagged with multiple attributes. Each application (or ‘project’ within an application) will be assigned to ‘readers’ with appropriate tags (in some instances, the applicant may suggest the most appropriate assessor panel). A policy identifying the minimum number of readers per application/project will be set with reference to better practice. Each reader assesses the application online against the published criteria. The scores of the assessors are then aggregated and considered by the relevant GAC. Our expectation is that the formation of a large assessor pool</p>

Section / Topic	Suggestion	CBF position
		will allow each application to be read by more assessors with relevant skills and experience than are currently available leading to a more robust peer assessment process.
1.1.10. Assessment / Process	A mechanism to maintain current transparency in funding structures and decision-making. Suggests names of assessors in the larger pool and in any given assessment panel are publicly available.	Agreed in part. It is expected that the names of those appointed to the CBF assessor pool will be published. Identifying specific assessor panels may be problematic since the panels will be fluid to allow for workload and conflict of interest factors.
1.1.11. Grants	Grants should help improve organisation's systems and operations so they better serve community of interest: avoid just support for new programs and services, support organisational capacity building, planning.	Agreed. The broad intent of the model is that organisational capacity would be supported through Development grants. Applicants will be able to identify their needs that may include salaries and other operational costs to support the service. The CBF does not intend to burden applicants with 'project churn' requiring discrete additional activities with each application. The CBF intends to support the operations of stations – particularly where stations are meeting particular policy objectives, such as the provision of eligible ethnic, Indigenous and RPH programming. We also intend to discourage ongoing dependence on CBF funding through increasing support over time for sustainability and development.
1.1.12. Grants	A mechanism to sensitively avoid 'mainstreaming' of funding outcomes for remote Indigenous community broadcasting following simplification and consolidation of grant categories.	Agreed. This will be picked up in the guidelines. An exposure draft of the proposed guidelines has been published for comment (see links to new guidelines on page 20). The CBF has specifically sought feedback about this point at this year's Remote Indigenous Media Festival.
1.1.13. Grants	There were various offers for help in testing and modelling the grants process: <ul style="list-style-type: none"> • Conduct consultation with organisations that participated with the IAS application process to identify areas of improvement. • A 'test' group from small stations could be used to see if their understanding is the same as the GACs that write the guidelines/forms. 	Agreed. The CBF will undergo testing of the new grant guidelines and forms prior to their adoption. The CBF will consider a way to do this appropriately and involve those that have identified an interest in being involved.

Section / Topic	Suggestion	CBF position
	<p>Some inclusion in the planning would create better detail as well as ownership.</p> <p>Help was offered in implementation through piloting of processes including application forms.</p>	
1.1.14. Grants	Address issue of Auditor's Financial Certificate (AFC) threshold through the development of the guidelines. Consider raising threshold from \$25,000 to \$50,000.	<p>Agreed in part. The AFC threshold is reviewed annually. Currently grantees receiving (paid) a total of \$35,000 (not \$25,000) or more in a financial year are required to provide a higher level of reporting through the supply of an AFC. This is a reporting requirement of the DOC and any change must be negotiated with the DOC. The threshold is reviewed annually. In reviewing the threshold, the CBF aims to achieve a balance between ensuring that there is a high level of accountability for the majority of the funds distributed, with simple financial reporting processes that avoid burdening organisations that receive a low level of funds.</p> <p>In order to ensure the threshold for a higher level of reporting remains appropriate, the CBF aims for 80% of the total funds disbursed to grantees to be subject to a higher level of reporting (with an acceptable variation of 5%). In the event that the actual proportion of funds subject to a higher level of reporting exceeds the target by 5% (i.e. 85% or more) then the CBF would request that DOC approve an increase in the threshold for a higher level of reporting in increments of \$5,000. The reporting threshold has been increased twice in the last decade most recently in 2013. Ultimately change to the AFC threshold remains a matter for the DOC.</p>
1.1.15. Grants	Many funding bodies fall into the March and September pattern to avoid end of financial year period.	Agreed. Avoidance of both the end of financial and calendar year seems reasonable; timing of rounds will be considered following the development of grant guidelines.
1.1.16. Grants	Provide further information and conduct further consultation around 'hourly rates'.	<p>Identified as an area for further consultation.</p> <p>The CBF is proposing an alternative method of disbursing specialist funds to the 'hourly rate'. The 'hourly rate' is a method whereby a funding level is fixed based on the number of eligible programming hours and the size of the funding pool. Once funding eligibility is established funding is assured without any further evaluation or</p>

Section / Topic	Suggestion	CBF position
		<p>criteria employed to determine whether the funds are being used to effectively and efficiently support the specialist need they are intended to meet. The funding process is non-competitive and has the advantage of being a simple, scaleable distribution mechanism. Effectively it is a specialist content production subsidy that assists stations to meet specialist content production costs and related general operational costs of stations in proportion to the level of specialist content produced. Guidelines establish the level of funding that must be directed to actual specialist program production costs.</p> <p>The CBF is recommending a different approach that would reimburse actual specialist program production costs through a non-competitive content grant process while making access to specialist funds for operational support competitive through a development grant process.</p> <p>The reasons for this are:</p> <ul style="list-style-type: none"> • The hourly rate method provides little information on how the bulk of the specialist funding is used other than basic program descriptors and the hours of programs produced. As such it has low transparency and accountability to funding providers and generates little information that supports sector arguments for an increase in funding to address unmet need or particular need; • In some specialist funding areas the hourly rate creates a tension between use of the funds to directly support content production and their use for ongoing station operational costs. • Grant processes that are strongly based on best practice and that are designed to improve transparency and accountability will be more acceptable to providers of funds – both Government and future donors. • The introduction of Content grants and Development grants will necessitate different applications to support content costs and operational costs. If an hourly rate was to be retained, stations would be able to seek support for operations through two different categories creating the potential for ‘double-dipping’. • There will still be mechanisms to ensure that the level of operational

Section / Topic	Suggestion	CBF position
	<p>That guidelines be developed before any new model is accepted.</p>	<p>support available from specialist funding through Development grants is proportionate to the level of specialist programming being undertaken. Applicants delivering specialist programming content eligible for Specialist Radio Programming support through Content grants will receive priority weightings through the assessment process for Development grants. The Development grant category is competitive, so the support requested will still need to have merit for it to be supported with a grant.</p> <p>Ethnic funds will continue to be used as an incentive for stations to carry ethnic programs, and will continue to support operational costs, but it will be requested and applied for in a different way: stations, including full-time ethnic stations, will apply for operational support via Development grants.</p> <p>The CBF will work with stations currently using specialist funding for operational support within the transitional period to ensure that they have a clear understanding of how they can seek Development grants to maintain operational integrity and financial stability.</p> <p>CBF GAC members came together with CBF grants administrators on 19 September 2015 to develop an exposure draft of the grant guidelines that could apply under the proposed model for the purpose of this further consultation phase (see page 20). The new grant guidelines remain conceptual at this stage and will be reconsidered in the light of all comment and feedback provided.</p>
1.1.17. Tracking / Review	Implement a public annual reporting process against the Diversity policy.	Agreed. This is a good suggestion and will be adopted provided it does not allow for the identification of individuals (unless permission is granted as per the CBF's Privacy Policy).
1.1.18. Other	A consultative process that monitors and provides responses to the rolling out of actions.	Noted. The CBF greatly appreciates the willingness of sector representative organisations and stations to assist with the implementation of a new structure and governance model for the CBF. The CBF will provide reports on the implementation of the new model to each meeting of the Community Broadcasting Sector Roundtable and publish regular updates.
1.1.19. Other	That cultural awareness training be offered to all volunteers.	Agreed. This is a good suggestion and cost-effective methods to introduce this will be further investigated.

2. Summary of the proposed CBF model, including revisions that have been included into the model from sector feedback.

At its 21 August 2015 meeting the CBF Board gave detailed consideration to the views provided in response to the initial Consultation Paper. Changes were made to the proposed model as a result. The following pages summarise the proposed CBF model, and include revisions to the model as a result of sector feedback to date.

2.1. *Allocations from Government*¹:

- 2.1.1. Following further discussions with Sector Representative Organisations (SROs) the CBF will begin a conversation with the Department of Communications (DOC) about simplifying the current funding allocations from 2016/17.
- 2.1.2. The following principles will be employed in negotiating revised funding allocations with the Government:
 - 2.1.2.1. Consolidate similar current funding allocations under a single purpose payment to produce greater flexibility in the use of these funds.
 - 2.1.2.2. Consolidate all funding allocations intended by Government policy to provide support for the community broadcasting sector as a whole into a single allocation: the General Sustainability and Development Fund (GSD Fund).
 - 2.1.2.3. Where funds supplied for core and content purposes have been previously utilised for a broader common purpose they will be consolidated under that broader purpose maintaining flexibility and transparency in their allocation.
 - 2.1.2.4. Retain existing funding lines that are a clear expression of current Australian Government policy to support particular communities and needs through community broadcasting. Any revised breakdown of funding allocations must retain Government scope to support particular policy imperatives, while simplifying the administrative and reporting measures required.
 - 2.1.2.5. The purposes of existing sector project funding allocations will remain as express purposes within the GSD Fund.
 - 2.1.2.6. Specialist funding streams achieved through the efforts of particular sector groups will be maintained [in broad purpose and quantum].
 - 2.1.2.7. Any revision should also provide the CBF with more flexibility in terms of supporting projects across multiple platforms with fewer allocations being platform specific.

¹ The CBF will also seek further input from the CBAA and other sector representative organisations to clarify their positions on possible simplification and consolidation of the funding allocations from the Australian Government to inform further discussion with the Department of Communications.

2.1.2.8. Example revised funding allocations for implementation year 2016/17:

Current 2016/17 funding allocations	\$	Draft revised 2016/17 funding allocations	\$
Core – General	1,532,148	Ethnic community broadcasting fund	3,973,853
Core- Ethnic	1,876,373	Indigenous community broadcasting fund	1,208,748
Core - Indigenous	791,948	Radio for the Print Handicapped fund	1,293,873
Core- RPH	372,531	including RPH Australia Transmission support of \$504,542	
Targeted - Ethnic	1,368,080		
CBOOnline Project	615,925	Community broadcasting General Sustainability and Development (GSD) Fund including:	6,734,526
Community Radio Satellite	67,995		
Transmission Support	1,583,563	• CBOOnline Project - \$615,925;	
Transmission Support (BA sites)	115,895	• National Training Program - \$657,000;	
Transmission Support - RPH Australia	504,542	• Amrap - \$598,000	
National Training Program	657,000	NB: The Core - General, Transmission, Community Radio Satellite and Content Development CRCD funding allocations will form the remainder of the GSD Fund	
Amrap	598,000		
Content Development – Ethnic, Indigenous and RPH	1,563,000		
Content Development – Community Radio Content Development Fund	1,564,000		
Total:	\$13,211,000	Total:	\$13,211,000

Note: under the proposal, all specialist funding allocations are preserved for their current broad purpose. The CBF will also seek further input from the CBAA and other sector representative organisations to clarify their positions on possible simplification and consolidation of the funding allocations from the Australian Government to inform further discussion with the Department of Communications.

2.2. Grants

- 2.2.1. The CBF should simplify its grant categories, establishing a new suite of grant categories: Development, Content and Sector Investment grants.
- 2.2.2. **Development grants** will aim to support services and expand the operations and broadcast capabilities of community broadcasting stations through support for development projects and necessary infrastructure.
- 2.2.3. **Content grants** will aim to support the development, production and distribution of original content via community radio and/or television broadcasting and related distribution platforms.
- 2.2.4. **Sector Investment grants** will aim to support leadership and development that has broad impact across the Australian community broadcasting sector. They will include support for sector coordination for sector organisations where applicable, and sector-wide projects.
- 2.2.5. There will be two grant rounds per year.
- 2.2.6. Multi-year funding will be introduced. At first this will be offered through the Sector Investment grants category supporting sector coordination and sector-wide projects

grants. Applicants for large-scale Content projects² may also apply for triennial funding.

- 2.2.7. The new model should be more transparent about what funds support service operation and what supports content production.
- 2.2.8. Existing eligibility to funding opportunities will continue, and eligibility will be extended to include more program makers. Independent, incorporated not-for-profit organisations will be able to access funding to produce content for the community broadcasting sector provided that they have a formal agreement for content production and broadcast with a licensed station.
- 2.2.9. No currently eligible applicant should be restricted from accessing new funds made available through CBF fundraising efforts.
- 2.2.10. Most funding opportunities will not be platform specific. Funding should be available to support both community radio and television and related distribution platforms. Funding conditions should not impede stations from producing content for distribution on any platform that is relevant to their audience.
- 2.2.11. The CBF will integrate the support for CTV (licensed community broadcasters and other CTV entities recognised within our Funding Deed) into all non-radio specific funding programs.
- 2.2.12. Future sector projects may be commissioned through public tender processes if considered appropriate.

2.3. Grants Advisory Committees & Assessment

- 2.3.1. Peer review is retained as an essential quality of CBF grant assessment processes.
- 2.3.2. As they are now, all appointments will remain the responsibility of the CBF Board but will now be assisted with advice from the nominations advisory group comprised of representatives of sector representative organisations (see Diagram 2.8 – Organisational Chart).
- 2.3.3. Two peer review panels called Grants Advisory Committees should be retained, being a Content Grants Advisory Committee (CGAC) and a Development Grants Advisory Committee (DGAC).
 - 2.3.3.1. The CGAC and the DGAC will consist of up to 7 members appointed by the Board through an open nomination process. Nominees can be endorsed by stations and by sector representative organisations.
 - 2.3.3.2. Appointments will be made by the CBF Board in accordance with a skills matrix and the CBF's [Diversity Policy](#).
- 2.3.4. A Sector Investment Advisory Committee (SIAC) should be established to assist the Board with Sector Investment grants and policy development relating to grant programs.
 - 2.3.4.1. The SIAC will consist of up to 7 members appointed by the CBF Board, including one Board Director and one nominee from each of the Grants Advisory Committees. Up to four additional members of the Committee will be appointed by the Board through an open nomination process against a skills matrix and Diversity Policy. Nominations will be encouraged from stations and sector organisations within this open nomination process and at least two of the four additional members of the SIAC must have

² The exposure draft of grant guidelines for Content grants published for comment suggests that 'large-scale' may be projects over \$50,000.

significant knowledge and experience of community broadcasting. A majority of the SIAC membership will be suitably skilled and experienced community broadcasters providing a strong element of peer review in the work of the committee.

- 2.3.4.2. Appointments will be made by the CBF Board in accordance with a skills matrix and the CBF's [Diversity Policy](#).
- 2.3.5. The CBF Board should establish policy guidelines for the eventual composition of GACs and assessor pools, such as the need for gender balance, involvement of youth, succession planning, and introduction of new members/retention of experience.
- 2.3.6. Together with the CBF Diversity Policy, the CBF Board should set a skills matrix needed for the operation of each GAC and apply this when finalising the composition of a GAC.
- 2.3.7. Appointment to the CGAC, DGAC and the majority of positions on the SIAC and Board will be sourced from community broadcasting stations and sector organisations to ensure that the CBF remains strongly linked to and well informed by the sector it serves.
- 2.3.8. The structure will include a new element: an Assessor Pool. This is made up of community broadcasters and industry experts with suitable skills available and willing to serve as volunteers on assessor panels relevant to their skill base.
 - 2.3.8.1. The Assessor Pool is appointed by the Board through an open nomination process. Nominees can be endorsed by stations and SROs.
- 2.3.9. Grant applications are assessed by Assessor Panels – groups of people drawn from the Assessor Pool and the GAC to assess grant applications online for the relevant GAC to consider.
- 2.3.10. GAC members and assessors serve a two-year term in accordance with current practice and may serve up to three consecutive terms.

2.4. Board

- 2.4.1. Board members will be appointed against a skills matrix and the CBF [Diversity Policy](#).
- 2.4.2. All appointments will remain the responsibility of the CBF Board but will now be assisted with advice from the nominations advisory group comprised of representatives of SROs.
- 2.4.3. The majority of the Board will remain people with sector expertise and experience.
- 2.4.4. Board candidates will be nominated by sector stations and sector organisations. Each sector organisation or station can nominate up to two candidates.
- 2.4.5. The Board will have a minimum membership of six and a maximum membership of nine:
 - 2.4.5.1. The CBF President chairs the Board and is appointed from nominations provided by the community broadcasting sector's peak representative body - the Community Broadcasting Association of Australia (CBAA).
 - 2.4.5.2. Five members are appointed by the Board from nominations provided by sector stations and sector organisations. Each sector organisation or station can nominate up to two candidates.
 - 2.4.5.3. The Board will co-opt at least one and up to three additional independent Directors to optimise its skill base and governance. Co-opted Directors will not be nominated by stations or SROs.

- 2.4.6. Board members will be appointed for terms of up to three years. Board members will be eligible for re-appointment on the expiry of their term but may serve no more than three consecutive terms.
- 2.4.7. Terms of appointment will be staggered to ensure regular renewal while retaining institutional memory.
- 2.4.8. The new model will remove the constitutional option for the Executive Director to serve on the Board and the Executive Director's title will be changed to Chief Executive Officer.
- 2.4.9. The demonstrable skills required of the CBF Board are community broadcasting knowledge and experience, leadership and governance, legal, financial, strategic thinking, community engagement, technical expertise and fundraising.

2.5. Outcomes-based reporting

- 2.5.1. The CBF should further develop its understanding of outcomes-based reporting and undertake or commission research into its applicability to our funding programs and value for the CBF, funders, and the community broadcasting sector.

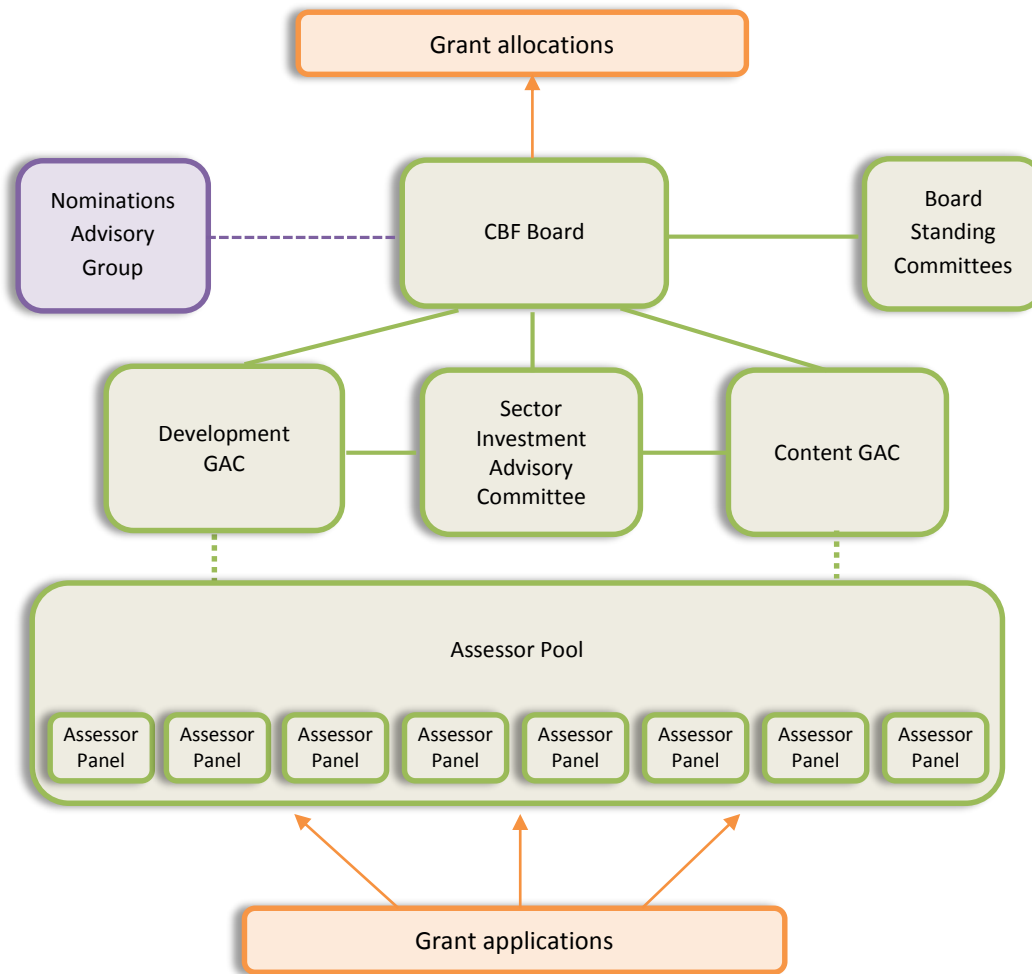
2.6. Staffing

- 2.6.1. Staffing levels are an operational matter that will be monitored by the CEO.

2.7. Operational Cost

- 2.7.1. The CBF believes that introduction of the proposed model will not increase its operational costs. Increased costs associated with sourcing nominees and maintaining a larger assessor pool undertaking online assessment are expected to be offset by lower costs from the reduction in the number of grants advisory committees from 9 to 3.

2.8. Organisational chart:



3. Key areas that the CBF requests further input on

Following our first round of consultations some issues have been identified that require further discussion and input:

- **Advice on Nominations arrangements:** based on sector feedback and our review process, it is proposed that the means of seeking and monitoring nominations to CBF positions would change.

Key question for consultation:

- Do you have any feedback on the proposal that a group of community broadcasting sector representative organisations would provide advice on nominations to the CBF Board, Sector Investment Advisory Committee (SIAC), Grants Advisory Committees and Assessor Pool? (See 1.1.5 on page 7).
- **Station operational support.** While stations will still be able to apply for service support through Development grants, some stations have expressed concerns about possible changes to funding support levels through changes to ongoing specialist funding and transmission support funding.

Key question for consultation:

- How can the CBF can best support station operations, encourage organisational capacity building, and facilitate sustainability and development while also discouraging ongoing dependency on CBF funding?
- **Grant guidelines detail.** Detail on the proposed Content grants and Development grants was requested and 15 members of existing Grants Advisory Committees worked together with CBF grants administrators to develop an ‘exposure draft’ of grant guidelines. These guidelines have been published so that applicants can see clearly what the proposed changes will mean for them. The guidelines will be finalised following confirmation of the structure and governance model and will be considered, together with sector feedback, by the proposed new Committees once they are formed. Further information about the draft grant guidelines is detailed in an introductory cover page to each set of guidelines.

➔ Download the draft guidelines here:

- [Development grants](#) (PDF file, 454 KB)
- [Content grants](#) (PDF file, 500 KB)

Key questions for consultation:

- The draft grant guidelines for Content grants and Development grants propose a list of draft ‘project priorities’ and ‘organisation priorities’ which can be found at Section 5 of each set of guidelines. Which priorities do you

consider to be the most important in each area? Are there other priorities that should be included?

- Do you have any feedback about the 'exposure draft' guidelines for the proposed Content grants and Development grants?

We also encourage comment on the broader model by those that have not provided input into the framework as a whole and wish to do so.

Share your suggestions and ideas with us by midday (AEST) **Friday 18 December 2015**. Written submissions will be published on the CBF website for others to see unless confidentiality is requested.

Appendix A: Summary of consultation process conducted to date.

To date, there have been a number of opportunities for sector input into this review:

- Sector representative organisations helped frame the terms of reference for an independent review of the structure and governance of the CBF (December 2013 – February 2014);
- Independent consultants the *Nous Group* sought insight from across the sector in the preparation of [their report](#) to the CBF (April – September 2014);
- The *Nous Group* report was published for comment. Responses were received from 6 Sector Representative Organisations (SROs), 2 sector organisations, 7 stations, 4 individuals and one internal submission from a grants advisory committee.
- Taking on board that feedback and advice, the CBF then devised a proposed CBF model informed by the *Nous* research and by the CBF's experience and analysis of its own operation to date. It published and circulated this model, and its response to the *Nous Group's* recommendations (11 June 2015). Background information, including the key drivers for change, the principles established for considering change and summary of the consultation process to date are detailed in the first Structure & Governance Review consultation paper, which was published (11 June 2015) and is [available for download from the CBF website](#).

The CBF's Structure & Governance Review consultation paper was emailed to stations, other grant applicants, SROs, respondents to the earlier *Nous Group* review report consultation and the Department of Communications (DOC). It was further circulated through a special edition of the *CBF Update* newsletter, on the CBF website, at the SCMA conference, at a Victorian ethnic broadcasters' forum, in sector publications and on CBF social media. Two webinars were held to disseminate information about the proposed model and to encourage engagement in the consultation process. CBF Board representatives met with the following SROs: AICA, IRCA, NEMBC, RPH Australia, CMA and SCMA. Further meetings and telephone conversations were also held with a range of station personnel at their request. Shortly after the consultation period closed, CBF staff gave a presentation and facilitated a Q&A on the review at the South Australian Community Broadcasting Association (SACBA) conference in Adelaide.

The sector responded to the consultation paper with a wide range of feedback - both positive and critical.

- 34 formal responses were received (9 SROs, 15 stations, and 10 individuals).
- Between 15 July and 25 August 688 form letters were received as responses to the NEMBC's '*Protect Ethnic Community Broadcasting, Say No to the New CBF campaign*'. A small number of separate letters were also received as a result of the campaign. The NEMBC ceased its public campaign in response to a Community Broadcasting Sector Roundtable request.

Appendix B: Glossary of industry acronyms

ACTA	Australian Community Television Alliance
AICA	Australian Indigenous Communications Association
CBAA	Community Broadcasting Association of Australia
CBF	Community Broadcasting Foundation
CGAC	Content Grants Advisory Committee
CMA	Christian Media Australia
DOC	Department of Communications
DGAC	Development Grants Advisory Committee
GAC	Grants Advisory Committee
GSD Fund	General Sustainability and Development Fund
IAS	Indigenous Advancement Strategy
ICTV	Indigenous Community Television
IRCA	Indigenous Remote Communications Association
NEMBC	National Ethnic and Multicultural Broadcasters' Council
SRO	Sector Representative Organisation
SIAC	Sector Investment Advisory Committee
SCMA	Southern Community Media Association
RPH	Radio for the Print Handicapped