

# Review of the 2016 Community Broadcasting Foundation Restructure



Community  
Broadcasting  
Foundation



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**ACKNOWLEDGEMENT OF COUNTRY**

We acknowledge the Traditional Owners, and in particular the Wurundjeri people of the Kulin Nation on whose land the Community Broadcasting Foundation office is located. We pay our respects to Aboriginal Elders, artists and communities, and to their living culture in all parts of the land which is now known as Australia.

**ACKNOWLEDGEMENT OF VOLUNTEERS**

We believe that not-for-profit organisations benefit significantly from volunteer contributions and acknowledge the extensive network of volunteers who contribute to the success of the Australian Community Broadcasting sector. We thank the many volunteers who contributed to the research and consultation for this Review.

**DISCLAIMER**

This Report was prepared by Tony Grybowski and Associates Pty. Ltd. and THINK: Insight & Advice Pty. Ltd. for the Community Broadcasting Federation (CBF) using information provided by CBF, its leadership, management, members and external stakeholders. While all reasonable care and skill have been taken in preparing this Report, the consulting team does not accept any liability concerning any loss or damage incurred because of, or in relation, to reliance on our findings or recommendations.

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# SECTION ONE

## Overview and Executive Summary

## Introduction

The Australian media landscape has witnessed a number of significant changes in the six years since the completion of a structural and operational review of the Community Broadcasting Foundation undertaken by the Nous Group in 2016.

Media ownership changes have contributed to the aggregation of news outlets, further diminishing the diversity of news gathering and reporting. Mainstream media outlets have faced greater competition from social media for news, information and entertainment.

These wider changes have occurred at a time when local and regional perspectives on events have witnessed greater value to communities. The sequence of natural disasters affecting communities across the country has demonstrated the value of providing local and place-specific information to communities, and building resilience and a sense of social cohesion in the recovery period.

The Australian Community Broadcasting sector is more important than ever in such a dynamic and changing context.

## Objectives

The overarching objective of this Review was to evaluate the effectiveness of the changes introduced in 2016 to refine the governance of the Community Broadcasting Foundation (CBF) and its grant-making process. The specific objectives were as follows:

1. To assess whether the restructure achieved the aims of the 2016 CBF Structure and Governance Review.
2. To recommend further refinements and improvements that might be implemented regarding:
  - a. Organisational structure
  - b. Governance arrangements
  - c. Funding model, including funding allocations, grant programs and grant categories
3. To specifically provide recommendations on:
  - a. Peer review of grants
  - b. Strategic and longer-term grant granting options
  - c. Governance framework, processes and practices
  - d. Global budgeting of funds
  - e. Relationship with the sector
  - f. Cultural inclusivity and cultural safety

## Executive Summary

The Community Broadcasting Foundation is to be commended for initiating this Review. Recognising the significant changes that followed the 2016 Nous Group review, there is merit in assessing their effectiveness and exploring opportunities for refinement and enhancement to deliver better outcomes for the sector.

The changes introduced following the 2016 Review have been largely welcomed by the sector. A committed Board has been supported by a refreshed management team, which has enabled improvements in how the CBF engages with the diverse community of interests it represents.

Engagement, advocacy and representation are challenging across a community that speaks with many voices and for whom broadcasting satisfies diverse expectations. There is evidence that in recent years the CBF has worked more collaboratively with the CBAA to connect these diverse voices, and speak 'as one'.

This Review recommends a series of evolutionary changes. There is no evidence of a requirement for radical reform. The following recommendations seek to refine and enhance structures and operations to build on established frameworks. Their dissemination to the wider sector would provide a further opportunity to enhance understanding of the governance and granting system, that in some quarters remains incomplete.

In recent years, there has been evidence of a more outwardly focussed organisation committed to greater collaboration across the sector. This is evidenced by the first steps to develop a 'sector roadmap' between the CBF and CBAA to enable partnership activity with a sector-wide perspective.

In 2018 the Australian Government provided an additional \$12m over four years to fund three new initiatives – a sector-wide skills training program, the development of the national news service and development of the sector's multiplatform capability – and further expansion of digital transmission through the digital audio broadcasting service. These significant investments, representing over approximately 20 per cent of the annual budget, have required adjustments to the CBF operations to enable delivery.

A primary recommendation of the Review provides for a realignment of the Advisory Committee structure that supports the delivery of CBF grant funds to enable more effective oversight of the three additional major programs initiated in response to the funding announcement.

A key observation of the Review is that the information about sector activities, particularly sector performance, does not adequately document performance trends over time, and favours performance reporting over six or twelve-month periods. It means that decisions made by the Board, its sub-committees and management are, on occasions, based on precedent and assumed knowledge. This lack of evidence of impact and public benefit applies across the spectrum of activity funded by the CBF – the services delivered by the CBAA, the role and contribution of Sector Representative Organisations (SROs) and activities funded through development and content grants.

Addressing this gap in understanding the effectiveness of the \$20.5 million annual investment is a priority recommendation of this Review.

Performance Measurement and Evaluation needs to be enhanced to support a more robust and comprehensive strategic framework to support the sector's sustainability and growth. Evaluation is a key element of a comprehensive approach to grant management. Current arrangements provide limited capacity to move beyond maintenance funding to support areas of identified potential growth.

We recommend enhancing a new role proposed by the CBF management team, to span responsibility for performance management and evaluation, policy development and communications. The role should form part of the senior management team and be enabled by reviewing and adjusting the grant allocation to CBF administration.

This Review has been limited by the availability of data that correlates the delivery of programs and services against the strategic priorities of the CBF. A priority should be developing a Performance Measurement Framework and a complementary Evaluation Framework. We propose the Performance Measurement Framework be developed in partnership with the CBAA, whilst the development of an Evaluation Framework should be the responsibility of the CBF Board.

These mechanisms will enable the development of more focussed and measurable Goals and Performance Measures for future Strategic Plans, and inform the funding priorities, grant allocation, and related decisions made by Advisory Committees and the Board.

The investment by the CBAA in the establishment of a data and analytics development project will go some way to provide much-needed insights into the impact and effectiveness of investment in community media services.

Developing a 'sector roadmap' will allow for a clearer articulation of the role and contribution of both the CBF and the CBAA to the wellbeing of the sector. Consultations revealed the opportunity to more clearly define and communicate the role and relationships. There is an opportunity for this to be enhanced and codified through the recommended Sector Accord, which would effectively enhance and elevate the sector roadmap.

Such an initiative would have benefit in advocating to Government and other key stakeholders, providing evidence of collaboration and a shared commitment to the sector.

Several recommendations provide for the refinement and enhancement of governance and operations. Consistent with best-practice governance, we propose a new mechanism for appointment to the role of Board President and Chair of the Audit and Risk Committee. The Board's current operational and process approval focus will be enhanced by a greater opportunity to understand sector trends and the opportunities these represent to enhance the relevance and effectiveness of CBF funding.

Several operational recommendations focus on the structure and practice of the current Advisory Committees. The capacity to provide effective oversight and accountability for major projects is limited under the current governance and management structure. To provide effective oversight of the over \$7 million annual allocation of major projects, we recommend that an additional Board Advisory Committee, known as the Project Management Committee, be established to provide this much-needed function. We also recommend that persons with a demonstrated finance and project management background be appointed to its membership.

Consultation also revealed that each of the current Advisory Committees lacked access to information about past performance of grant recipients or the impact and public benefit to be achieved through the grant funding. Decisions are largely based on individual grant round basis utilising understandings of an organisation or activity as evidenced through grant applications, rather than a collective agreement on the strength and benefit to be delivered through the funding frameworks.

The transition to more evidence-based decision making will provide valuable information for developing advocacy strategies for CBF representation to the wider community broadcasting sector and Government, providing evidence of public benefit and greater media diversity.

It will also provide an opportunity for the dedicated volunteers, who are at the heart of the broadcasting community, to celebrate their contribution, founded on a clearer understanding of the value of their roles.

The CBF administration is effective in meeting the expectations of a very diverse sector. It operates with modest resources, and it is recognised that allocating additional funds to administration, at the expense of service delivery is contentious. As noted above, we have, however, recommended the establishment of an additional role to provide core services not currently available. Should the CBF successfully secure additional funding in future years, there is merit in undertaking a wider staffing review to identify opportunities to further enhance its effectiveness and engagement with the sector.

The results of the 2021 Census, released in late June 2022, provide evidence of changes in the make-up of the Australian community, which call for flexibility and adaptability by institutions and organisations to remain relevant and of benefit. The recommendations of this Review seek to provide that adaptability to ensure the sector's public benefit for the years ahead.

The Review Report is structured in three sections:

**Section 1** provides an overview of the project: the objectives, Executive Summary and recommendations. It also provides detail on the Review methodology.

**Section 2** addresses the Terms of Reference: - a critical analysis of the three objectives.

**Section 3** provides other critical inputs: a summary of the research consultation and an overview of Community Broadcasting in Australia and funding context globally.

The Report makes 21 Recommendations which we believe will support the sector into the future. Collectively they build on the reforms initiated over the past six years, providing for more evidence-based policy and decision making, and for an organisation that strengthens its relations with the sector.

# Summary of Recommendations

## RECOMMENDATION 1

The CBF enhance the current Board induction program with refinements to the skills profile alignment, supported by a complementary Board Handbook to inform governance practice.

## RECOMMENDATION 2

The CBF Constitution is amended to transfer responsibility for the recruitment of the President from the CBAA to a new President Nomination Advisory Committee.

## RECOMMENDATION 3

The annual schedule of CBF Board meetings includes the evaluation and impact of activities, and allows for discussion of strategic and wider sector trends.

## RECOMMENDATION 4

The CBF senior management team is expanded to include a member responsible for performance management and evaluation, policy development and communications.

## RECOMMENDATION 5

Future Strategic Plans include more precise and quantifiable Performance Measures to enable effective outcomes reporting.

## RECOMMENDATION 6

The membership of the CBF Audit and Risk Committee is revised to allow for the appointment of an independent Chair.

## RECOMMENDATION 7

Future Annual Reports are structured to align with the reporting framework of the Strategic Plan.

## RECOMMENDATION 8

The Board monitors implementation of Recommendations for future consultant reports through regular reports provided by Management.

## RECOMMENDATION 9

The CBF makes representation to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts to undertake a review of the funding categories included in the four-year funding Deed.

## RECOMMENDATION 10

The Advisory Committee structure is revised to provide four Committees with the following responsibilities: Content, Sector, Operations and Project Management.

## RECOMMENDATION 11

The CBF Board undertakes the global budgeting function aligned with the Strategic Planning priorities and performance evaluation process.

## RECOMMENDATION 12

The CBF undertakes sector consultation to develop an agreed definition of 'sector coordination' that responds to the changing media environment.

## RECOMMENDATION 13

The CBF grant-making process and criteria align with the priorities and performance indicators of the Strategic Plan.

## RECOMMENDATION 14

The grant-making process is revised to allow for the moderation stage to be undertaken by CBF staff members – in line with CBF strategic objectives and the budget allocation – for endorsement by the Board.

## RECOMMENDATION 15

The CBF develop a Performance Management and Evaluation Framework that aligns with the new Strategic Plan, Sector Roadmap (on completion) and their Performance Indicators.



## RECOMMENDATION 16

That CBF Performance Reporting is revised to include a requirement to provide performance trend analysis against agreed key indicators.

## RECOMMENDATION 17

The CBF make representations to the Government to seek funding support to develop an evaluation framework to inform strategic priorities and guide future funding allocations.

## RECOMMENDATION 18

The CBF collaborates with the CBAA to implement a comprehensive data collection system, used as a primary source for effectively analysing the sector's profile and performance.

## RECOMMENDATION 19

The CBF develops a 'Sector Accord', entered into by the Boards of the CBF and CBAA, to codify and clearly define the scope of partnership collaboration for the two organisations. The Accord would be established for a three-year period, with a review at the end of the term to determine its future relevance.

## RECOMMENDATION 20

The CBF develops an advocacy and communications plan to enhance relationships with the sector. The plan will address perceptions relating to collaboration, the role of CBF, and the opportunity to be proactive in leading and communicating about issues affecting the sector.

## RECOMMENDATION 21

The CBF clarifies the role of demographic data in the grant application process.



# Review Methodology



The Review was undertaken between February and August 2022. This final report is the culmination of an extensive process of research, analysis and consultation and triangulation of data gathered.

The three principal sources of data for this Review:

1. Evidence base: a thorough desktop analysis of materials provided by the CBF.
2. Comprehensive sector consultation: interviews and workshops undertaken with key stakeholders – the Research Summary is provided in full in Section 3.
3. Strategic oversight: knowledge and reference to best practice governance and grant management process.

CBF management provided over 1,000 pages of documentation. This spanned governance and policies, external relations (including Government relations), grant allocation frameworks and practice, issues papers and previous reviews. This comprehensive overview of the organisation in the years since 2016 provided an invaluable introduction to the consultation phase of the Review.

The Consultation Phase comprised three major components. The first was based on 18 one-on-one interviews, lasting between 60-70 minutes among current and former Board members, current and former staff, Advisory Committee chairs, SRO representatives, and representatives of the Commonwealth Department of Infrastructure, Transport, Regional Development and Communications.

The second component comprised seven 90-minute discussion groups composed of small stations, large stations, stations supporting ethnic programming, a combined

group of DOGAC and CGAC members, SIAC, the Board and CBF staff. The third element was a deliberative workshop attended by 24 individuals, including CBF Board and staff, Advisory Committee members and SRO representatives.

The goal of the Consultation Phase was to ensure that each participant in the research had an opportunity to be heard and understood. The results of the Consultation Phase were presented back to the Sector Roundtable and an expanded meeting of the CBF Board to assure participants they were heard and give them an opportunity to hear the views of other research participants. The full results of the Consultation Phase were provided in hard copy form to workshop participants for their deliberation. The Summary report of the Research phase is provided in Section 3.

The Research Report informed the structure of the deliberative workshop with Board and sector representatives, which focussed more directly on aspects of the Review Terms of Reference.

While the results of this consultation are important and instructive, they are just one of three sources of input into the final report; the others being the CBF data provided and information on international best-practice grant making. Jointly, they enabled us to triangulate the data and provide high-level information that underpinned the recommendations to the Board.

Thanks to Chief Executive Jo Curtin and Executive Officer Rachel Rees for their assistance in facilitating access to documentation and people across the sector.

The Review Report includes a selection of comments made by people consulted as part of the Research phase of the Review. They appear as italicised quotes within the body of the text.

# SECTION TWO

## Responses to the Terms of Reference

# Objective 1

## Assessing the aims of the original CBF Structure and Governance Review

The Consultants identified eight threshold questions in response to Objective 1. The following provide summary responses to the key questions addressed under the Review Terms of Reference. Extensive analysis of the key issues and justification for our recommendations is provided in the Report's responses to Objective 2 and 3 below.

The key questions for this review were:

### 1. *Have the objectives of the 2016 reforms been realised?*

Yes. Overall, the reforms introduced in 2016 have streamlined CBF governance and operations with the establishment of a skills-based Board, a consolidated Advisory Committee structure, an enhanced peer review process for determining grants allocated to stations, and the introduction of multi-year funding. These reforms created greater transparency in the way CBF operates and provided improved relations with the wider sector, particularly those relating to incentives for new language programs.

However, not all sector participants have clearly understood the reforms and their rationale. In 2016 staff and volunteers acknowledged that communication was limited in light of the significant opposition and public campaigning from parts of the sector. This report provides an opportunity to more effectively communicate the governance and granting systems.

### 2. *Have these reforms delivered a more effective organisation?*

Yes. Overall, there is evidence of a committed and functional Board, professional and engaged staff, and a significant pool of volunteers contributing to the peer review of grant applications.

The CBF has responded to the requirement to manage a significant increase in Government funding, following policy decisions made in 2018.

The 2016 Review did not address mechanisms for performance management review and evaluation of the grants program. This is regarded as a shortcoming of that review and is the subject of a series of recommendations to achieve a more effective organisation.

Recommendations for establishing performance management review and evaluation, spanning all aspects of the CBF granting categories, are addressed in Section 2, Objective 2 in this Report.

Consultations revealed that perceptions of the effectiveness of the organisation post the 2016 review vary, particularly relating to the application, peer review and grant assessment process. The understanding of the role of the Board and the Advisory Committee structure and operations is not consistently understood, and there is opportunity to enhance these understandings as an outcome of this Review.

### 3. *Does the current Deed arrangement with the Australian Government, providing very specific budget allocations, give the Board effective flexibility in the allocation of grant funds to support the development of the sector?*

The CBF has limited flexibility in the allocation of grant funds to achieve the objectives of its Strategic Plan or to respond to broader trends in the community broadcasting sector.

Recommendations to achieve greater funding flexibility are addressed in Section 2 Objective 2 of this Report.

Consultations revealed a willingness for the Australian Government to engage in a review of the current Deed specifications, which may provide for greater flexibility for the allocation of grant funds by the CBF.

Recommendations relating to a review of the funding Deed are addressed in Section 2 Objective 2 of this Report.

### 4. *Does CBF have sufficient flexibility to fund strategic initiatives to support the sector's growth, informed by the strategic plan's priorities?*

As noted above, the CBF does not currently have capacity to fund strategic initiatives. A Future Fund, proposed in the Strategic Plan 2021, will enable some flexibility. The CBF response to the COVID-19 pandemic highlighted a weakness in policy and process in pursuing funding flexibility.

Recommendations to enhance funding flexibility to support sector growth are provided in Section 2 Objective 2 of this Report.

Recommendations to enhance Strategic Plan performance indicators with the objective of supporting sector growth are addressed in Section 2, Objective 2 of this Report.

### 5. *Should the CBF advocate for modifications to the Deed to allow for greater flexibility in its funding allocation?*

Yes. As outlined in response to Question Three, we recommend that CBF seek a review of the current Deed grant funding classifications, to achieve greater funding flexibility.

### 6. *How does CBF evaluate the success of the grant allocations?*

The Review has identified this as a significant shortcoming of CBF operations, with inherent risks in compliance, ensuring cost-effective delivery of services and alignment with the original funding objectives.

Recommendations to address these significant weaknesses are addressed in Section 2 Objective 3, and focus on establishing a Performance Management framework, an Evaluation Framework and an Accord with the CBAA to establish reporting mechanisms to better understand the outcomes of the \$20.5 annual allocation to the sector.

**7. *The composition of the Board has changed. This has resulted in transitioning from a representative membership to one based on skills informed by a competency and diversity matrix. Has this been an effective change?***

Yes. The skills-based Board can provide oversight of the grant-making process, within the framework of the Development and Operations Grants Advisory Committee (DOGAC), Content Grants Advisory Committee (CGAC) and Sector Investment Advisory Committee (SIAC). There is widespread recognition of the benefits a skills-based Board have provided.

The Review makes several recommendations to improve governance practice. These include a changed process to appoint the President, and for the Board to devote more time to strategic considerations, including the interpretation of funding evaluation data and changes in the community broadcasting sector. The recommended changes are addressed in Section 2, Objective 2 of this Report.

Additionally, we recommend changing the process for appointment to the position of Chair of the Audit and Risk Committee. This recommendation is provided in Section 2, Objective 2 of this Report.

**8. *Are the current Advisory Committees effective? Do they provide a transparent and fair mechanism to enable recommendations for grant allocations?***

Consultations revealed a diverse range of views concerning the effectiveness of the current Advisory Committees. Overall, it is considered the DOGAC and CGAC committees are operating effectively.

The role and responsibilities of SIAC are more complex. Recognising the significantly enhanced responsibilities following the provision of additional Government funding in 2018, for which the SIAC is accountable, we recommend that changes are made to address what is seen as an imbalance in activity across the current Advisory Committee structure.

We recommend that some functions currently the responsibility of SIAC be reallocated to a new committee known as the Project Management Committee (PMC). We recommend that the composition of SIAC be changed so that the GAC chairs are no longer members. Coordination across the proposed Advisory Committees is proposed via a twice-yearly meeting of the chairs in order to fulfil the coordination function previously provided by SIAC.

The recommended changes to the Advisory Committee structure are addressed in Section 2 Objective 3 of this Report.

There is currently variable understanding of factors such as a grantee's capacity to effectively deliver services, its past performance in delivering services funded by CBF grants, or the extent to which the service remains relevant in a changing media environment as the basis for informing recommendations for grant allocations.

Recommendations to improve transparency and fairness in the grant allocations process are addressed in Section 2,



## Objective 2

### The organisation's governance, structure and funding model

#### INTRODUCTION

This section considers the three core pillars of the Community Broadcasting Foundation: governance structure, organisational structure, and the funding model prescribed in the Deed with the Australian Government.

Further consideration of aspects linked to the core pillars is outlined in Objective 3.

The Review was provided with comprehensive information relating to the organisation's governance and operations. These included Board Minutes and supporting Reports for the period 2019-22, Annual Reports and other independent reports prepared by several consultants engaged in reviewing aspects of CBF operations since the completion of the 2016 Review.

The Board functions within an impressive, well-developed policy framework.

The Review was also provided with the Deed of Grant with the Australian Government and detailed budget information, complemented by significant interpretative analysis by CBF management.

The consideration of these inputs and the qualitative research components informed the response to this Objective. This chapter is structured in 2 Sections and includes 12 related recommendations:

- **THE CBF BOARD**
- **THE COMMITTEE STRUCTURE**
- **ORGANISATIONAL STAFFING**
- **STRATEGIC PLANNING**
- **RISK MANAGEMENT**
- **ANNUAL REPORTING**
- **PREVIOUS REVIEW REFLECTIONS**

## I. Governance

### The CBF Board

The desktop review of the Board activities over recent years indicates that overall, there is evidence of effective governance, with well-documented decision making supported by a comprehensive set of operational policies. The Board now holds four meetings annually. Agenda, meeting papers and minutes provide evidence of effective decision making, based on the provision of appropriate information.

Prior to 2016, the CBF used a representative board structure composed of appointees of the various SROs and other sector representatives. The 2016 Review resulted in significant change to the CBF governance structure. Board membership was redefined, requiring the appointment of skill-based members, the majority nominated by sector organisations and individual stations and the appointment of up to three Independent Directors.

Research respondents with an understanding of the CBF Board applauded the move to an independent, skills-based structure and commended the current Board for its skills and diversity. Those less familiar with the CBF Board had a limited understanding of the Board's skills make-up and suggested that CBF better promotes its skills matrix in the future.

*The switch to a skills-based board was a great achievement and has set us up where we can now think about what impact we can have on the future development of the sector. Previously, we were hamstrung by vested interests.*

*and*  
*We ended up with a fantastic legal expert, at least one very good governance expert who also knew about audit and finance, and we had people who were excellent in their knowledge of communication and public reputation. We would not have had those people on the board without those changes. I am very proud that we left a board with an Indigenous chair and vice-chair.*

Board appointments are guided by the Diversity, Access and Equity Policy, skills and experience guidelines, and roles and responsibilities are publicly available on the CBF website. This process would be enhanced through the provision of additional information which identifies the background and experience of individual members against the skills and experience profile. Despite this, the current Board reflects the community's diversity and the sector it represents. In August 2021, the Board approved participation in a Board Observership program, which provides a learning and support experience for aspiring not-for-profit board members. The recommendations are seen as refinements and enhancements, noting that the current Board reflects the community's diversity and the sector it represents.

### RECOMMENDATION 1

**The CBF enhance the current Board induction program with refinements to the skills profile alignment, supported by a complementary Board Handbook to inform governance practice.**

Historically, representatives of the Department of Infrastructure, Transport, Regional Development and Communications attended Board meetings as observers. In 2021, this arrangement was modified, allowing for Department representatives to attend part of each meeting, report on Government funding arrangements, and be updated on significant CBF policy and operational matters. The Department is provided with six-monthly activity reports aligned with the funding allocations made under the Deed terms.

The only vestige of the old representative structure is the role that the CBAA plays in recruiting and selecting the CBF President. However, several participants noted the CBAA performs this role professionally and transparently and that, while unusual, the arrangement currently works well.

That said, there is no evidence of the benefit this arrangement provides. It is not considered best practice for an organisation that receives significant funding from another body to appoint its Chair or President and the current arrangement is open to perceptions of influence in the allocation of CBF funds.

The Review recommends that Section 6.2(a)(i) of the CBF Constitution be repealed and responsibility for recruiting and nominating the CBF President should be transferred to a new President Nomination Advisory Committee (PNAC). The PNAC should be constituted as a general committee of the company and have a five-person membership composed of three persons nominated by the CBF and two persons nominated by the CBAA.

## RECOMMENDATION 2

**The CBF Constitution is amended to transfer responsibility for the recruitment of the President from the CBAA to a new President Nomination Advisory Committee.**

A review of Board meeting agendas and minutes indicates an understandably strong focus on grant process and compliance. There is less evidence of the consideration of the impact and evaluation of CBF activities, or significant meeting time devoted to strategic and wider sector considerations.

We recommend that at least two of the four Board meetings held annually devote a significant portion of the agenda to considering the impact and evaluation of grant activities, and the organisation's role in the community broadcasting sector.

## RECOMMENDATION 3

**The annual schedule of CBF Board meetings includes the evaluation and impact of activities, and allows for discussion of strategic and wider sector trends.**

Similarly, there is evidence of limited review and reform following receipt of a range of reviews commissioned by the CBF since the completion of the Nous Review in 2016. The recommendations of reviews undertaken in the future should be supported by an Action Plan, with regular reports provided to the Board to ensure rigorous implementation of their findings.

### THE COMMITTEE STRUCTURE

The 2016 Review also resulted in reform of the CBF committee structure, which saw the number of Grants Advisory Committees reduced from nine to three, responsible for Development and Operations grants, Content grants and Sector Investment funding. In 2021 the Board broadened the remit of the Risk Management Committee to become the Audit and Risk Management Committee.

The committees are a key part of the CBF governance framework, and the Consultants acknowledge the contributions of the current three committees. Each carries a significant workload. This is particularly so for the Sector Investment Advisory Committee (SIAC), whose responsibilities are diverse, and made more so since the inclusion of projects which resulted from the additional funding allocations of 2018. The review recommends a revision to the Committee structure and a rebalancing of responsibilities. This is outlined in Section 2 of this Report.

### ORGANISATIONAL STAFFING

The commitment to allocate up to 10% of the annual Government grant to the CBF administration has determined a lean and relatively flat administrative structure. The 2016 Review resulted in changes to the organisational structure to support the Board committees established to determine grant and other funding allocations, and to support the peer-based grant assessment process.

Overall, the management and staff are committed to providing professional and effective support to the Board and the organisations which access CBF funds. The current management has worked to strengthen relations with Government and the community broadcasting community. The staff responsible for managing the granting process are dedicated, with a shared commitment to support the diversity of broadcasting communities with which they engage.

*'The change in management has made a big difference. It was a breath of fresh air. Jo and the new people are looking to make changes. So there are some possibilities.'*

The current organisational structure, however, lacks capacity to undertake performance measurement of the effectiveness and impact of grant allocations or an overall evaluation of community broadcasting granting policies in the wider media context. The CBF has recognised this gap and is currently recruiting a suitably qualified person to support this important function.

We recommend the role also lead policy development and communications functions, which are currently under-resourced in the CBF structure. Recognising the importance of these responsibilities, the role should form part of the senior management team. This will be difficult to achieve with the current level of funds allocated to the administration area. The current percentage allocation should be reviewed, and form part of forthcoming deliberations with Government concerning the Funding Deed.

## RECOMMENDATION 4

**The CBF senior management team is expanded to include a member responsible for performance management and evaluation, policy development and communications.**

### STRATEGIC PLANNING

The review of Board agendas and meeting papers also highlighted the strong operational focus, emphasising funding approvals and the appointment processes required to assess and review grant applications. There is less evidence in recent years of strategic discussions that allow for consideration of the role and future direction of community broadcasting in Australia.

Over the life of the 2017-21 Strategic Plan, the Board was not provided with sufficient reporting providing evidence of performance against Key Performance Indicators.

A Strategic Plan Working Group, drawn from support staff members, was established in November 2020 to develop the 2021-24 Strategic Plan. Whilst no formal consultation framework was established, the working group initiated one-on-one engagement with representatives from sector organisations and provided regular updates to the Board. An externally facilitated Board strategy consultation was held in May 2021, with the final draft approved at the August meeting.

The current Strategic Plan contains very broad Goals and Performance Measures. The Measures do not allow for effective performance reporting to the Board, to Government or for inclusion in the Annual Report.

Best practice calls for Goals that clearly articulate the organisation's priorities, aligned to quantified Performance Measures, and are judged to be achievable within available resources. Introducing enhanced performance measures will allow for alignment with the recommended Performance Management and Evaluation Frameworks proposed elsewhere in this Report.

The Plan proposes 16 performance indicators, a significant number for a small organisation to monitor and deliver. Few contain quantifiable outcomes beyond a commitment to 'grow, increase...'

As outlined in Section 2 (Objectives 2 and 3), there is merit in future plans having access to research data that would enable capability and performance targets to be framed based on a deeper understanding of CBF's engagement with the sector.

The lack of information regarding the performance and impact of funding decisions, along with limited information allowing for the evaluation of the overall funding strategy in the context of a changing media environment and, at times, contested political environment internally in the sector, limits the capacity of the Board to make strategic funding policy decisions. There is, therefore, an emphasis on decision-making informed by past and current practice.

*We need more robust research to back up the demands of the SROs. We need to use the data to really understand which parts of our sector need support.*

This limitation can be addressed by the development of the 'sector roadmap' followed by more rigorous Strategic Planning frameworks, supported by measurable performance indicators and an annual reporting mechanism to the Board, along with establishing the Performance Measurement and Evaluation framework, as outlined below.

## RECOMMENDATION 5

**Future Strategic Plans include more precise and quantifiable Performance Measures to enable effective outcomes reporting.**



## RISK MANAGEMENT

The Risk Management Committee was revised in 2021 to include responsibility for Audit functions. Its constitution provides for membership comprising up to three Board members and up to three staff members, including the Chief Executive and Finance Manager. The committee meets three times yearly and reports to the Board following each meeting.

The Audit and Risk Management (ARM) Committee has no independent membership. Suitably qualified external membership is accepted best practice for such committees and is a requirement in some public sector jurisdictions. The CBF ARM Committee Charter should be modified to make independent representation a requirement for the Committee.

Ideally, the Committee Chair should be appointed from outside the Board to provide a truly independent perspective on financial controls and management. Minutes of the ARM Committee should be routinely included in subsequent Board meeting papers, accompanied by background or issues reports if required.

## RECOMMENDATION 6

**The CBF Audit and Risk Committee's membership is revised to allow for the appointment of an independent Chair.**

Board reports reveal that 2021 was the first year the Audit and Risk Management Committee reviewed audited financial statements and met with the auditor to discuss the report's recommendations. This is a core function of Audit and Risk Management Committees, and it is understood this has now been established as standard practice for future years. Complementing this, the Board should be provided with regular (suggested six-monthly) Audit and Risk Management Committee reports.

## ANNUAL REPORTING

The modest Annual Reports provide a summary of key activities and achievements of a financial year. Best practice annual reporting aligns the reporting framework to the performance measures of the Strategic Plan. Since 2018 Annual reports have included a one-page summary *Achieving Our Strategic Priorities*, but the summary does not align with the Plan's performance measures. A useful summary of grant allocations is provided, giving appropriate transparency for the sector to understand how the money is spent.

Despite this summary, consultations revealed a level of misunderstanding and confusion about CBF's funding priorities. There is merit in future reports including an overview summary, including trend analysis which captures the Board's strategic focus.

The Annual Report is a critical document that should assess the company's strategic performance and impact on the sector.

We recommend that future Annual Reports adopt the Goals and Measures of the Strategic Plan as the reporting framework, reflecting a more active alignment of the Plan with the organisation's direction over the twelve-month period.

## RECOMMENDATION 7

**Future Annual Reports are structured to align with the reporting framework of the Strategic Plan.**

## PREVIOUS REVIEW REFLECTIONS

The CBF has commissioned a significant number of further operational and policy reviews since the completion of the 2016 restructure. There has been limited Board consideration and response to the recommendations made by several reviews commissioned in the years since the 2016 Review, which have focussed on aspects of CBF operations.

The *Oily rags, shoestrings and gaffer tape: Granting for Station Resilience* report, completed by Think Impact in January 2021, made a series of recommendations to refine and enhance the grant-making process. A comprehensive Action Plan to address the recommendations has been established, but this has not been supported by a monitoring and reporting framework to the Board and Committees. The CBF management has indicated that this is currently being implemented and a reporting framework is in development.

Overall, Board minutes provide limited evidence of how the recommendations of the various reviews have been considered by the Board or how the recommendations have informed subsequent changes to policies or operations.

## RECOMMENDATION 8

**The Board monitors implementation of Recommendations for future consultant reports through regular reports provided by Management.**

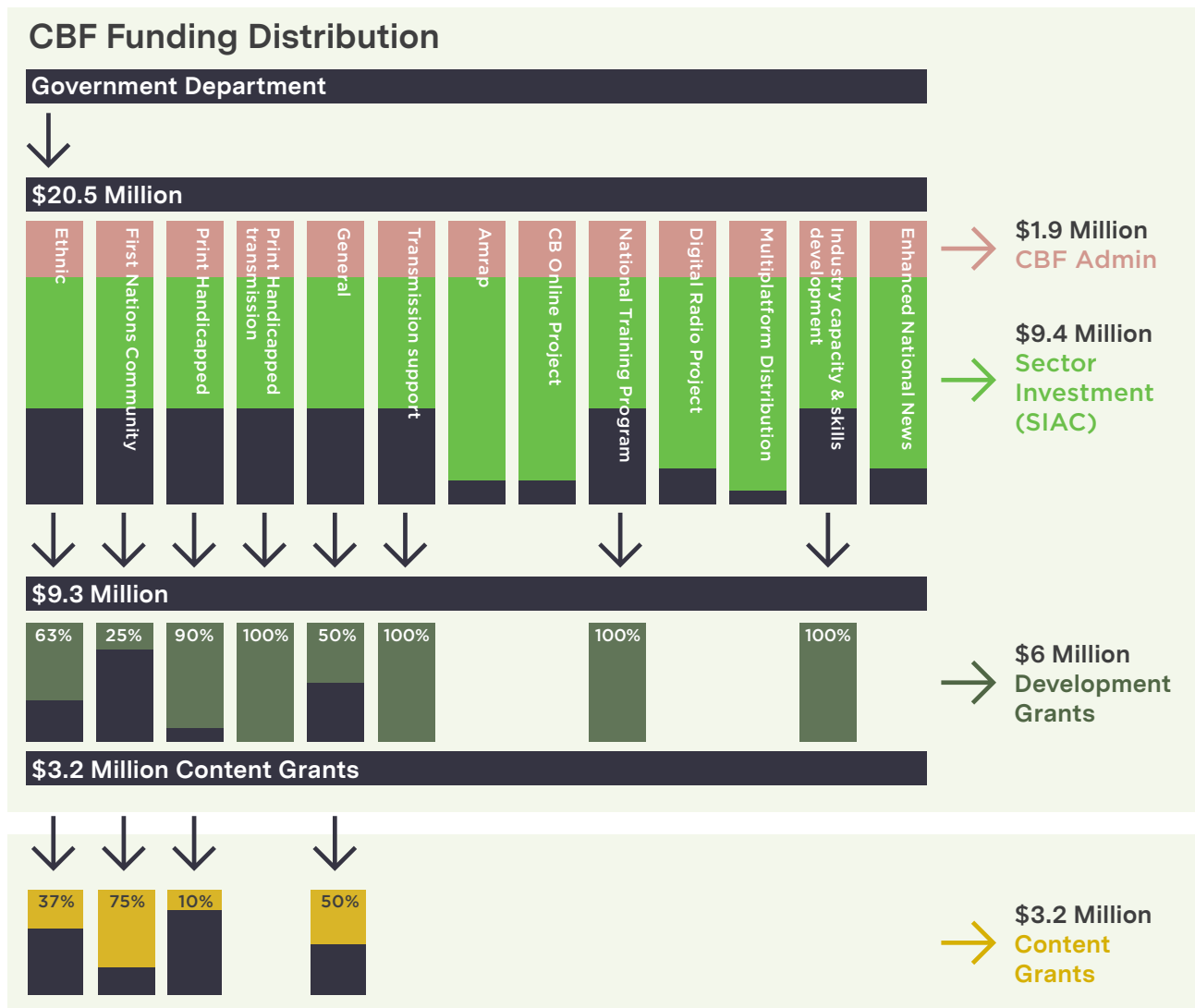
## II. Funding model

This section reviews the overall funding model and related elements, including funding allocations, grant programs and categories. These areas are examined in the following parts:

- The Funding Model
- The Deed of Grant with The Australian Government
- The CBF Committee Structure
- The Sector Investment Advisory Committee
- Global Budgeting
- Sector Representative Organisations
- Defining Sector Coordination
- Defining Sector Investment

The Funding Deed between the Australian Government and the CBF stipulates the allocation of the grant to 11 targeted areas. The General and Transmission, and the RPH and RPH Transmission funding allocations are merged in the current Funding Deed. To date the CBF has maintained a split in how it manages these allocations proportional to the previous funds available for each area.

Figure 1 below captures the current Government grant allocations and their distribution in line with current CBF processes:



The specific allocations for 2022 and their distribution by the Board Advisory Committees are provided in the following table:

	Funding allocation 2022/23 with Transmission split	Draft Admin Levy	Total funds available for grant funding - 2022/23 funding	Sector Grants - confirmed (SIAC)	D&O total funding	Content total funding
Recurring Activities: Ethnic	4,220,755	481,010	3,739,745	470,000	2,059,940	1,209,806
First Nations Community Broadcasting	1,283,907	146,318	1,137,589		284,397	853,192
Radio for the Print Handicapped	837,962	95,497	742,466	210,000	479,219	53,247
Radio for the Print Handicapped transmission support	535,747	61,055	474,691		474,691	-
General	3,358,222	382,713	2,975,510	800,000	1,087,755	1,087,755
Transmission support	1,808,274	206,076	1,602,197	84,050	1,518,147	-
Amrap	635,639	72,439	563,200	563,200		
CBOnline Project	653,880	74,518	579,362	579,362		
National Training Program	697,380	79,475	617,905	500,000	117,905	
Digital Radio Project*	4,460,504	70,000	4,390,504	4,390,504		
<b>Sector Development Initiatives:</b> Multiplatform Distribution Project	611,619	69,702	541,917	541,917		
National Training Program - Industry capacity & skills development	611,619	69,702	541,917	515,000	26,917	
Enhanced National News Programming	815,492	92,936	722,556	722,556		
<b>TOTAL</b>	<b>\$20,531,000</b>	<b>\$1,901,441</b>	<b>\$18,629,559</b>	<b>\$9,376,589</b>	<b>\$6,048,971</b>	<b>\$3,204,000</b>

\*Digital Radio Project funds are split across recurring and sector development initiatives

## OVERVIEW OF THE FUNDING MODEL

The categories nominated in the Funding Deed with the Australian Government have evolved over time, reflecting the evolution of public policy in key areas. That the Government identifies a number of communities for whom funding is guaranteed is seen as a comfort to the representatives of those parts of the community broadcasting sector. Over time, the number of communities and projects identified for guaranteed funding has increased to the current 11, which has limited the discretionary funds available to the CBF to serve other communities.

Within the context of the total CBF funding, 'global budgeting of funds' refers to the relative allocation of funds between administration, sector investment (including SRO funding), development & operations grants and content grants. The Sector Investment Advisory Committee advises the CBF Board on the global budgeting of funds.

However, the actual process of determining the allocations is not clearly prescribed. Those interviewed could not consistently explain how the process is undertaken, and the extent to which evaluation or any benchmarks inform the annual allocations. Over time, a pattern of funding based on past history has evolved. In practice, the allocations are recommended by management with approval by SIAC. The other committees are not currently part of this process (except through the Chairs of the Grants Advisory Committees being represented on SIAC). The \$20.5m allocation from the Australian Government is now distributed as follows:

- CBF Administration \$1.9m
- Sector investment \$9.2m
- Development & Operations grants \$6m
- Content grants \$3.2m

The CBF Board determines the percentage of funds to cover the costs of CBF operations and grant administration. According to a current director, *'We are running at eight or nine percent ...and that is on the cusp of maximum'*. Research participants identified this as a political decision they were comfortable for the Board to determine.

The level of administration is seen as modest. The CBF can maintain this level of administration whilst several elements of the assessment process are undertaken by volunteer peers, chosen from the sector.

Volunteer peers undertake two stages of the overall granting process. The two stages are:

- Peer assessment and ranking of grant applications. The CBF maintains a pool of over 150 volunteers, and members are drawn from the pool to assess applications and are matched to applications according to their experience and expertise.

- The 'moderation' of the individual assessments. This is done through the two volunteer committees (DOGAC and CGAC), comprising up to seven members each. The Sector Investment Advisory Committee (SIAC) takes on the additional function of global budgeting and the assessment of targeted Government initiatives (the Enhanced National News project as one example). A further examination of the role of SIAC is examined later in this section.

The Review has identified several opportunities to refine and enhance the funding model and the allocation and management of grant funds.

The level of funds allocated to administration is considered in Section 2 Objective 2 where we examine the management functions.

## THE DEED OF GRANT WITH THE AUSTRALIAN GOVERNMENT

As noted above, the eleven nominated allocations have evolved as Governments have implemented several targeted policies. The Review Terms of Reference determined that ethnic, RPH and First Nations allocations were out of scope, whilst other funding allocations could be reviewed as part of the Review's Terms of Reference.

The funding allocations also impact other areas examined within the Terms of Reference. These include the granting structure, the supporting committee structure, and the extent to which the CBF has discretion and flexibility in its granting.

The Review identifies opportunities to streamline the allocations in several areas. The proposed refinement would also provide the CBF with increased flexibility to respond to greater demonstrated demand, such as the emergence of new language groups as a consequence of changing migration patterns, along with broader trends in the sector and wider changes in the Australian community, such as those captured in the Australian Government 2021 Census.

We believe that a more detailed analysis should be undertaken to fully understand the crossover and demand levels in certain categories, these areas were identified in the consultation:

- Ethnic funds
- Transmission allocations: 'cross over in several categories'
- 'Sector investment' currently takes place in two committees: SIAC and DOGAC

It will, however, be important to maintain the existing specific allocation for marginalised communities whilst maintaining the integrity of a system that distributes public funds. The NEMBC advanced strong views that the 'hourly rate' (a form of automatic expense reimbursement) be reinstated. Their argument was not accepted by the Review.

Public funds must be administered through an application and acquittal process and cannot be 'automatically granted'. However, with greater flexibility, the CBF may experiment with incentive programs in future that are specifically targeted at producers of new language programs.

The Review's consultation with Department of Infrastructure, Transport, Regional Development and Communications representatives indicated a willingness to consider changes to the current breakdown in the Deed of Grant.

## RECOMMENDATION 9

**The CBF makes representation to the Department of Infrastructure, Transport, Regional Development and Communications to undertake a review of the funding categories included in the four-year funding Deed.**

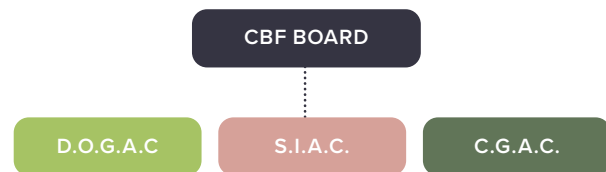
### THE COMMITTEE STRUCTURE

The existing committee structure was implemented following the 2016 Review. This was a significant reform to support greater transparency and simplicity in managing the granting process. A goal of the revised Advisory Committee structure was to enable grant allocation recommendations to be made with more strategic intent.

The reduction in the number of grant Advisory Committees from nine to three was praised by participants in the research phase of the Review, particularly by Board directors who noted that it is easier to exercise oversight over three committees than nine. However, the reduction in the number of committees created new issues which were not foreseen when the reforms were designed in 2016.

A number of those consulted suggested that 'we have probably swung too far' with the reduction of committees to the current group of three. We recommend that an additional committee be established to balance a perceived current imbalance in the committees' workload and provide greater respective clarity for the role of each.

The current Advisory Committee structure:



The role of each of the Advisory Committees is:

#### **Sector Investment Advisory Committee (SIAC):**

The CBF Advisory Committee Manual defines SIAC's role.

*'The SIAC's work recognises the important role that the Foundation has in supporting the development, creativity and sustainability of community broadcasting in Australia, particularly through building the capacity of community broadcasters in a rapidly evolving media landscape.'*

*The SIAC ensures that funding initiatives and grant programs are consistent with broader strategic intent. It plans, implements and reviews funding for new sector development activities identified through sector consultation. It also acts as an information conduit between the GACs and the Board.*

*The SIAC assesses Sector Investment grant applications and monitors the progress and outcomes of those grants. It also provides an advisory role to the CBF Board on overall grants disbursements and the formulation of funding policy as well as a global budget for the funding allocation for the next financial year or funding period.'*

#### **The Grants Advisory Committees (GAC) - Development & Operations Advisory Committee (DOGAC) and Content Grants Advisory Committee (CGAC):**

The CBF Advisory Committee Manual defines the GAC's role.

*'The GACs provide an independent advisory role in grants disbursement and the formulation of funding policy. The DOGAC and the CGAC make funding recommendations on Development & Operations grants or Content grants. GACs ensure funding initiatives and grant programs are consistent with broader strategic intent.'*

The following chart provides a broad comparative overview of the respective responsibilities of the CBF's Board, GACs and Grants Support Team.

Board	Sector Investment Advisory Committee	Grants Advisory Committees	Grants Support Team
<p>Responsible for governance, operation and strategic development of the Foundation</p> <p>Appoints Advisory Committees and Assessor team.</p> <p>Approves grant categories and grant guidelines, and global budgets for sector projects as recommended by the SIAC.</p> <p>Approves Advisory Committee Terms of Reference.</p> <p>Approves funding as recommended by the Advisory Committees.</p> <p>Withdraws funding.</p> <p>Monitors grant acquittal compliance levels.</p> <p>Commissions independent external reviews of funding programs and sector projects.</p>	<p>Responsible for providing independent, informed advice on the strategic development of the Foundation, funding policy and practice.</p> <p>Reviews and recommends Advisory Committee Terms of Reference and evaluation measures for approval.</p> <p>Devises grant categories, recommends grant guidelines and global budgets for sector projects.</p> <p>Receives advice from sector project managers and their advisory committees.</p> <p>Reviews grant categories' effectiveness and recommends grant categories to the Board.</p>	<p>Considers applications with the assistance of assessors and recommends funding allocations to the CBF Board.</p> <p>Monitors the progress of grants.</p> <p>Provides advice on funding policy to the SIAC and CBF Board.</p> <p>Drafts Advisory Committee Terms of Reference and evaluation measures.</p>	<p>Responsible for supporting the assessor team and Advisory Committees by initial processing of applications, providing supporting information and analysis.</p> <p>Maintaining policy libraries and providing advice on Foundation rules, policies and procedures.</p> <p>Records the decisions of the Advisory Committees by taking minutes at meetings.</p> <p>Liaises with and helps grant applicants with their applications and grantees with their acquittals.</p> <p>Receives grant reports and determines whether they are sufficient to acquit a grant. Tracks grant acquittal compliance and provides compliance reporting to the Advisory Committees and CBF Board.</p>

## THE SECTOR INVESTMENT ADVISORY COMMITTEE (SIAC)

The role and operation of SIAC was the focus of much discussion through the consultation and review process. The considerable 'workload' required of the SIAC committee was noted, as was its important role in determining global budgeting and allocation and oversight of nearly half of the Government's annual \$20.5m allocation. Additional concerns were raised and separately identified by the Consultants, leading to the recommendations relating to the proposed modifications to the Advisory Committee structure.

The scope of SIAC's responsibilities increased significantly following the allocation of additional Australian Government funds to support sector development initiatives. Three major projects – the Multi-Platform Distribution Project, the National Training program industry capacity and skills development, and the Enhanced National News Project – became SIAC's responsibility for implementation and management.

This was a complex and challenging responsibility, requiring the committee to oversee activity to scope, tender and contract organisations to deliver the projects. The CBAA was awarded contracts for the multi-platform distribution and the news enhancement projects, whilst the Community Media Training Organisation (CMTO), a registered training organisation, was engaged to deliver the industry skills project.

This significant increase in the scope of SIAC's responsibilities has extended its mandate well beyond that articulated in 2016 and resulted in a significant imbalance in the workload and responsibilities of the current three Advisory Committees.

Despite the large role that SIAC plays, some consulted criticised its wide mandate, while others acknowledged the responsibility for sector investment grants was expanded when additional projects were added in 2019. Others suggested that the criteria SIAC uses to make funding decisions and how it makes those decisions is opaque. The process for appointing members to SIAC was also criticised, along with the appointment process used for all Advisory Committees. Some also said that SIAC lacks the skills to evaluate complex sector development initiatives such as the Enhanced National News Project.

*We asked SIAC to be the connection point between the CBF's strategic intent and the grant program. CBF management believes that it can do this through staff. They can ensure that the guidelines are aligned with strategic decisions. We have overloaded them with this oversight role. Thinking is not coming from SIAC because they don't have time.*

SIAC currently undertakes three significant functions: determining CBF global budget allocations; considering, making recommendations for and monitoring sector coordination funding for three organisations (CBAA, NEMBC and RPH Australia) where distinct funding exists to support this activity; and assessing and monitoring the 'major sector project' allocations.

A single committee overseeing three significant activities, representing \$9.4m or 46% of the overall CBF allocation, raises significant concerns. These concerns relate to governance transparency and effectiveness, noting that:

- The best-practice requirement is to have the management and ultimately the governing Board responsible for the global budgeting function.
- Insufficient time and skills to assess, oversee and evaluate initiatives allocated through targeted Government policies.
- Volunteer committees are undertaking a role that should be undertaken by management.

*The creation of SIAC is a nightmare. It has huge amounts of power – more than the Board – and doesn't have the right people on it. It is doing work that should be undertaken by staff.*

To address these issues, the Review recommends that the role of SIAC is redefined, and some functions are reallocated as follows:

- Management undertakes the global budgeting process with approval by the CBF Board, in line with best practice governance. An organisation's governing board is primarily responsible for the oversight of the budget process: its development, approval and monitoring.

We therefore recommend the responsibilities of SIAC be redefined, with responsibility for sector coordination, and for it to be re-titled as the *Sector Committee*. The Committee's revised remit will include assessment and oversight of other non-station entities seeking 'sector investment grants' to undertake 'sector coordination'. Other responsibilities of the current SIAC committee will be allocated to a new committee known as the *Project Management Committee*.

## THE PROJECT MANAGEMENT COMMITTEE

The role of assessment, project management and monitoring of the major sector project investment be allocated to the new committee. This recommendation recognises the responsibility for implementing Government policy and budget allocations through new projects requires specialist project management skills.

These skills and functions are outlined below:

Skill & Function of PMC	Benefit
Project management expertise (formal expertise including financial management)	Ensures new projects (or existing projects in a transition period) are developed and delivered in a timely manner according to the budget policy objective and overseeing a risk framework.
Tendering	Ensures a transparent process is undertaken in the allocation of new resources
Evaluation	Ensures an evaluation framework is established at project initiation
Reporting	Ensures that projects are appropriately reported to the CBF Board (and governments) with recommendations on future funding needs.

## THE BENEFITS OF THE NEW COMMITTEE STRUCTURE

The new Advisory Committee structure will achieve three key objectives:

### Clarity and equality

1. Establish and maintain four Advisory Committees, each with a clarity of role and purpose. each with a clarity of role and purpose.
2. Create a more balanced workload across each Committee.
3. Separate the global budgeting process from that of a volunteer committee (currently SIAC) to the Foundation's governing Board.
4. Chairs of the four committees to be seen as equal. (Currently, the Chair of SIAC sits on the CBF Board, and the Chairs of DOGAC and CGAC sit on SIAC – it is proposed that these 'linking roles' be removed)

### Strategic focus

5. Provide a single focus of one committee on whole-of-sector developmental activity.
6. Provide the opportunity for each Committee to review and determine strategic opportunities within their area of focus.
7. The Chairs of the four committees would meet annually to ensure cross-committee communication, coordination and the sharing of strategic priorities.

### Efficiency and effectiveness

8. Introduce specialist knowledge and expertise in project management and evaluation into the governance framework.
9. Enhance CBF client management and evaluation processes to address any perceived or actual consequences resulting from the creation of dispersed reporting lines (particularly for the CBAA between core and project allocations).
10. Overall, this structure will deliver greater transparency, efficiency and effectiveness.



### Budget transfer implications

The proposed committee structure will require the transfer of funds from the three current committees to four. Such a transfer would be implemented over a 12-month funding cycle to ensure the CBF has time to implement any supporting policy and procedure impacts, and to avoid inconvenience to applicants.

This transfer will not reduce the opportunities for small stations to apply for funds. This shift may actually provide additional funding opportunities for this sector.

A significant benefit of this shift in responsibility will result in the clustering of CBF's sector investment under one committee, to enable overall oversight of investments in this area and to ensure their strategic alignment.

Related to this recommendation is the need for the CBF to define the current definition of 'sector investment' and 'sector coordination' functions.

The establishment of a fourth committee will provide for the following (estimated) budget distribution.

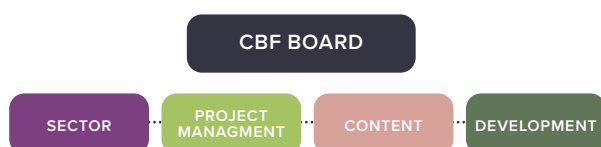
	Funding allocation 2022/23 with Transmission split	Draft Admin Levy	Total funds available for grant funding - 2022/23 funding	Sector Grants - confirmed (SIAC)	D&O total funding	Content total funding	Project Mgt Advisory Committee
Recurring Activities: Ethnic	4,220,755	481,010	3,739,745	470,000	2,059,940	1,209,806	
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Amrap	635,639	72,439	563,200	563,200			
National Training Program	697,380	79,475	617,905	500,000	117,905		
Digital Radio Project*	4,460,504	70,000	4,390,504				4,390,504
Sector Wide Initiatives: Multiplatform Distribution Project	611,619	69,702	541,917				541,917
National Training Program - Industry capacity & skills development	611,619	69,702	541,917		26,917		515,000
Enhanced National News Programming	815,492	92,936	722,556				722,556
<b>TOTAL</b>	<b>\$20,531,000</b>	<b>\$1,901,441</b>	<b>\$18,629,559</b>	<b>\$3,306,612</b>	<b>\$5,948,971</b>	<b>\$3,204,000</b>	<b>\$6,169,977</b>

\*Digital Radio Project funds are split across recurring and sector development initiatives

As noted earlier, we also recommend that the status of each of the Advisory Committees is equalised with the Chair of each not represented on the CBF Board (as is currently the case with linking roles between SIAC and the Board, and between DOGAC and CGAC and SIAC). The committees would provide regular reports to the Board, and the Chairs would meet annually to review performance and alignment with strategic priorities.

## RECOMMENDATION 10

The Advisory Committee structure is revised to provide four committees with the following responsibilities: Sector, Content, Development & Operations and Project Management.



## GLOBAL BUDGETING

This section complements the observations and recommendations made in the Governance section.

As noted earlier, consultations suggested the Board has delegated too much decision-making to SIAC. There were several suggestions for which decisions the Board should take back, including the global budgeting of funds across SROs, sector-wide development initiatives (projects) and the Development and Operations and Content grant programs.

*45 percent of the 20m goes to the SROs. Growth to CBAA has been astonishing – there is a strong feeling that the SROs accrete funding like topsy whilst stations suffer.*

That a volunteer Advisory Committee is responsible for undertaking the CBF's global budgeting process is problematic and represents a level of risk for the CBF Board. The Board should assume full responsibility for the global budgeting process, informed by management's recommendations and supported by a Strategic Plan and longitudinal evaluation of data of each funding allocation.

The CBF should set its own measures of 'efficiency and effectiveness' as evidence and reporting to Government funding bodies, and support any external audit that the Government may require.

## RECOMMENDATION 11

The CBF Board undertakes the global budgeting function based on the advice of management to enable its alignment with the Strategic Planning priorities and performance evaluation process.

## SECTOR REPRESENTATIVE ORGANISATIONS

The four sector organisations funded by the CBF are the CBAA, NEMBC, RPH Australia and the CMTO. Funding provided to these organisations is in two strands: core funding to assist in basic operations, and project funding allocated through a tender process for specifically targeted Government policy and budget allocations.

The 2022 budget allocations to the four sector organisations are summarised in the following chart. This funding represents 46% of the CBF funding allocation. Unlike funds allocated by DOGAC and CGAC, funding to these organisations is not subject to the additional layer of peer review by the Assessor Team due to the size and complexity of the applications.

This funding breakdown includes separate budget allocations (awarded through tender processes) for identified projects.

Sector Representative Organisation	Core Funding	Project funding	TOTAL FUNDING
CBAA	\$884K	AMRAP \$557k CBOnline \$573 Digital Radio \$4.4m Multi-Platform \$575k Enhanced national news \$645	\$7,634,000 multiyear funding
NEMBC	\$470k	\$0	\$470k single-year funding
RPH	\$210k	\$0	\$210k single-year funding
CMTO	\$0	\$540k Industry capacity and skills \$500 National Training Program*	\$1,040 multiyear funding
<b>TOTAL</b>	<b>\$1,564,000</b>	<b>\$6,750,000</b>	<b>\$9,354,000</b>

\*Includes some core funding

We note that a current clear definition of 'sector coordination' and 'sector investment' is lacking. Consultations highlighted different definitions and expectations, and this lack of clarity contributes to confusion concerning the role of the SROs. Regardless, the valuable role the SROs have played over time was acknowledged by those consulted. A lack of transparency of funding justification (other than historic expectation), and the absence of evaluation of impact were also noted by many.

*CBF is too focussed on SROs. They have so many meetings with SROs and barely meet with stations. It is important to have strong relationships but these are mature organisations and don't require weekly check-ins. Too much emphasis is placed on SROs, which don't always represent their members.*

## **DEFINING SECTOR COORDINATION AND SECTOR INVESTMENT**

Sector 'representative' – or 'service' organisations as they are classified in some communities – have changed significantly over the past decade. Changes include the evolving community make-up, community expectations, technological development, and communication modes and methods. This changed context invites a conversation to fully understand how SROs see their role in supporting a vibrant sector in the period ahead.

Investing in the national 'sector' that is Community Broadcasting is important. As noted in the sections addressing the Committee structure and, in particular, the responsibilities of SIAC, it is timely to reconsider the CBF's definition of 'sector investment' and how this investment is managed.

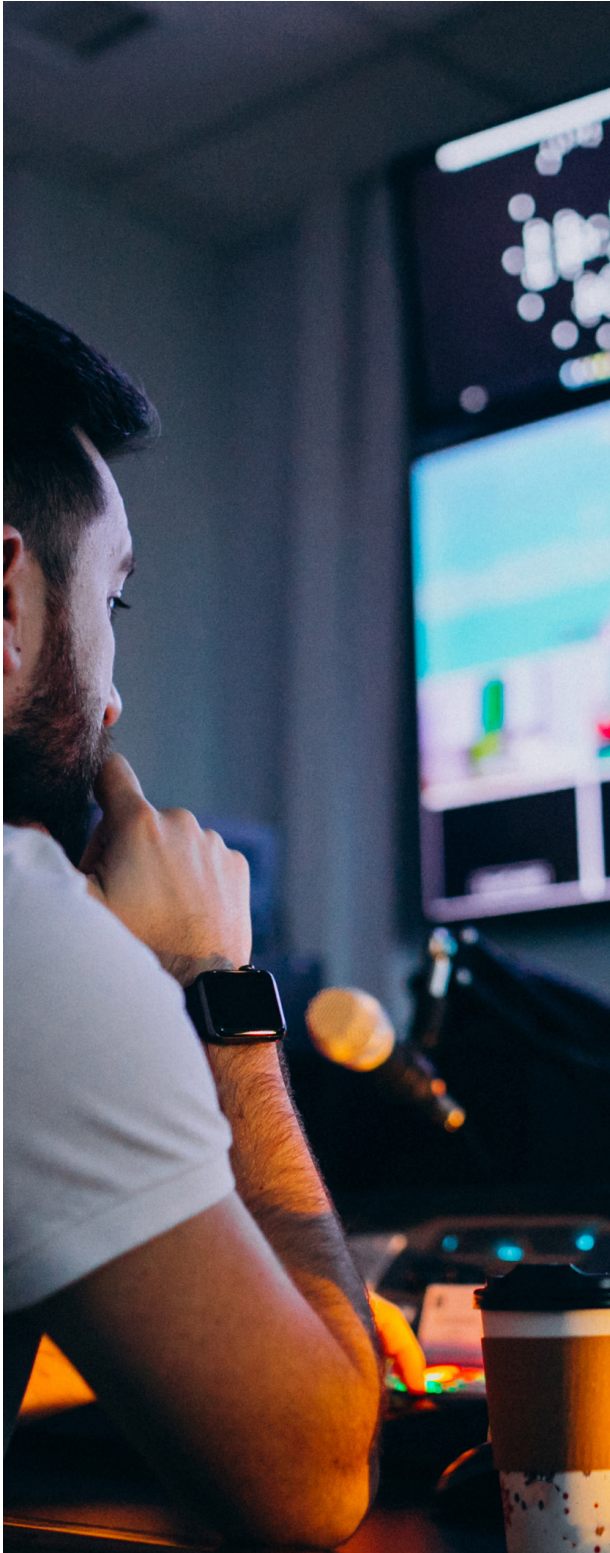
While SIAC is primarily involved with allocating and monitoring funding to some SROs to provide coordination and other services with whole-of-sector benefit, DOGAC is also managing funding applications for 'sector investment' initiatives. Once clear definitions of both sector investment and sector coordination are agreed upon, then shifting applications from the responsibility for the assessment of 'non-station specific' activity from DOGAC into the Sector Committee will be timely.

'Non-station' entities have evolved, and the CBF structures should also respond to this changing demand. Once the definition of 'sector coordination' and 'sector investment' have been settled, CBF may consider accepting applications for sector funding from the Australian Community Television Alliance (ACTA), Technorama and others, so that these groups do not compete against their members for scarce Development & Operations funding. To centralise the consideration and assessment of all sector investment initiatives, creating a 'whole of sector' view would significantly benefit the sector and the CBF's evaluation processes.

Changes to streamline the committees' responsibilities may require a redistribution of funds. A realignment will not diminish opportunities for stations or non-station entities to seek funding. Any changes will need to be carefully managed and communicated and, in time, will provide greater clarity on funding availability and ultimately increased opportunity.

## **RECOMMENDATION 12**

**The CBF undertakes sector consultation to develop an agreed definition of 'sector coordination' to respond to the changing media environment.**



## Objective 3

### I. Peer review of grants.

#### INTRODUCTION

The establishment of volunteer-based peer assessment for grant applications was one of the most significant recommendations of the Nous Report.

*CBF should transition to a panel-based model for the peer assessment of grant applications ... Potential assessors would be nominated to the Assessor Pools by SROs and stations, and selected by the CBF Secretariat on behalf of the Board based on skills, experience and diversity considerations.*

Overall, the sector largely welcomed the transition to peer-based assessment.

*By opening up the process to the involvement of assessors, there are multiple benefits: sector's ownership of us and they are part of us, broader understanding of the grants process and, in terms of branding, more people in the sector feel connected to us.*

This section examines the CBF granting process and the role of peer review. A definition and understanding of the history and use of peer assessment are also provided as context. The current CBF grant process is compared with a 'best-practice' model. The section also includes the perspectives of individuals involved in the assessment process provided through the research phase of the Review.

## WHAT IS PEER REVIEW?

Understanding the origins of peer review and its use in other sectors is valuable for assessing its application in the community broadcasting context. Peer review is widely used in academia, publishing, health, arts, culture and many other areas of the community.

Elsevier, a respected international organisation working in health care and publishing, provides the following definition and history:

*'Peer review has been a formal part of scientific communication since the first scientific journals appeared more than 300 years ago. The Philosophical Transactions of the Royal Society is thought to be the first journal to formalize the peer review process under the editorship of Henry Oldenburg (1618- 1677).*

*Despite many criticisms about the integrity of peer review, the majority of the research community still believes peer review is the best form of scientific evaluation. This opinion was endorsed by the outcome of a survey conducted in 2009 and has since been further confirmed by other publisher and scholarly organization surveys. Furthermore, a 2015 survey by the Publishing Research Consortium, saw 82 percent of researchers agreeing that "without peer review, there is no control in scientific communication."*

While the concept of peer review commenced in the scientific arena hundreds of years ago, it is now used in many sectors to inform decision-making, and in particular grant allocations, where the expert content knowledge is found within the community the funding is nominated to support.

At the core of peer review is the concept of deliberative decision-making that draws together the different perspectives and inputs of selected informed peers to provide a consensus decision.

The Australia Council for the Arts, the Australian Government's arts funding and advisory body, has embraced peer assessment as a fundamental principle of its granting program over its 50-plus-year history. The Australia Council undertook significant research and reform of its granting processes in 2014, and this work has provided a reference point for this Review.

## THE VALUE OF PEER ASSESSMENT

Peer assessment provides significant benefits for those involved in the process and the sector. Benefits include:

- Participation: Engaging with the community in decision making supporting its sector
- Engagement: Accessing current skills and expertise in a dynamic environment
- Skills: Capacity building developed through awareness of grantees' applications
- Fairness: Transparency in a granting process

This value should not be underestimated when considering the distribution of public funds to deliver 'public benefit'.

*The grant assessor pool is a good concept, but anyone could be appointed as an assessor. They have no experience in running a station or an NFP. There is a real gap in commercial acumen across that group, especially since the majority of funds are used for development. You're getting the passionate / ideological people involved.*

The CBF makes significant efforts to support volunteers to acquire the skills and undertake the assessment of grant applications. This includes a comprehensive induction and training program, access to support during the assessment round, and a survey after the application process.

A review of survey responses from 2017 to 2022 demonstrates a consistent agreement that instructions to access and assess applications were clear, with an average of 90% of positive responses.

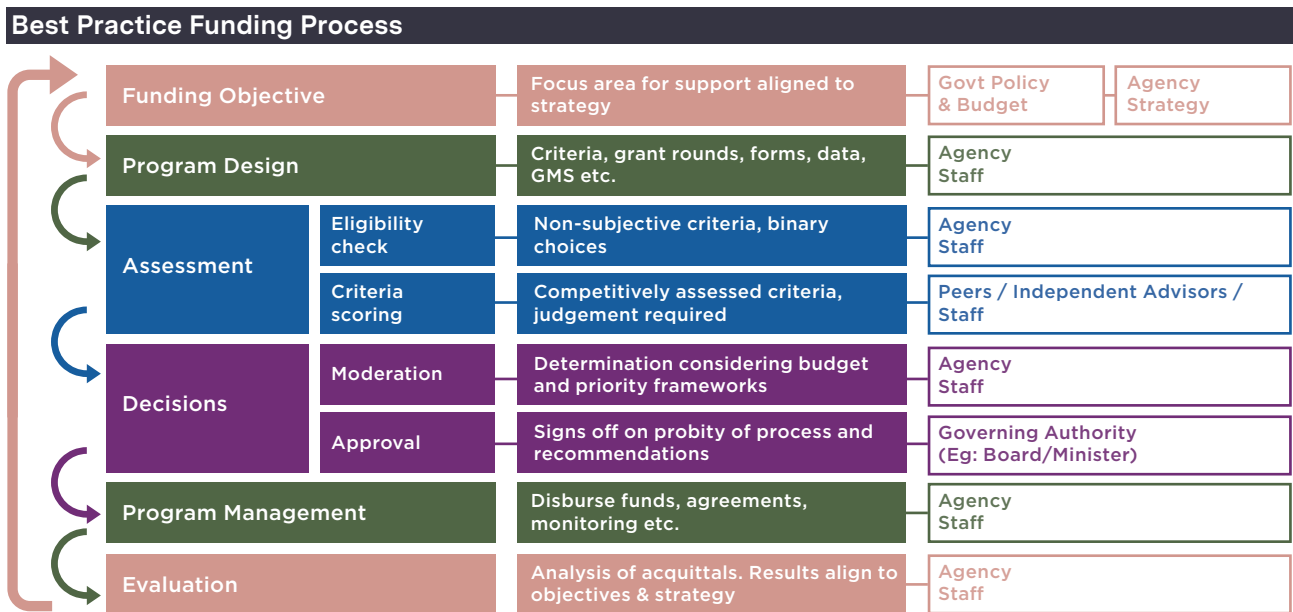
There has been an improvement in responses to the number of applications each assessor is provided, increasing from 70% 'reasonable' in 2018 to 86% in 2022. The time taken to assess each application has seen significant change. Over the years 2017 to 2020, the average time taken was 15 minutes, increasing to 30 minutes in 2021 and 2022.

The extent to which volunteers felt valued or supported shows variation, decreasing from 100% in 2017 to 2019, to 90% in 2021 and 81% in 2022.

The survey responses also provide valuable feedback and suggestions to support continuous improvement of the peer-review process.

### THE GRANT CYCLE

It is useful to understand a complete 'grant cycle' to assess the role of peer review. The following diagram represents a widely considered best-practice grant-making process in related areas.

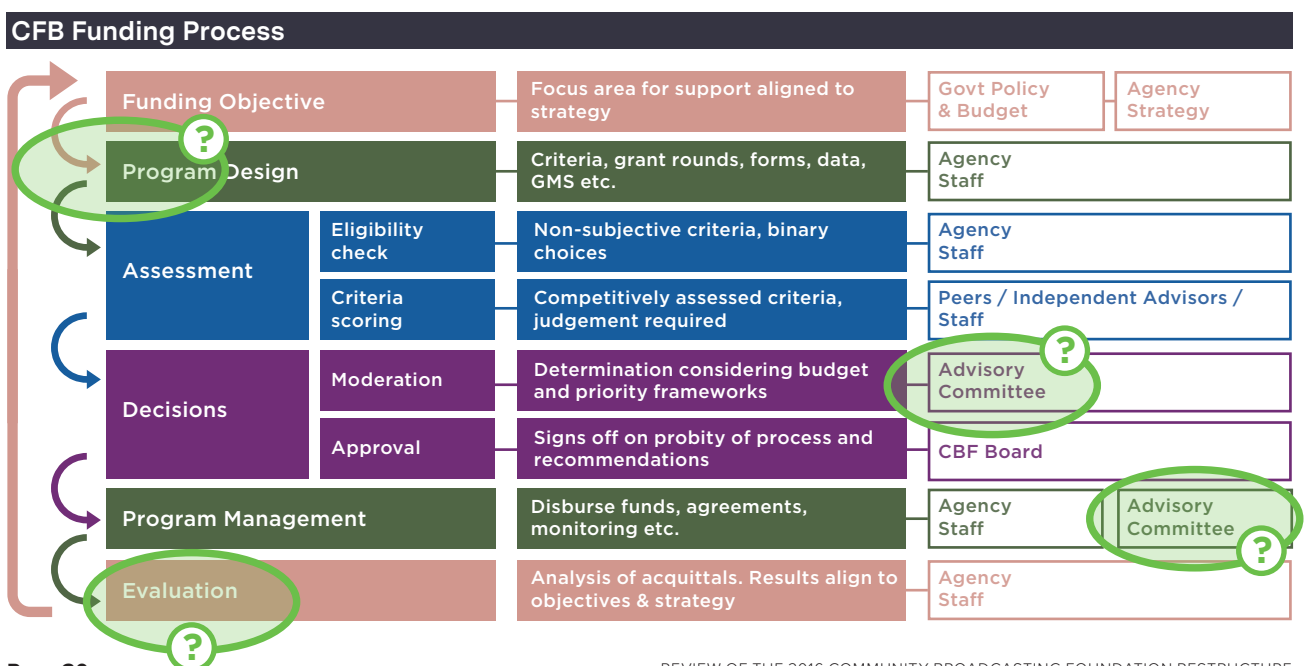


The typical process involves six key stages, some of which, as outlined above, involve some sub-stages.

The central column of the chart provides a broad definition of each stage. The right-hand column identifies the usual 'owner' of each stage. This example is based on a Government and independent agency environment, and can be applied to the Community Broadcasting Foundation as the 'agency'.

### THE CBF GRANT CYCLE

The following diagram overlays the CBF grant cycle onto the best practice model above.



The overlay identifies four points at which the process at CBF differs from that regarded as best practice for public and not-for-profit organisations working in cultural and public benefit sectors.

The four areas are:

1. Strategic Clarity
2. Moderation
3. Project Management
4. Evaluation

These four areas are explained as follows:

#### 1. Strategic Clarity

While the Government can set an overarching objective for a particular funding allocation, it is critical for the agency charged with its distribution to have a clear strategy to guide its distribution. The CBF has a Strategic Plan, but its effectiveness requires a clear Vision, Statement of Purpose, and understanding of the dynamics of the ecology and their alignment with the organisation's strategy.

As the Strategic Plan was recently developed, there is currently a gap between the CBF strategy and the criteria and application of the grant programs. While there have been significant advances in many aspects of CBF operations, we recommend that the process be adjusted to enable the alignment of strategic priorities with the annual grant allocation criteria.

### RECOMMENDATION 13

**The CBF grant-making process and criteria align with the priorities and performance indicators of the Strategic Plan.**

#### 2. Moderation

The second area of difference occurs at the fourth stage of the granting process: moderation. The moderation process takes the peer assessment outcomes and applies these to an organisation's strategic objectives and budgeting process.

Moderation in the CBF process is undertaken by volunteer committees. While committees should have a clear budget allocation and contribute to the moderation process, the final moderation stage that balances grant priority against overall budget availability, strategic priority and other overarching factors should be undertaken by the CBF staff and management for Board endorsement.

### RECOMMENDATION 14

**The grant-making process is revised to allow for the moderation stage to be undertaken by the CBF staff members in line with CBF strategic objectives and the budget allocation, for endorsement by the Board.**

### 3. Project Management

Project management and monitoring have been identified as activities where CBF practice does not align with accepted best practice. Currently, the Sector Investment Advisory Committee oversees the effective project management of major initiatives and reviews the performance of the four funded sector organisations.

There are several concerns with this arrangement. Committee workload has doubled since the Committee was conceived. While project management is listed as a skill in the SIAC skills matrix, there is broad and complex scope of project areas currently being overseen by SIAC. To provide meaningful oversight of such significant projects the right mix of skills and expertise is required and may not currently be reflected in SIAC. More significantly though, adequate time to engage in oversight of these complex projects is difficult with volunteer committees. Further, SIAC is not provided with appropriate evaluation data and reports on the performance of the SROs against their funding allocation.

We acknowledge that the current membership of SIAC has managed a significant and expanding workload admirably. The comments and recommendation for creating a specialist Project Management Committee recognise that specialist skills in project management and financial management would augment the effectiveness of the skills available to the current committee structure and ensure the optimal oversight and accountability for significant government allocations. This issue is therefore addressed in two areas of the report: the Committee structure and Board membership.

#### 4. Evaluation – Sector Data and Analysis

A significant element of an effective grant process is evaluation. Understanding the impact of individual grants and grant programs is one of the most important tools to ensure a granting program maintains its relevance and effectiveness.

Evaluation was identified in the Nous Report and has been flagged by the CBF and the CBAA as a priority area and a potential future partnership project.

The CBF has an established Review and Evaluation Framework, which consists of the following elements:

- Reviewing Grant Outcomes: assessing the activities and outcomes of grants by considering material provided through grant reports.
- Evaluating Grant Programs: internally through the regular review of the GAC Terms of Reference, and externally through independent reviews of Grant Programs; and
- Lessons Learnt Strategy: in the interests of better practice in grant-making and building and improving transparency in decision making, the Foundation aims to share and learn from the outcomes of grant and program evaluations.

Based on the Australian Institute of Grants Management's better practice advice on grant program evaluation, the Grants Support Team has developed a framework to plan and evaluate funding directions.

The Grants Support Team collects data in grant applications and reports to GACs, SIAC, the Board and funding bodies. The CBF has implemented outcomes-based funding and reporting processes for Sector Investment grants.

Grant reports are submitted via *SmartyGrants* and summarise the achievement of activities, outputs and outcomes using the agreed evaluation measures within the Grant Agreement and application and identify lessons learnt from the activities.

Grant programs are reviewed internally through the Terms of Reference Process and externally through independent reviews. GACs review grant guidelines each round to monitor the efficiency and effectiveness of their respective grant categories against the GAC Terms of Reference. This internal evaluation process considers feedback from stakeholders regarding the established program objectives, the DITRDC Funding Deed, CBF Strategic Plan and CBF Constitution.

From time to time, the Foundation seeks independent assessments of CBF funding programs to determine whether they are meeting the sector's needs effectively and in an efficient manner.

Independent evaluators are engaged through an open expression of interest process.

The CBF has developed a schedule of independent reviews to be conducted in the years to 2025.

We suggest the CBF review the schedule in light of its new Strategic Plan and in conjunction with the development of the sector roadmap and associated performance management framework.

The CBF has also committed to undertake evaluations of major sector development initiatives. The most recent, completed in July 2022, provides a mid-term evaluation report on the Grant provided to CBAA to deliver the Enhanced National News Project (ENNP).

It is best practice to ensure that project evaluations inform an understanding of the program's success against agreed performance measures.

Future independent reviews and evaluations of sector development initiatives should specify a requirement to be delivered against the Outcomes Map (where relevant) and Performance Measures.

## RECOMMENDATION 15

**The CBF develop a Performance Management and Evaluation Framework that aligns with the new Strategic Plan, Sector Roadmap (on completion) and their Performance Indicators.**

The program of internal Sector Investment grants management is managed through a framework of Outcomes Maps, which chart Strategic Objectives against Outcomes, Activities and Performance Indicators, including targets.

The CBAA, for example, provides a consolidated six-monthly report which summarises performance across the multiple activity strands funded through the CBF.

Following a CBAA review of strategic planning, execution and measurement, the December 2021 report incorporated new reporting dashboards. The new dashboards reflect Outcome KPIs, aligned with the Outcome Maps in the grant agreement. In addition, progress on significant new work 'Milestones' and key Business as Usual (BAU) deliverables are also tracked for each Initiative.

The CBAA notes the dashboards are a work in progress and will continue to work with the CBF to ensure they best meet needs.

There are many new measures, some of which do not yet have a target. For most metrics, data is only presented from June 2021.

This enhanced focus on reporting and evaluation is commended. Noting the significant CBF funds allocated to programs delivered by the CBAA, there is merit in considering the enhancement of the resources available within the CBF to review and provide advice to the CBF Board on the performance of these programs.

The identified weakness in the current reporting and evaluation framework is a lack of year-on-year comparisons to enable effective trend analysis of the performance of the four-year grant allocation.

The absence of any trend data means it is impossible to meaningfully analyse performance trends or access data to inform future strategic planning, advocacy and resource planning.

These are significant weaknesses.

Priority now needs to be given to enhancing performance reporting to include trend analysis across key metrics. It is recognised that current Outcomes Maps contain a great many performance measures. It would be time-consuming and of limited value to monitor performance trends against each. The focus should be on identifying key indicators to be monitored and reported over the grant cycle.

## RECOMMENDATION 16

**That CBF Performance Reporting is revised to include a requirement to provide performance trend analysis against agreed key indicators.**



*Evaluation is important for SIAC. SRO funding is supposed to be outcomes-based funding. I would like to see more standardised reporting from SIAC on the results of the outcomes.*

Establishing an overarching measure of the impact of investment from Governments, and other inputs including volunteers, will be important to guide future strategic and financial investment. These measures will also form an important part of an advocacy plan to highlight the critical role and impact of the sector.

Access to rich data collected systematically over time is at the core of effective evaluation. Such data can monitor the evolution and changes in the sector and be used to determine the impact of financial and other investment into the sector.

*We get a point-in-time report. What I would like to see is a report that tells us what outcomes we have got over time.*

The CBAA has embarked on a project of data collection for this purpose. This work is commended and also provides an opportunity for collaboration with the CBF.

The importance of establishing a robust data 'cube' of information as a central resource for use by the CBAA and separately for the CBF cannot be underestimated.

Consultations with Government representatives also highlighted the importance of data about the impact of Government support for community radio. It is understood the Department of Infrastructure, Transport, Regional Development and Communications would consider a separate funding submission from the CBF to support the development and implementation of an evaluation framework for CBF grant-making activity. The proposed Sector Accord (outlined below) would provide a potential mechanism for advocating for and securing a separate funding allocation for this purpose.

## **RECOMMENDATION 17**

**The CBF make representations to the Government to seek funding support to develop an evaluation framework to inform strategic priorities and guide future funding allocations.**

As noted above, the CBF has limited capacity to evaluate its activities. A survey of assessors following the first grant application round is undertaken each year, but its focus is the evaluation of the peer review process, and does not address the evaluation of the outcomes of this activity.

This is a significant weakness. CBF does not have access to information to determine funding priorities based on understanding of impact and alignment with the grant objectives.

*In the enormity of setting up a new system, the idea of evaluation got overlooked. The thinking would have been to bed down the new system and then to look to a quick annual or biennial review to see if it is delivering the outcomes.*

It also means CBF has limited capacity to develop and monitor key performance measures for its Strategic Plan. The Plan's Goals include sector resilience, granting for positive impact and community participation. The broader outcome, to partner and influence, calls for demonstrable impact. CBF does not currently have the capacity to demonstrate demonstrable impact.

*Since 2016, there has been a mounting level of concern around what is the purpose of CBF grants. Is it about changing the complexion of the sector? Or is it to help stations to do what they do better?*

We note that the Operational Plan 2021-22 accompanying the current Strategic Plan has a measure to 'map current and expected future data needs'. This should be elevated and regarded as a high-priority target.

Access to data will assist CBF in communicating both the purpose and impact of its grants. This will be of benefit to individual stations, sector organisations and importantly, the way the sector is represented to Government.

We note that the CBAA has invested significant funds and human resources to undertake a data and analytics project. The project aims to unify data and insights to empower decision-making across the CBAA and, importantly, the sector and enable the CBAA to demonstrate the impact and value of the sector. A team of three staff, led by the CBAA Head of Strategy, is responsible for its delivery, anticipated for completion in 2023.

This has the potential to provide valuable information to inform the future direction of CBF funding and enable analysis and evaluation of the return on investment for CBF funding decisions. To benefit from this initiative, we recommend that the CBF and CBAA enter into a partnership agreement to develop the data gathering and analysis frameworks to inform future CBF activities. This should be formalised with the terms of the partnership clearly articulated and jointly agreed. The approval of the CBF and CBAA Boards should be a requirement.

## **RECOMMENDATION 18**

**The CBF collaborates with the CBAA to implement a comprehensive data and analytics system, used as a primary source for effectively analysing the sector's profile and performance.**

Developing a 'sector roadmap' initiated by the management of the CBF and CBAA is an important step in achieving greater collaboration across the community broadcasting sector. Importantly it will allow alignment of both the CBF and CBAA's strategic plans within a long-term framework for the development of the sector. There is opportunity for the ambitions of the 'roadmap' to be significantly enhanced to embrace the data and analytics project, and in turn, advocate to Government, the community broadcasting and the wider media sector the value of community broadcasting, and its role in building a more cohesive community.

A partnership of this nature offers multiple potential benefits. It strengthens the 'voice' and influence of both organisations to Government and the sector, offers a more economical use of resources, and allows evidence-based decision making and advocacy for the first time.

*CBF should be a champion of the outcomes that we provide as the funding body for the sector. If we want more money for our sector, we need to promote our work. We need to stimulate discussion in the sector about what we want community broadcasting to look like in a decade.*

It also provides a framework for sector-wide policy development. Consultations highlighted the lack of clarity regarding responsibility for policy development. Views varied widely, with respondents proposing the sector roundtable, the CBAA, the CBF or some other mechanism. In turn, the sector deliberative workshop nominated a partnership of the CBF and CBAA as the appropriate organisations to lead sector policy thinking. Responsibility for sector-wide policy development should now be captured in the scope of responsibilities for the Sector Accord, recommended below.

*Impact investing reporting standards are useful because it uses the language of philanthropic investment. It would be good to look at the standards and how it aligns with the objectives of the organisation.*

The Accord would also strengthen the sector's advocacy 'voice' to Government, the community broadcasting sector and the wider community. The opportunity for two peak bodies to 'speak as one' on key opportunities and challenges facing the sector is compelling and would capitalise on the passion and commitment at the heart of community broadcasting.

## RECOMMENDATION 19

**The CBF develop a 'Sector Accord' entered into by the Boards of the CBF and CBAA, to codify and clearly define the scope of partnership collaboration for the two organisations. The Accord would be established for a three-year period, with a review at the end of the term to determine its future relevance**

## II. Strategic and longer-term granting options.

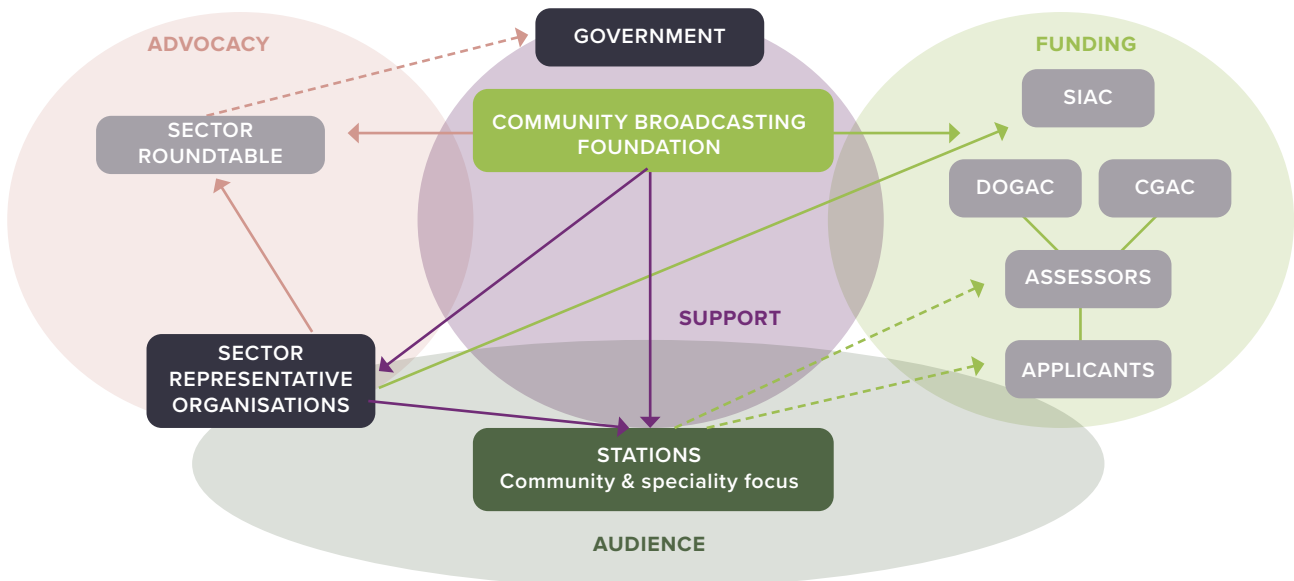
This area is explored in detail in Section 2, Objective 2, commencing on page 18

## III. Global budgeting of funds

The key issue here is the specific nature of the current Deed of grant. This is addressed in detail in Section 2, Objective 2 as above.

## IV. Relationship with the sector

This is how CBF engages with the sector.



In August 2019, the CBF engaged consultants Taylor & Grace to undertake a quantitative and qualitative review of how external and internal stakeholders perceived the organisation. This provided a valuable snapshot of relationships with the sector.

The report found that whilst some sector organisations remained dissatisfied with the new grant model, there was acknowledgement by the CBF Board and management that significant progress had been made in implementing the 2016 reforms. The report also highlighted issues relating to communication across the sector and an inconsistent understanding of the role of the CBF.

The management response to the review noted that changes in management and staff had improved relations with the sector but proposed few concrete steps to address other observations of concern. We believe the establishment of a new role to lead evaluation, policy development and communications will significantly advance progress in addressing the observations of the Taylor & Grace report.

Consultations for this review have again highlighted a diversity of views about the grant model and a lack of clarity about the role of the CBF. This was also a key observation of the Taylor & Grace report, to be addressed through a more structured consideration of that report's recommendations by the Board.

*We need to stimulate discussion with the sector about what we want community broadcasting to look like in a decade. Then, take the roadmap to the sector and show the Government where it has a role to play. We need to change the relationship with the Department, not just Ministers.*

The Sector Accord recommended above also provides an opportunity to reset and redefine relationships with the sector. It addresses perceptions relating to collaboration, the role of CBF and the opportunity to be proactive in leading and communicating about issues affecting the sector.

A communications strategy linked to the establishment of the Sector Accord can provide an opportunity to address the lack of understanding and clarity in some quarters regarding the operation of the grants program and the development of policy for the sector.

### RECOMMENDATION 20

**The CBF develops an advocacy and communications plan to enhance relationships with the sector. The plan will address perceptions relating to collaboration, the role of CBF, and the opportunity to be proactive in leading and communicating about issues affecting the sector.**

## V. Cultural inclusivity and cultural safety

The Terms of Reference required the research team to investigate cultural safety and inclusivity at the CBF. This was not a focus of the 2016 Review. The initial review called only for a diversity of skills since it proposed a shift to a skills-based Board. While some respondents said the current CBF Board is both highly skilled and diverse, others said that the Board takes a 'diversity before skills' approach and observed that while all Directors receive cultural competency training, none receive governance training.

Several participants were critical of the intense focus that CBF has placed on diversity and inclusion in recent years. Some questioned why CBF has chosen to make this such a focus of its work.

*It appeared to be a staff-driven change. It changed it from being a transactional organisation to a transformational organisation. That is a seriously dangerous position for a funding body to be in. It was driven by the CEO of the time.*

The issue of cultural safety has become divisive within the community broadcasting sector. One group of research participants found the term 'cultural safety' confusing and opposed what they perceived as 'political correctness gone mad'. Another group approached the topic with absolute certainty and said that the CBF has a responsibility to address injustice and inequality.

The issue came to the fore when the study results were presented to the CBF Board before the workshop. The meeting was reminded that the Community Broadcasting Code of Practice requires that 'In all station activities and our behaviour we will oppose and break down prejudice on the basis of ethnicity, race, language, gender, sexuality, age, physical or mental ability, occupation, religious, cultural or political beliefs.'

*I had to answer a question, 'How many people in your organisation are gender fluid?' I don't have the data (on gender) to give you. No one asks those questions in other areas of society.*

Whilst the Community Broadcasting Code of Practice requires the sector to 'oppose and break down prejudice', the challenge is to achieve this across the entire community broadcasting sector and should not focus only on those groups that some feel have been under-represented in the past.

Consultation revealed this priority is one of the most contested dimensions of CBF operations. Interview and survey responses consistently addressed the focus on station demographics in grant applications to be of limited relevance, extending to a concern that poor performance on this measure may impact an application's success.

We recognise that CBF has a responsibility to demonstrate leadership in support of diversity, cultural inclusivity, access and cultural safety. This responsibility is reflected in its current policy framework.

There is the potential for confusion regarding the influence this policy framework has on grant-making decisions. Collecting comprehensive demographic data as part of grant applications is considered best practice. However, this data does not form part of the criteria used to determine the grant decisions. There is value in making this aspect of the application process more explicit.

### RECOMMENDATION 21

**The CBF clarifies the role of demographic data in the grant application process.**

## **SECTION THREE - Research Findings**

- **Research Summary Report**
- **Community Broadcasting in Australia**
- **Community Broadcasting funding in an International Context**

# Research Summary Report

*The 2016 review of the Community Broadcasting Foundation was ambitious in scope and resulted in wide-ranging changes to the structure and governance of the organisation. While on balance, the changes are now viewed positively, the review process was criticised in retrospect for not being as consultative as it might have been. The perceived lack of consultation was blamed for the subsequent public campaign against the reforms launched by the National Ethnic and Multicultural Broadcaster's Council. As a result, a comprehensive consultation process was an essential design feature of this Review of the 2016 Restructure.*

*The Consultation Phase had three major components. The first was based upon nineteen one-on-one interviews, lasting between 60-70 minutes among current and former board members, current and former staff, grants advisory committee chairs, SRO representatives and representatives of the Commonwealth Department of Infrastructure, Transport, Regional Development and Communications. The second component was composed of seven 90-minute discussion groups composed of small stations, large stations, stations with ethnic programs, a combined group of DOGAC and CGAC members, SIAC, the board and CBF staff. The third element was a deliberative workshop attended by 24 individuals including CBF Board and staff, committee members and SRO representatives.*

*The goal of the Consultation Phase was to ensure that each participant in the research had an opportunity to be heard and understood. The results of the Consultation Phase were presented back to the Sector Roundtable and to an expanded meeting of the CBF Board to not only assure participants that they were heard but also to give them an opportunity to hear the views of other research participants. The full results of the Consultation Phase were provided in hard copy form to the deliberative workshop participants as 'grist for the mill' for their deliberations.*

*While the results of this consultation are important and instructive, they are but one of three sources of input into the final report; the others being the CBF data provided and information on international best practice grant making.*

## Overall results

*By its very nature, a 'review of a review' should deliver an assessment of the success of the reforms based on a comparison of the situation pre and post the review process. However, given the churn of volunteers and staff in the six years since the review was conducted, only a few respondents were able to confidently compare the pre-2016 arrangements with the post-2016 structure and governance of CBF. However, newcomers were quite willing to assess the changes on their merits.*

*The reactions to the reforms were mixed. The research team was able to identify two distinct groupings of opinions. An 'inner group' composed of the CBF Board, staff, some SROs, and some stations were more likely to view the changes positively. While an 'outer group' made up of some SROs and some stations were more likely to view the arrangements negatively or in need of further refinement.*

## Relations with the Sector

*Research participants reported that CBF's relations with the sector have improved under the leadership of the new Board and management. In particular, participants described the new CEO as a 'breath of fresh air' and they believe that 'there are some possibilities' ahead. Some observed that relations with the CBAA had improved while others cautioned the CBF against relying too heavily on SROs to relay the views of stations. They said that the CBF should consult directly with stations to ensure that they receive the unfiltered view of sector participants.*

*Those who remain critical of the CBF's relationship with the sector pointed to several communication gaps. The first was an initial failure to fully explain the reforms and the rationale for them. Former board members and staff said that CBF was reluctant to communicate once opposition to the reforms moved into the public sphere and so the job of communications was left incomplete. The second group of criticisms centred around the communication of annual priorities and funding criteria. Research participants said that more communication at the start of each grant round would help stations and SROs write more winning grant applications. The third group of criticisms of CBF communications highlighted a failure of CBF staff and committees to 'close the loop' with grant applicants, including stations and SROs. Representatives of the grant advisory committees and staff freely acknowledged that 'we don't get to fully express the rationale for the decisions we take' and the reporting system doesn't address the issues.*

*It is not possible to assess the CBF's relations with the sector without examining the role and purpose of the CBF and how it is expected to serve community broadcasters. While the role and purpose of the Commonwealth funding of a 'public good' in broadcasting to Indigenous, ethnic, and visually impaired Australians was generally accepted by research participants, beyond that of funding administrator, the role of the CBF was more contested. There was a strong reaction against any effort by the CBF to use its funding to deliver on strategic priorities determined solely by the CBF. Station representatives complained about the length of grant applications and the number of seemingly unnecessary questions relating to the demographic profile of broadcasters. For the CBF to make demographic diversity a pre-requisite for funding feels more coercive than encouraging of diversity according to research participants. They objected on the basis that the money the CBF distributes is not its own but is public funding saying, 'we have moved from a grant system that gave out money to a grant system that says you have to change to get the money that the government provides'. Instead, they said that CBF should 'get back to the basics' of good community broadcasting.*

Small station advocates said that CBF funding should serve as a 'safety net', and that the CBF exists to 'provide a voice for those who don't have a voice'. They freely admit that the CBF funding has 'propped up stations that have been in dire need'. Others oppose using CBF funding in that way and said that 'funding that doesn't result in greater resilience is a subsidy'.

Large stations said that CBF has a 'small station bias' or that it lacks a full understanding of how large stations work. They point to the requirement for stations with an annual turnover more than \$700,000 p.a., to provide additional information when applying for operational grants. They say that CBF fails to recognise that with larger turnover comes larger expenses and higher risk, particularly when pioneering innovative broadcasting practices.

### Strategic and long-term funding

'If we are being honest, funding shapes things' said one research respondent reflecting the view expressed by others that the process of grant making cannot be strictly neutral, lest it leave the sector paralysed and unable to move forward in any direction. However, as research and workshop participants agreed, it is not the role of the CBF alone to set the sector's priorities or to determine in which direction the sector should be headed strategically. That role rightly sits elsewhere in the ecology of the sector.

In the individual interviews, participants were offered four options to choose from in terms of which body should set the strategic priorities of the sector: the CBF, the CBAA, the Sector Roundtable, or some other body designed specifically for the purpose. Out of the interview process came a fifth option: the CBF and the CBAA working together as they have done to develop the Sector Roadmap. Using a modification of a facilitation technique known as 'dotmocracy', the deliberative workshop participants working in larger and larger groups, rated the five options. Participants were told that all options would include an extensive consultation process, data from across the sector and a deliberative forum. While the final result was closely run, 'the CBF and CBAA working together' option won out.

Throughout the consultation phase from interviews to the deliberative workshop, participants noted that there were problems with all options. However, the 'dotmocracy' exercise yielded a consensus; a result that sector participants are prepared to live with. Given that the second most preferred option was a 'bespoke process', the CBF and CBAA have permission to explore purpose-built co-design processes for this critical task.

However, a question mark remains over whether the CBF has sufficient discretionary funding to influence the strategic direction of the sector. According to several participants, approximately \$4 million is available for strategic investments although that figure has yet to be verified. Some said that this was not nearly enough to have impact while others said that four million dollars can go a long way in a

sector that largely relies upon a volunteer workforce. Some research participants said that the pool of discretionary funding could be increased if SRO funding was reduced. Others questioned whether the community broadcasting sector can afford the luxury of investing strategically when some stations are starved of resources.

At the station level, there was high praise for the introduction of multi-year funding. They said that only through a multi-year investment could they tackle strategic challenges. However, they were less likely to acknowledge that multi-year grants deplete the overall amount of discretionary funding in subsequent years.

### Global budgeting of funds

The funding deed between the Commonwealth and the CBF stipulates how much money will be allocated to Indigenous broadcasting, ethnic broadcasting, and radio for the print handicapped (RPH). The fact that the government makes those politically sensitive determinations is a comfort to the representatives of those parts of the community broadcasting sector. However, within the context of the total CBF funding, 'global budgeting of funds' refers to the relative allocation of funds between administration, sector development (including SRO funding), development & operations and content.

The CBF Board determines the percentage of funds that will be used to cover the costs of CBF operations and grant administration. According to one current director, 'We are running at eight or nine percent...and that is on the cusp of maximum'. However, that is a political decision that research participants were happy for the board to make.

Participants were far less comfortable with the role of the Sector Investment Advisory Committee. They said that SIAC has too much power because it is able to 'shift funds' between development & operations and content because their decision-making is not as transparent as the Board's. Participants were also critical of SIAC's role in determining the amount of funding allocated to the SROs (reportedly up to 45% of all funds dispersed). They said that SRO funding is uncompetitive and results in 'bloated budgets, unrefined applications and underachieving applications'. These critics were likely to favour the creation of a 'separate pot' of funding for SROs and to give 'mid-tier' SROs, such as Technorama, access to that funding so that they do not compete with their members for development & operations funding.

There were more granular criticisms of how the funding is divided. For example, some participants said that development & operations should be divided into two separate categories because the role and purpose of operations funding (including transmission funding) is substantially different and distinct from funds used for sector and station development.

*Ethnic broadcasters reiterated their 2016 criticisms of the removal of the 'hourly rate' which provided stations a 25% share of ethnic funding to cover the cost of station operations. They said that while dedicated ethnic stations had fared relatively well under the 2016 reforms, stations that broadcast ethnic content part time were comparatively worse off. As one sub-metro station manager summed it up, 'I get money for ethnic programs but where do I get money for the station to air more ethnic programs?' While committee chairs and CBF management point to non-competitive specialist funding for ethnic programs as a source for operational funds, ethnic broadcasters say that the expense recovery process is cumbersome and acts as a disincentive to airing more ethnic programs, particularly those from new and emerging language groups.*

#### **Peer Review of Grants**

*One of the most significant changes to emerge from the 2016 Review was the replacement of nine grant assessment committees with three and the addition of a pool of up to 140 volunteer assessors. While some expected this review to comprehensively evaluate the success of the new peer review regime, it was not possible to do so because there is no widely agreed framework against which to evaluate its effectiveness. Former board members and staff acknowledged that an evaluation framework was unfinished business because the energies of the board and review team were taken up in countering the public campaign against the reforms at the time. They had hoped that the CBF Board and management might have taken up the cause of an evaluation framework in the years since but a change in management and the Pandemic made this impossible to achieve. So, this review is the first opportunity to return to this important topic.*

*Across the whole-of-government, funders are increasingly asking grant recipients to demonstrate long-term outcomes, not just short-term outputs. The Departmental officials interviewed for this study, reflected that view, and amplified it saying they would be open to funding proposals to develop a sector-wide evaluation and monitoring or performance framework. While some progress has been made in developing an impact assessment model for SRO funding, there is much work yet to be done.*

*Beyond the general lack of data about the effectiveness of the peer review system, research participants were able to offer anecdotal comments on how the system is operating. Station representatives and CBF staff were equally likely to say that the introduction of the assessor pool was a positive development. Both say it is superior to the previous system where long-standing committee members were perceived to support the same applicants year after year. Station representatives said that the peer review system 'creates a sense of fairness' while CBF staff said that it allowed them to have challenging conversations with unsuccessful applicants because they can say, 'seven or eight of your peers have made this decision'.*

*Critics of the peer assessment system were more likely to say that not all the people assessing funding applications have the relevant experience necessary to evaluate them, particularly the complex applications submitted by large stations. They blamed the small number of large station managers who serve as assessors for the problem, particularly in operations funding. Community television broadcasters and technologists cited similar gaps in television and technology expertise. Indigenous and ethnic broadcasters said that they were unsure if Indigenous or ethnic assessors respectively assess their applications because the CBF does not reveal the identity of assessors, even though they ask grant applicants to specify their desire for an ethnic or Indigenous assessor.*

*As the review team discovered, the CBF staff teams does a lot in the background to monitor the performance and ratings of assessors and does take action against 'outliers' but they do not communicate this to applicants. Neither do they explain how a GAC can 'score bump' an application if it addresses one of the current priority areas for investment (e.g., youth and remote). The CBF does have a good story to tell and it has the potential to respond to some criticisms through more comprehensive and responsive communication.*

*Some research participants said that they expect that CBF staff should assess the business case behind applications before they are sent to the assessors. Still others say that this important work should not be left to unpaid volunteers.*

#### **Governance process and practice**

*Prior to 2016, the CBF used a representative board structure composed of appointees of the various SROs and other sector bodies. Research respondents with a line of sight of the CBF Board applauded the move to an independent, skills-based structure and commended the current board for both its skills and diversity. Those less familiar with the CBF Board wondered about the Board's skills make-up and asked that CBF publish a skills matrix in future (it already does). The only vestige of the old representative structure is the role that the CBAA plays in recruiting and selecting the CBF President. However, several participants noted that the CBAA performs this role professionally and transparently and that, while unusual, the arrangement works well.*

*The only real criticism of the Board was that it has delegated too much decision-making to the Sector Investment Advisory Committee (SIAC). There were several suggestions for which decisions the board should take back including the global budgeting of funds for SROs, the allocations for sector development & operations and content and the reallocation of funds.*

*The reduction in the number of grant advisory committees from nine to three was praised, particularly by Board directors who noted that it is easier to exercise oversight over nine committees than three. However, the reduction in the number of committees has created new issues which were not foreseen when the reforms were designed in 2016.*



*Given the large role that SIAC plays it is not surprising that it was this committee that came in for the fiercest criticism. Some participants criticised its wide mandate while others acknowledged that the responsibility for additional projects was added after the committee was conceived. Still others complained that the criteria SIAC uses to make funding decisions and the way it makes those decisions is opaque, a point which CBF management acknowledged. The process for appointing members to SIAC was also criticised along with the appointment process used for all committees. Some also said that SIAC lacks the skills necessary to evaluate complex funding applications.*

*The inter-locking grant advisory committee system was blamed for the 'crushing' workload placed on the chairs of all three committees. The committee structure was also blamed for the perceived conflict of interest of the DOGAC and CGAC chairs who sit on SIAC and participate in decisions about allocations between their two committees. If the committee chairs were non-voting independent chairs, some participants said it would both eliminate the perceived conflict of interest and reduce the workload by releasing the chairs from the onerous work of application assessment. However, others noted that if the chairs were relieved of assessment duties, the committees would need to be enlarged.*

### **Cultural safety and inclusivity**

*The terms of reference of this Review required the research team to enquire into cultural safety and inclusivity at the CBF even though this was not a focus of the 2016 Review. The initial review called only for a diversity of skills since it proposed a shift to a skills-based Board. While some respondents said the current CBF Board is both highly skilled and very diverse, others said that the Board takes a 'diversity before skills' approach and observed that while all directors receive cultural competency training, none receive governance training.*

*Several participants were critical of the intense focus that CBF has placed on diversity and inclusion in recent years. While some questioned why CBF has chosen to make this such a focus of its work, others traced the issue to the previous management and a bruising debate over equal marriage in 2017.*

*While demographic diversity is one way of ensuring a variety of perspectives, it does not always lead to a diversity of broadcasting or governance skills and experience. In the case of the CBF, it is essential to have Indigenous and ethnic participation because those are two major funding categories. By focusing on broader demographic diversity, CBF risks missing out on perspectives which are potentially more relevant and valuable to the sector. According to many of the people who participated in this study, CBF needs to keep the focus on broadcasting rather than social change.*

*Unfortunately, the issue of cultural safety has become divisive within the community broadcasting sector. One group of research participants found the term 'cultural safety' to be confusing and opposed what they perceive to be 'political correctness gone mad'. Another group of participants approached the topic with absolute certainty and said that the CBF has a responsibility to address injustice and inequality.*

*The issue came to the fore when the results of the study were presented to the CBF Board, prior to the deliberative workshop. The meeting was reminded that the Community Broadcasting Codes of Practice requires that 'In all station activities and our behaviour we will oppose and break down prejudice on the basis of ethnicity, race, language, gender, sexuality, age, physical or mental ability, occupation, religious, cultural or political beliefs.'*

*While the proponents of an activist stance with respect to diversity and inclusion, felt this reference vindicated the work of the CBF, the results of the study demonstrate there is more work to be done. When asked, 'Do you feel culturally safe participating in CBF meetings and activities' some respondents reported that they did not but they came from unexpected quarters. Christian broadcasters said that they felt unsafe and unwelcome at CBF. Non-religious participants in the research independently said that they perceived a bias against Christian Media. One participant went so far as to say that the CBF Board 'has an anti-Christian bias'. This is particularly troubling given the size of the Christian media sector.*

*So, while the Community Broadcasting Codes of Practice requires the sector to 'oppose and break down prejudice' it must do that across the entire community broadcasting sector and should not focus only on those groups that some feel have been under-represented in the past. Otherwise, the CBF will be substituting one form of prejudice for another.*

*The community broadcasting sector in Australia is tremendously diverse. It can be thought of as a 'community of communities'. While diversity and inclusion is undoubtedly important so its flipside – unity. Instead of focusing on what divides parts of the sector, CBF and the SROs might focus on what unites them – a belief that by sharing stories through broadcasting, community broadcasters can build a more inclusive and united Australia.*

# Community Broadcasting in Australia

Community broadcasting plays a vital role in the Australian media landscape: – over 5 million listeners tune into community radio for more than 15 hours each week across the country, and a further 1 million Australians watch community television.

Community radio and television broadcasters address needs not served by private or public broadcasting, including providing opportunities for volunteer participation and training in broadcasting and content production; offering a range of viewpoints that are not often heard, thus contributing to media diversity; and producing unique local content.

Importantly, community broadcasting supports diverse identities and contributes to social inclusion by telling stories and building communities in support of First Nations people, culturally and linguistically diverse communities, educational services, faith-based communities, people with a print disability and the LGBTQIA+ communities.

Representation within the community broadcasting sector is complex and diverse. In addition to the CBF, a Sector Roundtable plays a key leadership role. There are many National Sector Representative Organisations (SROs), including the Community Broadcasting Association of Australia (CBAA), First Nations Media Australia (FNMA), the National Ethnic and Multicultural Broadcaster's Council (NEMBC), Christian Media & Arts Australia (CMAA), Southern Community Media Association (SCMA), RPH Australia and Australian Community Television Alliance (ACTA). Within each sub-sector, there is further diversity based upon license type, size and geographic location.

Significantly, more than 22,000 volunteers contribute to the community broadcasting sector, and each station is established as a not-for-profit entity in its own right.

## Community Broadcasting Foundation

The Community Broadcasting Foundation (CBF) was established as the Public Broadcasting Foundation in 1984 to 'distribute funding in a non-political and impartial way' to the then fifty community radio stations.

Over the years, the CBF has grown in size and complexity along with the sector to include a skills-based Board of Directors, supported by a Nominations Advisory Group, a Sector Investment Advisory Committee, a Content Grants Advisory Committee, a Development and Operations Grants Advisory Committee; and more than a hundred volunteer assessors.

The CBF itself is a not-for-profit organisation and a registered charity.

## The 2016 CBF Review and Restructure

By 2016, CBF determined that the 'current structure is too complex and doesn't maximise the value of the limited resources available for distribution'.

In response, CBF commissioned an independent review to revise its organisational structure and governance arrangements to better manage and distribute funding to community broadcasters.

The implementation plan proposed a review of the impact of the restructure after five years.

In 2021, CBF identified a number of strategic goals relating to the grant-making process under review, including capability and viability, increasing the proportion of grants focused on the future via a CBF Future Fund, and increasing the proportion of grants that achieve positive social and economic impact, along with content funded meeting or exceeding the Supporting Content Framework targets and a Supporting Inclusivity Framework with targets to be developed.

# Community Broadcasting Funding in an International Context

A brief survey of governance and funding arrangements in other countries was undertaken to locate the Australian community broadcasting funding model in an international context. The survey highlighted unique aspects of the Australian model. Australia's community media sector is the most mature in the world. While its systems and practices have been replicated in many other markets, the CBF funding structure, by and large, has not.

## CANADA

The Community Radio Fund of Canada was founded in 2007 by three community radio associations to raise and distribute funds for non-commercial and university radio stations. The majority of its revenue comes not from Government, but mandatory contributions by private commercial radio stations. The funding structure was established by the Canadian Radio-television and Telecommunications Commission in 2010, and requires all commercial stations with annual revenue exceeding \$1.25 million to contribute \$1000 annually, plus 0.5% of their revenue beyond \$1.25 million.

Additional 'Tangible Benefits' contributions are required by commercial stations acquiring new broadcast assets to the value of 6% of any transaction. For the 2020-2021 financial year, the CRFC distributed \$1,495,312 through its *Radiometres* program, \$1,917,185 in COVID relief funding, and \$225,000 for special projects.

## UNITED KINGDOM

Community radio only emerged in the UK in 2002, with 15 trial licenses granted under the pilot Access Radio program. The Office of Communications established the Community Radio Fund to assist stations in offsetting core costs. While the number of licenses had increased to 298 by 2020, strict Government regulations (largely designed to protect existing commercial stations) are thought to have hindered the sector's development. Community broadcasters were required to deliver demonstratable 'social gain', are limited to a broadcasting radius of 5km, and prohibited from raising more than 50% of their revenue from any one source.

An evaluation of the Community Radio Fund in 2021 by consultancy Wavehill found that while *'the relaxation in 2015 of some of the financial restrictions that apply to the community radio sector has provided greater flexibilities for stations to secure income from advertising and sponsorship ... many lacked experience and tools to realise these opportunities straight away.'* In the period of 2016-2020, the Community Radio fund allocated 106 grants to 83 stations

totalling £1,677,608 – a stark contrast to the \$20.5 million allocated in grants by Australia's Community Broadcasting Foundation in 2021.

## SOUTH ASIA

South Asia's first non-Government broadcaster, Radio Sagarmatha, was founded in Nepal in 1997. Of the 800 radio stations now operating in Nepal, close to half are not-for-profit or community stations, mostly serving rural and semi-urban regions. According to Media Landscapes, *'Nepal is the only country in the South Asia region that allows the private radio stations to broadcast news.'* Nepal's Ministry of Information and Communication indirectly contributes funding to both commercial and community radio by way of 'welfare advertisements', or public advertisements on social issues.

There is little data on broader funding trends – UNESCO's Community Media Sustainability Policy Series notes *'there are limited references to the issue of access to private sources of funding and support for community broadcasters in international standards'*. However, regional commentators believe that the biggest source of community radio funding for key broadcasting regions in South Asia, including Nepal, Fiji, Vanuatu and Papua New Guinea, is via international, and increasingly national, NGOs. This sentiment is echoed by UNESCO, which states: *'sustainable private sources of funding are a lifeblood for most community broadcasters'*.

## NEW ZEALAND

New Zealand's twelve community radio stations, established between 1981 and 2000, are known collectively as the Access Radio Network. Since 1989, Access Radio has been funded directly by NZ On Air, an independent Government agency that also funds scripted content, local music and closed captioning services. According to a review of Access Community Radio for NZ on Air (2018), funding is apportioned *'through a tiered system that allocates different funding to stations depending on their potential population reach'*. The tiers are: Large Metro (\$250K annual funding), Large Urban (\$235K-\$237K annual funding), Provincial City (\$175K-\$178K annual funding) and Small Regional (\$135K-\$138K annual funding).

## PRISON RADIO ASSOCIATION

The UK's Prison Radio Association was established as a charity in 2006 with the aim of supporting people during their sentences, preparing them for life after release, and reducing reoffending. In 2007 it launched its first radio station in Brixton, broadcasting programs made by prisoners, going on to become a national network broadcast to 100 prisons and 85,000 people across England and Wales. The Prison Radio Association raises funding from charitable donations, public grants and content development, recording a total income of £1,038,076 for the 2020-2021 financial year.



# Appendix

## ACRONYMS

### Glossary of Acronyms relevant to CBF work

(as of 13 January 2022)

ACMA	– Australian Communications and Media Authority
ACTA	– Australian Community Television Alliance
AMGAC	– (former) Australian Music Grants Advisory Committee
AMRAP	– Australian Music Radio Airplay Project
CBAA	– Community Broadcasting Association of Australia
CBAV	– Community Broadcasting Association of Victoria
CBF	– Community Broadcasting Foundation
CGAC	– Content Grants Advisory Committee
CMAA	– Christian Media and Arts Australia
CMTO	– Community Media Training Organisation
CRN	– Community Radio Network Satellite service
CTV	– Community Television sector
DDN	– Digital Delivery Network
DITRDC	– Department of Infrastructure, Transport, Regional Development & Communications
DOGAC	– Development & Operations Grants Advisory Committee
DRGAC	– (former) Digital Radio Grants Advisory Committee
DRP	– Digital Radio Project
EGAC	– (former) Ethnic Grants Advisory Committee
ENNP	– Enhanced National News Project
FDP	– (former) Fundraising Development Project
FNMA	– First Nations Media Australia (formerly IRCA) (current Indigenous media peak body)
GGAC	– (former) General Grants Advisory Committee
ICTV	– Indigenous Community Television Ltd.
IGAC	– (former) Indigenous Grants Advisory Committee
MDP	– Multiplatform Development Project
NEMBC	– National Ethnic & Multicultural Broadcasters' Council
NIAA	– National Indigenous Australians Agency
NINS	– National Indigenous News Service
NIRS	– National Indigenous Radio Service
NRN	– National Radio News service
NTP	– National Training Project
OGAC	– (former) Online Grants Advisory Committee
RIBS	– Remote Indigenous Broadcasting Service
RIMO	– Remote Indigenous Media Organisation
RPH	– Radio for the Print Handicapped
RPHA	– RPH Australia Co-operative Ltd.
RPHGAC	– (former) RPH Grants Advisory Committee
RTO	– Registered Training Organisation
SACBA	– South Australian Community Broadcasting Association
SIAC	– Sector Investment Advisory Committee
SCMA	– Southern Community Media Association
TGAC	– (former) Training Grant Advisory Committee
TVGAC	– (former) Community Television Grants Advisory Committee



## Tony Grybowski

Tony Grybowski is a leading Australian arts administrator with a 30-year career in and with the arts community and governments. Tony is currently based in Melbourne and for much of his career lived in Sydney and has always worked at a national level. His experience has included executive leadership roles in several Australian arts organisations and significant arts policy work, governance, planning, and strategic reviews within arts organisations and across state and Federal Government bodies. Tony was Chief Executive Officer of the Australia Council for the Arts, the Australian Government's arts funding and advisory body from May 2013 to October 2018. Tony led the Council through its most significant period of strategic and organisational reform, delivering its inaugural overarching strategy A Culturally Ambitious Nation, launched in 2014, new arts funding model, organisational structure, international strategic arts development, research program and integrated support for First Nations people. Tony has extensive Government policy and strategy experience and worked on the review and evaluation of numerous policies and frameworks, including Playing Australia, the Visual Arts and Crafts Strategy, the Major Performing Arts Framework, the National Cultural Policy and various reviews of the small to medium sector. In 2019, Tony established a Consulting Practice with the objective of forming project teams of leading national and international experts to address issues and reviews of the Australian Arts and Cultural sector. Since Establishing Tony Grybowski & Associates, the company has worked for four State governments providing Reviews, critical strategic advice and Executive Leadership.

**TONY  
GRYBOWSKI**  
and Associates



## Peter Morton

Peter Morton is an accomplished arts administrator, writer and researcher and has worked across numerous projects with Tony and will assist with the evaluation and writing process on this project. Peter Morton has had a rich and diverse career across some of this country's most significant organisations. This has included a decade as an award-winning producer and presenter for ABC Radio National, and subsequently a term as Chief of Staff to the ABC Managing Director David Hill, a high point in the organisation's history and marked by its strength of commitment to Australian content and an expansion of its digital and international services. Peter later served as Chief of Staff to the Lord Mayor of Sydney for a term coinciding with the city hosting the 2000 Olympic Games. The diverse challenges of planning and delivering the city's 'host city' responsibilities were a highlight of this chapter in his career. More recently, Peter has held senior roles at two of NSW's most important cultural institutions - the Museum of Applied Arts and Sciences and Sydney Living Museums. Each of the roles has required high-level liaison and management across Board and Executive, coordination with Ministerial offices and sophisticated analytical and communication skills. This has included leadership of the strategic planning processes for both museums, representing each at Government-initiated inquiries and reviews, and reviewing and enhancing governance practice. Across his diverse career, Peter has maintained a commitment to supporting organisations that provide public benefit, and that enrich and support a more civil society.



## Randall Pearce

Randall Pearce is one of Australia's foremost experts in not-for-profit management and governance. A former association CEO, management consultant, board chair and executive coach, Randall has worked to maximise the performance and governance of some of the nation's top peak bodies, associations, NGOs and Government agencies. Randall uses insight from research to inform the strategic advice he provides and connects it to the latest thinking in not-for-profit management and governance. He is a trained qualitative researcher and wrote the influential Mind and Mood Report and headed the Australian public affairs division of international firm, Ipsos. Prior to becoming a consultant, Randall's entire career focus was in Government and the not-for-profit sector. He served as an advisor to a former Canadian Prime Minister and was a media commentator on Canadian politics. He worked in charities, industry bodies and associations and served as the CEO of a 63,000-member professional association. He holds a Masters of Public Administration from Harvard University, where he specialised in the strategic management of governmental and non-governmental organisations. He also holds credentials in public engagement, not-for-profit governance and negotiation. He founded THINK: Insight & Advice in 2006.




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