



Warlpiri Media Aboriginal Corporation

ICN 8336 ABN 65 345 684 535

(trading as PAW Media and Communications)

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- Pintubi Anmatjere Warlpiri

Strategic Business Plan

2020 to 2025

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Ownership

Warlpiri Media Aboriginal Corporation owns all content in this plan.

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1. Overview

Warlpiri Media Aboriginal Corporation trading as PAW Media & Communications (PAW) has provided a diverse range of media, technology, training and employment services to remote Aboriginal communities in Central Australia for the past 30 years.

The organisation's activity base includes; media production (television, video, music, radio, animation and other digital content), digital literacy, language and culture support, book projects, technical and retransmission support, training local people in various technical and creative areas of digital media, RIBS broadcasting with a network of local presenters and engineers, the compilation of audio CDs, and various roles in establishing IT in the region. As there are few opportunities in the central desert for Aboriginal people to access employment, training, technology and skills development, PAW has become a major builder of individual and community capacity.

PAW has many achievements including:

- The collection and management of a nationally significant archive of Warlpiri media material developed over 30 years, which is of national cultural and linguistic importance.
- Award-winning productions such as Coniston, Bush Mechanics (TV Series), Milpirri - Winds of Change. Ngapa Jukurpa - Water Songline, Yarripiri's Journey, Animating Yimi, Aboriginal Rules and Bush Mechanics Animated, which have been developed through a strong base of skill, capacity and technology.
- PAW has earned high levels of support from the Pintubi, Anmatjere and Warlpiri people, as well as national and international recognition.
- Providing employment and training opportunities in a region where there are few options. In the last quarter of 2019, the organisation employed 40 Aboriginal staff in various capacities, and trained over 200 people in radio, music, video and in digital literacy.
- Successfully managing the broadcast facilities of 14 remote communities and outstations in the central desert region.
- PAW's community engagement has led to local people being interested in and developing the ability to relate to technology.

In its next phase of organisational development PAW will seek to apply business principles to strengthen the organisation's ability to serve the PAW peoples through the following strategies:

- a. Develop and support our RIBS communities
- b. Develop our employees
- c. Improve and extend our productions and services
- d. Focus on language and cultural maintenance
- e. Improve our buildings
- f. Improve our financial position
- g. Strengthen our operational ability, and
- h. Increase diversity within the organisation

The results from these strategies will enable PAW to continue its excellent work in the retention and promotion of culture and language, and community and regional economic development.

2. Current Position Analysis

2.1 PAW's Strengths

- PAW covers a large geographic area with 14 communities and approximately 5,000 people from three major language groups with eight language groups in total across the region
- A good equity position
- A high level of commitment, motivation and empowerment from staff and the Board, who work in a two-way collaboration model, with more Aboriginal employees than previously
- A strong name and reputation
- The organisation is alert to risk and opportunity
- The organisation has experience in managing large projects and productions
- The new content management system website is well established
- Translations for productions and information campaigns
- Managing media protocols
- A well-established archive
- The Board is strong, and staff work well together
- Strong programs across 5 departments

2.2 PAW's Weaknesses

- Managing the volume of work with available staff and resources
- Need for further resourcing of Warlpiri Media Archive and Language and Culture Room.
- Further Board governance and business training is required
- Staff housing remains an issue and limits recruitment and ongoing employment
- Need for computer and radio infrastructure upgrades across the entire PAW network
- There is not enough representation on the board outside of Yuendumu and Yuelamu communities.

2.3 PAW's Opportunities

- To develop a business model that will realise the organisation's income generating potential
- Maximise the resources of the archive and repatriation of content into the archive
- Pursue new funding for training and employment
- Increased brand recognition and organisational identity and purpose
- Stimulating regional economic, employment and enterprise development
- Developing new alliances and partnerships that will strengthen PAW's efforts
- Continue to build on existing social media pages, brands and engagement
- More channels available for the distribution of content – ICTV, IndigiTUBE, NITV, other RIMO radio networks, social media
- Knowledge sharing and collaboration with other RIMOs
- Training of local people in technical maintenance
- Greater engagement with and pursuit of funding for new and emerging forms of digital media

2.4 PAW's Threats

- There are risks associated with depreciation of assets, changing technologies and convergence
- The lack of a succession plan for key staff positions
- The lack of housing for non-local staff
- The lack of recurrent operational funding
- Not remaining relevant to the local people and communities
- Low engagement of women and young people
- Competing with other organisations working in the same space, particularly in digital media

2.5 Financial Analysis

The profit and loss analysis indicates:

- a) PAW Media & Communications ran at a deficit in the financial years 2016-17 and 2017-18, returning to a modest surplus of \$45,214.00 in 2018-19. Early indications are that the current 2019-20 financial year will also return a surplus and Management is confident that the organisation has the capacity remain in surplus for the duration of this Strategic Plan.

The balance sheet analysis indicates

- a) Strong equity position and asset over liability ratios
- b) The health of the balance sheet is strong, however, in the future the Board may wish to bear the following options in mind:
- c) The archive has not been valued and could be a financially valuable asset;
- d) Past productions have not been valued for their income earning power, ie. a re-release or resale of Bush Mechanics or Aboriginal Rules.

2.6 Conclusions

PAW is a going concern, subject to ongoing government funding, with a stable income and expenditure profile and a good equity position relative to total income, with additional options to strengthen its balance sheet if required.

The strengths, weaknesses, opportunities and threats have changed over recent years due to convergence of media and communications technologies. Other agencies are increasingly engaging in media production activities, as are individuals due to the increasing popularity of personal and mobile communications technologies.

PAW's current position of strength means it can expand its activities to better support the PAW network of communities. Running a more successful media enterprise will offer greater financial flexibility and less dependence on short term government funding, and thus PAW will be better able to pursue its own agenda into the future.

3. PAW's Purpose Statement

PAW is a community owned and directed media and communications provider that improves Pintubi, Anmatjere and Warlpiri (PAW) people's quality of life through:

- a. The celebration, recording and promotion of culture, language and history
- b. Ensuring our people have access to reliable information services, as accessed by all Australians
- c. Providing employment, enterprise and skill development through training and mentoring
- d. Empowering PAW peoples to assert their identity and share aspects of their culture and language that they choose to make accessible to others through a diverse range of media and technology
- e. Innovation in applying media and communication technologies to meet community needs.

4. PAW's Vision

PAW Media and Communications vision for the community /region is to see traditional culture and language recorded and preserved for future generations to view, learn from and engage with. We see increased employment and engagement in the community as vitally important, along with improved digital literacy skills amongst community members. PAW works towards Warlpiri people attaining self-reliance in media production activities. We do this by developing appropriate ways to record traditional culture, and by providing opportunities for culture to be expressed in new and creative forms be emerging indigenous media practitioners and performers. PAW maintains and strengthens governance of its corporate structure to pursue this vision effectively.

PAW'S vision is informed by the United Nations' Declaration on the Rights of Indigenous Peoples (adopted 13/9/2007), which sets out the individual and collective rights of the world's native peoples, calls for the maintenance and strengthening of their cultural identities, and emphasizes their right to pursue development in keeping with their own needs and aspirations.

Article 16 specifically states:

Indigenous peoples have the right to establish their own media in their own languages and to have access to all forms of non-Indigenous media without discrimination.

States shall take effective measures to ensure that State-owned media duly reflect Indigenous cultural diversity. States, without prejudice to ensuring full freedom of expression, should encourage privately owned media to adequately reflect indigenous cultural diversity.

5. PAW's Principles

PAW Media & Communications will achieve its purpose and vision through the following principles:

- a. Directors of PAW are accountable for the good governance of the organisation.
- b. Employees of PAW are accountable for producing results.
- c. Business principles will be deployed to realise PAW's purpose and vision.
- d. Control of television and radio transmission empowers Aboriginal people.
- e. Pintubi, Anmatjere and Warlpiri people should be able to independently produce their own content.
- f. Geographic isolation should not impede access to reliable information and media services.
- g. The retention and promotion of local Aboriginal culture and language is vital to community development and the national interest.
- h. Media and technology can assist to preserve local Aboriginal languages and culture.
- i. Local communities are able to harness global technologies for community and cultural gain.
- j. Organisational leadership mostly comes from the community appointed Directors.
- k. Innovative technology enables local communities to be represented locally, nationally and globally.
- l. The recording, production and broadcast of PAW culture and language must adhere to agreed protocols of representation, local involvement, Aboriginal cultural rights and intellectual property.
- m. Economic independence will position Pintubi, Anmatjere and Warlpiri people for a viable future.
- n. Providing opportunities for skill development and meaningful employment in media and IT related fields for Pintubi, Anmatjere and Warlpiri people is imperative for their sustainable future.
- o. The development of literacy, numeracy and technology skills is crucial to local economic, cultural and social development.
- p. The employment or engagement of skilled people from outside member communities is acceptable to ensure skills transfer to local Aboriginal people and organisational development.
- q. All people are equal regardless of gender, age, culture and language.

6. Strategic Goals and Actions for 2020-2025

The strategies for this period are to:

6.1 Engage with Communities across the PAW (Pintubi Anmatjere Warlpiri) Region

PAW has a responsibility to engage with, and represent, the interests of the communities of all Corporation members. – not just those living locally at Yuendumu. This includes communities where Anmatjere and Pintubi are the dominant languages. Due to recent changes in non-local staffing levels PAW's capacity to reach our RIBS communities has been limited.

Action:

PAW should consult with those more distant communities to create outreach projects suited to their interests and needs. PAW should develop production, recording and archiving activities that support Pintubi and Anmatjere languages, as well as Warlpiri. Focus on staff retention and planning. Provide regular community training and support visits by utilising all external organisational resources available to PAW.

6.2 Develop our employees

As one of the larger employers and trainers of Aboriginal people in the region, PAW has a responsibility as an employer and should seek to continually improve the quality of its productions and products through:

- a. Providing more trainers
- b. Offering opportunities for staff
- c. Formally recognising staff achievements
- d. Succession planning
- e. Creating business opportunities
- f. Assisting staff with Professional Development
- g. Develop a productive and positive work environment
- h. Broaden representative base from RIBS communities in governance and staffing.

Action:

PAW Media & Communications should develop a regional training and employment strategy to identify needs and opportunities, expand its employment base and support the professional development of its staff.

6.3 Improve and extend our productions and services

The demand and audience for our products and services will increase.

Action:

Engage with new and emerging technologies and platforms to achieve this.

6.4 Focus on language and cultural maintenance

Ensure language and cultural maintenance are central to all activities undertaken by PAW.

Actions:

a) Continue the successful Warlpiri Media Archive Revitalisation Project to:

- undertake urgent preservation of audio-visual material;
- install suitable monitoring equipment, relocate existing materials; and
- expand the archives digital storage capacity and physical storage space.

b) PAW Media should continue to develop the Language and Culture Room as outlined in the *Language & Culture Centre Business Plan 2015* in order to:

- enhance its relevance across the PAW region;
- offer an increased range of employment opportunities;
- diversify its funding base and avenues for community support;
- expand video documentation of language and culture;
- develop interactive online language resources; and
- produce audio-visual language teaching materials;
- provide a private space for viewing of culturally sensitive material

6.5 Improve our buildings

The state of the buildings impacts on PAW in various ways, including a lack of office space and specialist areas and access to adequate non-local staff housing. A long-term solution is required and should involve:

- a. pursuing a long-term lease arrangement with NT Education department;
- b. applying for government funds to refurbish existing premises to make better use of the available space;
- c. developing adequate untied surplus and equity to afford building improvements;
- d. Apply for funding and permissions from Power & Water to build new staff housing

Action:

PAW Media should identify building development requirements with costs and a plan to fund the works. They should also look into the possibility of refurbishing existing buildings and acquiring longer term leases on current buildings. PAW Media should develop a staff housing project proposal with a strong environmental plan to maximum self-sustainability.

6.6 Improve our financial position

Whilst PAW is currently in reasonable financial health, it will have to endure depreciation and other cost pressures going forward and currently lacks adequate surplus funds to pursue innovations or capacity improvement. Therefore, a high priority should be given to generating untied surplus. The preliminary list of ideas identified to generate greater untied surplus include:

- a) corporate production and broadcast slots;
- b) service delivery;
- c) seek donations and other fundraising opportunities; and
- d) product sales and merchandising.

Action:

PAW to develop the PAW Business Plan using an appropriate consultant to support diverse income generation models.

6.7 Strengthen our operational ability

Governance and operational ability need continual development including:

- a. Provide further Governance and Business training;
- b. Ensure PAW's IP is protected e.g. through trademark, copyright and/or licence;
- c. Strengthen skills in business growth and marketing; and
- d. Develop external relationships that can support PAW including; with traditional owners, trainers, external media, other communities, peak industry bodies – FNMA, ICTV, AICA and funding bodies.

Action:

The General Manager and Board work closely together to ensure ongoing governance and organisational development. The Board and staff should continue participate in ongoing governance and business training.

6.8 Increase diversity within the organisation

PAW Media employs and engages people all across the PAW network although the majority of the people engaged are men between the ages of 20-55. PAW needs to broaden the diversity of employees.

Action:

Ensure that staff provide specific opportunities and workshops for women and young people.