



Torres Strait
Regional Authority

Media & Communication Services Review

Review Report

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About the review team

Torres Strait Regional Authority (TSRA) commissioned the Queensland Corporate Communication Network Pty Ltd (QCCN) to undertake this review. In turn, QCCN contracted the Mount Isa Aboriginal Media Association (MIAMA) to provide specialist technical input in the field of regional and remote Indigenous broadcasting.

In light of the complexity and sensitivity of this review, and its importance to the Torres Strait region, the organisations provided their most senior personnel – QCCN Managing Director David Donohue and MIAMA Manager Valerie Craigie.

David Donohue is a veteran of the media and consultation industries in regional Queensland. Originally trained as a radio journalist in the early 1980s, he has gone on to build the State's largest dedicated regional stakeholder consultation firm. He has been presented with more than a dozen national and international awards for excellence in communication, including having his work in North West Queensland described as "an important step towards reconciliation" by Reconciliation Australia. He is a judge in both the Management Excellence Awards and global Golden World Public Relations Awards.

www.qccn.com.au

Valerie Craigie is a Kalkadoon woman from Mount Isa. As MIAMA Manager she has guided the organisation to effectively compete with a number of commercial radio stations, expand its reach into television and recording, and actively contribute to the cultural and social landscape of both Indigenous and mainstream Mount Isa - a position the envy of Indigenous broadcasters across the country. She is the current Secretary of the National Indigenous Radio Service (NIRS) and is still active on a number Boards and Committees for several Indigenous organisations. Valerie obtained a Bachelor of Arts from the University of Queensland in 1988.

www.miama.com.au

Disclaimer

The review team has made its best efforts to confirm the validity of information supplied by third parties where this information has been relied on to conduct the review and draft this report.

It is the nature of consultation that stakeholders have different world views which may colour the information they choose to provide.

All the thematic content presented in this report has been provided and or confirmed by multiple independent (as far as practical) sources to the satisfaction of the review team. Specific items (times, dates, amounts, names, etc) have been checked as far as possible but should not be relied on for decision-making purposes.

Readers should form an independent view before accepting the material presented here.

David Donohue
QCCN
October 2010

Valerie Craigie
MIAMA

Glossary of terms

| | |
|--------|-------------------------------------------------------------|
| APRA | Australian Performing Rights Association |
| ATSIC | Aboriginal and Torres Strait Islander Commission |
| BRACS | Broadcasting for Remote Aboriginal Communities Scheme |
| BSA | Broadcasting Services Act |
| CBAA | Community Broadcasting Association of Australia |
| CBF | Community Broadcast Foundation |
| CSA | Community Service Announcement |
| DEWHA | Department of the Environment, Water, Heritage and the Arts |
| IRCA | Indigenous Remote Communications Association |
| IRRR | Indigenous Remote Radio Replacement Project |
| LGA | Local Government Area |
| MIAMA | Mount Isa Aboriginal Media Association |
| NIRS | National Indigenous Radio Service |
| NPA | Northern Peninsula Area |
| OB | Outside Broadcast |
| PBC | Prescribed Body Corporate |
| RIBS | Remote Indigenous Broadcast Service |
| ROS | Run of Station |
| RIMO | Regional Indigenous Media Organisation |
| TAIMA | Townsville Aboriginal and Islander Media Association |
| TSIMA | Torres Strait Indigenous Media Association |
| TEABBA | Top End Aboriginal Bush Broadcasting Association |
| TSIRC | Torres Strait Island Regional Council |
| TSRA | Torres Strait Regional Authority |

Executive summary

This report is the output of a detailed review of the effectiveness of TSRA funding towards media and communications in the Torres Strait, and will provide guidance to TSRA in enhancing its contribution to this vital endeavour.

Communication in the region

Major local communication providers in the region are the Torres News, Torres Strait Indigenous Media Association (TSIMA) through radio station 4MW, and the Remote Indigenous Broadcast Services (RIBS) network.

The Torres News is a self-funded commercial operation and falls outside the scope of this review.

Mainland media (both Indigenous and mainstream) has some penetration but carries little material of local interest so may be discounted.

An overwhelming majority of those consulted identified the need for a continuing strong local broadcast presence in the Torres Strait as a fundamental plank in regional self determination.

Broadcast outputs

At the time of review **TSIMA** broadcasted local content 10 hours per day (0700 – 1700) Monday to Friday with no regular broadcast on weekends. This **provided 46 hours of local content per week** (excluding four hours of network feed per week during these hours). Outside these hours TSIMA switched to a broadcast feed from radio 4KIG (Townsville Aboriginal and Islander Media Association (TAIMA)) in Townsville.

Currently, the benchmark for regional Indigenous broadcasters across Australia is to be providing local content 24 hours per day and seven days per week (168 hours per week).

RIBS operations are known to broadcast in six communities (Dauan, Erub, Iama, Poruma, St Pauls and Warraber) over variable hours mainly on weekdays. Hours are based on the availability of the individual operators but vary between 10 and 30 hours per week (110 hours in total). **In aggregate, RIBS units are broadcasting more than double the local content per week that TSIMA produces.**

This performance is believed to be at the upper end of RIBS output around Australia, especially noting RIBS operations in the region rely on ad hoc funding for capital upgrade and maintenance, with CDEP providing subsistence wages for operators (between 10 and 15 paid hours per week).

At best, TSIMA is reaching (either directly or rebroadcast via RIBS) a segment of the communities of Dauan, Erub, Iama, Poruma, St Pauls, Waiben and Warraber for a maximum of 46 hours per week. Outer island RIBS communities report much lower levels of rebroadcast (irregular selected programs) and some communities indicated that TSIMA does not broadcast at all.

Funding

TSIMA will receive \$671,109 in grant funding from TSRA in the 2010-11 year to achieve these outputs. This level of funding means **TSIMA is the best funded regional Indigenous broadcaster in Australia** by a large margin (average funding for similar scope organisations around Queensland is approximately \$252,000 per annum) while **TSIMA's broadcast hours are about 30 percent of the broadcast performance of its peers** (46 hours per week compared with the majority broadcasting 24/7).

TSIMA appears to be operating significantly below the performance of its peers, while receiving more than twice the funding of its peers.

A comparative case study is provided which benchmarks TSIMA with MIAMA, an organisation covering roughly the same area and population, with similar issues of remoteness. This case study confirms the low level of TSIMA performance.

The level of grant funding provided to regional broadcasting by TSRA appears appropriate to provide a 24/7 region-wide radio presence and effectively support a RIBS network through a Regional Indigenous Media Organisation (RIMO). Four similar organisations in regional Australia performing this role receive an average of \$620,000 in grant funding annually.

Funding effectiveness is considered to be very poor considering the demonstrated lack of performance of TSIMA compared to its peers and the ad hoc nature of the regional RIBS network.

It is difficult to justify continuing the current level of funding to TSIMA in the organisation's current form when TSIMA fails to provide the basic levels of output provided by organisations receiving significantly lower levels of funding.

Links with community

It is impossible to accurately measure the market demographic for TSIMA and RIBS without significant additional research – figures provided by TSIMA are six years out of date and their accuracy is questionable.

Despite the obvious need for a co-ordinated regional approach to broadcasting, the development of more than an ad hoc network of RIBS operators has not occurred. **TSIMA has not taken the leadership role expected in managing a regional network** and stakeholders reported doubt that the organisation could meet this role.

Elected representatives indicated concern with the effectiveness of TSIMA as a mechanism for strengthening communication between themselves and the community. Most cited limited opportunity for access and lack of right of reply as the primary issues they faced, and indicated that they most often used the Torres News to reach the entire region or RIBS (if operating) to reach outer island constituents.

Communities almost universally indicated that TSIMA had infrequently visited to promote broadcasting, recruit staff, support RIBS, or provide outside broadcasts of major community or cultural events – in some cases the most recent visit was reported to be more than a decade ago despite repeated invitations.

TSIMA and RIBS broadcast in Creole, with some RIBS also occasionally broadcasting in traditional language. When TSIMA switches to the Townsville broadcast feed, transmission reverts to open English. RIBS operators are reported to be recording/broadcasting oral histories and cultural events on an ad hoc basis, hampered they say by lack of funding, equipment and training.

TSIMA was not able to demonstrate any current or recent involvement in preserving or regularly broadcasting oral histories and cultural events. TSIMA is, however, to be commended for its promotion of local contemporary music and mix of programming.

TSIMA has, however demonstrated commendable support to contemporary local musical culture and continues to broadcast high levels of local music.

Public service

Service providers, both community-based and Government, expressed dissatisfaction with TSIMA as a medium for informing the public of the range of services available to them across the region or in individual communities. They report this dissatisfaction was based on their perception of the small size of TSIMA's listening audience (on Waiben but especially on outer islands) and concerns over difficulties engaging with TSIMA as an organisation. Most indicated that they wanted to use TSIMA if it became effective as a communication medium but in the interim preferred to use the Torres News or alternative methods (including in some cases seeking to broadcast direct via RIBS to communities).

Sponsors and potential sponsors of TSIMA expressed concern over the organisation's operations noting that TSIMA was hard to engage with, presented poor value for money even at the current artificially low charge rates, and had difficulty in identifying what sponsorship announcements had been broadcast. Organisations noted they preferred to deal with the Torres News as a media channel or use alternative methods to promote their activities. A number of organisations expressed a desire to engage with RIBS to access communities in the region more directly. **The level of sponsorship income reported by TSIMA was significantly less than the staffing cost to generate it.**

As a local community broadcaster to the (Waiben) market TSIMA's performance is below average, and all indications are that TSIMA has minimal penetration into the broader regional community making it less effective as a regional broadcaster. At the same time, the RIBS network provides high levels of output and professionalism despite receiving a comparatively small funding contribution from all levels of Government.

Recommendations

More detailed recommendations are contained in the body of the report, but high level recommendations may be summarised as:

- That TSRA direct a proportion of the current Media and Communication budget to directly support and enhance regional-level broadcasting through RIBS and seek opportunities to extend and strengthen that regional network through a functioning RIMO.
- That TSIMA not be ratified as the RIMO at this time, but that other options for effective regional representation be pursued in collaboration with the Torres Strait Island Regional Council (TSIRC) and other key stakeholders. When and if in the future TSIMA is able to demonstrate competence to manage this role, consideration be given to funding it to do so.
- That a structural realignment of TSIMA be undertaken including governance, management, structure, administration, staffing, programming, sponsorship, training and interaction with RIBS. It is further recommended that this be achieved by appointing a professional administrator for a fixed term to realign the organisation and re-establish effective management before passing control back to the community.
- That TSRA funding be linked to core broadcast outputs including compliance with licence requirements, levels of local broadcast, appropriate programming, audience and sponsor satisfaction, interaction with both inner and outer island communities (cultural events, oral history, outside broadcasts, outreach to communities other than Waiben), preservation and broadcast of cultural heritage materials, provision of training, benchmarking with other regional broadcasters, financial viability, good governance and management, appropriate and timely reporting.

Methodology

Project overview

At present TSIMA delivers Indigenous broadcasting services throughout the Torres Strait region. This service is funded by the TSRA under an arrangement which provides contributions based on operational processes rather than seeking to match funding with specific initiatives.

TSRA is seeking to better understand the reach and effectiveness of the media and communication services currently operating to allow more effective and targeted funding models to be developed.

Specific outcomes required are:

- Identification of communication processes in the Torres Strait;
- Identification of the current audience profile of TSIMA;
- Assessment of TSIMA's contribution to strengthening communication between elected leaders and the community; promoting local Indigenous culture and languages; and informing the public on the range of services (Government and Non-Government) available to them;
- Providing a comparative report on Indigenous Broadcasting arrangements on the mainland including levels of Government and Non-Government financing;
- Assessment of the effectiveness of TSRA's current contribution towards communications in the region;
- Recommendations for enhancement of TSRA's current contribution towards communications in the region.

In addition to the required outcomes, additional information was also gathered and is reported here on TSIMA's operating environment in terms of funding, governance, staffing and structure, programming, community interaction, and interaction with RIBS operations.

This assessment is independent of but within the spirit of the National Indigenous Broadcasting and Media Sector review currently being conducted for the Australian Government. This review of the TSRA contribution to media and communication services in the region will enhance alignment between Indigenous broadcasting throughout Australia..

Approach

From the start of this process, the review team made it clear to TSRA that this review was not a "hatchet job" on TSIMA and that an approach of collaboratively working with TSIMA, its stakeholders and the community would be adopted to build shared and positive outcomes for the community of the Torres Strait.

The approach adopted for the review was to complete an on-site scoping workshop with senior TSRA personnel and the Managing Director of TSIMA to better understand the areas for consideration, apparent issues within the region, identify key stakeholder groups to consult, and select a representative sample of regional communities to visit and consult.

Following this the review team undertook desk research into regional communications, the background of the relationship between TSRA, TSIMA, RIBS and other key stakeholders, the

history and status of TSIMA, complaints received about TSIMA and 4MW, and the general regional status of the Torres Strait using all documentary sources at our disposal.

An initial consultation visit was planned and requests to visit communities were sent to relevant TSIRC Divisional Managers, Prescribed Bodies Corporate (PBCs), and key others seeking approval to visit. An invitation was also extended to the TSIMA Managing Director for the review team to meet with the management team, Board and staff to explain and progress the review.

During this consultation visit, initial meetings to discuss the nature of the review and the areas to be covered were held with TSIRC, RIBS and community representatives on Mabuig, Badu, St Pauls and Saibai (time constraints and unavailability of key stakeholders meant visits to lama, Poruma, Erub and Mer were delayed to a second visit), other identified key stakeholders on Waiben were also interviewed, and an introductory visit to TSIMA undertaken. While the review team had hoped to meet with TSIMA staff and Board members the visit was limited to a station tour and briefing by the Managing Director on different projects he hoped would be funded out of this review.

A second consultation visit allowed the review team to conduct initial visits to lama, Poruma, Erub and Mer to discuss the nature of the review and the areas to be covered, as well as giving an opportunity to return to Mabuig, Badu and St Pauls to conduct more detailed consultation with community representatives and RIBS operators. More meetings were conducted on Waiben with key stakeholders and interested others who self-nominated to be part of the review. TSIMA Managing Director and staff were not available to meet during this visit despite prior invitation.

TSRA provided access to its files on TSIMA and the review team undertook a detailed review of the organisation, its relationship with TSRA and others, its financial performance, governance, management and strategic direction.

A final consultation visit was conducted which allowed the review team to finalise visits to lama, Poruma, Erub, Mer and Saibai communities to conduct more detailed consultation with community representatives and RIBS operators. An open community meeting was conducted on Waiben which, although it only attracted a small number of participants, provided strong input to the review. We were also able to meet with the Managing Director of TSIMA who was able to provide a portion of the documents requested.

Ongoing telephone and email contact with the TSIMA Managing Director, other key stakeholders and others who self-nominated to be involved with the review has continued through to the drafting of this review report to identify and confirm additional information, seek clarification, and accept additional input.

During the consultation period, the review team sought to undertake a two day collaborative workshop with TSIMA Board, management and staff. A review team member attended on the nominated days, but TSIMA personnel were not available to be involved.

Late in the process the review team were made aware of a desire by the Warraber community to be involved in the consultation process, and a visit was undertaken immediately prior to the presentation of the draft review report. Input from this consultation was included in the review as presented.

This review was presented in draft form to the TSRA PSC on 29 October 2010 and the content workshopped to ensure the Authority was aware and agreed in principle with the scope and content of this review.

Consultation schedule

| Dates | Activity | Content |
|-------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 31/5 – 2/6 | Scoping visit | Scoping workshop with TSRA and TSIMA, identification of key stakeholder groups and communities, document gathering |
| 3/6 – 27/6 | Research phase | Review and analysis of documents provided, identification of key stakeholders, contact to arrange meetings |
| 28/6 – 6/7 | Initial consultation visit | Initial visits to Mabuiag, Badu, St Pauls and Saibai; interviews with key stakeholders. Discussions with TSIMA management |
| 7/7 – 23/7 | Remote consultation and analysis | Review and analysis of documents provided, review and confirmation of consultation material from meetings, contact to arrange meetings |
| 24/7 – 31/7 | Second consultation visit | Initial visits to Iama, Poruma, Erub and Mer; consultation visits to Mabuiag, Badu and St Pauls; interviews with key stakeholders. Discussions with TSIMA management |
| 1/8 – 5/9 | Remote consultation and analysis | Review and analysis of documents provided, review and confirmation of consultation material from meetings, contact to arrange meetings |
| 6/9 – 11/9 | Final consultation visit | Consultation visits to Iama, Poruma, Erub, Mer and Saibai; public meeting on Waiben; interviews with key stakeholders. Discussions with TSIMA management |
| 12/9 – 20/9 | Remote consultation and analysis, drafting of review report | Review and analysis of documents provided, review and confirmation of consultation material from meetings, contact with stakeholders to provide additional comment |
| 21/9-25/9 | Presentation of draft review report to TSRA | Visit to present and workshop draft findings of the review with TSRA senior management and PSC, visit Warraber community for consultation |
| 26/9 – 1/12 | Consideration of draft review report by TSRA | TSRA senior management provide guidance and comment on draft review report |
| 8/12 | Presentation of final review report to TSRA Board | Visit for formal presentation of the final review to TRSA Board for adoption |

Stakeholders consulted

In consultation with TSRA and with input from TSIMA, representative stakeholder groups were identified and key individuals and organisations approached to take part in the review.

All stakeholders were approached on the basis that their input was to be confidential and shared only as the aggregate data and comment provided in this report.

More than 40 organisations and individuals were consulted from across the region. A list of all individual stakeholders consulted is contained in a Confidential Annexure to this report. This and other confidential annexures will not be part of any public version of this review report.

Broad stakeholder groups targeted for consultation included:

| Group | Indicative members |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Funding agencies | <ul style="list-style-type: none"> Government agencies including TSRA and TSIRC |
| Broadcasters | <ul style="list-style-type: none"> TSIMA Board, management and staff (note formal access to Board and staff was not made available to the review team by the Managing Director so contact was restricted to meetings and exchange of correspondence with him) RIBS operators, previous broadcasters, potential broadcasters |
| Elected representatives | <ul style="list-style-type: none"> Representatives of all levels of Government within the region |
| Service providers | <ul style="list-style-type: none"> Government agencies with a role in the region Cultural and community groups in the region |
| TSIMA Sponsors | <ul style="list-style-type: none"> Current sponsors of TSIMA Previous sponsors of TSIMA Organisations not sponsoring TSIMA (to provide a gap analysis and understanding of barriers to sponsorship) |
| End users | <ul style="list-style-type: none"> Torres Strait residents, in both inner and outer island communities Businesses and organisations in the region |
| Others | <ul style="list-style-type: none"> Previous complainants about TSIMA operations Local musicians Broadcast training providers Technical specialists Other regional Indigenous broadcasters (to provide comparative data) |

Not all targeted individuals and organisations were available for interview, and in some cases other non-targeted groups self-nominated or were suggested for involvement.

No groups or individuals declined to be interviewed, and the standard of input was both high and detailed. This input forms the basis of this review report and the recommendations which flow from it.

Detailed consultation records were made during all interviews and are maintained by the review team. These are confidential and not available for distribution. Individual stakeholders are able to access the records of their interaction on request to the review team.

Challenges to consultation

Busy stakeholder schedules

As with most regional communities, especially Indigenous ones, key individuals are continually very busy and can be both difficult to reach and have difficulty finding time to consult on a matter of this complexity and sensitivity. Despite this, the majority of key stakeholders generously made time in their schedules to fully and frankly discuss media and communication in the region.

Distance and transport

It will be no surprise to residents of Torres Strait, that physical distance and transport limitations create challenges to effective consultation with communities especially in the outer islands. Although the review team are based relatively close by (Townsville and Mount Isa) the need to schedule visits around stakeholder availability and transport scheduling reduced our flexibility and responsiveness. Ultimately this did not prove an impediment to the rigor of the consultation.

Northern Peninsula Area (NPA) involvement

Initially the review team sought to engage with communities in the NPA. Requests for permission to visit the Seisia and Bamaga communities were politely declined citing lack of available resources and time.

Therefore this review does not cover the NPA area.

Access to TSIMA

The review team worked actively to openly engage with TSIMA at a Board, management and staff level in order to best understand the organisation, identify its operational challenges and successes, and support TSIMA through rectification of any obvious deficiencies during the four month consultation period prior to the drafting of this review report.

Access to TSIMA was limited to contact through the Managing Director (at request of the Managing Director) and the content of meetings was more confined than the review team desired.

The review team offered TSIMA the opportunity for Valerie Craigie (as Manager of a similar scoped Indigenous media organisation) to spend two days intensively workshopping with staff, management and the Board to outline the review, develop a shared understanding of the TSIMA operation, make suggestions on elements which could be rapidly improved to enhance TSIMA performance in this review, and gain informed input from staff and the Board. Despite Valerie presenting herself at TSIMA for both days, this offer was not accepted.

Some documents requested from TSIMA required to complete this review were not supplied, were incomplete or significantly out of date. Attempts to access these documents continued up to the presentation of the draft review report.

A number of documents containing submissions for additional funding of TSIMA's activities were received, in addition to a detailed document by the Managing Director headed "Review Notes" (received 15 September 2010 and appended to this report).

A letter was received on 23 September 2010 signed by Simeon Namok as Treasurer of the TSIMA Board seeking to confirm that all requested materials and information had been provided and stating "As this issue was not discussed with our staff members we feel that views obtained outside will dictate and give the wrong message on the relationship with Leadership and other Government departments and how they continue to avoid getting on air at TSIMA. The Board is requesting for you to be clearer on the Terms of Reference so there is full participation from all sides." Copies of the letter and response are appended.

Despite the best efforts of the review team to engage openly and collaboratively with TSIMA, resistance has been encountered which both diminished TSIMA's input to the process and gave additional weight to comments made by other stakeholders.

This lack of access to TSIMA is unfortunate but completely within TSIMA's control to rectify.

Changing status of TSIMA staff and programming

During the consultation period, the review team found it challenging to accurately identify the staffing level of TSIMA, the roles and titles of incumbents, and the level and mix of programming.

Different documents provided and found gave mixed information on these topics and TSIMA management was unable to clearly articulate this information.

Staff members appeared to have different titles and variable responsibilities – something which made accurate assessment difficult. Programming as published in a number of different Program Guides varied, and actual broadcasts seemed often not to follow the published schedule. Broadcast logs as required under TSIMA's licence conditions and Australian Performing Rights Association (APRA) quarterly reports, were either not available or not being recorded.

This lack of certainly forced the review team to take an "aggregated average" approach and attempt to report the most conservative figures gleaned from multiple TSIMA and TSRA documents.

A full copy of the Methodology is appended at the end of this report.

Communication processes in the Torres Strait

Although geographically remote and physically spread, the Torres Strait region enjoys a standard of communication infrastructure higher than the majority of other similar regions (North West Queensland, Kimberleys, Northern Territory) created through ongoing high levels of Government investment.

The region boasts a weekly newspaper and 17 local radio broadcast facilities; lacking only local television broadcasting to complete the suite of media activities.

Media and communication providers in Torres Strait

Media and communication in the Torres Strait region is currently provided through:

- TSIMA through radio station 4MW
- RIBS facilities on Dauan, Erub, Iama, Poruma, St Pauls and Warrabar (other RIBS facilities exist but are currently not operational)
- The Torres News newspaper operating from Waiben but covering regional news
- Mainland radio; primarily ABC, 4KIG (Townsville) and LiveFM (religious broadcaster)
- Mainland television; primarily ABC, SBS, Seven Central and Imparja (carrying the WIN network from the Northern Territory)

Mainland media, while of value for entertainment and news from other places, are not carrying significant levels of Torres Strait specific news or advertising. Where either is carried it tends to refer to Cairns, the Northern Territory or National. TAIMA (4KIG) is an exception, carrying limited Torres Strait news mainly and programming focussed on the expat Torres Strait Islander population on the mainland.

Audience profile of TSIMA and RIBS

TSIMA audience profile

The following material was provided by TSIMA and is drawn from a 2004 survey commissioned by the organisation. It is important to recognise that the data is now six years old. Observations by the review team of the number of workplaces or vehicles (busses, taxis or ferries) broadcasting 4MW, along with comments from the majority of stakeholders consulted, indicate that the reported audience levels are not likely to be being achieved at present.

If the data is accurate, it indicates that TSIMA enjoys among, if not the, highest levels of listening of any broadcaster in Australia (including mainstream commercial radio and television).

No mention is made of the RIBS network in the following demographic assessment, so it is likely that respondents may have provided information based on a mix of listening to 4MW and their local RIBS.

SUMMARY OF TORRES STRAIT RADIO MARKET PROFILE (Demographics Survey)

Source: Cummings Economics "Torres Strait – Radio Market Profile" Oct/Nov 2004

SUMMARY

TSIMA commissioned Compass Research to carry out a survey to establish our audience reach in the Torres Strait & NPA and to report on other aspects relevant to radio listening in the area.

The survey was carried out of a random sample of 300 households in the Torres Strait. The interviewing was conducted by telephone using a set questionnaire. Telephone numbers were randomly selected from the White Pages. Because it was a radio survey, respondent age groups were extended down to 15 years although only a small proportion of the sample would have been below 18 years old.

The questionnaire looked at radio listenership and related matters. A series of demographics were then sought including age and gender, number in the household, the area where callers are from, their cultural background and their occupation. For the benefit of TSRA (who partly funded this survey) information was sought on where people obtained information about issues in this area and what they were interested in.

DEMOGRAPHICS

Population & Economy (ABS 2001 Census Data)

The Australian Bureau of Statistics (ABS) states the Torres Shire population is expanding at an average growth of 2.2 percent per annum. In 1992 the population grew from 8,301 to 10,371 in 2002. ABS findings further indicate that the Torres Strait has a significant and growing population and economy and the per capita disposable incomes after tax, housing payments and motor vehicle repayment are not low by state and national standards.

Special Characteristics of this Region (ABS 2001 Census Data)

The Torres Strait is a discrete community. The nearest town to the south is Weipa which is about 250km from TI. From Cairns to TI, it is about 800km. Its cultural background is made up of:

| | | |
|-------------------------|-------|------------|
| Torres Strait Islanders | 5,579 | 58 percent |
| Aboriginal | 403 | 4 percent |
| Both Aboriginal & TSI | 1,155 | 12 percent |
| Other | 2,561 | 26 percent |

Thirty five percent (35 percent) of those who responded to this census indicated that they spoke an Indigenous language at home.

The Torres Strait is seen as a young market. The average age population is 25 yo compared to the Qld average of 35 yo.

Age profile is made up of:

| | |
|---------------|------------|
| 0 – 9 years | 27 percent |
| 10 – 19 years | 17 percent |
| 20 – 29 years | 17 percent |

| | |
|---------------|------------|
| 30 – 39 years | 14 percent |
| 40 – 49 years | 11 percent |
| 50 – 59 years | 6 percent |
| 60+ years | 7 percent |

Not surprisingly given the young population, households are relatively large with an average number of 4 people living in a house. Consumer durable ownership is also high where nearly every household has radio, TV, DVD player, fridge, washing machine, freezer, microwave, clothes dryer, air-con and video games. Over 70 percent of households are connected by telephone.

Boat and sea activities are particularly important with 53 percent of respondents owning a boat. The survey also established that people are heavy users of air transport with 64 percent travelling within Torres strait at almost 3 times per year and 69 percent travelling to Cairns twice a year and 43 percent travelling elsewhere in Australia at least once a year.

It was established that the Torres Strait is a special area of Australia for Defence, Customs, Immigration, Plant and Animal Quarantine, Health, Navigation Facilities and Foreign Affairs. It is often important that residents are specially informed in these fields.

RADIO LISTENERSHIP & RELATED MATTERS

Radio 4MW provides a special opportunity to reach the Torres Strait & NPA market. The 300 residents surveyed indicated the following:

- 86 percent listen to Radio 4MW at an average of 2.3 hours a day per person.
- 43 percent listen to ABC Radio at an average of 0.7 hours a day per person.
- 90 percent watch Seven Central TV at an average of 1.1 hr a day per person.
- 89 percent read the Torres News at an average of 1 copy a week per person.

Radio 4MW has a 59 percent proportion of total hours or radio listenership in this region.

Not only does Radio 4MW dominate the radio listenership, it recorded more than double the hours of listening/watching the most watched TV channel – Seven Central.

Listening by Region

66 percent of 128 people from Thursday Island & Inner Islands listen to Radio 4MW.

34 percent of 128 people from Thursday Island & Inner Island listen to ABC Radio.

82 percent of 38 people from NPA listen to Radio 4MW.

34 percent of 38 people from NPA listen to 4K1G.

61 percent of 33 people from Eastern Islands listen to Radio 4MW.

36 percent of 33 people from Eastern Islands listen to 4K1G.

80 percent of 25 people from Central Islands listen to Radio 4MW.

64 percent of 25 people from Central Islands listen to 4K1G.

66 percent of 29 people from Near Western Islands listen to Radio 4MW.

24 percent of 29 people from Near Western Islands listen to 4K1G.

73 percent of 11 people from Top Western Islands listen to Radio 4MW.

45 percent of 11 people from Top Western Islands listen to 4K1G.

Listening by Age and Gender

Men

71 percent of men listen to Radio 4MW with the highest recorded in the 18-24 yo and 25 – 34 yo category.

36 percent of men listen to ABC Radio with the highest recorded in the 45 – 54 yo and 55 – 64 yo category.

Women

71 percent of women listen to Radio 4MW with the highest recorded in the 18-24 yo and 25 – 34 yo category.

29 percent of women listen to 4K1G with the highest recorded in the 18 – 24 yo and 35 – 44 yo category.

Listening to Radio 4MW by Occupation

29 percent of 28 blue collar workers (trades, machinery operators, drivers, labourers)

77 percent of 31 white collar workers (clerks, sales, other personal services)

71 percent of 28 CDEP workers

70 percent of 20 retirees

56 percent of 34 people who do home duties

48 percent of 56 professionals

45 percent of 38 business managers/self employed

Although only a small number of students and unemployed people were surveyed, both groups showed a very high listenership to Radio 4MW.

Listening by Cultural Background

79 percent of 153 Torres Strait Islanders listen to Radio 4MW

32 percent of 153 Torres Strait Islanders listen to 4K1G

54 percent of 93 Non Indigenous listen to Radio 4MW

43 percent of 93 Non Indigenous listen to ABC Radio

66 percent of 22 Aboriginal and Mixed listen to Radio 4MW

36 percent of 22 Aboriginal and Mixed listen to 4K1G

Approval Rating

Radio 4MW boasts a high approval rating:

39 percent of 238 people rate Radio 4MW as Excellent.

49 percent of 238 people rate Radio 4MW as Good.

9 percent of 238 people rate Radio 4MW as Fair

3 percent as Poor.

26 percent of 120 people rate ABC Radio as Excellent.

57 percent of 120 people rate ABC Radio as Good.

37 percent of 112 people rate 4K1G as Excellent.

50 percent of 112 people rate 4K1G as Good.

Papua New Guinea (PNG) Audience

It is estimated that audience share in the Daru and adjacent coastal areas to the PNG border was of the order of:

Radio 4MW 70 – 75 percent

Radio Karai 25 – 30 percent

Radio 4MW has a supplementary audience in PNG among a population estimated at 16,000 – 20,000 in Daru and the southern coastal areas of Western Province of PNG. Radio ownership in the area ranges down to about 50 percent of households at village level with 4MW probably having over 70 percent of listenership in this area.

WHAT DO PEOPLE WANT TO HEAR ABOUT

Respondents indicated that they hear about local events through:

Talking with other people 39 percent

The Torres News 34 percent

Community meetings 31 percent

Community notice boards 28 percent

Radio 26 percent

Newsletters 22 percent

Television 17 percent

'Talking with other people' and the 'Torres News' leads.

Topics that people personally like to hear about are:

Cultural 39 percent

Education 39 percent

Lifestyle & Health 25 percent

Sports 18 percent

Political 15 percent

Entertainment 15 percent

Financial 13 percent

Other topics people showed great interest in include Tourism information incl. cultural protocols, Story of people's lives, Environment, Fishing & Recreational, Health focus (dengue fever etc), Small business seminars/information and Youth issues.

Topics that people showed interest in include funerals, weddings, baptism and travel.

Issues that people viewed as important to them and their community are:

Education 52 percent

Cultural 50 percent

Lifestyle & Health 41 percent

| | |
|---------------|------------|
| Political | 29 percent |
| Financial | 24 percent |
| Sports | 18 percent |
| Entertainment | 17 percent |

While many of these findings cannot be substantiated through this review, some assessments are supported by stakeholder input to this review:

- ‘Talking with other people’ and the ‘Torres News’ are the most important communication channels in the region
- More people read the Torres News than listen to 4MW
- Cultural activities, Education, Lifestyle & Health, and Sports are among the most highly requested broadcast programs
- Topics of interest also included Tourism, Cultural protocols, Oral Histories, Environment, Fishing, Recreational, Health, Small business seminars/information, Youth issues, Weather, Transport, Infrastructure services, Community development, Church, History, Island dancing and music.

RIBS audience profile

No formal information is available beyond consultation with individual operators, TSIRC Divisional Managers and observation in communities.

RIBS is known to be actively broadcasting local content for between 10 and 30 hours per week and a mix of other broadcast sources (including TSIMA) on Dauan, Erub, Iama, Poruma, St Pauls and Warrabar.

From observation and interview in these communities as well as from input from TSIRC management and executive, it appears RIBS is highly regarded as a source of local information and comment and is the primary communication provider in these communities.

Indications are that community members actively tune in for local content and may remain listening to music and other programs broadcast outside these hours.

TSIRC, supported by consultant observation and interviews has identified a number of other communities where RIBS facilities are in operational order, individuals are seeking to be involved in broadcast but are hampered by either lack of training or funding for staffing. These include Badu, Kubin, Mabuiag, Masig, Saibai and Ugar.

Boigu, Mer and Saibai reported that RIBS is not currently operating due to a need for replacement equipment or facilities upgrade.

The reasons reported for not being on air are tabulated in the following section.

TSIMA and RIBS broadcast performance

TSIMA provided the review team with a number of different Program Guides, the most recent being for June 2010.

This Guide indicates that the TSIMA radio station 4MW broadcasts local content from 7:00 am to 5:00 pm from Monday to Friday. Weekend broadcasting is not currently undertaken. A copy of the most recent Program Guide dated June 2010 is appended to this report.

This provides total local broadcasting of 50 hours per week of which four involve local monitoring of network-produced material. It is accurate to report that TSIMA provides a total of 46 hours of local Torres Strait programming per week.

Outside these hours, TSIMA re-broadcasts 122 hours of material provided by other Indigenous broadcasters; mainly 4K1G (Townsville) but also NIRS, both of which are provided free of charge to TSIMA.

Currently TSIMA provides one hour of programming each week to the NIRS in the form of the highly regarded "Straight from the Straits" program on Tuesday between 1 and 2pm. This is hosted by Station Manager Jenni Enosa.

The review team identified a successful request from TSIMA to Imparja Television dated 13/11/2008 for access to a satellite radio channel to rebroadcast RIBS content. It appears that this programming is not currently occurring and no information is available about whether it was presented in the past.

This level of local broadcasting achieved by TSIMA is very low compared to other similar RIMOs, most of which are broadcasting local content 24 hours per day, seven days per week and some are contributing to national Indigenous networks.

Consultation revealed that six RIBS facilities are actively broadcasting to their communities in the region. The table below identifies these facilities and their broadcast levels as at the end of the consultation period.

RIBS broadcasting in Torres Strait

| Community | Broadcaster | Broadcast hours | Total broadcast hours per week |
|-----------------------------------|--------------------------|-----------------------------------------------------------------|--------------------------------|
| Dauan | Jacquelyn Nawakie | Monday – Friday, 3 hours per day (1pm - 4pm) | 15 |
| Erub | Walter Lui | Monday – Friday, 2 hours per day | 10 |
| Iama | Raina Kepa | Monday – Friday, 3 hours per day (10-11am and 1.30pm, – 3.30pm) | 15 |
| Poruma | Patrick Bonner | Monday – Friday, 2 hours per day | 10 |
| St Pauls | Constance Sareka | Monday – Friday, 6 hours per day (8am – 12am and 3pm – 5pm) | 30 |
| Warraber | Harry Lui George Musu | Monday – Friday, 6 hours per day | 30 |
| Total RIBS broadcast hours | | | 110 |

Note that all operators reported their broadcast hours were limited by the available level of CDEP funding. TSIRC advises this will change following the CDEP review which requires participants either to be under training or offered full-time positions – TSIRC further advised that it lacks the funds to offer all RIBS operators full-time positions.

Based on informal advice from mainland Indigenous broadcasters and the Indigenous Remote Communications Association (IRCA), this level of operation is at the upper end of performance achieved by RIBS around Australia and in aggregate is more than double the amount of local broadcasting provided by TSIMA.

This performance is made even more notable by the fact that the RIBS operators in the region are relying on limited CDEP funding for wages and none of the operators had yet received training in the new broadcast equipment installed during the Indigenous Remote Radio Replacement (IRRR) Project. This training was to be provided by TSIMA through a grant from the Community Broadcast Foundation (CBF) but did not eventuate.

Operators reported other impediments to their operations included lack of basic facilities such as properly functioning aerials, studio phone lines, and portable equipment for recording outside the studio. These are not significant items in the context of the regional funding for media and communication, but their provision could allow a quantum leap in regional broadcast output.

When not broadcasting live local content, RIBS facilities reported either switching the facility off or taking broadcasts from 4K1G (Townsville), ABC Cairns, Central Australian Aboriginal Media Association (CAAMA), 6KY (Perth), Larrakia Radio (Darwin) or 4MW (TSIMA). Some indicated they switched to TSIMA but noted that they only rebroadcast selected programs, particularly avoiding the Public Meeting talkback program.

Although lacking the co-ordination a RIMO would bring, a number of RIBS operators have established an ad hoc network which provides them with broadcast coverage for absences from their communities, increase the scope of their broadcasting, reduces isolation, and is reported to provide TSIMA with backup broadcasting capacity.

The establishment of a more formal network incorporating all current and potential RIBS broadcast facilities is a high priority for the region and the review team observed grass-roots action among operators to make it a reality.

A number of other communities have RIBS facilities which are not broadcasting for one reason or another but have indicated they are keen to broadcast. The following table summarises the information gathered during the consultation.

| Non-broadcasting RIBS Facilities | Stated reason for non-broadcast |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Badu | They have had a couple of people interested in being trained but requests to TSIMA have been unanswered. |
| Boigu | Waiting for completion of the station (which is currently underway), community has people ready to run it once complete – depends on funding when they can get the station up and running. Will need training. |
| Kubin | No one trained to operate it. |
| Mabuiag | Would like to broadcast but need training and support for the previous broadcaster. Would seek CDEP funds if operator could be trained on |

| | |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | new equipment. |
| Masig | No one trained to operate it. |
| Mer | Would like to start broadcasting again, TSIMA is planning to build a new RIBS office on the Island. The plans lodged with TSIRC show it will have a house for Aven, a conference/training centre, and a big studio. It will be great for the island. |
| Saibai | Saibai has all the new RIBS gear but no one trained to operate it. The unit only runs Imparja TV and TSIMA radio. Have asked for support from TSRA and TSIMA but nothing has happened yet. |
| Ugar | No one trained to operate it. |

The status of NPA RIBS facilities is unknown as these communities were not involved in the consultation at the request of TSIRC.

The mix of funding responsibility for RIBS has resulted in a very disjointed process – it is difficult for the review team to identify which organisation actually maintains overall responsibility for RIBS; with the Department of the Environment, Water, Heritage and the Arts (DEWHA) funding equipment through IRRR for installation in community or TSIRC controlled buildings, staff employed under CDEP (noting that this situation will change following the CDEP review), and reportedly relying on TSIMA for training. This is a situation which needs to be resolved as a matter of urgency but is outside the scope of this review.

Comparative assessment of providers

TSIMA

TSIMA is nominally the major communication segment holder in the region, but this position is diminished through a number of perceived or reported factors:

- 4MW carrying limited local news, although informal news content was included in programs broadcast through the morning. NIRS also provides national news coverage when rebroadcast.
- 4MW broadcasts for a limited period each week, not regularly broadcasting on weekends or public holidays
- 4MW not currently providing adequate levels or the types of programming their audience identified in their 2004 research (and supported by this review) including broadcast of cultural activities and protocols, oral and regional histories, education, lifestyle & health, sports, tourism information, weather and environment, fishing and recreational, youth issues, transport and infrastructure, community development and notices, religious broadcasting, Island dancing and traditional music.
- Limited penetration of 4MW via RIBS or directly into outer island communities.

From observation and stakeholder input, the review team has formed the opinion that TSIMA's market position has been significantly eroded. The review only found a very few workplaces which listened in and few individuals reported listening at home. This is certainly not a statistically valid sample but an opinion backed up by the majority of stakeholders.

As noted previously in this report, TSIMA's broadcast performance is significantly lower than its Indigenous broadcasting peers while following sections will demonstrate that its funding is significantly higher.

RIBS

Where they operate, RIBS facilities dominate outer island broadcasting and are the primary communication medium.

This market penetration is patchy, noting that eight of the 14 island-based RIBS facilities are not currently broadcasting for one reason or another.

Some RIBS operators reported switching to the TSIMA signal when not broadcasting (noting that in some instances they reported taking only specific 4MW programs and not others), while other islands reported TSIMA was not re-broadcast when their RIBS was not on air with some switching direct to TAIMA (4KIG), taking signal from neighbouring RIBS facilities or not broadcasting at all.

It is possible that some of the unmanned RIBS facilities, if broadcasting, may be rebroadcasting 4MW via satellite channel 41. The review team has no conclusive data on this.

Without the rebroadcast of 4MW by the RIBS, TSIMA's performance would be lower. Conversely, it is possible that without the backup of the 4MW/4KIG feed to the RIBS their performance would be decreased.

The performance of the RIBS facilities throughout the region is at the upper end of the spectrum compared with their mainland counterparts.

Torres News

The Torres News demonstrates very high market penetration for a newspaper into both Waiben and outer island markets.

It was reported by the majority of stakeholders as the regional media of record and their primary information source for news.

As it is a fully commercial operation and receives no Government funding (beyond significant advertising income) it falls outside the scope of this review, but comparison of the amount of Government and corporate advertising carried in the Torres News with the sponsorship levels achieved by 4MW provides an indication of the potential sponsorship available to TSIMA.

Mainland media

Noting that mainland media provide minimal local content beyond the limited Torres Strait news broadcast on 4KIG (Townsville), it does not become a factor in this assessment.

TSIMA operational environment

Mission and Objectives

The stated mission of TSIMA is:

The mission of the Torres Strait Islanders Media Association Inc as a media resource centre for this region is to maintain and promote the Torres Strait Islanders culture and identity.

Particular preference would be in providing a more effective and culturally appropriate delivery of services through the medium of radio, video and print to Torres Strait Islanders. In doing this we would specifically be achieving a role to:

- Assist the Torres Strait people by a service providing information in news on local, state, national and the world at large.
- Actively foster for specific development and maintenance of the “Ailan Kastom” of Torres Strait Islanders, including the first languages of the four divisions:

| | |
|---------------|----------------------|
| Meriam Mir | Eastern Islands |
| Kala Kawau Ya | Top Western Islands |
| Kala Lagau Ya | Near Western Islands |
| Kulkalagau Ya | Central Islands |
| Creole | |
- Strengthening the Torres Strait Islanders lifestyle by developing pathways to receive and reinforce customary law and customs, traditional stories, dance and songs, religion, spiritual belief and to sustain protect intellectual property rights.

This way we may enhance a greater awareness with Non Torres Strait Islanders as Australia's other indigenous race.

TSIMA objectives, as identified in the organisations Constitution are:

To promote Torres Strait Islanders culture and identity;

To encourage the development of an informed and educated Island and Aboriginal Community in the Torres Strait and the Northern Queensland Area;

To improved the quality of media facilities in the area and enhance the self image of the Indigenous people.

To improve the understanding of Torres Strait people and their aspiration, by the non Indigenous in North Queensland.

To assist the Indigenous people by a service providing information on local, state, nationally and the world at large.

To cater for specific local interest for those people whose first language is either Western or Meriam group, or Torres Strait Creole.

To provide a very necessary method of dissemination of public information in times of emergency, eg. Cyclonic or other disaster disturbances;

To conduct training courses for employed, retained and voluntary staff of the association to enable them to assist in carrying out the objects of the association.

To promote the acquisition of Torres Strait of recognised qualifications as well enable them to practice in professions related to the activities of the association;

To liaise with the Indigenous people in relation to encourage a two (2) way participation to promote the success of the purpose of the association.

The following observations relate to the broad operations of TSIMA in its role as a regional broadcaster.

Funding

In broad terms, TSIMA operates on a budget of approximately \$750,000 per annum, made up as follows:

- TSIMA will receive \$671,109 in grant funding from TSRA in the 2010-11 financial year to provide regional broadcasting. FTSRA funding has been maintained at about this for at least the past five financial years.
- Last accessible figures for other income (including translation services, sponsorship, subsidies, and manuscripts) are for the 2008-09 year and total \$85,176. This year also recorded \$1,364 in abnormal income from the sale of a motor vehicle. The sponsorship component of this income was reported as \$56,725 for the year.
- TSIMA has routinely returned an operating surplus of up to 10 percent of its grant to TSRA over recent years.

The review team was made aware that in addition to its Douglas Street headquarters building, TSIMA currently owns a currently unused residential property in Johns Street, Waiben likely to be valued at in excess of \$500,000. TSIMA Managing Director advised that that this residential property is an investment which could be used as collateral to further develop TSIMA. While it is outside the scope of this review to investigate this asset, it is underutilised in economic terms and unusual given the lack of housing on Waiben.

Periodic Financial Reports to TSRA were observed to be routinely significantly beyond their due date and appeared often to be inaccurate.

It was also observed that only the grant proportion of income and expense was reported to TSRA. While this meets the minimum legal requirement for grant acquittal, it falls below best practice in this sector where organisations generally provide full disclosure of their finances to their primary funding organisation.

No balance sheet for TSIMA was reviewed and no record of major assets including the Johns Street property was identified during the consultation period for this review.

More detailed observations on the financial conduct of TSIMA are contained in a confidential annexure to this report.

Governance

TSIMA operates under the oversight of an elected Board of Directors working within a relatively standard constitution.

TSIMA Board

It is difficult for the review team to form an opinion or to comment on the functioning or effectiveness of the TSIMA Board as the review team were denied access to it by their Managing Director.

During the consultation period, the incumbent President (John Abednego) resigned with immediate effect and was replaced by an Interim President (Margaret Cowley). Key email requests for meetings or provision of documents sent to the TSIMA Managing Director were copied to the relevant President for information but response was not received and no contact was able to be made with the President or Board members.

Following the close of consultation, the review team received a letter from the TSIMA Board signed by the Treasurer (Simeon Namok). Content and response to this letter have been discussed earlier in this report and copies are appended.

In the absence of any other direct formal contact with the Board or individual members, the review is restricted to input from other stakeholders.

Stakeholders reported concerns over:

- A perceived lack of effective engagement by the TSIMA Board in the operations and strategic direction of the organisation;
- A perceived lack of equity in Board election processes which precludes outer island members from gaining executive positions on the Board. The TSIMA Managing Director noted that this was required to ensure that executive members were readily available to sign cheques as required; although TSIMA's financial records suggest that the vast bulk of transactions are now completed electronically;
- Board minutes not being circulated to members and Board decisions being made without input of all Board members or formal ratification of the full Board;
- The conduct of Annual General Meetings citing lack of required formal notice to TISMA members, lack of transparency in nomination process for Board positions, and difficulty in assessing membership lists;
- Lack of equity in appointments to the Board, noting that only inner island representatives are able to be nominated for executive positions; and
- Suggestions that the TSIMA Board was not effectively monitoring and guiding the TSIMA Managing Director, with the widespread perception that the Board was selected by and answered to the Managing Director rather than the traditional balance of authority.

As the review team was not able to discuss these issues with the TSIMA Board it was impossible to consider them further, but they are obvious and pressing areas of concern to be addressed in the recommendations from this review.

Constitution

The review team reviewed an undated and unsigned copy of the TSIMA Constitution. It is not clear from this review whether the organisation is working within the Constitution.

Despite minor drafting errors, titles differing between the Constitution and current practice (“Management Committee” rather than “Board”), and the equity issue discussed above; the Constitution appears to be appropriate for an organisation of this type.

Best practice suggests that such documents be regularly reviewed and updated to ensure that they continue to appropriately reflect the changing circumstances of the organisation, changes to supporting legislation or reporting requirements, and to reflect community needs.

Strategic and governance documents

The review team sought access to all strategic and governance documents. In response TSIMA provided a range of documents:

- Letter from TSIMA to QCCN, TSIMA Board Review Response, 23 September 2010
- Media Release, Indigenous Broadcasting and Media Sector Review, 8 July 2010
- AICA, Award Modernisation Updated, 30 June 2010
- TSIMA Periodic Financial Report, 14 June 2010
- 4MW Program Guide for June 2010, May 2010
- Letter from TSRA to TSIMA – Deputation to the TSIRC Board, 12 April 2010
- Letter from Community Broadcasting Foundation Ltd withdrawing IRRR Training funds from TSIMA, April 2010
- Proposal for funding for RIBS training, March 2010
- Letter from TSIMA to Cr Fred Gela (Mayor) – Deputation to the TSIRC Board, 26 February 2010
- Letter from TSRA to TSIMA – Variation of Agreement, 17 February 2010
- Email from TSIRC to TSIMA – RIBS Program, 16 November 2009
- Email from TSIMA to TSIRC – IRRR Project and Training, 24 September 2009
- Letter from TSRA to John Abednego of TSIMA – funding approval, 14 August 2009
- TSRA Standard Funding Agreement Deed for 2009-10 financial year, July 2009
- TSIMA Inc Financial Report for the year ended 30 June 2009
- TSRA Grant Acquittals for the year ended 30 June 2009
- 4MW Radio program content detail sheets, 2009
- Proposal to Community Broadcasting Foundation Ltd for funding to conduct RIBS training, July 2008

- Application for the renewal of a community radio broadcasting licence, 23 August 2006
- Compass Research, Torres Strait Residents Community Survey, Oct/Nov 2004
- Cummings Economics, Torres Strait Radio Market Profile, Oct/Nov 2004
- Cummings Economics, Summary of Radio Market Profile, Oct/Nov 2004
- TSIMA – 4MW Four Year Development Plan for Financial years 2004/05 – 2007/08, February 2004
- Island Watch (Lagaw Asmer) Training Plan, 2003
- Proposal for funding for a TSIMA Media Centre on Thursday Island, May 2002
- Report on the feasibility of establishing a recording studio on Thursday Island, April 2002
- Torres Strait Radio Market Profile by WS Cummings Economic Research Services, 1998/99
- 4MW Music Format, undated
- 4MW Radio program descriptions, undated
- TSIMA Strategic Plan, undated (advised 2005)
- Appendices to the Application for the renewal of a community radio licence, undated
- Mission Statement, undated
- TSIMA Constitution, undated
- Name & Addresses of TSIMA Committee Members, undated
- TSIMA, Program Supervisor position description, undated
- TSIMA, Program Producer position description, undated
- TSIMA, Broadcaster position description, undated
- TSIMA, Marketing Consultant position description, undated
- Review Notes, How and why was TSIMA set up, undated
- ABC and TSIMA article, extract from book, undated

The review team requested a number of other documents they identified as critical to the review. While the review team were advised these documents were available to be supplied, and despite several reminders, they were not supplied. It is not known if they exist, and it is not possible to comment on their content:

- Regular quarterly returns to APRA
- Current 5 year strategic plan (2009 – 2014)
- TSIMA Station Operation Handbook

- Current audience demographics survey (2009/2010)
- List of outside broadcasts and community visits for 2009-10 year
- Position Descriptions for other TSIMA personnel (Managing Director, Station Manager, Finance Manager, Project Officer, Sales and Marketing Manager)
- Register of members

The review team sought a copy of TSIMA's Current Broadcast licence and conditions (ACMA Broadcast Licence) from the station, but this was not provided. The document was sourced from another organisation and its content has been integrated into this review.

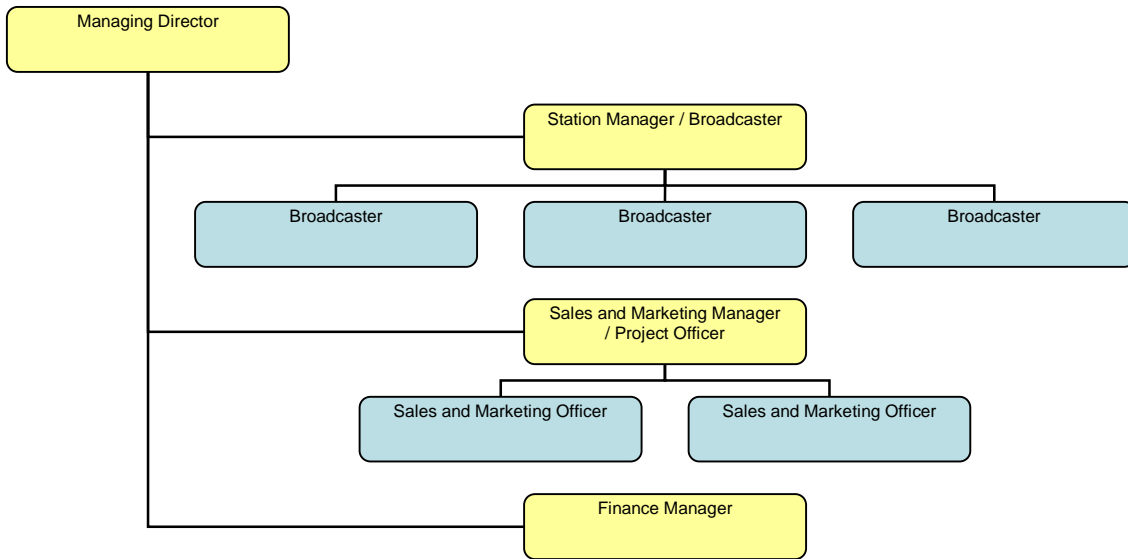
Review of the few supplied documents which were pertinent to this review and a gap analysis of the scope and standard of materials available has led the review team to the belief that TSIMA currently does not exhibit the strategic governance and management processes expected of a regional media organisation receiving significant Government grant funding. It appears that current TSIMA management lack the background and qualifications to develop or implement the required strategies and processes.

Rapid development and implementation of robust strategic and operational documentation is fundamental to the ongoing viability of TSIMA as a major community organisation.

Staffing and structure

As reported by TSIMA in July 2010, the current staffing is as follows:

- Managing Director – Aven Noah
- Station Manager – Jenni Enosa
- Finance Manager – Daisy Aniba
- Project Officer / Sales and Marketing Manager – Melora Noah
- Sales and Marketing Officer – Shirley Joseph
- Sales and Marketing Officer – Nancy Hooper
- Broadcaster – Janelle Gebadi
- Broadcaster – Michael Morris
- Broadcaster – Patrick Mau



During the course of the consultation this staffing complement varied both in position titles and reported numbers. The staffing complement as identified above appears to tally with the most recent audited financial return and is similar to the levels reported in the most recent application for renewal of the TSIMA broadcast licence in 2006 which reported a staff of eight (two broadcasters, five administration staff and one technician).

In the absence of any better definitive source, the review team accepted the staffing level provided by TSIMA to the *Torres Strait and NPA Business and Community Directory July 2010 – June 2011* and reproduced below:

Leading into the next 25 years...

TSIMA INC BOARD OF DIRECTORS

John Abednego
President

Angelo Newie
Vice President

Simeon Namok
Treasurer

Ned David
Secretary

Aven S. Noah
Managing Director

Jenni Enesa
Station Manager

Frank Faud
Director
Central Islands

Margaret Cowley
Director
N.P.A. Region

[Vacant]
Director
Top
Western
Islands

Gladys Nawia
Director
Near Western
Islands

John Noah
Director
Eastern Islands

THE TEAM

Patrick Mau
'Kid Blaze'

Nancy Hooper
Sales & Marketing

Shirley Joseph
Sales & Marketing

Daisy Aniba
Finance Manager

Michael Morris
'Majik Mike'

Janelle Gebadi
'Galal Ama'

Melora Noah
Sales & Marketing

1260AM Band
Channel: 41
Imparja Satellite

THANK YOU to the people of the Torres Strait and NPA for tuning in to 4MW for the last 25 years and stay with us for the next 25 as we continue to inform and entertain you in true Ailan Style.....

Gaffney Haus 69 Douglas St
Thursday Island Q 4875
Tel: 40 691 524 Fax: 40 691 844
Studio: 40 691 886
www.tsima4mw.org.au

Position descriptions, where provided, are very detailed but appear (from observation) not to relate to actual day-to-day roles of the incumbents. Position descriptions were not provided for a number of key positions as identified above so it was not possible to identify content or level of the role.

Noting the role titles in comparison with those of peer organisations and the relevant classifications within the Broadcasting and Recorded Entertainment Award 2010 and the Clerks – Private Sector Award it appears that TSIMA personnel are operating at lower levels than their titles suggest:

- Managing Director operating at Station Manager / General Manager level
- Station Manager operating at Program Manager / Program Director level
- Finance Manager operating at Financial / Administration Officer level

Broadcast staff appear to be operating in roles consistent with their title and remuneration level.

Staff and management, while receiving remuneration for full-time work, did not appear to be either present at TSIMA or be on TSIMA business for the early and later parts of many working days at times the review team were present. On a number of occasions the station appeared to be unstaffed during normal business hours with doors locked and phones unanswered. Stakeholders reported this was a regular occurrence and source of concern.

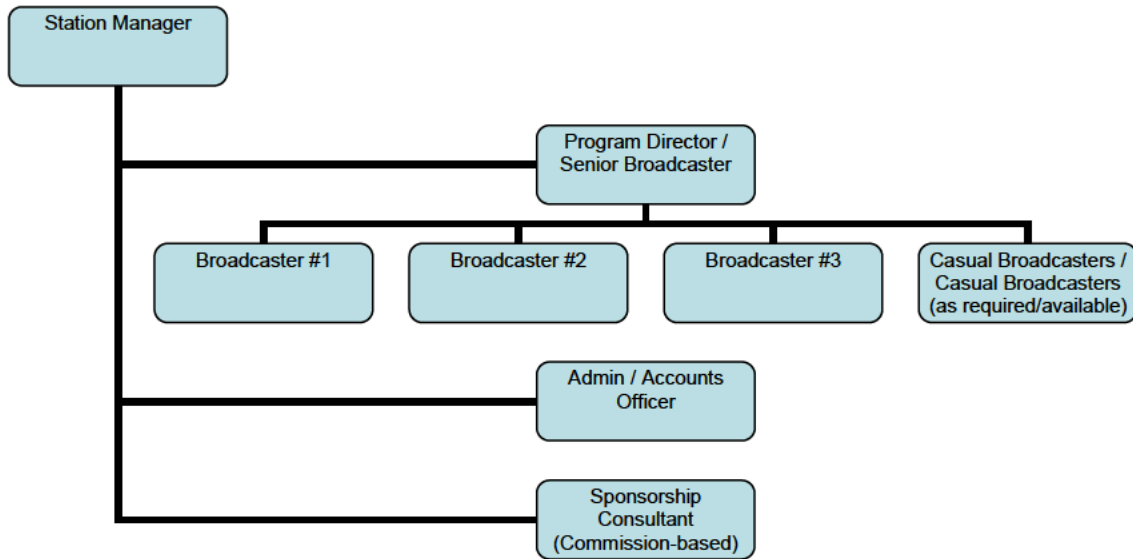
The review team notes submissions from TSIMA to upgrade staff salaries, but observes it would be difficult to support these submissions without TSIMA staff working full time and within roles/levels that better reflect their responsibilities.

TSIMA management reported that the organisation had no volunteer staff and that volunteers had been very difficult to attract. The 2006 licence renewal application identifies TSIMA as having 50 volunteers at that time. A number of stakeholders reported a desire to volunteer with 4MW but indicated they had been discouraged by the current structure and management. A copy of the 2006 TSIMA renewal application to ACMA is appended to this report.

A staffing level and operational structure more appropriate to an organisation of this type is suggested below:

- Station Manager (Manager 1 level 4) - \$54,826 p.a.
- Admin/Accounts Officer (Administrative Service Officer level 4) - \$33,280 p.a.
- Program Director/Senior Broadcaster (Manager 1 level 1) - \$48,578 p.a.
- 3 Broadcasters (Broadcaster/Journalist Level 3) - \$33,299 p.a.
- + Casual Broadcasters as funding allows ((Broadcaster/Journalist Level 1)
- Volunteer broadcasters
- Commission-based Sponsorship Consultant

Position descriptions for similar staff at MIAMA are appended to this report.



Training

Training for TSIMA staff members and any qualifications stemming from it was difficult to assess with no information provided by the organisation.

External stakeholders advised that they perceived TSIMA staff training to be ad hoc, with no structured training observed for staff beyond that provided to the Managing Director who reports he has completed a Certificate IV in Training and Assessment and to Station Manager Jenni Enosa who holds an Associate Diploma (Broadcasting).

It was also reported by a number of external stakeholders that some current and past staff members had received no formal training since joining TSIMA, in some cases a period of years.

Similarly, it was reported that no training of RIBS operators had occurred despite TSIMA receiving funding from CBF for this purpose.

Industry stakeholders identified that broadcast-specific training is readily available, and likely to be provided at no cost to TSIMA. The review team were unable to identify any request from TSIMA to access this training.

Broadcasting

As discussed in other sections of this report, TSIMA local broadcasting is limited to 46 hours per week, Monday to Friday.

Observation suggests that share of the local market is unusually low, considering it has a total monopoly as the only local broadcaster, broadcasts in Creole and is almost totally Government funded.

Its status as a regional broadcaster is challenged by it only reaching a proportion of other communities in the region (the lack of operating RIBS facilities rebroadcasting TSIMA was identified as the limiting factor).

In the absence of a local RIBS facility, many respondents on Waiben identified that they preferred to listen to other radio sources or play their own music rather than listen to TSIMA, citing issues including perceived bias in broadcasting and concerns over the Public Meeting program as recurring themes.

TSIMA's performance as a local radio station for the Waiben community is low when benchmarked against mainland peers, and its performance as a peak regional broadcaster is very low.

Stakeholders reported diverse reasons why they did not tune in to TSIMA, but a number of reasons were repeatedly reported:

- Concern over perceived bias and lack of professionalism in the Public Meeting program
- Concern over a lack of variety in local programming, specifically a lack of local news, current affairs (including community-level happenings, weather, social commentary [births, changes, marriages, deaths, etc])
- Concern over lack of coverage of cultural activities, oral and regional histories
- Concern over lack of information and interaction from outer island communities, programming input from these communities
- Lack of broadcasting in the four traditional languages of the region.

Schedule

TSIMA publishes a Program Guide, the latest of these obtained by the review team was dated June 2010 and is appended to this report. Observation by the review team along with informed comment from stakeholders indicates that the schedule is not closely adhered to with some programs not appearing as scheduled or the content not being as suggested by the title.

TSIMA appears to have a strong musical focus with limited spoken-word programming beyond the controversial Public Meeting program.

The lack of any station logs supplied by TSIMA makes it almost impossible to clearly identify or quantify what is being broadcast.

The review team assumes that broadcast logs as required under the conditions of TSIMA's licence are being maintained, and the quarterly reports to APRA are being compiled and submitted. Failure to do so would be a statutory breach.

Community interaction

The local Waiben community reported low levels of interaction from TSIMA, especially in the areas of Outside Broadcast from community activities, attendance and recording of cultural events, and support of community initiatives through direct involvement or provision of Community Service Announcements (CSAs).

During the consultation period, this lack of interaction was evidenced during the tombstone opening of [REDACTED]. This major event attracted widespread attention and guests included the Queensland Commissioner of Police and other senior visitors. While Torres News covered the event in detail at both the opening ceremony and celebration following, TSIMA did not seem to record or broadcast this.

Outer island communities indicated that TSIMA very infrequently either visited or covered community activities or news despite invitations and requests. While acknowledging that TSIMA had regularly covered the "Island of Origin" Football Carnival, some noted that TSIMA had not visited for more than a decade.

A number of stakeholders identified TSIMA as having a leading role in recording and preserving culture particularly events, performances and oral histories; but noted that this did not seem to be occurring. Community members both on Waiben and outer islands identified this lack of interaction as a major reason for TSIMA's low and decreasing market share in the region.

Interaction with RIBS

RIBS operators indicated very low levels of interaction from TSIMA beyond occasional contact to request support or canvas needs for support which reportedly did not then occur.

TSIMA's performance as the regional training provider for the IRRR project was identified as a significant concern in that TSIMA was funded to provide training to RIBS operators on the DEWHA-provided broadcast equipment but failed to do so despite having a duplicate RIBS studio constructed in its Waiben headquarters.

To date training in this new equipment has not occurred and this is considered the major impediment to the effective functioning of regional broadcasting in Torres Strait.

There is a demonstrated and immediate need for the regional RIBS network to be supported, resourced, expanded and advocated for through a RIMO. While TSIMA has sought to be recognised in this role and promotes itself as such, there is little evidence of TSIMA providing any benefit and it is hard to recommend TSIMA be considered to undertake this role.

Performance against TSIMA Mission and Objectives

TSIMA sets for itself a range of performance objectives in its core documents. This section briefly reports against them:

TSIMA will function as a media resource centre for this region

TSIMA's reported lack of interaction with RIBS, infrequent visits into communities and lack of recording and preserving of regional culture suggests this aspect of performance is poor.

Performance in recording and broadcasting contemporary music from local artists and its role as a contemporary media resource centre for this region is a high point of TSIMA's performance.

TSIMA will broadcast news on local, state, national and the world at large

The current TSIMA program schedule does not identify locally produced local or regional news broadcasts occurring in any formal sense (some news items are believed to be broadcast in the course of other programming) while state, national and world news is provided remotely via TAIMA and NIRS programming.

An hour of Current Affairs is scheduled to broadcast Monday to Friday, along with NPA Voices, and Community Focus but reports from stakeholders are that these programs are routinely extensions of the music programming with limited spoken or news content.

TSIMA will foster the first languages of the four divisions

TSIMA reports that it broadcasts almost solely in Creole. Stakeholders report that TSIMA is not undertaking the recording or archiving of traditional-language materials.

TSIMA will reinforce customary law and customs, traditional stories, dance and songs, religion, and spiritual belief

Observation by the review team and stakeholder input suggests that TSIMA is not recording, archiving or broadcasting materials covering customary law and customs, traditional stories, dance and songs.

The current program guide identifies a number of cultural programs being broadcast; including Cultural Connections and Our Stories. The content of these programs is not known and, as identified above, stakeholders report that these programs are routinely extensions of the music programming with limited spoken or news content.

Religious broadcasting also includes a one-hour program each week presented by one of the religious groups operating on Waiben.

TSIMA will aid in the dissemination of public information in times of emergency

Community stakeholders generally reported that they seek up-to-date information in times of major emergency through other sources, reportedly including their local RIBS facility, ABC radio or accessing the Bureau of Meteorology website. TSIMA was not reported as a credible source of public information in times of emergency by any stakeholder.

Stakeholders anecdotally reported two specific instances of TSIMA performance during possible emergencies:

- One being the original tsunami alert during which a number of stakeholders reported trying to contact TSIMA for information without success and without any warnings being broadcast before the TSIMA broadcast centre was evacuated and TSIMA went off air until the alert was over
- The second being the recent bushfires on Waiben which cut power to the community including the TSIMA broadcast facility. Stakeholders expressed concern that TSIMA did not appear to have any capacity for emergency power to cope with these situations.

TSIMA will conduct training courses

TSIMA appears not to currently conduct training courses for its staff, volunteers or the community.

TSIMA will engage with Indigenous people to encourage two-way participation

Stakeholders across a broad range of community and other organisations expressed concern over the difficulty in engaging with TSIMA as community members, TSIMA members, sponsors and service providers.

Stakeholders reported that complaints and suggestions routinely went unanswered and unresolved.

RIBS operating environment

As noted in other parts of this report, the RIBS network is fragmented and only partially operating, and suffers from underfunding, a lack of training for staff, poor co-ordination and a lack of advocacy and support from an effective RIMO.

Noting this, the six RIBS facilities which are operating are doing so at levels well above those achieved by many of their peers. This is an admirable achievement, especially given their difficult operating environment.

Primary funding responsibility for the RIBS network lies with the TSIRC and as such a more detailed assessment is not within the scope of this review beyond discussion of the relationship between TSIMA and RIBS – something addressed in detail elsewhere.

Contribution to strengthening communication between elected leaders and the community

One of the primary functions of a Government-funded community broadcaster is to strengthen communication and interaction between elected leaders and the communities they serve.

Torres Strait has local representation from all three levels of Government and a significant need for a clear flow of information to and from Government agencies to the communities.

Input from elected representatives

The review team sought input from elected representatives at all three levels of Government about their perceptions of the relationship their organisations had with TSIMA and the input TSIMA had in strengthening communication between elected leaders and their communities.

Representatives consulted indicated that they viewed a strong and effective regional radio broadcaster as a significant requirement for effective governance and regional development.

The Torres Shire Council (through the CEO) reported an improving relationship with TSIMA and a good ability to broadcast Council matters to the inner islands communities. This may indicate a change to the relationship for this organisation in response to previous formal complaints about TSIMA activities.

Other elected representatives provided a range of strong input on this issue which included:

- A widely shared perception that TSIMA offered limited opportunities for coverage of local Waiben issues or for elected representatives to comment on current issues
- Concern over the lack of coverage of issues and events in outer island communities, and no ability for elected representatives to use TSIMA to communicate with these communities. Most representatives indicated a preference for using the Torres News to reach a regional audience. A number of representatives also indicated using local RIBS facilities to communicate directly with outer communities
- Concerns over perceived personal agendas being promoted through the Public Meeting program, what were perceived as personal on-air attacks on elected representatives by TSIMA, and the lack of any effective right of reply or appeal process
- Concern was expressed by many elected representatives over what was described by one as “TSIMA’s continual attacks on its funding body, other Government agencies and individuals”
- Representatives did not express confidence in using TSIMA as a sounding board for community attitude or awareness, preferring to use other methods for gauging the mood of the community
- Suggestions that the current TSIMA Board was not effectively leading the organisation and that the current management was not operating competently or in the best interests of the regional community.

While representatives were reportedly very concerned with the current conduct of TSIMA, an almost universal belief was expressed that a regional broadcaster which effectively reached into the entire regional community was important to preserve.

Input from community/audience

The views of elected representatives about the role of radio and the performance of TSIMA in this area were strongly echoed by other community and audience members.

Comments provided by others included:

- Communication from elected representatives and other community opinion leaders via TSIMA was both inconsistent and unbalanced, with some individuals provided with significant opportunity to speak while others were not given an equal opportunity
- Stakeholders expressed concern that a right of reply was not given to some organisations after they had been attacked over certain issues
- Stakeholders were concerned that the community was not being made aware of important political issues or developments, and that some representatives and organisations were not heard from despite them being prominent in the Torres News
- Communication about outer island issues and developments was reported as essentially non-existent
- Community members almost universally indicated that TSIMA had infrequently visited to promote broadcasting, recruit staff, support RIBS, or provide OB's of major community events. In some cases the most recent visit was reported to be more than a decade ago despite repeated invitations. Community members reported that this lack of direct contact reduced the ability of communities to provide input to their representatives through TSIMA.

A number of written submissions were provided by community members. Their content is reproduced throughout this report.

Comments on the role of RIBS

Elected leaders representing outer island reported regular use of RIBS as their preferred method of communication with their constituents on matters of interest.

Some communities where RIBS was not currently operating reported a desire to reinstate RIBS as a viable alternative to seeking to use TSIMA as a communication means to provide information to their communities.

Redevelopment of a functioning RIBS network and integration of this network with a properly functioning regional broadcaster was reported as a strongly desired outcome.

“Public Meeting” program

Both elected and community stakeholders identified the Public Meeting program as having a very poor reputation in the region, noting it as:

- Being politicised
- Allowing the personal agendas of a group within and around TSIMA to lead public debate on important regional issues
- Limiting the number of people heard from to a “regular group”

- Providing little or no right of reply to individuals or organisations subject to negative comments
- Allowing inaccurate, incomplete and often damaging information to circulate unchecked
- Facilitating regular attacks on regional service providers. In some cases these attacks are reported to have been personal in nature and have caused genuine concern for their targets.

Specific concern was expressed over the perceived politicising of TSIMA during the recent “territory Government” debate where the station was perceived by stakeholders to inflame this sensitive issue and where Public Meeting reportedly became a platform to promote the political aspirations of a group within and around TSIMA.

While it is impossible to make an accurate assessment without monitoring Public Meeting broadcasts over a period of time, the review team has observed indications that TSIMA is likely to have breached broadcasting rules and licence requirements through continuation of this program in its current format and content.

A number of professional organisations reported that they routinely taped the program and forwarding it to their head offices for review by their legal departments. In light of this, there is a growing likelihood that at some time in the future TSIMA will face legal action over the content and presentation of this program.

Advice received on the content of the Public Meeting program is that it represents for TSIMA a clear risk of breaching licence conditions, and presents the possibility that an individual or organisation could succeed in a defamation action against TSIMA or the broadcaster.

It is considered critical that Public Meeting be replaced with a more suitable and balanced program that provides equitable access to community leaders and others to discuss issues of importance in a positive and supportive environment.

A possible format for a viable community interaction program is included in the appendices to this report.

Promoting local Indigenous culture and languages

A fundamental role for Indigenous broadcasters is to promote local culture and language.

In the case of the Torres Strait region this includes both the four traditional languages and Creole, as well as both the traditional and a vibrant contemporary music and performance culture.

Language

TSIMA broadcasts solely in Creole for its local programming and certainly leads other Indigenous broadcasters in this area. This is an incredibly strong performance and a testament to the strength of language and culture in the regional community. There are few other places in Australia where a single Indigenous language is the most commonly heard language.

While Creole is important, many stakeholders reported a desire to also have segments broadcast in the four traditional languages of the region in an effort to maintain their vitality and common usage. Some stakeholders also suggested that efforts be made to help non-Indigenous people living in the region learn Creole and local traditional languages through short segments promoting language transfer.

When TSIMA switches to the Townsville broadcast feed or takes network programming, transmission reverts to open English, providing 46 hours of language programming and 122 hours of English broadcasting.

RIBS broadcasts were reported as being in a mix of Creole and traditional language segments which appear to effectively support both languages and provide a culturally-appropriate opportunity to extend the traditional language programming for TSIMA by rebroadcasting the RIBS signals.

Culture

TSIMA is reportedly broadcasting significant amounts of contemporary Torres Strait music. This provides a valuable service to maintain a strong regional focus and is again considered to be a very positive performance for the organisation.

Observation by the review team and input from stakeholders suggests that TSIMA is not proactively recording, archiving or broadcasting materials covering customary law and customs, traditional stories, dance and songs.

These stakeholder comments came both from inner and outer island communities and seem to reflect a general view within the community. The review team attended the tombstone opening [REDACTED] and were approached by a number of people asking why TSIMA was not present to record the event for broadcast and for preservation of the historic event.

The current TSIMA program guide identifies a number of cultural programs being broadcast; including Cultural Connections and Our Stories. As identified earlier in the report, the content or regularity of these programs is not known as broadcast logs are either not maintained or not made available.

TSIMA reported that it broadcasts major community cultural and sporting events including the annual Island of Origin Football Carnival, the TSIMA Silver Jubilee Celebrations and Indigenous Media Festival.

The review team requested from TSIMA a list of other OB's to allow the extent of community and cultural interaction to be quantified. This was not supplied. While broadcast of the three major events is commendable even noting that two of them were for TSIMA, it does not represent a high level of community interaction compared with its peers and stakeholders report that TSIMA is not actively engaging with community or cultural events.

RIBS facilities are reported to be recording and broadcasting oral histories, cultural and community events as they are able on an ad-hoc basis. Operators report that they are hampered in this work by lack of staff funding, a lack of equipment required for recording outside their studios, and a lack of training on equipment they do have.

The cultural and community work being undertaken by individual RIBS operators is commendable but requires coordination, a central archive and appropriate resource allocation to be effective.

Informing the public on services available

With a relatively remote region encompassing a significant number of widely spread communities and with the requirement for most travel to be by air, proactive radio promotion of Government and other services is critical for effective service delivery.

Input from service providers

The review team consulted widely with a range of service providers from Government, the community and the private sector to gain what ultimately was a single, strong view.

Service providers from across all sectors expressed dissatisfaction with TSIMA as a medium for informing the public of the range of services available to them across the region or in individual communities.

They report this dissatisfaction was based on their perceptions that:

- TSIMA did not have a large listening audience on Waiben, and that its audience on outer islands was minimal
- TSIMA was not seen as a credible source of information compared with other media options, including the Torres News
- There were difficulties in engaging with TSIMA as a provider of broadcast and media services.

Most service providers indicated that they wanted to use local and regional radio as a primary means of information dissemination but that TSIMA was not effective as a communication medium or professional as an organisation.

Some indicated that they continued to use TSIMA as part of their suite of communication methods, but a significant proportion indicated that they had written TSIMA off under its current management and structure.

The vast majority of service providers indicated that they would re-engage with TSIMA if its management and structural issues were resolved, but in the interim preferred to use the Torres News or alternative delivery methods including posters, public meetings, word of mouth, using other community organisation networks or where they had access seeking to contact communities direct via RIBS.

A number of service providers queried the potential for directly using the RIBS facilities either individually or as a network to broadcast information to communities. Including major public and private organisations, these stakeholders saw great benefit in tailoring messages to local communities, engaging directly with individual communities, and providing sponsorship income to the RIBS network.

It is believed that at present there is no mechanism that would allow the RIBS to accept sponsorship income, but it is recommended that TSIRC consider developing a mechanism to allow RIBS to accept funds through broadcasting information from service providers.

Input from community and audience members

Other stakeholders from the regional community echoed the comments of service providers.

Generally they reported that local radio should be the primary source for information on services, issues and activities in the region, but that TSIMA was not providing this forum.

Most stakeholders identified the Torres News as their primary source on information on services available to them. On outer islands where RIBS facilities are operating, stakeholders reported that these broadcasts were effectively reaching the community with information they were provided.

RIBS operators identified that they often were not aware of upcoming community visits, available services or issues unless they sought the information out themselves.

There seems to be a need for TSIRC to consider how best to co-ordinate the flow of information from service providers to relevant RIBS operators, and to expand the RIBS operation to cover all the communities.

Sponsorship

Community radio has a vital role in allowing organisations to reach the community either through free CSA or through paid sponsorship arrangements. These paid arrangements provide a valuable source of non-grant income for broadcasters to allow for other activities.

Community broadcasters also have a role in supporting their communities by sponsoring community events and activities.

Paid sponsorship

The most recent figures for TSIMA sponsorship income show a total of \$56,725 for the 2008-09 year (this appears not yet to have been reported separately to TSRA for the 2009-10 year), accounting for less than 10 percent of total income.

Information on sponsorship income for Indigenous community broadcasters is not readily available, but information received from a number of TSIMA's peers indicates that approximately 20 percent of their total income is gained through paid sponsorship and that targets of 25 percent are routinely set. All consulted indicated that the cost of generating sponsorship should be less than half of the revenue generated.

At the same time TSIMA supports three marketing staff – a Project Officer / Sales and Marketing Manager, and two Sales and Marketing Officers. Details of the salaries for these positions are not available for the 2008-09 year, but 2009-10 year they are reported at \$110,697 (approximately twice the income this team generated from paid sponsorship).

The standard cost for a 30 second Run Of Station (ROS) sponsorship announcement on TSIMA is \$16.50 according to the current rate card on the station website. A copy is appended to this report.

This is significantly below the cost of similar spots on TSIMA's peers. As a comparison, 6WR in the Kimberly region charges \$25.00, 4K1G (Townsville) \$25.00, and MOB-FM (Mount Isa) \$25.00 for 30 second ROS spots. Metropolitan rates for similar 30 second spots are up to twice these levels but obviously attract a much larger listening audience.

The review team recommends that these rates be reviewed upwardly as part of a broader restructure of TSIMA. At present, the poor broadcast performance of TSIMA does not warrant an increase in sponsorship rates, but as an efficiently run regional broadcaster (especially if paired with an expanded RIBS network) with no competition these rates should have at least parity with TSIMA's peers.

Most sponsors and potential sponsors of TSIMA consulted for this review expressed concern over the organisation's operations reporting that TSIMA:

- Was hard to engage with to arrange sponsorships
- Represented poor value for money even at the current artificially low sponsorship rates
- Had difficulty in identifying and reporting what sponsorship announcements had been broadcast and when
- Was irregular and inaccurate in processing invoices and payments.

At the start of the consultation period, the review team identified and engaged with a potential sponsor that was about to commence negotiations with TSIMA with a view to purchasing a sponsorship package worth approximately \$60,000 per year.

Before and during the four months of the consultation this potential sponsor reported:

- Repeated unsuccessful attempts to contact TSIMA and discuss over a three-month period
- Eventually received a standard rate card by email with no follow-up
- TSIMA continues to attack the organisation on air. The stakeholder reported that they appreciate constructive criticism, but personal attacks on staff and management during talkback are not acceptable
- Unsuccessfully requested right of reply following on-air attacks
- The organisation has withdrawn from its proposed sponsorship and elected to increase advertising in the Torres News and commence a \$20,000 per annum program of direct sponsorship of community and sporting programs around the region
- It will also seek to engage directly with RIBS if the opportunity arises but will not support the current TSIMA regime.

The review team understands that this experience is relatively typical for sponsors.

Community Service Announcements

A number of stakeholders representing community organisations reported confusion over what they perceived as inconsistency in TSIMA's approach to airing CSAs.

Stakeholders reported inconsistency in advice from TSIMA on:

- Which organisations were entitled to free CSA's and which were required to pay as sponsors
- Which types of community activities were able to be promoted through free CSAs
- When and if CSAs were aired on radio
- Whether TSIMA was entitled to claim to be a supporter/sponsor of a community activity by providing free CSA coverage.

TSIMA was unable to provide any formal policy or informal advice on the management of CSAs. The review team recommends that a formal policy be developed which covers the elements identified above and that this policy is both widely promoted and consistently applied.

Support of community activities

The review team requested from TSIMA details of any community activities the organisation supported. This material was not available at the time of writing this report.

Review of TSIMA financial records shows regular receipt of smaller grants to TSIMA for support of community events including Mabo Day, activities for which TSIMA is recognised as a sponsor.

Observations during the consultation period and input from stakeholders suggested TSIMA was engaged in limited support of other community activities on Waiben and there was no evidence of community support in the outer islands beyond broadcast from the Island of Origin Football Carnival.

It is not known if TSIMA is funded externally for broadcast of the Island of Origin Football Carnival. If not, this is a commendable example of supporting important community activities.

The review team recommends that TSIMA engage with community activities throughout the region as a supporter and that it allocate resources and funds (drawn from operational surpluses and sponsorship income) to directly support these activities in addition to supplying radio promotion and OB where appropriate.

Comparison of regional and mainland Indigenous broadcasting

Level of funding

According to figures from the Federal Department of Environment, Water, Heritage and the Arts, the Indigenous broadcaster receiving the highest level of grant funding is Imparja Television Pty Ltd (www.imparja.com) which will receive \$1,800,000 in the 2010-11 financial year.

The same document (funding table appended) shows the next highest funding allocation (\$620,000) went to the Top End Aboriginal Bush Broadcasting Association (TEABBA) to provide operational support for 29 RIBS units across the Northern Territory through a satellite system.

“These RIBS broadcast local radio in their community - often in language, relaying community announcements, interviewing visiting Government departments, weather forecasts and involving school children. as well as patching into the TEABBA Network to broadcast across the 29 remote communities across the region some shows rebroadcast for National and international distribution. TEABBA is also involved in the development of film and television, increasing the opportunities of Indigenous Australians to maintain and appreciate their language and culture through this technology. Technical advice, training and equipment support for the RIBS is also an important part of TEABBA’s role and it’s responsibilities to the remote people of these Indigenous communities of Australia.” See <http://www.teabba.com.au/Site> for detail.

The Indigenous regional broadcaster without responsibility for a RIBS network which received the highest level of grant funding was the Warlpiri Media Association (www.warlpiri.com.au) in Yuendumu which received \$425,276.

Their website reports that “Video is still a major part of what we do, both production and local transmission, but we have added the popular PAW radio network launched in 2001, a music recording studio and the capacity to produce web based projects. Warlpiri Media Association is known both nationally and internationally for many reasons: from research done on early satellite transmissions and video production, to the popular award winning Bush Mechanics documentary.”

Average annual grant income for Indigenous regional broadcasters considered as TSIMA’s peers (Townsville, Broome, Mount Isa, Cairns and Rockhampton) was approximately \$252,000. All these organisations broadcast local content 24 hours per day and seven days per week. Many also contribute to national broadcasts and working in other media areas.

Against these benchmarks, TSIMA will receive \$671,109 from TSRA in 2010-11, making it the second highest funded Indigenous media organisation in Australia (falling behind only Imparja Television Pty Ltd) and receiving more than twice the funding of its continuously broadcasting peers while broadcasting only 46 local hours per week.

Grant funding to TSIMA for the previous five years is reported by TSRA as:

| | |
|---------|-----------|
| 2009-10 | \$645,297 |
| 2008-09 | \$620,478 |
| 2007-08 | \$608,311 |
| 2006-07 | \$596,384 |
| 2005-06 | \$584,690 |

Where funded directly through DEWHA, individual RIBS facilities are receiving an average of approximately \$15,000 per annum. Information received suggests this excludes any CDEP funding for operators. At present RIBS facilities in Torres Strait receive no direct funding from the Federal Government beyond the CDEP component of wages. TSIRC reports it allocates approximately \$5,000 to each RIBS facility per year to cover maintenance and consumables. CDEP changes will have an effect on staffing for RIBS facilities and it is not known if TSIRC will be able to continue funding these positions.

The level of grant funding provided to regional broadcasting by TSRA appears appropriate to provide a 24/7 region-wide radio presence and support a RIBS network as RIMO. Four similar organisations in regional Australia performing this role receive an average of \$620,000 per annum.

Funding effectiveness is considered to be very poor considering the demonstrated lack of performance of TSIMA compared with its peers and the ad hoc nature of the regional RIBS network. It is difficult to justify continuing the current level of funding to TSIMA in the organisation's current form when TSIMA fails to provide the basic levels of output provided by peer organisations receiving significantly lower levels of funding.

Indigenous broadcasting benchmarks

Based on input from stakeholders, research with other regional Indigenous broadcasters and discussion within the review team, the following broad benchmarks by which to measure effective use of TSRA funding have been developed.

It is considered reasonable that organisations receiving funding from TSRA will jointly:

- Periodically demonstrate that they are compliant with the conditions of their broadcast licence and the provisions of their APRA agreement.
- Broadcast locally produced content 24 hours per day, every day of the year. This is not necessarily live broadcasting, although prime listening times (0700 – 1900) would be expected to be mainly live programming, and may include pre-recorded material and or material created using the computerised RCS system.
- Broadcast a range of local programming including a mix of spoken word, community access, local news and weather, current affairs, cultural material, sport, Indigenous music (minimum content as set in licence) and other elements proposed by the listening audience.
- Formally gauge audience and sponsor satisfaction, areas for improvement, programming suggestions, and other input on a regular (minimum annual) basis. Maintain and report against mechanisms for accepting and responding to complaint, query and suggestion from audience members and sponsors.
- Equitably service the entire Torres Strait region, including all outer island communities. This will include broadcasting materials of interest to the entire region as well as individual communities, attending and broadcasting community activities, providing access for members of all communities to have input, and broadcasting above minimum levels of Community Service Announcements.
 - Minimum of 26 outside broadcasts per year, spread equitably through the region (16 outer community, 10 Waiben)
 - Minimum 2 minutes of Community Service Announcements per hour of broadcasting (averaged over each day of broadcast)

- Be actively engaged in the promotion and preservation of Language and culture. This will include broadcasting in Traditional language as well as Creole; recording, archiving and broadcasting of cultural activities, oral histories and other important elements of cultural heritage.
- Maintain and report against high levels of involvement with peak Indigenous broadcasting organisations across Australia, and establish and maintain a mutual benchmarking relationship with their peers in regional Queensland.
- Openly interact and support other broadcasters in the Torres Strait region.
- Provide and report against training and advancement opportunities provided to staff and volunteers. Reporting to include the number of staff and volunteers provided with training, level and types of training, reports from training providers, reporting on secondments and staffing swaps achieved.
- Provide, promote, support and report on opportunities for community volunteers to become involved in their operations. Reporting to include number of volunteers involved, volunteer broadcast hours, training and support provided to volunteers.
- Maintain above minimum statutory levels of governance and management. To include:
 - Annual review and benchmarking of Strategic Plan, Policies and Procedures [including Station Handbook], Constitution and other governance documents;
 - On time, accurate and transparent financial reporting (of all funding and expenses) to grant providers;
 - Transparent reporting to members;
 - Transparent operation of the Governing Committees Board including adherence to Constitutions, conduct of AGMs, provision of minutes etc.
- Maintain financial viability as an organisation, including effective generation of sponsorship income (including setting and reaching sponsorship income targets), working within available funds, effective management of surpluses, and leverage of assets.

In addition to funding recipients having a responsibility to TSRA, the Authority has a significant role in actively monitoring these benchmarks, supporting recipients in meeting benchmarks and enforcing penalties on organisations which do not meet standards set.

Comparative case study

To provide a comparative case study of a relevant peer to TSIMA, MIAMA has been reviewed.

Valerie Craigie, Media Manager for MIAMA is a member of the review team. In the interests of transparency an independent consultant was commissioned to provide the following review.

While MIAMA operates at a significantly higher level than TSIMA, comparison with other regional Indigenous broadcasting peers indicates it operates within the expected performance band.

Mount Isa Aboriginal Media Association: Report on Structure and Operations

Operating Environment

Mount Isa has a regional population of approximately 25,000, is almost 1000km from the nearest other major population centre (Townsville) and the local economy is dominated by a single industry sector (Resources).

MIAMA was incorporated on 07 April 1992, under the Aboriginal Associations Act.

Arising from recommendations within the National Report, MIAMA was incorporated on 04 July 1992. The Association commenced a weekly programme on the ABC, 4MI Mount Isa, and was housed in a shed in the back of the ABC complex.

MIAMA received Aboriginal and Torres Strait Islander Commission (ATSIC) funding in 1995 to purchase premises, capital and employ Indigenous staff to fulfil the obligations of a broadcast license. The call sign for the radio service was determined as MOB-fm and the Australian Broadcasting Authority granted a Community Broadcast Licence to MIAMA for MOB-fm on 13 October 1997. The allocated frequency was FM 100.9.

Based on the identified trends and profiles of the current and potential future business as well as the competitive environment, MIAMA concentrates its efforts on the following segments:

Primary Target Market: Aboriginal & Torres Strait Islander people Aged 15+ resident in and around Mount Isa & outlying areas

Secondary Target Market: All other people Aged 15+.

At the time of the 2006 Census, Mount Isa Local Government Area (LGA) had a total population of 19,662, of whom 3,268 or 16.6 percent identified as being of Aboriginal or Torres Strait Islander descent. This is about 5 times higher than the average for Queensland.

Although the general population of Mount Isa has decreased from 22,739 in 1996, the number of Indigenous people has actually grown by some 8 percent in that decade. There is some dispute about the overall population figures from the 2006 Census and the Mount Isa City Council is in discussions with the Australian Bureau of Statistics. There were 1,623 Indigenous persons aged 20 years of age and over. A total of 68 persons, or 2 percent of the Indigenous population, claimed to speak an Australian Indigenous language.

Mount Isa receives the services of two (2) commercial radio stations (666 (4LM) & HOT-FM), four (4) ABC services including ABC Radio Carpentaria, Triple J and Classical music, as well as a TAB service and two (2) community services – RHEMA fm and MOB-fm (MIAMA).

In addition, there is the local newspaper, the North West Star, plus the television signals of 7 Central, Imparja, ABC and Pay-TV through Austar.

The two Community Radio Stations in Mount Isa are Radio Rhema, and MOB-fm.

RHEMA FM 105.7fm MT ISA is the trading name for the Mt Isa Christian Broadcasters Assn whose members are working to establish a Christian Community radio station in the Mount Isa area on the remote North West of Queensland. It is an inter-denominational Association and has a Management Committee with members from various churches in Mount Isa. RHEMA FM Mount Isa is a non-commercial, non-profit community radio station which relies on the generosity of its subscribers/members, together with "on-air" sponsorship.

MOB - FM is a community broadcaster licensed to serve the community of Mount Isa. It is controlled and operated in Mount Isa.

Government Funding

The Department of Environment, Water, Heritage and the Arts has been the primary source of operational finance over past years. In the current financial year, MIAMA received grant funding of \$300,000.

It has not received any funding for new capital equipment in several years.

Sponsorship Income

MIAMA currently generates an average of \$70,000 per annum in self-generated projects. It also has some contra arrangements with sponsors that allow MIAMA to obtain equipment or business services.

One such arrangement is with a local motor vehicle dealer & that ensures MIAMA has a new all-purpose vehicle each year. Another arrangement is with local newspaper, the North West Star, which allows for newspaper advertising of MOB-fm promotions and activities. In turn, the Star promotes its special features on MOB.

Self-generated revenue is used in the following areas:-

- General expenses
- Capital Items
- Culture/History/Special Events
- Office Supplies
- Promotions/Meetings/Seminars
- Repairs & maintenance

Currently, there are 11 long-term sponsors and 27 short-term. However, while this level can fluctuate, there are regular periods when all available sponsorship space has been used.

MIAMA has a clearly defined Sponsorship Policy that meets the requirements of the Broadcasting Services Act, the Community Radio Codes of Practice and any other relevant standards or codes.

MIAMA has had contracts with major television networks, including the ABC, 7 Central, IMPARJA and TEN. These contracts have, in the past, contributed large sums of revenue towards MIAMA's self-generated funding area.

CSA's are only available to not-for-profit organisations and typically applicable in the areas of health, environment, social justice or other issues in the public interest, as well as fundraisers, charities and benefit gigs.

CSA's must be deemed appropriate for the MOB-fm audience and will be decided by MOB-fm on a case by case basis. On average, MOB-fm broadcasts a minimum 24 CSA's per day.

Staffing

MIAMA has 5 employees, with the current position being:

- Media Manager
- Administrative/Accounts Officer
- Programme Manager/Broadcaster
- Broadcaster
- Part-time Broadcaster x 1

Volunteers are also used, primarily as Broadcasters. Roles and Responsibilities statements exist for all staff positions. MIAMA staff must act in compliance with the decisions of the Governing Committee, the Policies and Procedure Manual and their Job Description.

Wages & on-costs account for some 68 percent of the total funds provided by the Government.

Training provided to Staff

Triple A Training is a registered training organisation which offers nationally-recognised training in radio to community broadcasters. The training covers all aspects of radio broadcasting and production, as well as more advanced training for journalists and senior staff in radio stations. Training for MIAMA Broadcasters takes place at MOB-fm in partnership with the AAA training.

Funding for this training is accessed by Triple A which meets all costs of providing the training to MIAMA staff in Brisbane. This includes accommodation & travel.

MIAMA Broadcasters and other staff have the opportunity to participate training for Certificates II, III & IV in Broadcasting (Radio) & IV, as well as Certificate IV in Training and Assessment.

The Media Manager has completed Certificate IV in Broadcasting (Radio). One staff member is currently engaged in working through a Certificate IV in Broadcasting (Radio), whilst three staff members are engaged in studying Certificate III in Broadcasting (Radio). The Administrative/Accounts officer is trained in MYOB.

Three school based trainees completed Certificate III in Broadcasting (Radio) with MOB-fm in 2009. Two of the past school based trainees are currently completing Certificates IV in Broadcasting (Radio).

MIAMA staff has also participated in journalism training with James Cook University, Townsville.

Other training for management, staff & Governing Committee members is provided on a needs basis. Members of the Governing Committee are also required to undertake appropriate training that may, from time to time, better assist them in the fulfilment of their obligations and responsibilities. Training and development activities may be provided either in house or through external providers.

Programming

MOB-fm broadcasts 24 hours per day, 7 days per week (168 hours), and every day of the year.

MOB-FM's radio programming has nearly 100 percent locally hosted and produced content. In addition, MOB provides programming to NIRS for distribution nationally through its radio broadcasting satellite service.

MOB offers live broadcasting for an average 56 hours per week. Locally produced recorded programming (automated) is broadcast for an average 110 hours per week. The only exception is the programme Deadly Vibes which is broadcast for 2 hours per week. MOB occasionally takes satellite programming from NIRS for specialist programmes relating to significant national events, for example Sorry Day, Stolen Generations programming, Government apology.

Through the weekly oral history's program Aboriginal and Torres Strait Islander oral culture and traditions are broadcast taking those voices, stories, songs and information into the community. In YARN (Your Aboriginal Radio News), MOB provides broadcasting services that promote Indigenous culture and inform Indigenous Australians on accessing a range of health, legal, education and housing services. YARN also provides a daily opportunity for the Indigenous and Non-Indigenous community to participate in the programs aired. These stories from district pioneers, daily interviews with people from the local community, along with community information ensure that MIAMA has a very strong community sound.

One segment a week is dedicated to oral history focusing on the stories of elders and recognition of local Aboriginal people who have achieved success in the community.

MIAMA also hosts a daily request show which encourages the community to participate in the programming of the station.

MOB-FM weekly local live content:

- Breakfast Show 6am to 9am Monday to Friday
- Yarn (News Program) 11am to 12 noon Monday to Friday
- Lunch Time Request 12pm to 2pm Monday to Friday
- Drive Time 2pm to 5pm Monday to Friday

Outside these times, the station broadcasts local material either pre-recorded or assembled using the facility's state of the art computerised broadcasting equipment.

MOB - fm attracts an adult segment of the audience with a researched music format. MOB - fm conducted a research study into the listening needs of Mount Isa people. The study identified exactly what Mount Isa radio listeners wanted - and what they were getting on existing stations.

MOB - fm's music format appeals to 20 to 55 year olds, the single most important consumer spending group. Based on the results of the research conducted, MOB - FM has made an immediate impact in the Mount Isa market. However, MOB-fm also broadcasts special programmes targeted specifically to teenagers with young volunteer broadcasters presenting the programmes to their peers.

People in Mount Isa & District enjoy listening to Country Music and therefore MOB - fm's format is HOT COUNTRY, blended with popular Indigenous music and the very best of the 70's, 80's & 90's.

Based on the results of radio research conducted in 2000, MOB - fm made an immediate impact in the Mount Isa market with 31 percent of all people 18+ in Mount Isa tuning in to the MOB on a regular basis. The appeal is to Indigenous and non-Indigenous people alike.

An unofficial random survey was conducted in 2000 amongst motor vehicle servicing outlets & rental car operators. It revealed that over 35 percent of all vehicles being serviced or rented over a five-day period were tuned to MOB-fm when the ignition was switched on.

MOB-fm is committed to developing and recognising Australian composers and/or performers by providing opportunities to have their material broadcast on a regular basis. The minimum content level of Australian compositions on MOB-fm is set at 20 percent.

In addition, MOB-fm ensures that at least 10 percent of all music played on the Station is composed and/or performed by Australian Indigenous composers and artists.

A current Programme Guide is shown as an addendum to this report.

Governance

MIAMA is established under the Aboriginal Associations Act.

The Governing Committee is the highest authority in the organisation. The Governing Committee has governance responsibilities in accordance with the Act. However, the Governing Committee does run MIAMA properly and effectively with the help of management and staff.

The Governing Committee is comprised of 7 members who are elected from the Mount Isa region on an annual basis. No elected officer of MIAMA can be an employee of MIAMA.

The Governing Committee meets as often as necessary and at least 4 times a year to discuss, assess and review the activities and services of MIAMA. The Governing Committee approves the budget, maintains and reassesses strategic directions, provides leadership and community input into all of the programs provided by MIAMA.

The Governing Committee is responsible to manage and control the affairs of the Association, including the power to appoint and remove or suspend employees and agents and to determine the powers, duties and payment of employees and agents.

The Governing Committee has a Code of Practice and adheres to the Management & Staff Roles Policy clearly laid out in the MIAMA Policy & Procedures Manual. The roles of Governing Committee members are also set out in the P & P Manual.

Management Structure & Processes

The Media Manager has responsibility for the management of MIAMA and the day-to-day operations of MIAMA. This includes staff supervision, working to implement the Business Plan, ensuring adherence to the Policy & Procedures, and coordinating generally in relation to the operation of MIAMA.

The Media Manager reports to the Governing Committee and provides mentoring, assists with strategic direction and promotion of MIAMA.

The Media Manager:

- has the responsibility for implementing the decisions made by the Directors, regular feedback to Directors and staff and where requested provides written or verbal reports to the Governing Committee.

- prepares budgets and recommendations for expenditure that are submitted to the Governing Committee for approval.
- represents MIAMA on a day to day basis.

The Governing Committee has a responsibility to be supportive of the Media Manager and to recognise that the Media Manager's effectiveness is at least partially dependent on Governing Committee action or inaction. While this responsibility will fall primarily on the Governing Committee Chair, every member of the Governing Committee is obligated to make sure that the Media Manager:

- Receives constructive feedback
- Is recognized for implementing initiatives that add value to the fair program
- Receives Governing Committee support when individual members overstep their prerogatives or misunderstand their roles
- Knows that the Governing Committee will not hold the Media Manager to a higher set of standards than it has set for itself.

Valerie Craigie was appointed Media Manager of MIAMA in 2005. However, her experience with MIAMA dates back to 1997 when she was elected to the Governing Committee, with which she served until 2004. For several of those years Valerie held the positions of Secretary and Treasurer respectively.

Valerie's work experience includes 4 years with Yapatjarra Aboriginal & Torres Strait Islander Corporation for Health Services and with Injilinj Aboriginal & Torres Strait Islander Corporation for Children and Youth Services (Yapatjarra's sponsoring body) in the capacities of CEO, Office Manager & Finance Manager. She has also held positions with ATSIIC – Aboriginal Women's Officer; Department of Families – Child Care Officer; Mount Isa College of TAFE – Teacher and Tjilpatha Aboriginal Corporation – Administrator.

Valerie is the current Secretary of NIRS and is still active on a number Boards and Committees for several Indigenous organisations. Valerie obtained a Bachelor of Arts from the University of Queensland in 1988.

Policies, Procedures & Documentation

Unlike other community-based non-profit organisations, MIAMA as a community radio station (and its Governing Committee!) is governed by a range of rules and regulations. These include, but are not limited to:-

- Broadcasting Services Act (BSA) and the Community Radio Code of Practice.
- The BSA and code of practice relate to how the station operates and what goes out on air.

Media law

As well as the BSA MIAMA is also bound by the laws relating to media broadcasts including defamation, anti-discrimination and vilification laws as well as laws relating to media coverage of court proceedings and elections.

Rules of MIAMA

In addition, MIAMA has established its own set of administrative & governing documents which are reviewed at least once each year.

- MIAMA Business & Strategic Action Plan
- Operations Plan
- MIAMA Policy & Procedures Manual
- MIAMA Roles & Responsibilities
- MIAMA GETTING STARTED - A Resource Guide for Employee Orientation.
- Radio Works – A guide to Broadcasters & new staff.

The Policy & Procedures Manual has been produced and is maintained. All staff members are briefed on the manual on appointment and are notified in writing of any amendments, alterations or additions as they occur. Copies of the Manual are held in each section and are available for access to staff at any time, including an electronic version.

Equipment

MIAMA, as a media service, has several divisions:

| | | |
|----------------|-------------------------------------|-----------------|
| MOB-fm 100.9 | Radio Division | Broadcasts 24/7 |
| MOB Television | Video/Television Production | |
| MOB Music | Sound Recording for musical artists | |

MIAMA is a multi-media service with Radio Station MOB-fm, a complete editing suite and four digital cameras for television and video production.

MIAMA is also equipped with music recording equipment with two studios.

MIAMA has state of the art equipment for its broadcasting, television & sound recording services. However, new equipment is required in some areas & MIAMA has planned to attempt to access additional funding for this purpose.

Interaction with RIBS, CBF, etc

MIAMA has no Remote Indigenous Broadcasting Services currently under its licence. However, when broadcasting for Remote Aboriginal Communities Scheme (BRACS) units were operating in Doomadgee & on Mornington Island, MIAMA did provide some training & programming opportunities that allowed for BRACS broadcasters to participate in training provided in Mount Isa. Doomadgee BRACS took advantage of the offer and a broadcaster received the equivalent of three (3) months hands-on training in Mount Isa.

MIAMA has enjoyed access to CBF funding grants in past years for specific area activities or projects. As such, MIAMA retains its links with CBF and has used material & statistics obtained in Community Media Matters and similar documents to assist in programme planning.

MIAMA is also a member of Community Broadcasting Association of Australia (CBAA) and has also participated in training opportunities provided by CBAA in the past.

Several communities within the North West Queensland region have expressed the desire to establish retransmission arrangements with MIAMA for MOB-fm. These include the towns of Cloncurry, Camooweal and Bedourie. MIAMA is in discussion with the Local Government authorities for these towns to negotiate for the capital equipment required to proceed with retransmission.

Other Media Activities

In addition to the radio broadcasting component of community engagement, MOB Television is also active & has undertaken many productions of DVDs & videos, such as for the Mount Isa Murri Men's Group, Queensland Police, Xstrata, North West Queensland Indigenous Catholic Social Services & the Riversleigh Fossil Interpretive Centre. Such productions have included corporate training DVDs

MIAMA has had contracts with major television networks, including the ABC, 7 Central, IMPARJA and TEN. These contracts have, in the past, contributed large sums of revenue towards MIAMA's self-generated funding area.

MOB Music has produced music CDs for local bands & vocalists. However, this facility is generally under-utilised. As the amount of local talent develops, the sound recording studios could become a valuable source of self-generated revenue.

In March 2004, MIAMA launched a Queensland-wide monthly newspaper, Murri Views, which was published until 2005 and was available throughout the State of Queensland.

At one stage, MIAMA established the MOB Shop which sold merchandising including clothing, books, Music CDs, Videos & DVDs. However, it was decided to close that part of the operation a few years ago.

Community Interaction

MIAMA is actively involved in the communities it serves & participates in or even sponsors numerous community events around the region each year. Through its broadcasting arm, MOB-fm, MIAMA seeks to participate in every special event and in every major community activity. Some examples are:-

- NAIDOC Week – all local activities
- NAIDOC For Schools (Primary & Secondary)
- NAIDOC Family Fun Day (sponsored by MOB-fm)
- Mount Isa Fishing Competition
- The Mailman Express
- The Mount Isa Show
- The world famous Isa Rodeo
- Seniors Week
- Saturday Night Live
- Laura Johnson Home for the Aged – Christmas Party

- Injilinj Age Care for the Aged – Christmas Party, Easter Party
- PCYC events

OB's are a strong feature of MOB-fm's format & have been done not only for local events and sponsors events, but also for the renowned Gympie Country Music Muster and Mount Isa Rodeo.

As well MOB supports the school community through accepting work experience students from both senior schools in Mount Isa and assist with special school projects with junior schools.

MOB works closely with the Department of Communities and Disabilities by providing community service hours for youth at the station. Also once a week a client from Disabilities arrives at MOB for two and a half hours each week. This client has been going to MOB-FM for 10 years.

Terry Lees
10 October 2010

Disclaimer

The conclusions and recommendations provided in this Report are made on the basis of information available at the time of preparation. The sources of information and basis of estimates and assumptions are stated in the Plan. Terry Lees has applied best professional judgment in the preparation of the Report. However, the nature of available information and the methodologies employed can reduce the reliability of estimates presented. No warranty can therefore be provided to the accuracy of estimates contained in this Plan.

With regard to any financial information included in the Plan, best estimates were used. No warranty can therefore be provided to the accuracy of these estimates. The Plan is for the use of MIAMA and no responsibility is accepted to any third party for the whole or any part of its contents.



100.9 MOB-FM Mount Isa 'Hot Country in Stereo'



| | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|-------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| 6.00 | 6am-9am MOB Breakfast DEADLY JACOB Notice Board, 70's 80's Country and Murri Music | 6am-9am MOB Breakfast DEADLY JACOB Notice Board, 70's 80's Country and Murri Music | 6am-9am MOB Breakfast DEADLY JACOB Notice Board, 70's 80's Country and Murri Music | 6am-9am MOB Breakfast DEADLY JACOB Notice Board, 70's 80's Country and Murri Music | 6am-9am MOB Breakfast DEADLY JACOB Notice Board, 70's 80's Country and Murri Music | Saturday Morning Show DEADLY JACOB & WILD FILLY Local Information (Sponsored Show) | Sunday Country Music Gold (Sponsored Show) |
| 7.00 | | | | | | | |
| 8.00 | | | | | | | |
| 9.00 | 9am-11am Mid Morning Show TUTU | 9am-11am Mid Morning Show TUTU | 9am-11am Mid Morning Show TUTU | 9am-11am Mid Morning Show TUTU | 9am-11am Mid Morning Show TUTU | | |
| 10.00 | | | | | | | |
| 11.00 | 11am-Noon YARN Interviews, Murri Music | 11am-Noon YARN Interviews, Murri Music | 11am-Noon YARN Interviews, Murri Music | 11am-Noon ORAL HISTORIES Interviews, Murri Music | 11am-Noon YARN Interviews, Murri Music | | |
| 12.00 | Noon-2pm Lunch Time Requests DEL | Noon-2pm Lunch Time Requests DEL | Noon-2pm Lunch Time Requests DEL | Noon-2pm Lunch Time Requests DEL | Noon-2pm Lunch Time Requests DEL | Noon-1pm All Australian Hour DEL | Noon-1pm Deadly Sounds |
| 13.00 | 2pm-7pm Drive Time TUTU Local Events, Murri Sounds, Murri Voices | 2pm-7pm Drive Time TUTU Local Events, Murri Sounds, Murri Voices | 2pm-7pm Drive Time TUTU Local Events, Murri Sounds, Murri Voices | 2pm-7pm Drive Time TUTU Local Events, Murri Sounds, Murri Voices | 2pm-7pm Drive Time TUTU Local Events, Murri Sounds, Murri Voices | Great Country Music | Great Country Music |
| 14.00 | | | | | | | |
| 15.00 | | | | | | | |
| 16.00 | | | | | | | |
| 17.00 | 7pm-9pm Flashback to the 70's & 80's | 7pm-9pm Flashback to the 70's & 80's | 7pm-9pm Flashback to the 70's & 80's | 6pm-7pm Deadly Sounds | 6pm-Midnight Party At My Place RUBE & RAY | | |
| 18.00 | | | | | | | |
| 19.00 | 9pm-Midnight Country Music Love Songs | 9pm-Midnight Country Music Love Songs | 9pm-Midnight Country Music Love Songs | 9pm-Midnight Hot Country | Midnight-6am Murri Country | Murri Hot Country | Murri Hot Country |
| 20.00 | | | | | | | |
| 21.00 | | | | | | | |
| 22.00 | | | | | | | |
| 23.00 | Midnight-6am Murri Country | Midnight-6am Murri Country | Midnight-6am Murri Country | Midnight-6am Murri Country | Midnight-6am Murri Country | Midnight-6am Murri Country | Midnight-6am Murri Country |
| 24.00 | | | | | | | |

| |
|-------------------------------------------------------------------------------------|
| |
| Key: |
| Live locally hosted and locally produced content |
| Locally produced content |
| Locally hosted and produced content |
| Network Content from outside source (Hourly News via NIRS - Deadly Sounds via VIBE) |

Comparisons between MIAMA and TSIMA

The following table provides a direct comparison between MIAMA and TSIMA drawn from the information above:

| | TSIMA | MIAMA |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Operating environment | <p>Torres Strait Region has a total population of approximately 10,371 with 74.3 percent identified as Indigenous persons.</p> <p>Media and communication in the region:</p> <ul style="list-style-type: none"> • TSIMA through radio station 4MW • RIBS facilities on Erub, Iama, Poruma, St Pauls and Warrabar • The Torres News newspaper operating from Waiben but covering regional news • Mainland radio, primarily ABC, 4KIG (Townsville) and LiveFM (religious broadcaster) • Mainland television, primarily ABC, SBS, Seven Central and Imparja (carrying the WIN network from the Northern Territory) <p>TSIMA has no direct local competition for radio audience</p> | <p>Mount Isa LGA had a total population of 19,662, of whom 3,268 or 16.6 percent identified as being of Aboriginal or Torres Strait Islander descent</p> <p>Media and communication in the region:</p> <ul style="list-style-type: none"> • MOB-fm (MIAMA) • Two (2) commercial radio stations (666 (4LM) & HOT-FM) • Four (4) ABC services including ABC Radio Carpentaria, Triple J and Classical music • TAB radio • Radio RHEMA fm (Religious community broadcaster) • North West Star newspaper • Television from 7 Central, Imparja, ABC and Pay-TV through Austar. |
| Government funding | \$671,109 in grant funding from TSRA for the 2010-11 year | \$300,000 in grant funding from the Department of Environment, Water, Heritage and the Arts for the 2010-11 year |
| Sponsorship income | <p>Sponsorship reported as \$56,725 for the 2008-09 year. Other income (including Culture, Art and Heritage grant of \$25,000) totalled \$28,451. Also recorded \$1,364 in abnormal income from the sale of a motor vehicle.</p> <p>Seven long-term sponsors identified, 10 short-term</p> <p>No identified policy on sponsorship or CSA's</p> <p>No detail on process for selection of</p> | <p>Average of \$70,000 per annum self-generated, mainly sponsorship.</p> <p>Currently, there are 11 long-term sponsors and 27 short-term.</p> <p>MIAMA has a clearly defined Sponsorship Policy within the Broadcasting Services Act, the Community Radio Codes of Practice and other relevant standards.</p> <p>CSAs must be deemed appropriate for the MOB-fm audience and will be</p> |

| | | |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | CSA or of the numbers broadcast. | decided by MOB-fm on a case by case basis. On average, MOB-fm broadcasts a minimum 24 CSAs per day. |
| Staffing | <p>Nine staff:</p> <ul style="list-style-type: none"> • Managing Director • Station Manager • Finance Manager • Project Officer / Sales and Marketing Manager • Sales and Marketing Officer • Sales and Marketing Officer • Broadcasters x 3 <p>Wages and on-costs account for \$385,533, or 60 percent of the total funds provided by the Government</p> | <p>Five staff:</p> <ul style="list-style-type: none"> • Media Manager • Administrative/Accounts Officer • Programme Manager/Broadcaster • Broadcaster • Part-time Broadcaster x 1 • Plus volunteer broadcasters <p>Wages and on-costs account for \$204,000, or 68 percent of the total funds provided by the Government.</p> |
| Training | <p>No current structured training observed.</p> <p>Station manager and Managing Director have received qualifications (Associate Diploma in Broadcast and Certificate IV in Training and Assessment respectively).</p> <p>TSIMA contracted as RIBS trainer and a duplicate studio installed, funding revoked for lack of performance. RIBS operators currently not training on new equipment</p> | <p>Triple A Training provides all aspects of radio broadcasting and production, as well as advanced training for journalists and senior staff at no cost to MIAMA. Training takes place at MOB-fm in partnership with AAA Training.</p> <p>Broadcasters and staff in training for Certificates II, III & IV in Broadcasting (Radio) & IV, as well as Certificate IV in Training and Assessment.</p> <p>Governing Committee required to undertake appropriate training to assist them in the fulfilment of obligations and responsibilities.</p> |
| Programming | <p>Broadcast local content 10 hours per day (0700 – 1700) Monday to Friday with no regular broadcast on weekends, 46 hours of local content per week.</p> <p>Outside these hours TSIMA switches to a broadcast feed from radio 4KIG (TAIMA) in Townsville.</p> | <p>Broadcasts local content 24 hours per day, 7 days per week (168 hours), and every day of the year, 168 hours of local content per week.</p> |

| | | |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>TSIMA provides one hour per week of local content to the NIRS for distribution nationally through its radio broadcasting satellite service.</p> <p>Rebroadcast to regional audience via RIBS Erub, Iama, Poruma, St Pauls, Waiben and Warraber. Other communities may be receiving TSIMA transmission but this information is unavailable</p> | <p>MOB provides regular programming to NIRS for distribution nationally through its radio broadcasting satellite service.</p> |
| Governance | <p>TSIMA operates under the oversight of an elected Board of Directors working within a relatively standard constitution.</p> <p>Concerned expressed about lack of equity and transparency in Board processes, AGMs, formal notice to members, lack of guidance and monitoring of the TSIMA Managing Director.</p> | <p>The seven-member Governing Committee is the highest authority in the organisation with responsibilities in accordance with the Act and is elected from the Mount Isa region on an annual basis.</p> <p>The Committee meets at least 4 times a year to discuss, assess and review the activities and services of MIAMA. The Committee approves the budget, maintains and reassesses strategic directions, provides leadership and community input into all of the programs provided by MIAMA. The Committee is responsible to manage and control the affairs of the Association, including the power to appoint and remove or suspend employees and agents and to determine the powers, duties and payment of employees and agents.</p> |
| Management | <p>No sufficient information for the structure and processes of Management due to lack of access and absence of formal contact between review team and TSIMA Board/Managing Director.</p> | <p>Media Manager has responsibility for the management of MIAMA and the day-to-day operations of MIAMA. This includes staff supervision, working to implement the Business Plan, ensuring adherence to the Policy & Procedures, and coordinating generally in relation to the operation of MIAMA.</p> <p>The Media Manager reports to the Governing Committee and provides mentoring, assists with strategic direction and promotion of MIAMA. The Governing Committee has a responsibility to be supportive of the Media Manager.</p> |
| Policies and procedures | <p>TSIMA operates under a licence granted within the BSA and the Community Radio Code of Practice</p> | <p>MIAMA operates under the BSA and the Community Radio Code of Practice, within the provisions of its Broadcast Licence.</p> |

| | | |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>Governance documents identified are:</p> <ul style="list-style-type: none"> • Mission Statement, undated • TSIMA Constitution, undated • TSIMA Strategic Plan (2005) • TSIMA – 4MW Four Year Development Plan for Financial years 2004/05 – 2007/08, • TSIMA Periodic Financial Report, 14 June 2010 • TSIMA, Program Supervisor position description, undated • TSIMA, Program Producer position description, undated • TSIMA, Broadcaster position description, undated • TSIMA, Marketing Consultant position description, undated | <p>In addition, MIAMA has established its own set of administrative and governance documents which are reviewed at least once each year.</p> <ul style="list-style-type: none"> • MIAMA Constitution • MIAMA Business & Strategic Action Plan • Operations Plan • MIAMA Policy & Procedures Manual • MIAMA Roles & Responsibilities • Position Descriptions for all staff • MIAMA GETTING STARTED - A Resource Guide for Employee Orientation. • Radio Works – A guide to Broadcasters & new staff. <p>All staff members are briefed on policies and procedures on appointment and are notified in writing of any amendments, alterations or additions as they occur.</p> <p>Copies of documents are held in each section and are available for access to at any time, including electronic versions.</p> |
| Equipment | <p>TSIMA has state-of-the-art equipment for its radio broadcasting operations including computerised systems allowing for delayed and remote broadcasting.</p> <p>TSIMA has an unused duplicate RIBS broadcasting facility housed in its headquarters.</p> | <p>MIAMA is a multi-media service with Radio Station MOB-fm, a complete editing suite and four digital cameras for television and video production.</p> <p>MIAMA is also equipped with music recording equipment with two studios. MIAMA has state of the art equipment for its broadcasting, television & sound recording services.</p> |
| Interactions with other radio organisations | <p>RIBS operators indicated very low levels of interaction from TSIMA beyond occasional contact to request support or canvas needs for support which reportedly did not then occur.</p> <p>Records suggest CBF concern over TSIMA training performance with the withdrawal of project funding.</p> | <p>MIAMA has no Remote Indigenous Broadcasting Services currently under its licence. MIAMA has enjoyed access to CBF funding grants in past years for specific area activities or projects.</p> <p>As such, MIAMA retains its links with CBF and has used material & statistics obtained in Community Media Matters and similar documents to assist in programme planning.</p> |

| | | |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Other media activities</p> | <p>No other activities appear to be occurring.</p> | <p>MIAMA divisions:</p> <p>MOB-fm 100.9 , Radio Division , Broadcasts 24/7</p> <p>MOB Television, Video/Television Production has contracts to provide content to networks, including ABC, 7 Central, IMPARJA and TEN. Commercial production of DVDs & videos</p> <p>MOB Music, Sound Recording for musical artists including producing music CDs for local artists.</p> |
| <p>Community interaction</p> | <p>The local Waiben community reported low levels of interaction from TSIMA, especially in the areas of Outside Broadcast from community activities, attendance and recording of cultural events, and support of community initiatives through direct involvement or provision of CSA's.</p> <p>Outer island communities reported very limited contact from TSIMA.</p> | <p>MIAMA is actively involved in the community & participates or sponsors numerous events. MIAMA seeks to participate in every major community activity.</p> <p>OBs are a strong regular feature of MOB-fm's format.</p> <p>MIAMA offers work experience to schools and assists with school projects, also working with Department of Communities and Disabilities to provide community service hours for youth at the station.</p> |

Broadcast media contribution to regional communication

Stakeholders almost unanimously identified the need for a strong and well functioning broadcast media presence in the Torres Strait region as an important part of regional development and the maintenance of regional cultural identity.

Stakeholders also almost unanimously identified that TSIMA, in its current structure and management was neither strong nor well functioning, and that its contribution to regional communication was not in proportion to its allocation of available resources.

This was reinforced by the unusual findings that the unfunded commercial weekly newspaper and word-of-mouth were considered more credible sources of information than local community radio.

It was identified that while TSRA provides an appropriate level of funding to media and communications, at present there are two highly unequal elements within regional broadcast media in the Torres Strait:

- TSIMA receiving funding equivalent to that needed for a complete regional media service while delivering very low performance; and
- The RIBS network which receives minimal funding, limited training and support while delivering greater levels of performance than TSIMA.

It is obvious to the review team that a mechanism must be found to resolve this imbalance, bringing TSIMA's performance level up to an acceptable standard and adequately resourcing the entire regional broadcasting network.

If TSIMA were to receive funding just above the same level as its other Indigenous regional broadcasting peers to provide Torres Strait with the same standard of output that they do (24/7 local broadcasting, proactive preservation of cultural heritage, strong involvement with community and events, local news and information, support of community and media initiative) a significant proportion of existing grant funding would be released to provide an appropriate level of support to a working regional broadcasting network.

Based on current funding levels of \$671,109 in TSRA grant funding, an appropriate allocation of funding may be in the order of:

- \$335,000 direct grant funding to TSIMA with \$70,000 top up from sponsorship activities providing a total of \$405,000 income; and
- \$336,109 available to resource a regional broadcasting network. Taking as a guide the approximate grant contribution of \$15,000 from DEWHA direct to individual mainland RIBS multiplied by 16 regional sites, approximately \$95,000 remains available to resource appropriate co-ordination of the regional network.

Regional Indigenous Media Organisation

There exists a demonstrable and critical need for a RIMO in Torres Strait to coordinate regional broadcast activities, support RIBS operations, coordinate and or provide training to broadcasters, and to advocate for regional broadcasters.

Under normal circumstances, TSIMA as the incorporated Indigenous Media Association would be the logical choice to undertake this central role. While there is some evidence of TSIMA

continuing to advertise that it is the RIMO for the region, the review team were unable to identify it undertaking any activity in this area.

TSIMA reported to the review team that it is not an official RIMO as identified by DEWHA for the mainland organisations that look after their RIBS Stations, but was informally functioning in this role to provide training under the IRRR. The only document referring to this appears to be a letter from the CBF dated 29/4/2010 withdrawing IRRR funding from TSIMA and terminating the grant agreement for what is described as “insufficient progress” in provision of training under the program.

TSIRC reported that it was unaware of any TSIMA activities in the RIMO role, and individual RIBS operators reported they had received no training on the most recent round of equipment despite a full duplicate RIBS studio being built within the TSIMA Waiben headquarters.

Unfortunately, the current performance of TSIMA in meeting minimum standards of output, its issues with governance, poor relationship with RIBS, and concern over its operation from many key stakeholders; all indicate that it would not be in the best interest of the region for TSIMA to be supported for this role.

Options considered included:

1. Support the appointment of TSIMA as the formal RIMO for Torres Strait under the organisations’ current management and governance structure – this option is the fastest way to establish a RIMO but would reportedly meet significant opposition from key stakeholders;
2. Support the appointment of an alternate organisation as the formal RIMO for Torres Strait – the process is likely to take a minimum of two years and ultimately creates two organisations competing for the same funding and performing very similar functions;
3. Support the appointment of TSIMA as the formal RIMO for Torres Strait under a new and more professional management and governance structure which has formal responsibility and performance management for interaction with RIBS – long-term process which leaves RIBS without support until complete;
4. Support the interim appointment of either TSRA or TSIMA as the formal RIMO for Torres Strait with a view to transferring responsibility to TSIMA following the successful completion of a more professional management and governance structure which has formal responsibility and performance management for interaction with RIBS. This option provides rapid support and surety for regional media, ultimately allows TSIMA to function in the role as it should.

After canvassing the opinions of key stakeholders and balancing alternatives, option 4 is recommended. As TSRA is the primary funding agency for media and communication in the region, it may be more appropriate for TSIRC to adopt the role of interim RIMO with a view to ultimately passing this on to a well functioning community-based organisation.

Recommendations

This review has been able to identify a number of areas that will provide for enhancement of TSRA's contribution to regional media and communication.

More detailed recommendations are provided below, but overarching key recommendations are:

- That TSRA direct a proportion of the current Media and Communication budget to directly support and enhance regional-level broadcasting through RIBS and seek opportunities to extend and strengthen that regional network through a functioning RIMO.
- That TSIMA not be ratified as the RIMO at this time, but that other options for regional representation be pursued in collaboration with the Torres Strait Island Regional Council (TSIRC) and other key stakeholders. When and if in the future TSIMA is able to demonstrate competence to manage this role, consideration be given to funding it to do so.
- That a structural realignment of TSIMA be undertaken including governance, management, structure, administration, staffing, programming, sponsorship, training and interaction with RIBS. It is further recommended that this be achieved by appointing a professional administrator for a fixed term to realign the organisation and re-establish effective management before passing control back to the community.
- That TSRA funding be linked to core broadcast outputs including compliance with licence requirements, levels of local broadcast, appropriate programming, audience and sponsor satisfaction, interaction with both inner and outer island communities (cultural events, oral history, outside broadcasts, outreach to communities other than Waiben), preservation and broadcast of cultural heritage materials, provision of training, benchmarking with other regional broadcasters, financial viability, good governance and management, appropriate and timely reporting.

The detailed recommendations for regional broadcasters receiving funding from TSRA which support these overarching concepts are:

Governance and oversight

- That TSRA facilitate a structural realignment of TSIMA including governance, management, structure, administration, staffing, programming, sponsorship, training and interaction with RIBS.
- Further, that this be achieved by appointing a professional administrator for a fixed term (likely to be 12 months) in place of the current Managing Director to realign the organisation and re-establish effective management before passing control back to the community.
- That during the course of this administrator-controlled period, the TSIMA Constitution and strategic documents be reviewed, renewed and implemented.
- That at the end of this period an open and transparent AGM be held to appoint a functioning Management Committee which will in turn appoint a new Station Manager.
- That policies and procedures for gathering and dealing with audience input, complaints, and regular survey be implemented.
- That a clear and equitable policy and procedure for dealing with community service announcements be developed, widely circulated and become a standard operating procedure.

- That annual benchmarking of the performance of TSIMA, any RIMO and the RIBS network occur to ensure that they maintain parity with their mainland peers and ensure they continue to demonstrate adherence to best practice principles.
- That TSRA ensure processes are put in place to ensure accurate and timely APRA and other statutory reports are generated and submitted based on the outputs from the existing computerised station management system operating at TSIMA.

Funding levels

- That TSRA maintain grant funding to support regional broadcasting be maintained at current levels.
- That TSRA funding be provided to TSIMA at approximately the funding level of its mainland peers. Based on current funding levels, a grant allocation of a maximum of \$335,000 to TSIMA is recommended.
- That TSIMA be set a target of \$70,000 income sponsorship and other commercial activities (after costs).
- That the remaining funding from TSRA's Media and Communications budget (approximately \$340,000 on current levels) be made available to resource a regional broadcasting network through a RIMO. Taking current levels of DEWHA funding to individual RIBS facilities (approximately \$15,000 per annum), the level of available grant funding would allow for approximately \$100,000 to appropriately resource a RIMO for co-ordination of the regional network.

Staff and training

- That TSIMA staffing levels, structure and remuneration be revised to achieve parity with mainland regional Indigenous broadcasters identified as TSIMA's peers.
- That formal and structured training be provided to TSIMA staff and volunteers to enhance their capacity and capability.
- That remuneration for TSIMA staff be linked to performance outputs including working and broadcast hours.

Outputs

- That TSRA Media and Broadcast funding for regional broadcasters be linked to core outputs as identified in Key Reporting Areas and Performance Indicators below.
- That appropriate public access programs be provided which adhere to broadcast legal requirements and provides balanced and positive coverage, equitable access for all community members throughout the region, and provide appropriate right of reply.
- That recipients of TSRA funding recognise the Authority regularly on air and in all public documents.
- That Outside Broadcasts visits be conducted on a regular basis (minimum 26 per year) spread equitably through the region and to include at least one per year from each RIBS community.

- That, via RIBS, broadcasts from communities throughout the region be undertaken to cover major community activities.
- That broadcasters either individually or as a network, move progressively towards providing 24-hour-per-day, seven-day-per-week, 52-week-per-year local broadcasting. It is anticipated that this would be reached progressively over a 6-month period.
- That formal regional news services be provided which include regular broadcasts, input from the entire regional network; and include news, weather, fishing updates, community happenings, community noticeboard and similar programming from throughout the region.
- That regular local programming be provided in each of the four Traditional languages of the region.
- That grant recipients be required to record for archive and broadcast purposes oral histories, music, dance, cultural activities and events, and other cultural materials from throughout the region. These materials to be made available to the community through broadcast and safely archived for the future.
- That policies and procedures be put in place for maintaining emergency communications for the region. That provision for broadcasting under emergency power and or from other sites (RIBS facilities and or another RIMO) be made.
- That formal processes and policies be established for working with sponsors be instituted to minimise impediments for potential sponsors, that records of sponsorship broadcasts be kept and reported to sponsors, that sponsorship rates be reviewed regularly to provide parity with mainland Indigenous broadcasters, and that remuneration for marketing personnel be tied to sponsorship levels achieved.
- That all excess funds generated be utilised to expand broadcast operations and provide support to the regional community through broadcast, promotion or financial contribution.
- That broadcasters maintain minimum levels of support to regional communities.
- That appropriate use be made of RSC systems to import program material, schedule broadcasts and log outputs.
- That all material broadcast be electronically logged to allow later reference including the provision of recordings or transcripts to funding agencies or relevant third parties.

Support of regional broadcasting

- That all existing RIBS operators be brought together to identify areas of greatest need for regional broadcasting, future priorities, and the role of a RIMO.
- That TSRA direct a proportion of the Media and Communication budget to directly support and enhance community-level broadcasting through a RIMO supporting the existing RIBS network and seek opportunities to extend and strengthen that regional network.
- That a RIMO be established to fund, represent, support and advocate for the regional RIBS network. That this organisation be tasked with assuming full responsibility for maintaining, operating and extending the RIBS network.
- That training be urgently made available through a RIMO in use of the equipment provided under the IRRR upgrade, and that further training in broadcasting be provided alongside TSIMA staff.

- That TSIMA not be ratified as the RIMO at this time, but that other options for regional broadcasting be pursued in collaboration with the Torres Strait Island Regional Council (TSIRC) and other key stakeholders. The review team believes that an existing Government agency is likely to be the best option for an interim RIMO, and recommends that this be pursued with the clear intention to transfer this role to a community organisation (preferably TSIMA) at a time where management and structures are in place to appropriately support it.
- That a mechanism be developed by the RIMO to allow the RIBS network to either directly raise sponsorship funds in exchange for broadcasting community messages or be co-ordinated through a single central point to air community messages and equitably share in sponsorship income.

Key Reporting Areas and Performance Indicators

It is considered reasonable that organisations receiving funding from TSRA will be able to:

- Periodically demonstrate (on a quarterly basis) that they are fully compliant with the conditions of their broadcast licence and the provisions of their APRA agreement.
- Broadcast locally produced content 24 hours per day, every day of the year. This is not necessarily live broadcasting, although prime listening times (0700 – 2000) would be expected to be primarily live programming. At other times broadcasting may include pre-recorded material and or material created using computerised systems.
- Broadcast a range of local programming including minimum levels of spoken word, community access, local news and weather, current affairs, cultural material, sport, Indigenous music (minimum content as set in licence) and other elements proposed by the listening audience. Recommended levels (subject to approval) are:
 - 24 Hours of local programming per day. Delivery of programming in local Indigenous languages a minimum of 1 hour per week per language
 - Live shows – 10 hours a day (focussing on Breakfast, Mid-Morning-Lunchtime, Afternoon programming)
 - Programming devoted to promotion of Indigenous culture a minimum of 2 hours a week
 - Minimum of 10% Indigenous music broadcast each week
 - Station call letters and frequencies broadcast at least 3 times per hour, in addition to pointers and ID's.
 - Maximum of 3 music tracks played consecutively without Broadcaster speaking
 - Community Access through a minimum of 5 hours of interviews per week, 5 hours of talk back, and 5 hours of community requests per week
 - Broadcast a minimum of 5 hours of free Community Service Announcements per week.
 - Hourly news (National & Local) and local weather.
- Formally gauge audience and sponsor satisfaction, areas for improvement, programming suggestions, and other input on a regular (minimum annually) basis.

Maintain and report to TSRA against mechanisms for accepting and responding to complaint, query and suggestion from audience members and sponsors.

- Equitably service the entire Torres Strait region, including all outer island communities. This will include broadcasting materials of interest to the entire region as well as individual communities, attending and broadcasting community activities, providing access for members of all communities to have input, and broadcasting above minimum levels of CSA:
 - Minimum on 26 outside broadcasts per year, spread equitably through the region (minimum 16 outer community, 10 Waiben)
- Be actively engaged in the promotion and preservation of Language and culture. This will include:
 - Broadcasting a minimum of two hours per week in each of the four Traditional languages of the region as well as in Creole
 - Recording and archiving regional and community-specific cultural activities, oral histories and other important elements of cultural heritage
 - Broadcasting a minimum five hours per week of regional and community-specific cultural activities, oral histories and other important elements of cultural heritage.
- Maintain and report quarterly against high levels of involvement with peak Indigenous broadcasting organisations across Australia, and establish and maintain a mutual benchmarking relationship with their peers in regional Queensland.
- Openly interact and support other broadcasters in the Torres Strait region to the satisfaction of funding agencies.
- Provide and report against training and advancement opportunities provided to staff and volunteers. Reporting to include number of staff and volunteers provided with training, level and types of training, reports from training providers, reporting on secondments and staffing swaps achieved.
 - Minimum of 2 Indigenous radio graduates each year
 - Minimum of 1 professional secondment of staff to radio facilities outside the region
 - Minimum of 5 hours per week on-the-job training for each staff member
 - Minimum of 2 radio courses delivered or facilitated per year
 - Broadcasters will acquire as a minimum Certificate III in Broadcasting (Radio)
 - Management staff will acquire as a minimum Certificate IV in Broadcasting (Radio)
 - Administration staff will acquire as a minimum Certificate III in Business Administration
 - Data to be gathered and reported to Board, members and funding agencies on trainee and trainer feedback on quality of training, results attained, and work placement reports and employer feedback.

- Provide, promote, support and report on opportunities for community volunteers to become involved in their operations. Reporting to include number of volunteers involved, volunteer broadcast hours, training and support provided to volunteers
- Maintain above minimum statutory levels of governance and management. To include:
 - Annual review and benchmarking of Strategic Plan, Policies and Procedures [including Station Handbook], Constitution and other governance documents;
 - On time, accurate and transparent financial reporting (of all funding and expenses) to grant providers;
 - Transparent reporting to members;
 - Transparent operation of Management Committees including adherence to Constitutions, conduct of AGMs, provision of minutes etc.
- Demonstrate financial viability as an organisation, including effective generation of sponsorship income (including setting and reaching sponsorship income targets), working within available funds, effective management of surpluses, and leverage of assets.

In addition to funding recipients having a responsibility to TSRA, the Authority has a significant role in actively monitoring these benchmarks, supporting recipients in meeting benchmarks and enforcing penalties on organisations which do not meet standards set. It is recommended that TSRA seek to independently audit performance against these benchmarks bi-annually.

Appendices

Comparative funding for Indigenous broadcasting in Australia

| Indigenous Broadcasting Program Funding 2010-11 in decreasing order of magnitude | | | | |
|----------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------------------------|
| State | Location | TSIMA Organisation | Funding 2010-11 | Peers Area |
| Northern Territory | Alice Springs | Imparja Television Pty Ltd www.imparja.com | \$1,800,000 | national |
| Queensland | Torres Strait | Torres Strait Indigenous Media Association | \$671,109 | regional |
| Northern Territory | Pinelands | Top End Aboriginal Bush Broadcasting Association (Aboriginal Corporation) www.teabba.com.au | \$620,000 | regional RIBS network (29 stations) |
| Northern Territory | Alice Springs | Central Australian Aboriginal Media Association www.caama.com.au | \$600,000 | national |
| Victoria | Preston | South East Indigenous Media Association www.3knd.org.au | \$430,000 | metropolitan |
| Western Australia | Wingellina | Ngaanyatjarra Media Aboriginal Corporation www.waru.org/organisations/ngmedia | \$430,000 | regional (RIBS network - 12 stations) |
| New South Wales | Redfern | Gadigal Information Service Aboriginal Corporation www.gadigal.org.au | \$430,000 | metropolitan |
| Northern Territory | Yuendumu | Warlpiri Media Association Inc. www.warlpiri.com.au | \$425,276 | regional |
| Northern Territory | APY Lands | Pitjantjatjara Yankunytjatjara Media Assoc. Aboriginal Corporation www.waru.org/organisations/ngmedia/ | \$421,000 | regional |
| Queensland | Townsville | Townsville Aboriginal & Islander Media Association Ltd http://www.4k1g.org/ | \$392,500 | regional |
| Western Australia | Cannington (Perth) | Peedac Pty Ltd www.peedac.com.au | \$360,000 | metropolitan |
| Australian Capital Territory | Ainslie | The Australian Indigenous Communications Association Incorporated www.aicainc.org.au | \$350,000 | national peak body |
| South Australia | Port Augusta | Umeewarra Aboriginal Media Association www.umeewarramedia.com | \$320,000 | regional |

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|--------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------|
| Western Australia | Broome | Broome Aboriginal Media Association (Aboriginal Corporation) www.gme.com.au | \$317,690 | regional |
| Western Australia | Nightcliff (Darwin) | Radio Larrakia Association Inc www.radiolarrakia.org | \$310,000 | metropolitan |
| Queensland | Mount Isa | Mount Isa Aboriginal Media Association (Aboriginal Corporation) | \$300,000 | regional |
| Queensland | Cairns | Bumma Bipperra Media Aboriginal & Torres Strait Islander Corporation www.bbm.org.au | \$289,000 | regional |
| Queensland | Edge Hill (Cairns) | Queensland Remote Aboriginal Media (Aboriginal Corporation) www.gramac.org.au | \$282,000 | RIMO supporting RIBS sites |
| Queensland | Fortitude Valley (Brisbane) | National Indigenous Radio Service (NIRS) Ltd www.nirs.org.au | \$280,000 | national |
| Northern Territory | Alice Springs | Central Australian Aboriginal Media Association www.caama.com.au | \$270,000 | RIMO supporting RIBS sites |
| Queensland | Charleville | Bidjara Media & Broadcasting Company Ltd | \$260,000 | regional |
| Western Australia | Derby | Derby Media Aboriginal Corporation | \$230,000 | regional |
| Western Australia | Fitzroy Crossing | Wangkiyupumanupurru Aboriginal Corporation http://home.iprimus.com.au/pearman/wacba/cb-stations-wa/stations2.html | \$230,000 | regional |
| Queensland | Rockhampton | Central Queensland Aboriginal Corporation For Media | \$228,700 | regional |
| New South Wales | Bourke | Muda Aboriginal Corporation | \$225,000 | regional |
| New South Wales | Taree | Mid North Coast Indigenous Broadcasters Association (Aboriginal Corporation) | \$225,000 | regional |
| Western Australia | Geraldton | Midwest Aboriginal Media Association Inc. | \$220,000 | regional |
| Western Australia | Halls Creek | Puranyangu-Rangka Kerrem (Aboriginal Radio) Aboriginal Corporation | \$220,000 | regional |

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|--------------------|---------------------------|--------------------------------------------------------------------------------------------------------|-----------|--------------------|
| Western Australia | Kalgoorlie | Tjuma Pulka (Media) Aboriginal Corporation | \$220,000 | regional |
| | | www.tjuma963fm.com.au | | |
| Northern Territory | Alice Springs | Indigenous Remote Communications Association Aboriginal and Torres Strait Islanders Corporation (IRCA) | \$200,000 | national peak body |
| | | www.irca.net.au | | |
| Northern Territory | Alice Springs | Indigenous Community Television Ltd | \$150,000 | regional |
| | | | | |
| Northern Territory | Batchelor | Batchelor Institute of Indigenous Tertiary Education | \$140,000 | training regional |
| | | www.batchelor.edu.au | | |
| Queensland | Cherbourg | Cherbourg Aboriginal Multimedia & Resource Association Inc. | \$120,000 | remote |
| | | | | |
| Northern Territory | Alice Springs | MacDonnell Shire Council | \$85,000 | remote |
| | | www.macdonnell.nt.gov.au | | |
| New South Wales | Nambucca Heads | Goori Broadcasters of Radio Nambucca Inc. | \$78,000 | remote |
| | | | | |
| Northern Territory | Katherine | Roper Gulf Shire Council | \$75,000 | remote |
| | | www.ropergulf.nt.gov.au | | |
| Northern Territory | Katherine | Victoria Daly Shire Council | \$75,000 | remote |
| | | www.victoriadaly.nt.gov.au | | |
| Northern Territory | Nhulunbuy | East Arnhem Shire Council | \$75,000 | remote |
| | | www.eastarnhem.nt.gov.au | | |
| Northern Territory | Jabiru | West Arnhem Shire Council | \$65,000 | remote |
| | | www.westarnhem.nt.gov.au | | |
| Queensland | Bamaga | Queensland Remote Aboriginal Media | \$56,280 | remote |
| | | www.qramac.org.au | | |
| Northern Territory | Alice Springs | Central Desert Shire Council | \$55,000 | remote |
| | | www.centraldesert.nt.gov.au | | |
| Northern Territory | Bathurst Island | Tiwi Islands Shire Council | \$55,000 | remote |
| | | www.tiwiislands.nt.gov.au | | |
| Northern Territory | Borroloora | Mabunji Aboriginal Resource Association Inc. | \$55,000 | remote |
| | | www.mabunji.com.au | | |
| Queensland | Cannon Hill (Palm Island) | Queensland Police Citizens Youth Welfare Association | \$55,000 | remote |
| | | | | |
| Queensland | Woorabinda | Woorabinda Aboriginal Shire Council | \$55,000 | remote |
| | | | | |
| Western Australia | Tom Price | Gumala Aboriginal Corporation | \$55,000 | remote |
| | | www.gumala.com.au | | |
| South Australia | Adelaide | University of Adelaide | \$34,177 | regional |
| | | www.adelaide.edu.au | | |

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|------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------|----------|----------|
| Queensland | Mornington Island (Gununa) | Mornington Shire Council | \$32,000 | regional |
| Queensland | Hope Vale | Hope Vale Aboriginal Shire Council | \$17,000 | remote |
| Queensland | Wujal Wujal | Wujal Wujal Aboriginal Shire Council | \$16,380 | remote |
| Queensland | Napranum | Queensland Remote Aboriginal Media (Aboriginal Corporation) www.gramac.org.au | \$16,280 | remote |
| Queensland | Pormpuraaw | Pormpuraaw Aboriginal Shire Council | \$15,780 | remote |
| Queensland | Ali Curung | Barkly Shire Council www.barkly.nt.gov.au | \$15,000 | remote |
| Queensland | Aurukun | Aurukun Shire Council www.aurukun.qld.gov.au | \$15,000 | remote |
| Queensland | Doomadgee | Doomadgee Aboriginal Shire Council | \$15,000 | remote |
| Queensland | Kowanyama | Kowanyama Aboriginal Shire Council | \$15,000 | remote |
| Queensland | Lockhart River | Lockhart River Aboriginal Shire Council www.lockhart.qld.gov.au | \$14,100 | remote |