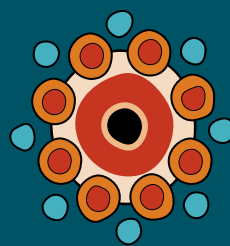




[Draft for Consultation]

# Strategic Plan

2016 - 2019

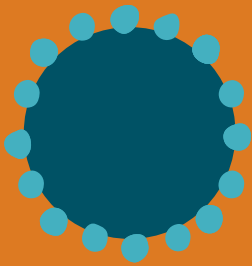


**IRCa**

Indigenous Remote  
Communications Association

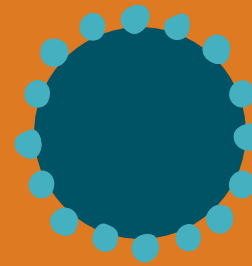
[www.irca.net.au](http://www.irca.net.au)

# OUR AIMS



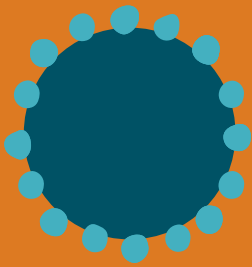
## INDUSTRY DEVELOPMENT

Support the development of a strong and sustainable Aboriginal and Torres Strait Islander broadcasting, media and communications industry in remote, regional and urban Australia.



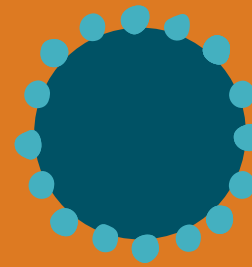
## LANGUAGE AND CULTURE

Promote Aboriginal and Torres Strait Islander languages and culture as a fundamental aspect of the Aboriginal and Torres Strait Islander broadcasting, media and communications industry.



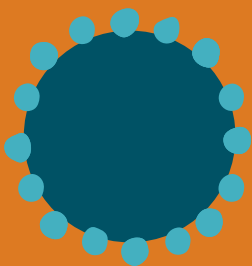
## RESOURCING

Facilitate access to appropriate resources and programs that support the Aboriginal and Torres Strait Islander broadcasting, media and communications industry to effectively carry out its work.



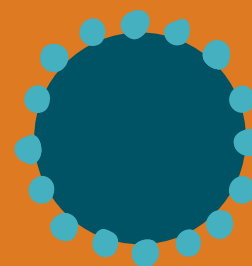
## GROWTH

Support the implementation of infrastructure, communications and programs that extend the audience reach of the Aboriginal and Torres Strait Islander broadcasting, media and communications industry.



## STRONG COMMUNICATION

Build strong communications networks across the IRCA membership and with key stakeholders.



## MEMBER SERVICES

Provide effective membership services as guided by the needs of the IRCA membership.

[Draft for Consultation]

# STRATEGIC PLAN

## 2016 - 2019

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## CHAIRPERSON'S MESSAGE

**This Draft Strategic Plan 2016-2019 is a consultation document aimed at engaging current and future IRCA members in a discussion about the role and activities of IRCA as it transitions to a national peak body.**

This Draft Strategic Plan 2016-2019 is a consultation document aimed at engaging current and future IRCA members in a discussion about the role and activities of IRCA as it transitions to a national peak body from 1 July 2017.

The IRCA Board is keen to hear from current and future members about the Strategic Plan so that we can enhance and add to the Plan. IRCA has been consulting widely on its transition to a national peak body and is continuing those consultations into May 2017.

The final form of the IRCA Strategic Plan 2016 – 2019 will reflect the agreed outcomes from the consultations. The Board of IRCA expresses its appreciation for the support provided by its members and looks forward to working with an expanded membership.

Aboriginal and Torres Strait Islander peoples have established strong and important broadcasting and media organisations across Australia over the last four decades. The organisations are community owned organisations working to provide content in language, affirm the strength of culture, country and family, build the skills of Aboriginal and Torres Strait Islander people and provide meaningful employment.

We have embraced the power and potential of broadcasting and media technologies since the early 1970s. We now look forward to the next stage of the journey as IRCA moves into a national peak body role.

*John (Tadam) Lockyer*  
IRCA Chairperson

# OUR WORK

## 1. We represent and advocate for the Aboriginal and Torres Strait Islander broadcasting, media and communications industry

**Our goal:** Effective advocacy & influence on policy issues

## 2. We undertake policy and research

**Our goal:** Understanding of and responsiveness to industry and community needs

## 3. We provide member services

**Our goal:** Informed, supported, professional members

## 4. We support development of the industry

**Our goal:** Strong, capable and sustainable Aboriginal and Torres Strait Islander media organisations

## 5. We promote and connect the industry

**Our goal:** Recognition of the value, vibrancy and creativity of the industry

# ABOUT US

The Indigenous Remote Communications Association (IRCA) began in 2001 as the peak body for remote Aboriginal and Torres Strait Islander media and communications. We are now moving towards becoming the national peak body representing the Indigenous remote, regional and urban broadcasting, media and communications industry.

Up to mid 2016 our role was the representation of around 147 Remote Indigenous Broadcasting Services (RIBS) and retransmission sites across Australia, supported by eight Remote Indigenous Media Organisations (RIMOs), plus other non-RIBS and aspirant remote media groups.

IRCA has accepted the invitation of the Australian Government to form a single, national peak body from July 2016 and extend our representation to regional and urban media practitioners. This will drive major change for IRCA and the sector over the next three years and beyond.

In preparation, IRCA has reviewed its Constitution, membership and organisational structure to become an effective national peak body. This draft Strategic Plan outlines the proposed changes. Feedback is welcome.

## OUR COMMITMENT

IRCA is committed to support of the Aboriginal and Torres Strait Islander broadcasting, media and communications industry. This involves collaborating and consulting with our members and key stakeholders to identify and action their needs for:

- Advocacy and representation
- Policy development
- Information and research
- Training support
- Organisational development
- Technical support and advice
- Promotion of the work they do
- Facilitating industry networking







# 1

IRCA advocates for and promotes the Aboriginal and Torres Strait Islander broadcasting, media and communications industry.

# 2

IRCA works collaboratively with members to further develop the capacity of organisations, communities, practitioners and the industry.

# 3

IRCA provides services and industry events to meet the professional needs of its members.

# OUR MEMBERS, OUR BOARD OUR STAKEHOLDERS

Our voting members are not-for-profit Aboriginal and Torres Strait Islander broadcasting, media and communications organisations. We also provide Associate membership for individual Aboriginal and Torres Strait Islander media practitioners, and for other media related Aboriginal and Torres Strait Islander organisations not otherwise eligible for full membership. Individual Associate members are eligible to be nominated for Board positions. We also offer Affiliates and Friends membership categories for non-Indigenous supporters, organisations, agencies as well as for-profit Aboriginal and Torres Strait Islander broadcasting, media and communications organisations.

Our Board is made up of Aboriginal and Torres Strait Islander people with specialist

skills and experience. Up to 9 Directors are elected from Ordinary and Associate members and up to 3 non-member Directors can be brought in by the Board to add additional skills and experience where needed.

Our key stakeholders are Aboriginal and Torres Strait Islander people and communities, as well as the broader Australian public, who engage with and benefit from the media and communications services of the industry. IRCA advocates for digital inclusion and communications equity for all Aboriginal and Torres Strait Islander people. We also engage with a range of other partner organisations from the community, government and corporate sectors who can support the resourcing, development, networking and promotion of the importance of our industry and IRCA's role as peak body.

## Membership Categories Proposal

### ORDINARY (Voting)

- Remote Indigenous Media Organisations
- Remote Indigenous Broadcasting Services
- Aboriginal and Torres Strait Islander radio licensees
- Aboriginal and Torres Strait Islander not for profit media organisation

### ASSOCIATE (Non Voting)

- All current individuals who hold Ordinary membership of IRCA
- Aboriginal and Torres Strait Islander broadcasting and media workers/ professionals/practitioners
- Not for profit Aboriginal and Torres Strait Islander organisations providing some media related outcomes

### AFFILIATE (Non Voting)

- Non-Aboriginal and Torres Strait Islander people involved directly in Aboriginal and Torres Strait Islander broadcasting and media.
- Non-Aboriginal and Torres Strait Islander not-for-profit organisations engaged directly with Aboriginal and Torres Strait Islander broadcasting and media.

### FRIENDS (Non Voting),

- Organisations and people other than those meeting eligibility for Ordinary, Associate or Affiliate membership.
- Includes for-profit company based Aboriginal and Torres Strait Islander organisations.





# THE ABORIGINAL AND TORRES STRAIT ISLANDER MEDIA INDUSTRY

Aboriginal and Torres Strait Islander media and communications organisations have an historic and proven role in the maintenance of language and culture, self-representation, community development and cultural safety. The Aboriginal and Torres Strait Islander media industry provides essential services for the many Aboriginal and Torres Strait Islander peoples across Australia. The services deliver relevant news, information and entertainment, support health and wellbeing, provide media training, employ Aboriginal and Torres Strait Islander peoples, and contribute to social, cultural and economic development.

The industry is made up of broadcasters, media producers and practitioners, journalists, technicians, trainers and managers working in Aboriginal and Torres Strait Islander media organisations, community radio stations, public and mainstream media, and as freelancers.

The industry has a decades long history. In 1972 the first Aboriginal and Torres Strait Islander produced community radio programs went to air—on 5UV in Adelaide and at the Townsville Aboriginal and Islander Media Association (TAIMA) at Mount Stuart, south of Townsville, on 4KIG FM—50 years after the first radio broadcast in Australia. Throughout the 1970s Aboriginal and Torres Strait Islander broadcasting began to grow.

In Alice Springs the Central Australian Aboriginal Media Association (CAAMA) was established in 1980. Local video production also flourished in desert communities in the early 1980s using domestic video equipment to record footage of daily activities and events. In 1985, Aboriginal communities at Yuendumu in the Northern Territory and Ernabella in the APY Lands of South Australia set up the first remote community television stations.

These developments took place against the backdrop of Aboriginal and Torres Strait Islander peoples concern about being swamped by western media through the deployment of the AUSSAT satellite and the bringing of TV to many remote communities for the first time. Those concerns were strongly voiced to the Australian government and resulted in the Broadcasting for Remote Aboriginal Community Scheme (BRACS). The BRACS program enabled remote Aboriginal and Torres Strait Islander communities to establish their own radio and TV stations, with 74 communities initially being provided with equipment and training. Subsequent rollouts in the 1990s resulted in around 100 BRACS services operating today (now called Remote Indigenous Broadcasting Services or RIBS).

Aboriginal and Torres Strait Islander media was also being established in regional and urban areas in the 1980s. Radio Redfern in NSW was an important service in the 1980s especially at the time of the Bicentennial communicating an Aboriginal perspective on Australia's colonisation. 98.9FM was established in Brisbane in April 1983, becoming the first Aboriginal radio station in an Australian capital city. Torres Strait Islander Media Association was started on Thursday Island in 1985 and other regional areas followed in the 1990s, including Bumma Bipperra in Cairns and Goolarri Media in Broome.

The allocation of licences associated with the deployment of AUSSAT in the mid 1980s saw CAAMA successfully tendering for the Remote Commercial Television Service license for the transmission of TV services into remote Australia. Its establishment of Imparja in 1986 was an important point in the development and operation of Aboriginal and Torres Strait Islander media. Imparja continues to provide the satellite backbone for transmission of RIBS services in remote communities, as well as delivering the remote content TV service Indigenous Community Television (ICTV) since 2002. The National Indigenous Television service (NITV) was also established in 2007 and now reaches a national audience via the SBS multi-channel platform.

Aboriginal and Torres Strait Islander broadcasting has now grown to include over 130 licensed radio stations across Australia. The industry has also expanded now with a number of film/ TV and multi-media producers, newspapers, online news services, RTOs, distributors, language and cultural heritage services, and new media providers using online and mobile platforms.

# A TIME OF CHANGE

The broadcasting, media and communications industry is undergoing significant technological change and disruption. Internet based broadcast and media technologies, as well as new media devices for listening and watching are dramatically changing the media landscape. The Aboriginal and Torres Strait Islander media industry is growing and transforming in response to these major changes and the changing requirements of their audiences.

They are demonstrating the sector's crucial role in facilitating communications and information flow in and out of Aboriginal and Torres Strait Islander communities via a range of media forms and platforms.

The industry is responding to changes in government policy and resourcing. Aboriginal and Torres Strait Islander broadcasting, media and communications organisations are growing their capacity and business acumen and investigating alternate income streams beyond government funding.

The industry also recognises the importance of digital inclusion and the need to ensure that Aboriginal and Torres Strait Islander peoples are connected and empowered as active participants in the digital economy and can access, produce and share locally relevant digital media content.

## **Transitioning to a new National Peak Body**

IRCA has accepted the invitation of the Australian Government to form a single, national peak body to represent the Aboriginal and Torres Strait Islander media industry. This will drive major change for IRCA and the sector over the next three years and beyond.

The Australian Government recognises IRCA as a respected industry body that has built a broad remote membership base and has provided support to the remote sector through diverse projects over 15 years. It envisages that IRCA will maintain and build on its current role to position itself as a national peak body representing and advocating for remote, regional and urban Aboriginal and Torres Strait Islander media organisations and practitioners.

IRCA has executed a new funding agreement for the period commencing 1 July, 2016 to 30 June 2018. This new agreement incorporates a dual focus on:

- a) the continued support for and representation of the remote sector, and
- b) the expansion of national representation and associated industry support - including the attraction of sponsorship and other sources of finance; and promotion of Indigenous economic opportunities, employment and training.



# STRATEGIC PLAN 2016-19

## Our Vision

A powerful and connected Aboriginal and Torres Strait Islander broadcasting, media and communications industry valued by all Australians.



## Our Aims and Strategies

Become a national representative body that delivers outcomes

- Grow membership
- Create effective partnerships
- Understand and respond to sector needs
- Research solutions
- Ensure unity of priorities
- Access right audiences using platforms and messages

Develop a sustainable robust industry

- Share expertise and knowledge
- Find common solutions and support
- Grow business capacity



## Our Purpose

To represent, advocate and support the Aboriginal and Torres Strait Islander broadcasting, media and communications industry

## Our Values

IRCA will continue to value:

- Culture and language
- Collaborations and partnerships
- Local knowledge and expertise
- Innovation
- Opportunity building
- Diversity
- Commitment
- Achievement
- Partnership
- Accountability
- Transparency
- Ethical conduct



Develop connected, creative and capable Aboriginal and Torres Strait Islander people, communities and organisations

- Create opportunities and jobs
- Develop innovative responses to challenges and opportunities
- Form value adding partnerships
- Develop infrastructure in creative industries
- Be a platform for opportunity across the Aboriginal and Torres Strait Islander media industry

# OUR FUNCTIONS

## 1. Representation

IRCA will focus on providing effective advocacy for the industry and exerting maximum influence on broadcasting and media policy issues as and when they arise.

### **Goal: Effective advocacy & influence on policy issues**

IRCA will advocate for updated and beneficial media and communications policy on behalf of remote, regional and urban Aboriginal and Torres Strait Islander media organisations and communities. Effective advocacy requires a shared vision of industry direction and development needs that acknowledges sector diversity.

## 2. Policy & Research

A strong Aboriginal and Torres Strait Islander media industry needs a clear understanding of needs, issues and trends. It needs reliable evidence to build a business and social impact case to attract and maintain diverse income streams from government, philanthropic institutions, and the corporate sector. Above all it needs reliable data on sector capacity and needs as well as audience engagement to inform policy, effective decision-making and promotion of industry outcomes and impact.

### **Goal: Understand and respond to industry and community needs**

A policy and research focus will ensure that effective decision-making is based on good information. Research and data collection are needed to provide evidence to support representation and advocacy efforts. This will require effective engagement with the sector and ongoing dialogue and analysis on a range of matters as wide and varied as the sector itself. Technology and infrastructure at one end, employment awards and conditions at the other - just two examples of the many issues on the policy and research agenda.

## 3. Member Services

As a peak body, IRCA's greatest responsibility is to serve its members. Over the next three years, the organisation will focus on building a range of membership services that respond to the needs and interests of its membership. IRCA will also look for ways in which to inform, support and assist its members with a range of services that build capacity and resources for the future.



**Goal: Informed, supported, professional member organisations**

Member services will respond to the needs and interests of member organisations—as distinct from a broader industry development focus (Goal 4). Services will inform, develop and support members as well as providing access to group discounts and other member benefits.

**4. Industry Development**

Effective and reliable media and communications services for Aboriginal and Torres Straits Islander people anywhere in Australia needs strong organisations and skilled people. We need to maintain and build upon the infrastructure, resources, people, organisations and stakeholders that currently exist in the industry.

Existing capacity and knowledge in the industry will be recognised as well as the need to support effective responses by the industry in the face of technological, audience and policy changes. Collaborative working groups will be developed in relevant areas such as:

- Employment & skills development
- Technology and innovation (Inc. R&D)
- Content development and sharing
- Business development and planning-resources, workshops etc
- Other membership-driven projects

**Goal: Strong, capable and sustainable Aboriginal and Torres Strait Islander media organisations**

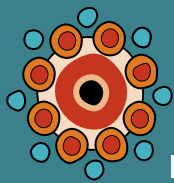
A vibrant industry requires strong, sustainable media organisations, which require effective resources, people and programs to deliver relevant programs and services to their communities. IRCA will coordinate working groups to share knowledge, experience and ideas to build industry capacity and cooperation and enhance members' capability.

**5. Industry Promotion & Networking**

This area of activity is considered crucial in building a vibrant Aboriginal and Torres Strait Islander media industry and promoting its outcomes nationally and internationally. Industry conferences and events provide an opportunity for organisations and practitioners with a common interest to come together to showcase best practice, network and to share knowledge, ideas and expertise. They also provide an opportunity to celebrate achievements through industry awards and to meet with industry stakeholders, government agencies and funding partners. The aim is to build a sense of connectedness and to increase the profile of the work of the industry and its practitioners.

**Goal: A vibrant, creative and connected Aboriginal and Torres Strait Islander media industry**

This goal is based on the belief that 'we are better together' and that people with common interests have the opportunity to share skills, knowledge and experience. Opportunities to connect and to recognise great work and projects will also serve to build the profile and importance of the industry.



**IRCa**

Indigenous Remote  
Communications Association

## Structure & Functions

### Representation

Governance and planning,  
advocacy, consultation, needs  
analysis, sector promotion,  
partnerships

### Member Services

Inform, support and assist  
membership with a range of  
services that build capacity and  
resources for the future.

### Policy & Research

Policy development, data collection,  
R&D, audience surveys.

Employment and  
skills development



**IRCA Membership**

**IRCA Board**

**IRCA Secretariat**

**Industry Development**

Working groups and projects to address key sector issues.

**Promotion & Networking**

Industry conferences, Festivals, Showcase events, Awards presentations

Technology and innovation

Content development and sharing

Business development and planning

Other membership driven projects



# STRATEGY MAP

| KEY AREA          | REPRESENTATION   | POLICY & RESEARCH   | MEMBER SERVICES  |
|-------------------|--|---|--|
| <b>Goal</b>       | <b>Effective advocacy &amp; influence on policy issues.</b>  | <b>Understand and respond to industry needs.</b>  | <b>Informed, supported, professional member organisations.</b>   |
| <b>Strategies</b> | <ul style="list-style-type: none"> <li>• Undertake industry consultation</li> <li>• Advocate for policy changes to address industry needs</li> <li>• Manage Government relations</li> <li>• Manage other industry stakeholder relations</li> <li>• Promote sector outcomes and social impact</li> <li>• Address equity and digital inclusion issues</li> </ul>   | <ul style="list-style-type: none"> <li>• Undertake industry needs analysis</li> <li>• Develop innovative responses to challenges &amp; opportunities</li> <li>• Undertake policy development</li> <li>• Coordinate &amp; manage data collection</li> <li>• Conduct audience surveys</li> <li>• Direct external research to address industry priorities</li> </ul> | <ul style="list-style-type: none"> <li>• Grow &amp; support the membership</li> <li>• Deliver effective communication services</li> <li>• Develop and manage on-line platforms</li> <li>• Develop &amp; deliver relevant training resources</li> <li>• Deliver member discounts</li> </ul>   |
| <b>Activities</b> | <ul style="list-style-type: none"> <li>• Responses to government &amp; agency reviews</li> <li>• Meeting with Government &amp; stakeholders</li> <li>• Represent the sector on relevant forums</li> <li>• Attend CBAA and other industry body meetings &amp; events</li> <li>• Raise awareness of the industry</li> <li>• Broadband for the Bush Alliance</li> <li>• Social media awareness campaigns on key issues</li> </ul> | <ul style="list-style-type: none"> <li>• Annual needs analysis</li> <li>• Policy papers on key issues</li> <li>• Policy working parties</li> <li>• Data collection / industry database</li> <li>• Annual audience survey</li> <li>• Collaborate with research partners</li> </ul>   | <ul style="list-style-type: none"> <li>• Membership growth program</li> <li>• Monthly newsletters</li> <li>• Web &amp; social media posts</li> <li>• Web resources</li> <li>• Website &amp; App development</li> <li>• IndigiTUBE sector showcase platform</li> <li>• Training workshops &amp; webinars on key sector needs</li> <li>• Jobs page</li> <li>• Funding opportunity updates</li> <li>• Discounts on products and services</li> </ul> |

## INDUSTRY DEVELOPMENT

## PROMOTION & NETWORKING

**Strong, capable and sustainable member media organisations.**

**A vibrant, creative and connected Aboriginal and Torres Strait Islander media and communications industry.**

- Support business capacity development
- Collaboratively broker value-adding partnerships
- Provide relevant organisational tools and resources
- Coordinate strategic fundraising & sponsorship programs & workshops
- Support Increase in job opportunities & wages
- Develop collaborative projects to address key sector issues

- Promote industry networking and build relationships and partnerships
- Share expertise and knowledge
- Promote & showcase creativity & best practice
- Promote skills development
- Promote unity & cohesion

- Coordinate industry forums & working groups
- Conduct meetings and workshops to support industry development
- Support for governance training
- Support for business acumen & planning development
- Provide organisational management resources
- Support for member employment and training strategies
- Support for equipment and facilities upgrade national rollouts
- Content sharing and development
- Support for media archiving.

- Sector marketing & promotions
- National Remote Indigenous Media Festival
- Annual Industry Conference
- National recognition Awards
- Other specific forums by region or topic as required
- Showcase events
- Broadband for the Bush Forum



Indigenous Remote Communications  
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**Australian Government**

Department of the Prime Minister and Cabinet

*IRCA acknowledges the support of the Department of Prime Minister and Cabinet.*