



TSIMA
TORRES STRAIT ISLANDERS
MEDIA ASSOCIATION INC.

TSIMA 2020

Connecting the voices and culture of the
Torres Strait through media

Torres Strait Islanders Media Association
Strategic Plan 2017-2020

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Location

The map below represents the current broadcast licences operated by TSIMA across the Torres Strait region. These include Thursday Island (Radio 4MW) and six RIBS licences at Badu, Iama, Poruma, Warraber, Mabuyag and Erub. The other licences are held by Torres Strait Islands Regional Council and Queensland Remote Aboriginal Media.



A message from the President

The Torres Strait Islanders Media Association has over a 30 year history of delivering strong community media and communications services within the Torres Strait region.

As Chairperson for the past seven (7) years, I'm happy to say we're now at a stage in the organisation's journey where we are stabilising and strengthening our board and staff to re-engage in a renewed vision for the next three (3) years.

We are very confident that there is now a clear and concise plan for the immediate future, that will lead to exciting achievements and greater value in the long term.

TSIMA is happy to present our Strategic Plan for 2017-2020 and look forward to growing our vibrant and creative sector throughout our beautiful island communities.

The TSIMA journey

TSIMA's logo is represented by a Torres Strait Islander warrior standing upright and sounding the *Bu shell*. The original concept spoke of TSIMA's vision to be the sound of our people through media communications via Radio 4MW. The logo still resonates as TSIMA looks to broaden its content delivery through multiple platforms.

Our audiences

We want to maintain our current audiences and build new audiences. This plan specifically targets Torres Strait and Aboriginal people, but it is also inclusive of people of other cultures.

- » Elders
- » Middle aged people
- » Young people
- » Children and their parents
- » People working and at home
- » People of all denominations and faiths
- » Artists
- » TSIMA members
- » Throughout the Torres Strait
- » On the mainland and in PNG
- » Other Queenslanders and Australians
- » The world

SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> » Completion of a new music recording studio that meets industry standards » Active and honest board members » Positive attitudes of all staff, and a skilled new Operations Manager » TSIMA holds six (6) RIBS licenses » Producing more responsive daily radio programs » Partnership with My Pathway to renovate the upstairs offices – which also provides a training opportunity for unemployed people » Strong links with industry body, Indigenous Remote Communications Association (IRCA) 	<ul style="list-style-type: none"> » High staff turnover that negatively impacts operations » Limited staff training and development » Limited income for extra activities » Outdated policies and procedures » High rent for RIBS offices » Outdated marketing plan
Opportunities	Threats
<p>Technology</p> <ul style="list-style-type: none"> » Move from analogue to digital » Increased radio reception on outer islands » Telstra are moving and rebuilding towers on outer islands so that reception is better <p>Offer</p> <ul style="list-style-type: none"> » Increase local programming outputs » Include film and TV as part of our offer » Use other platforms, not just radio, to engage with community » Increase online platforms due to increased reception » Greater broadcasting of RIBS on TSIMA through better connectivity <p>Growing income</p> <ul style="list-style-type: none"> » Use our building to generate income through leasing » Obtaining DGR status so we are eligible for funds from trusts and foundations 	<ul style="list-style-type: none"> » Heavy reliance on TSRA for funding » Unworkable or challenging relationships with some stakeholders » Media operators entering the market » Workplace Health and Safety » Under insured if there are significant weather events

Strategic overview

Our mission

To connect the voices and culture of the Torres Strait through media

Our values

Respect – We acknowledge and value our cultural protocols and Ailan Kastom

Integrity – We are honest, accountable and truthful in everything we do

Transparency – We are clear and open in our communication

Creativity – We engage our community and nurture creativity

Partnership – We work with partners to deliver our services and expand our reach

Our goals

We will achieve our mission by delivering on the following four goals:

1. Engage audiences across multiple platforms
2. Strengthen and grow the RIBS network
3. Promote cultural heritage
4. Build TSIMA as a stronger organisation

Our measures of success

We will measure our success through the following performance indicators:

- » Growth in program outputs across the week
- » Growth in social media engagement
- » Capabilities to include contemporary music and film production
Increase in the number of functioning RIBS services
- » Increase in the level of community satisfaction with RIBS services
- » Partnerships with keeping places to preserve archival material
- » Growth in community access to archival material
- » Staff training plans implemented
- » Growth in annual income
- » Increase of level community and stakeholder satisfaction with TSIMA

Our strategy

Goal One: Engage audiences across multiple platforms

TSIMA are known for delivering Torres Strait Radio 4MW, which mostly appeals to a middle-aged and older audience. One of the greatest challenges facing TSIMA is increasing our ability to connect with new audiences, both within the region and beyond. Therefore, we will develop new approaches to programming and create multiple platforms to grow connections with new audiences – from social media to a music label and film production.

High level strategies

1. Increase Radio 4MW programming outputs

2. Enhance and strengthen TSIMA's online and social media services

3. Support the Torres Strait contemporary performing arts through a TSIMA music label

4. Support a Torres Strait film industry by establishing a TSIMA film production unit

5. Build and develop TSIMA volunteer programs

Key activities over 3 years

- » Partnership with IRCA
- » AM, FM or satellite
- » RIBS content
- » Presence at national and international events

- » Support all 18 communities in the Torres Strait to present regular content across TSIMA platforms

- » Host regular music workshops and host performance development opportunities
- » Effectively record and produce artists

- » Host regular film workshops and projects to support emerging film makers

- » Recruit and support 20 active volunteers for TSIMA

Key Performance Indicators

2017-18 2018-19 2019-20

Growth in weekly local program output hours

Increase to 50hrs Increase to 80hrs Increase to 110hrs

Growth in social media engagement

Increase by 25% Increase by 50% Increase by 75%

Growth in media platform to include contemporary music and film

Yes Yes Yes

Goal Two: Strengthen and grow the RIBS network

TSIMA hold six (6) of the fourteen (14) RIBS licenses for the Torres Strait region; Poruma, Warraber, Iama, Erub, Mabuyag and Badu. The other RIBS licenses are held by TSIRC. Over the next three years TSIMA will better understand the needs of our RIBS communities and build our capacity for successful delivery. During this time we will also increase our ability to acquire the remaining eight (8) licenses and negotiate the transfer of these licenses held by TSIRC.

High level strategies

1. Ensure the currency of RIBS technology and equipment

- » Conduct technical asset audit
- » Install RCS software
- » Upgrade to digital

2. Build the operational capacity of the six (6) TSIMA licensed communities

- » Training and development
- » Annual gathering of RIBS broadcasters

3. Assess the efficiency of RIBS building leases in all communities

- » Negotiate suitable lease agreements

4. Understand and support RIBS to meet the multi platform needs of local communities

- » Community surveys

5. Begin a process of negotiating the transfer of all RIBS licenses from TSIRC

- » Engage all fourteen (14) outer Island communities in the content development

Key Performance Indicators

2017-18 2018-19 2019-20

Key Performance Indicators	2017-18	2018-19	2019-20
Increase in the number of functioning RIBS services	70%	80%	90%

Goal Three: Promote cultural heritage

TSIMA recognises that traditional languages and culture are linked and that the traditional languages and dialects of the Torres Strait region are critically endangered. Therefore TSIMA plays crucial role in recording and sharing the songs, music and languages of the region and partners organisations to preserve cultural heritage material.

High level strategies

1. Include archival recordings of song, music and languages in regular programming

- » Showcase on Radio, social media and through music and film projects

2. Work with partners to preserve existing recordings and materials by transferring to digital archives

- » Partnerships with AITSIIS, museums, state library

3. Support online platforms to enable communities to access to archival material

- » Develop TSIMA archives protocols
- » Deliver through suitable platforms

4. Protect the intellectual and cultural property rights of Torres Strait and Aboriginal people in the region

- » Policy and permission

5. Demonstrate the cultural diversity of the region through programming and development opportunities

- » Support all 5 Torres Strait Language dialects to be engaged with TSIMA

Key Performance Indicators

2017-18 2018-19 2019-20

Key Performance Indicators	2017-18	2018-19	2019-20
Partnerships with keeping places to preserve archival material	Established	Maintained	Maintained
Growth in community access to archival material	Baseline	Increase by 20%	Increase by 20%

Goal Four: Build TSIMA as a stronger organisation

TSIMA is committed to good, transparent governance. We will focus on building the capacity of our people (volunteers, staff and Board) to ensure we can meet the challenges of changing technologies and new media platforms. We will also expand our revenue base so that we can expand our services to the community and remain a strong viable organisation into the future.

High level strategies

Key activities over 3 years

1. Broker staff training and development opportunities and acknowledge staff for their work	» Individual staff training plans
2. Bring equipment and technology up to industry standards	» Secure annual funding to support upgrades
3. Broaden funding and income base	» Funding from multiple sources including trusts and foundations » Marketing, advertising and sponsorship package » Rent board room
4. Revise and comply with policies, procedures and constitution	» Suitable legal registration
5. Ensure the board know their roles and responsibilities and are proactive in decision making	» Governance training
6. Build membership base and understand the needs of audiences / potential audiences and evaluate our impact	» Multi platform survey » New membership strategy
7. Maintain and further develop building and physical assets	» Upstairs renovation

Key Performance Indicators

2017-18 2018-19 2019-20

Staff training plans implemented	100%	100%	100%
Growth in annual income	Increase by 10%	Increase by 20%	Increase by 20%
Increase in level community and stakeholder satisfaction with TSIMA	70%	80%	90%

Financial overview

Over many years TSIMA's income has come from its core operational agreement with TSRA. This core funding is tied to the delivery of radio broadcast. The next three-year period will see TSIMA expand its income base to fulfil its potential of being a full 'media' organisation. We will secure deductible gift recipient (DGR) status as an entity that can receive tax-deductible gifts so that TSIMA will be eligible for grants from trusts, foundations and philanthropists. This means we can take a more strategic approach to meeting the needs of our community whilst securing significant partnerships with the corporate and philanthropic sector.

TSIMA has a strong fiscal base from which to grow, expand and achieve our vision.

Governance and management

The Board comprises of representatives from across the five (5) clusters of the Torres Strait region. Each member brings a strong connection to culture so that community is at the forefront of decision-making.

New board members sign a Code of Conduct which clearly states that: board members must declare as soon as possible any current, perceived or potential conflict of interest. All board members undergo an induction process.

As outlined in the Constitution, the Board meets at least 12 times per year. The positions of President, Vice President, Secretary and Treasurer are elected by the membership at the AGM for a period of three years.

TSIMA's policy and procedures manual ensures the organisation adheres to good organisational, human resources and risk management practice.

The Board

Margaret Cowley – TSIMA President, current

Margaret is from Erub (Darnley Island) located in the eastern islands group of the Torres Strait, but has spent most of her childhood and adult life living in Bamaga, one of the five Indigenous communities in the NPA. She currently lives on Thursday Island with her family and works at Tagai Secondary College.

In the early 1990s, Margaret founded the NPA's first women's organisation, Adai Yoepkazil, with the support of TSIMA founder, Bibi Ellie Gaffney. Around the same time, Margaret joined the TSIMA board representing the NPA until moving to Thursday Island in 2009.

TSIMA has been her passion since then. She says she would like to see TSIMA develop a state-of-the-art media hub where Torres Strait Islander people can come to record their stories, languages, song and dance for the benefit of future generations.

Romina Fujii – TSIMA Vice President, current

Romina Fujii hails from Badu Island, part of Torres Strait's inner western islands group but she has called Thursday Island home for the past 60 years. Romina's ancestry is also linked to Aragan and Saibai. She identifies with both of her families totems, tupmul (mother side) and tabu (father side).

For over four decades, Romina has been active in advocating for Torres Strait Islander people and youth in education, community and economic development and aged care.

She is excited at the prospect of exploring the opportunities that lie ahead for TSIMA as technology, access to high speed internet and the media environment rapidly change. She is passionate about promoting Torres Strait Islander languages, music and stories to the world through TSIMA radio and film.

Ivy Wapau – TSIMA Secretary

Ivy Wapau is one of the original handful of broadcasters who worked at TSIMA when Radio 4MW starting broadcasting on the airwaves across the Torres Straits in the mid 80s.

Her mob are from Saibai Island, in the top western region of the Torres Strait. She is fluent in Kala Kawaw Ya, the common tongue spoken across Saibai, Dauan and Boigu.

Nowadays Ivy works in the health sector but has recently returned to radio as board secretary of TSIMA. She says her interest in media never faded and she is keen to see the station support the continuity of Torres Strait Islander language and culture through radio and other mediums.

Frank Faid – TSIMA Treasurer

TSIMA's treasurer is Frank Faid. He represents the central islands region on the TSIMA board.

He comes from Poruma where he was born and raised.

Frank is fluent in Yumpla Tok and English. He is currently learning to speak the local language, Kulkalgal which is experiencing strong revival in the Torres Strait.

Frank says he joined the TSIMA board to support the organisation's efforts to preserve Torres Strait Islander culture, tradition and lifestyle through Radio 4MW and also through the RIBS. He is particularly keen to get all RIBS in the regional fully operational.

Gladys Nawia – TSIMA Near Western Cluster

Gladys Nawia has been an active member of the TSIMA board since 1998. She is from Badu and is the current TSIMA representative for the near western group of islands in the Torres Strait. The group of islands include Badu, St Pauls and Kubin communities on Moa Island and Mabuyag.

Gladys has worked in health, community policing and immigration. She's also been active in supporting Torres Strait Islander women.

She would like to see TSIMA and Radio 4MW become a top Indigenous Radio station. Gladys is also keen to see TSIMA support and promote Torres Strait Islander languages and culture. She is buoyed by TSIMA's latest achievement, the development of a new recording studio for local singers, bands and dance groups.

John Noah – TSIMA Eastern Cluster

John Noah has the distinction of being one of the longest serving board members of TSIMA. He represents the eastern islands cluster of the Torres Strait which includes his home community of Mer as well as Erub and Ugar.

John is fluent in Meriam Mir, Yumpla Tok and English.

John would like to see TSIMA extend the voice of the Torres Straits beyond our waters to the mainland of Australia. He would like to see TSIMA generate its own revenue, offer training onsite for new media workers and increase local content production.

Patricia Mooka – TSIMA Top Western Cluster

Patricia Mooka is from Dauan Island, one of the islands in the top western cluster of the Torres Strait. She has been the region's representative on the TSIMA board since 2010.

Patricia has always had an interest in media. She graduated with a Diploma in Journalism from James Cook University and was one of the first RIBS Operators in the country. During that time she learned how media plays an important role in life and society. She would like to see TSIMA develop a video unit to make short films about language and culture for the benefit of future generations.

Jimmy Gela – TSIMA Eastern Cluster

The newest member to the TSIMA Board is Jimmy Gela, a representative from the eastern island region which includes his home Erub, Mer and Ugar.

Jimmy is currently the Erub representative on the Torres Strait Regional Authority and chair of Erubam Le Traditional Land and Sea Owners (TSI) Corporation.

Jim brings a wealth of experience in local government, community organisations and corporations to TSIMA.

He would like to see TSIMA grow strong and introduce Torres Strait Islander language, culture and traditional lifestyles to the wider Australian audiences.

Staff

TSIMA has a small staff team of six (6) FTE's and two (2) part-time RIBS Officers. All staff and board members are involved in strategic planning; ensuring the vision and strategic intent has broad ownership across the organisation.

Volunteers are also critical to TSIMA's success. Over the next three years TSIMA will build its volunteer program to meet the goals of individual volunteers and the organisation's strategic vision.

Succession planning

Succession planning in a small to medium organisation is challenging and at the same time essential. The Operations Manager position in TSIMA over the last few years has been filled by a number of people. The current TSIMA Operations Manager is a Torres Strait Islander who has the commitment and skills to lead the organisation in a new and exciting direction – actively engaging staff and community on the journey.

The organisation has a new commitment to succession planning by sharing corporate knowledge across the organisation.

Planned succession – The two positions likely to have the most significant impact on the organisation is the departure of the Operations Manager and the Chairperson. The most probable scenario is a planned departure rather than an emergency departure of the people in these roles. This is largely due to the high-level of commitment and integrity of the people currently filling these positions. Therefore, a three-month notice period and a one-month hand-over period is built into the Operations Manager position description. The forward budget also includes a one-month payment period for two simultaneous Operations Managers. The Board charter includes a three-month transition period for the Chairperson.

Emergency succession – Whilst the probability of a sudden departure of the Operations Manager or Chairperson is low, the impact would be high. In the event that a sudden departure occurs, then the following risk mitigation processes are in place:

- » Collaborative planning and review
- » Clear role definition
- » Documented plans and progress reports for key projects
- » A network of contractors and casual who can step in if needed

Evaluation

TSIMA will evaluate its impact as the key media organisation for the Torres Strait region. We will use a number of tools including surveys, media monitoring, responsive individual questionnaires and regular interaction with TSIMA members and stakeholders.

Risk Management

Nature of Risk	Probability / Impact	Potential Result	Risk Minimisation
Financial Risks			
Reduced and/or loss of TSRA funding	Low / High	Inability to continue operation	Ensure TSIMA delivers on agreed outcomes with TSRA. Continue to explore additional and alternative income streams
Poor management of finances	Low / High	Inability to deliver on agreed outcomes	Staff handling budgets are experienced and monitored and supported by TSIMA board and policies. Annual budgeting and regular monitoring in place.
Loss due to litigation against TSIMA	Low / High	TSIMA enters into time-consuming, expensive public proceedings	TSIMA activities are covered by insurance.
Inefficient management and maintenance of TSIMA assets	Low / High	Inability to fund or source updated equipment or unnecessary loss of assets	Internal audit process to be implemented with regular and detailed financial reporting to the TSIMA Board

Management Risks

Risk of unreliable or irrelevant Operations Manager decisions	Low / Medium	TSIMA could be committed to an inappropriate direction or initiative	Ongoing monitoring and review of strategic plan. Thorough reporting to, and scrutiny from, the TSIMA board
Loss of key board members	Low / Medium	Operations Manager struggles with inexperienced board members	Opportunities for succession planning and board understanding of governance processes
Loss of operations manager and/or key staff	Medium / High	Workload of TSIMA staff and committee increases until a replacement is found	Policies and procedures manual and succession plan documented, implemented, and regularly reviewed. Review staff remuneration

Nature of Risk	Probability & Impact	Potential Result	Risk Minimisation
Operational Risks			
TSIMA ceases to meet the needs of its membership and other stakeholders	Low / Medium	TSIMA risks its reason for existence	Ongoing consultation with TSIMA members and the Torres Strait community

Environmental Risks

Insecurity of office premises due to poor building maintenance	High / High	Inability to work	Inclusion of building maintenance in the asset management plan and budget – including maintenance agreement with My Pathway
Competition from a similar organisation	Low / Medium	TSIMA loses status and may have to reassess our role	Continuing community awareness of TSIMA and our ability to meet community needs
Natural disaster	Low / Medium	TSIMA cannot operate	Adequate insurance policies

