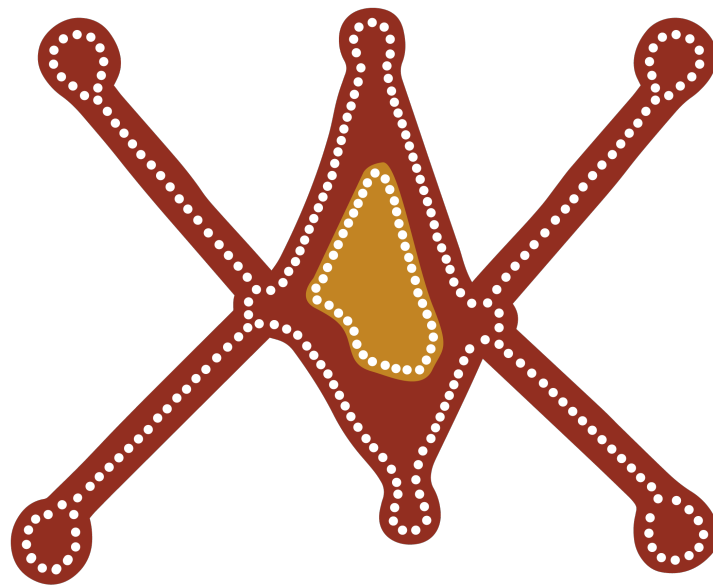


STRATEGIC PLAN

January 2023 – January 2026

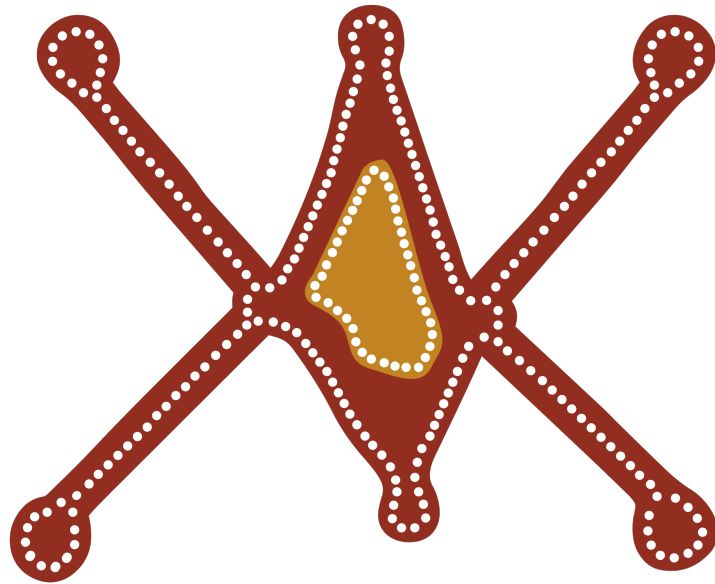


Waringarri Media

Bringing the East Kimberley Together

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Waringarri Media

Bringing the East Kimberley Together

About us

Who we are

Waringarri Media Aboriginal Corporation (WMAC) is an Aboriginal-owned not-for-profit organisation that has been in operation for more than 35 years. 6WR Waringarri Radio – the broadcasting branch of WMAC – services the whole of the East Kimberley community. Based in Kununurra our broadcasts extend to around a 300 kilometre radius on the 693AM band frequency. We also have the capability to broadcast on FM in Warmun, Argyle Diamond Mine, Wyndham and Kalumburu.

As an Aboriginal-owned corporation, a key focus for WMAC is to foster, promote and protect local Aboriginal culture and language. Through our programs, we seek to build trust in our community – among Aboriginal people and the wider Kununurra community. We also seek to support Aboriginal wellbeing outcomes by offering training and employment to Aboriginal artists and broadcasters, and by partnering with Aboriginal health organisations and services.

As a corporation, WMAC relies on government funding and sponsorships to operate. While we generate some income through non-government grants, most of our funding comes from government grants.

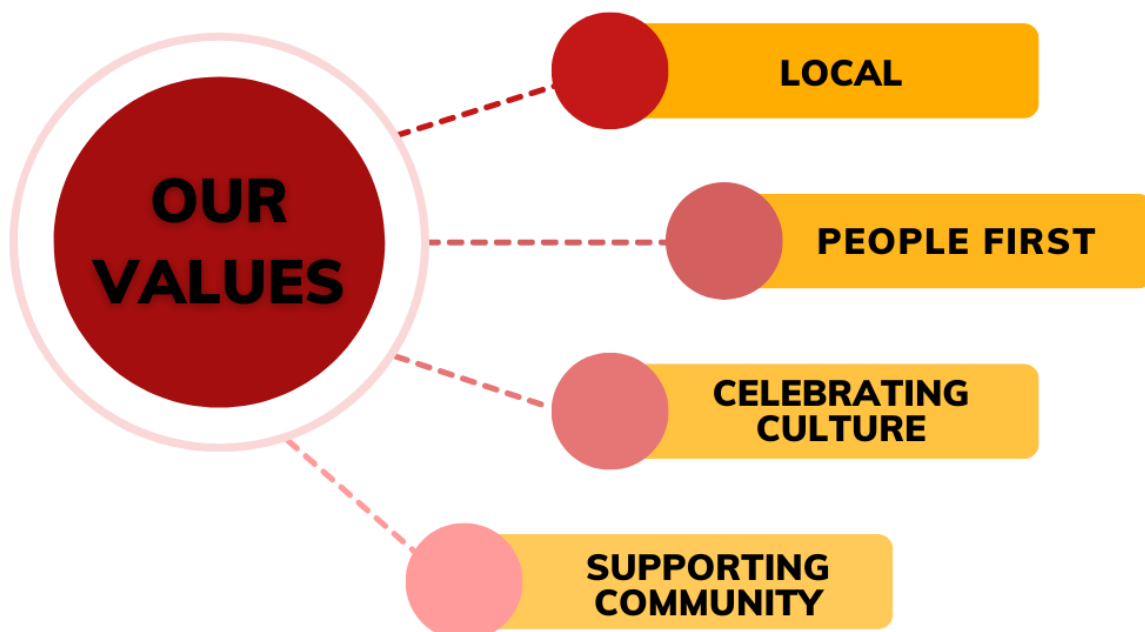
Our vision

To bring communities of people together and build greater understanding, mutual respect, and trust.

Our mission

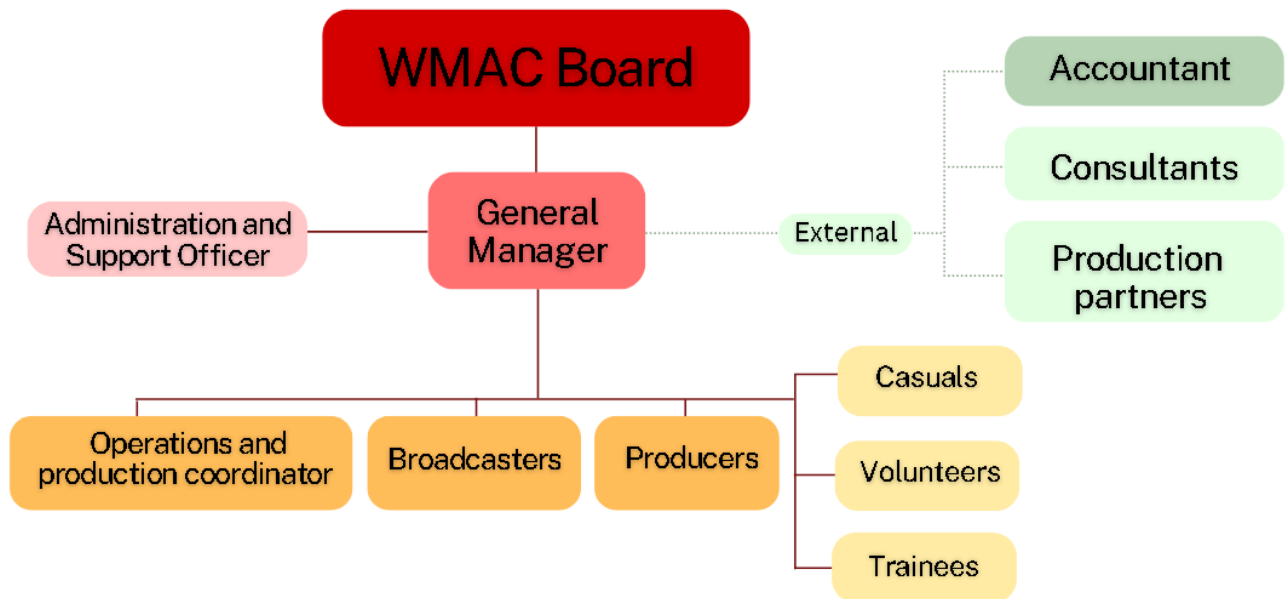
To enhance the lives of local people and the communities we serve by providing entertaining, educational, and informative broadcasting and media productions.

Our values



Our structure

We are a small corporation that operates under the direction of the General Manager. We ultimately report to the WMAC Board.



Our stakeholders

Waringarri Media has a broad range of stakeholders – both internal and external – that support various aspects of our operations:

- the Board
- staff and volunteers
- technical service providers
- Aboriginal partnerships
- state and Commonwealth government
- corporate partnerships
- listeners and broader community.

Stakeholder	Role
The Board	<ul style="list-style-type: none"> • Work with the General Manager to set our priorities and our strategic direction
Staff	<ul style="list-style-type: none"> • Together with the General Manager, deliver on the strategic direction set by the Board
Volunteers	<ul style="list-style-type: none"> • Contribute their skills and lived experience to develop content and support our operation
Aboriginal partnerships	<ul style="list-style-type: none"> • Work with the General Manager, staff and volunteers to develop content that is culturally appropriate and supports Aboriginal culture, tradition, language and community wellbeing.
State and Commonwealth	<ul style="list-style-type: none"> • Support our operations financially through grants and sponsorship • Provide us with licence to broadcast • Collaborate on content that supports community health and wellbeing
Broadcasting networks	<ul style="list-style-type: none"> • Advise on best practice content development and broadcasting • Advise on funding opportunities • Collaborate on content – e.g. daily news
Listeners and broader community	<ul style="list-style-type: none"> • Provide feedback on our services and programs through surveys, social media engagement or direct feedback

Our resources

Type of resource	Description
People	<p>We have a limited workforce comprised of:</p> <ul style="list-style-type: none"> • General Manager – Fernando de Freitas • Operations Coordinator – Kevin Hoang • Broadcasters – Scott Day (Permanent PT), Nathalia Imberlong, Donny Imberlong, Bryan Gallagher (Casuals) • Administration Officer – currently vacant
Equipment	<p>We have recently upgraded our studios and equipment. Our resources include 3 studios with:</p> <ul style="list-style-type: none"> • 3 fully equipped studios with panels and 3 microphones • New music playout system called Station Playlist • 3 new computers for each studio • New emergency backup system with new 5-year batteries • Photography camera, video camera and zoom recorder
Facilities	<p>Our base comprises 3 studios, a board room in a separate donga, and an administration block. We have been in the same location since the beginning of our operations which means our facilities are easily found and recognised by the community.</p>
Name and brand	<p>We have been operating under the same name and brand for more than 35 years which means we have a strong presence in the community.</p>
Standards and governance	<p>We have an industry-approved code of practice. We also have:</p> <ul style="list-style-type: none"> • a set of revised policies and procedures that allow us to operate safely and to a high standard of quality • established induction processes that include work health and safety and performance management. <p>We have a board that keeps us accountable in our vision, mission and priorities. Our organisational structure is clear and well established.</p>
Licences	<p>We currently hold the following licences:</p> <ul style="list-style-type: none"> • AM License in Kununurra, • FM licences for broadcasting Warmun, Argyle Diamond Mine, and Wyndham.
Connections	<p>We currently have strong working relationships with a range of Aboriginal organisations in the region:</p> <ul style="list-style-type: none"> • Mirima Dawang Woorlab-gerring culture and language centre • Binari Binya Yarrowoo • Kununurra Waringarri Aboriginal Corporation • Wunan Foundation • Ord Valley Aboriginal Health Service • Boab Health • Aboriginal Family Legal Service WA <p>We are also developing relationships with:</p> <ul style="list-style-type: none"> • Waringarri Aboriginal Arts • East Kimberley Job Pathways

Type of resource	Description
	<ul style="list-style-type: none"> • MG Corporation <p>In the broader community, we have strong relationships with:</p> <ul style="list-style-type: none"> • Jawun • Kimberley Birds • Shire of Wyndham and East Kimberley (SWEK) <p>In the broadcasting area, we have relationships with:</p> <ul style="list-style-type: none"> • First Nations Media Australia • National Indigenous Radio Service • Community Broadcasting Association of Australia • Pilbara and Kimberley Aboriginal Media (PAKAM Network) • Ngaarda Media

What we do

Our current radio programs

Live broadcasting by Waringarri Radio is mainly comprised of music, talk breaks, Aboriginal programs and local content

Program	Description	Host/production	Hours per week
6WR Music Mix	A mix of old classics from home and abroad, new Aussie music, indigenous and country.	Playlist generated	22
Afternoon Escape	Daily show featuring music, an interview with an upcoming Australian artist, especially from the Kimberley and WA	Nathalia Imberlong	10
All Indigenous Music Mix	Daily show featuring all-Indigenous bands and musicians from across the Kimberley and Australia	Indigenous Playlist	35
Aussie Rock Music Drive-time Show	Daily music show featuring classic Aussie rock and pop music from across the generations.	Playlist – seeking a presenter	10
Brekky with Scotty	Daily weekday breakfast show featuring music, interviews, comedy and community noticeboard	Scott Day	20
BG Tuesday Lunchtime Show	Weekly music show and requests	Bryan Gallagher	2
Consumer Watch	Weekly program raising awareness of scams affecting people in the region	Nathalia Imberlong and Teena Forrest Consumer protection WA	1
Country Matters	Weekly program with an Aboriginal lens on country. Shared on PAKAM & NIRS	Donny imberlong Share on NIRS	1
Cyberbeat (External network)	Weekly program with news and analysis on what's happening with the internet in Australia – including scams	Community Broadcasting Association of Australia Community Radio Network	15-minute external show attached to Consumer Watch
Gospel Hour	Weekly Sunday morning gospel show with the Kununurra Anglican Pastor	Daniel Faricy	1

Program	Description	Host/production	Hours per week
Gospel music	Weekly Sunday show featuring gospel music and interviews	Wendy Buttle	1
Legal Eagles	Weekly advice show on family law and more	Tawanda Mukosi Aboriginal Family Legal Service WA	1
Miriwoong Alive!	Weekly show celebrating Miriwoong people, culture, language, stories & history	Che Kelly & Mirima team	1
Staying Healthy in the Kimberley	Weekly show focusing on positive health initiatives across the region	Nathalia Imberlong	1
Yarning Business	Interviews with Kimberley-born Indigenous business women. Shared on PAKAM & NIRS	Natasha Short	1
External Networks			
Aussie Music Weekly	Emerging artists – music and interviews	Community Radio Network	2
Australian Music is Bloody Great	Weekly show that features Australian independent artists talking about their music	A different artist each week Community Radio Network	2
Countryfolk Around Australia	Live national Sunday music show	Dianne Hammond Community Radio Network	3
Country Affairs	Like Kimberley-Wide Talks Show with Sandy Dann	Radio Goolarri in Broome	1
Deadly Beats	Weekly Indigenous Hip-Hop and RnB show – includes interviews with local and national Indigenous urban music artists	Big Sexy Community Radio Network	2
Good Morning Country	Live national breakfast show featuring country music	Kevin Walsh and Heather Farrell Community Radio Network	20
Mary G Show	Live Music Show	Radio Goolarri in Broome	3
New Releases Show	New Aussie Music	Community Radio Network	1

Program	Description	Host/production	Hours per week
NMA Chart Countdown	Top 10 Indigenous songs of the week	DJ Matty J Community Radio Network	2

Where we are now

Strengths

Issue	Description
Name and community presence	WMAC has a long-established, recognisable name and presence in the East Kimberley. We are the oldest running Aboriginal-owned radio station and the only radio station based in the East Kimberley. We are well-known to be local and closely connected to the community.
Studios and equipment	With recent upgrades, our studios and resources are modern and well established which gives us the capacity to develop our own content – both in terms of broadcast material and visual material.
Aboriginal ownership and governance	We have culturally appropriate content that celebrates and promotes local Aboriginal culture and language. Operationally, we answer to the WMAC board, which is 100% Aboriginal. We are led by community priorities and needs.

Weaknesses

Issue	Description
Small workforce	We currently have 4 staff members, only 2 of whom are Aboriginal. Our current workforce is primarily focused on keeping WMAC operations running, with limited capacity to develop new programming or expanding our service offering.
Limited partnerships	While we already have some partnerships with Aboriginal corporations, they are mostly inactive and rely on the General Manager to drive them. We currently have limited relationships with Aboriginal culture corporations, educational and vocational corporations
Old facilities	The administration block is old and hasn't been updated in a long time. This translates to high power and maintenance bills, poor image for visitors and stakeholders and low sense of ownership for employees and volunteers.
Lack of evidence-based audience surveying and segmentation	We have a limited understanding of who our audience is – what they want, need, and expect from a radio station. We rely on hearsay and anecdotal feedback to shape our programming and service offering.

Issue	Description
Lack of strategic direction	We currently have no strategic plan we're implementing. For the past eight years, we have operated without an articulated vision, mission or values. Our past stated vision 'To be the Aboriginal Voice of the North-East Kimberley' became stale and disingenuous as it wasn't being lived up to.
Lack of marketing, communication and branding strategy	We have no plan or assets to expand our influence with local business and community, which means we have limited opportunities to recruit new staff and volunteers, to establish new partnerships or secure funding.
Little online presence	<p>Our website is outdated and inaccessible. This means we can't offer reliable streaming services. It also limits our possibilities of engaging with the community since we have no single repository of information about us and our programs.</p> <p>Our social media presence, which is our younger audience's preferred channel, is inconsistent. We currently only have a presence on Facebook – no presence on Instagram, TikTok, YouTube or LinkedIn.</p>
Few training and professional development opportunities for staff and volunteers	We have limited capacity to offer professional development to staff or volunteers who want to develop their skills in broadcasting, writing and communication, administration, people management, media production, or project management. This means we are less attractive as an employer, which affects our ability to recruit and retain new staff and volunteers.
Few established human resources processes and frameworks to support our staff	<p>We currently don't have a performance framework to guide our performance development agreements and performance review processes.</p> <p>We also have no formal processes to allow staff to escalate and resolve concerns and/or conflict.</p> <p>We have no policies or processes to support staff mental and physical health and wellbeing.</p>

Opportunities

Issue	Description
Partnerships with Aboriginal corporations	Broader engagement with Aboriginal partners to develop content that promotes, preserves, and celebrates local Aboriginal culture and language.
Partnerships with schools and vocational education organisations	Source young Aboriginal people to work and/or volunteer with WMAC to develop new, engaging content and to build local capability to support WMAC into the future.
Engagement with local business	Open up opportunities for funding and sponsorship by establishing connections with local businesses.
Improved online presence	Improve engagement with the community by rebuilding the WMAC website to be engaging and accessible, and to link to

Issue	Description
	it through social media, broadcast advertisements, multimedia products and word of mouth.
Engagement with the broader community	<p>Increase community awareness of WMAC and facilitate more engagement with community and audience through more public-facing events and outside broadcasts.</p> <p>Expand our network by working with the Shire of Wyndham and East Kimberley Council and other local business, government and NGO organisations.</p>
Targetting the younger audience	Recruit young presenters to develop and produce programs designed to appeal to younger audiences.

Threats

Issue	Description
Perception of WMAC as only serving Aboriginal community	We want our image to be clear as Aboriginal-owned but serving the whole community.
Lack of appeal to younger audiences	Younger audiences consume content through different channels. If we don't shift our focus to target younger people, we run the risk of becoming irrelevant in future.
Unskilled and untrained staff, low Aboriginal representation in our workforce and high staff turnover	We have a small workforce, mostly untrained which means we have limited human resources to dedicate to producing, presenting and promoting new content. Existing staff have few opportunities for personal and professional development and training which makes our employment offer less attractive.
Outdated archiving and file naming conventions	We have no established file naming conventions and our folder structure is inconsistent and not intuitive. This puts at risk of losing access to digital assets and company knowledge.

Our way forward

Our priorities

Radio programs and multi-media productions that involve and promote Aboriginal culture and language

As an Aboriginal-owned media organisation that services the whole community, we want to preserve, promote and celebrate local Aboriginal voices, culture and language.

Opportunities for local Aboriginal young people

As part of our mission to support local Aboriginal community, we want to offer young people opportunities to develop media, communication and broadcasting skills, as well as opportunities to actively contribute to their community and to promoting and celebrating their culture.

Financial sustainability

We need to build our funding and sponsorship opportunities so we can become less dependent on government grants. This, in turn, will give us the autonomy to pursue more programs, and financial security to offer more employment and grow.

Greater reach

We need to expand our presence and reach within the community so we can:

- grow our audience
- expand our sponsorship opportunities
- deliver crucial information – like health and legal advice, community events, and culture and language programs – to more people
- expand our influence in the East Kimberley region.

This also includes expanding our service offering. As a media service provider, we want to promote our design and communication services, as well as our expertise in developing audiovisual content – video and audio advertising, for example – for a range of channels.

Goals	Activities	Progress goals		
		2023	2024	2025
More local content and community engagement				
Increase local content in live talk breaks by 50%	<ul style="list-style-type: none"> Develop daily formatted segments for broadcasters Local content training for broadcasters 	2 new broadcasters Training plan for broadcasters	2 new broadcasters Implementing training plan	2 new broadcasters
Perform minimum of 4 paid outside broadcasts per year	<ul style="list-style-type: none"> Pre-plan major outside broadcasting events Outside Broadcasting training for all staff Waringarri Radio annual local event 	4 activities	4 activities	4 activities
Increase Aboriginal content and programs by 60%	<ul style="list-style-type: none"> Leverage Aboriginal cultural content from other stations Stories of local Aboriginal people compilation 	30% more Aboriginal content	20% more Aboriginal content	10% more Aboriginal content
Develop minimum of 5 partnerships per year with local organisations	<ul style="list-style-type: none"> Develop partnership with MDWg for new culture show Develop partnership with local schools and youth groups Develop new project opportunities with Waringarri Aboriginal Arts, MG, Wunan and other Aboriginal-owned organisations Offer work placements to East Kimberley Job Pathways 	2 activities	2 activities	2 activities
Better employment and training opportunities for young Aboriginal people				
Employ a minimum of 80% Aboriginal staff	<ul style="list-style-type: none"> Apply for 2 more NJP roles Further develop relationship with EKJP & Centrelink 	50% Aboriginal employment	70% Aboriginal employment	80% Aboriginal employment
Increase staff retention rate to at least 12 months	<ul style="list-style-type: none"> Ensure pay rates comply with national awards Provide counselling / support options for staff Monthly manager staff meetings Team bonding activities 	3 months	6 months	12 months

	<ul style="list-style-type: none"> Board to meet staff at the Radio 			
Improve behaviour and technical skills of staff	<ul style="list-style-type: none"> Induction training Broadcasters training pack Develop Performance Management Framework 	5%	10%	15%
Sustainable income				
Increase paid sponsorships by 60%	<ul style="list-style-type: none"> Maintain up to date sponsorship pack Increase local and national sponsorship sales Full Tourist Radio advertising slots Increase video content and 'live video streaming' 	30%	20%	10%

Greater reach

Increase listenership and streaming of the media services

- Increase video and audio live stream (in studio, website, and on location)
- Develop and implement promotional/marketing strategy
- Increase volunteers numbers

30%

10%

10%

Upcoming projects

Creating a new website

In the next 6 months, urgent need to rebuild our website so it is:

- accessible
- informative
- engaging
- fit for purpose.

This project will also include setting up a new domain that allows WMAC to host our corporate email system.

This will involve:

- new information architecture
- new and updated copy that promotes our content, values and priorities
- improved functionality, particularly for consumption in areas of low reception – simple coding
- streaming capability so audience can consume our content online.

Milestone	Description	Timeline
Set up a project plan, budget	Establish a project plan and budget, and engage a website designer & developer.	February 2023
Project team	GM & Operations Coordinator to drive the project with input from outside experts.	February 2023
Project development and rollout	Working closely with the designer & developer to build, test and launch new website.	June 30 2023
Final Version	After working closely with designer and providing all new content and images – Board meeting presentation.	August 30, 2023
Launch	Once ready and fully tests – soft launch with final launch at Revival Party!	20 October 2023

Designing and implementing a marketing and communication strategy

We need a strategy to guide us in broadening our engagement with community to secure consistent funding and improve our presence and influence.

This strategy must include:

- audience survey and segmentation to make sure we're transmitting the right message at the right time and in the right format to maximise our influence
- an analysis of our existing channels – e.g. broadcasting, social media, sponsorship and events – so we know who is engaging with us through each channel, and how best to address them
- content and communication guidelines for each channel – conventions of tone, style and voice for each channel to make sure we're reaching our target audience while also maintaining a consistent voice and brand.
- key messages about our mission, vision, values and priorities.

Milestone	Description	Timeline
Preliminary draft	A preliminary draft including: <ul style="list-style-type: none"> • purpose of the document • identified channels • draft communication guidelines 	Late 2023 - early 2024
Audience survey and segmentation study	Survey and study of current, past and potential audience to understand: <ul style="list-style-type: none"> • how they interact with us • what they expect from our services • how they would prefer to interact with us. 	Late 2023 - early 2024
Draft and revision	Draft presented to the Board.	Late 2023 - early 2024
Final Version	Presented for Board approval and implementation	Early to mid 2024

Adding FM transmission and consolidating our frequencies across the region

We need to consolidate our frequencies so it's consistent across the Kimberley. This includes:

- establishing FM transmission in Kununurra
- applying for new FM license in Kununurra and unify the FM frequencies so they are all 102.1 FM across the region. Currently we have 3 different FM frequencies.
- Applying for the next round of NIAA/FNM Infrastructure funding for upgrading all 4 transmitter sites in our region.

Milestone	Description	Timeline
Application for new and adjusted ACMA licenses	Need to formally apply and pay for these	By August 2023
Application for new round of Infrastructure Project funding	Federal Budget announcement expected in 2024 budget – followed by rollout and applications	Sometime in 2024

Developing a sponsorship policy and plan

To become financially sustainable and autonomous, we need to expand our sponsorship base. At the moment we have no plan or strategy to guide our engagement with existing and potential sponsors.

We need to develop a strategy that includes:

- guidelines for establishing relationships with existing sponsors
- marketing and communication guidelines to source and engage new sponsors
- guidelines about who we engage with as sponsors.

The sponsorship policy and plan will link to the marketing and communication plan.

Milestone	Description	Timeline
Audience survey and segmentation study (as part of the marketing and communication plan)	Survey and study of current, past and potential audience to understand: <ul style="list-style-type: none"> • how they interact with us • what they expect from our services • how they would prefer to interact with us. 	After launch of new website in late 2023 – early 2024.
Final marketing and communication plan	Final draft approved by the WMAC Board	By first part of 2024
First draft	Draft including: <ul style="list-style-type: none"> • conclusions from audience survey and segmentation study, specifically referring to businesses and organisations • list of existing sponsors • criteria to source and engage new sponsors • key messages to use in communications to new and existing sponsors. 	By first part of 2024
Final draft	Final draft presented to the Board	By first part of 2024

Developing HR frameworks and resources

One of our priorities is to provide more and better employment opportunities to local Aboriginal young people. To be able to do this, we need to develop a range of human resources frameworks and resources:

- a performance framework and related performance review and performance management policies and templates
- a process to guide probation
- a professional development policy and suite of offerings for staff in different roles – e.g. administration, broadcasting, copywriting, management, etc.
- a conflict resolution process that allows staff to raise, escalate and address conflict safely
- a mental health and wellbeing framework and policy, and support for all staff
- succession planning policy, including detailed job descriptions for each role and comprehensive training plans
- an induction plan for each role including organisational knowledge, basic training in the skills and attributes needed for each role, and information about support resources.

Milestone	Description	Timeline
Source Jawun HR specialist	Next round of Jawun secondee to work on this project <ul style="list-style-type: none"> • an agreed list of outputs • deadlines 	October-November 2023
Final suite of HR products	Final drafts to the WMAC Board for approval as needed	November AGM 2023
Implementation review	Review of HR products 6, 12 and 18 months after finalising	June 2024, November 2025 and June 2026.

Rebranding and relaunching WMAC

Part of our new strategic direction involves reviewing our brand – both sound and image. This includes:

- reviewing and re-designing the Waringarri Media logo, colour palate, tagline and graphic identity
- reviewing our sound, including station ID, music mix, and voice and style in talk shows
- developing new templates incorporating the new logo, colour scheme and tagline
- rebranding existing documents.

Once we have re-established our brand, we need to present it to the community as the start of a new way of operating. As part of relaunching we will:

- host a relaunch party to promote our new image to the community
- reengage with stakeholders to present our new strategic direction and plan
- promoting our new strategic direction on air, focussing on attracting new staff and volunteers.

Milestone	Description	Timeline
Review logo and visual branding	<p>Redevelop our logo so it:</p> <ul style="list-style-type: none"> • shows our connection to local Aboriginal culture • reproduces well in all documents, products and channels • is visually appealing and engaging <p>Develop a primary and secondary colour palate that:</p> <ul style="list-style-type: none"> • works well with the new logo • reproduces well in all documents, products and channels • is appealing and engaging • is accessible. <p>Establishing consistent fonts and styles (size, spacing, colour, etc.) for all official documents.</p>	February-March 2023
Redevelop our sound identity	<p>Review and record new sweeps, station IDs and ads so that:</p> <ul style="list-style-type: none"> • local Aboriginal voices and language is prominent • there is a variety of voices that represent the diversity in our audience • words are clear and understandable, even when reception is low. <p>Drawing on the audience survey and segmentation study, review music playlists to appeal to our audiences</p>	March-April 2023
Implementing brand	<p>Develop a range of branded templates for:</p> <ul style="list-style-type: none"> • simple Word document (Header, footer, fonts, styles, etc.) 	August 2023

Milestone	Description	Timeline
	<ul style="list-style-type: none"> • complex Word document (Cover, table of contents, footers, etc.) • PowerPoint presentation (Header, footer, call-out boxes, fonts, styles, etc.) <p>Rebranding existing documents to align with new branding and templates.</p>	
Relaunch Party	<p>Host a community event to promote our new brand and strategic direction. This includes:</p> <ul style="list-style-type: none"> • creating posters, flyers and other advertising material to inform the community • setting outdoor sound system (speakers, microphone, etc.) to host the event • organise catering • GM prepare speech for Chair • invite people to participate in WMAC's work. 	22 October 2023