ICTV
Indigenous Community Television

2023-2027

STRATEGIC PLAN

ORGANISATIONAL STRATEGY

Indigenous Community Television Limited (ICTV) strategic objectives are aligned with its vision, mission, and purpose.

Vision

Strengthening culture and community through the power of the moving image.

Mission

ICTV supports a strong media community in remote Indigenous communities. ICTV grows audience and programming for Indigenous Australians in remote communities and the wider national population.

Purpose

To improve the lives of Indigenous Australians, especially those living in remote areas, through access to cultural and community video content.

OUR FOCUS AREAS

The Strategic Plan 2023-2027 outlines four strategic pillars to guide development of ICTV over the next four years.

1. **Provide accessible platforms**
   Maintain and support existing broadcast platforms and lobby for improved telecommunications access in remote communities.
2. **Growing a wider audience and profile for ICTV**
   Build our profile as the voice of remote Indigenous communities through research, targeted programming, and partnerships.
3. **Financial planning to ensure sustainability and growth**
   Increase self-generated income and funding through targeted campaigns and bespoke services for clients and stakeholders.
4. **Growing and supporting the sector**
   Establish supportive partnerships with industry members, clients, content creators and contributors.

ICTV footprint

Urban and regional areas that do not receive ICTV as a television service

Remote areas where ICTV is received via satellite

Towns where ICTV is received as a terrestrial service

BACKGROUND

Indigenous Community Television Limited (ICTV) is a unique media organisation that delivers cultural and community video content to remote Aboriginal and Torres Strait Islander communities around Australia and beyond. To achieve this, we operate two platforms, ICTV digital television and ICTV Play, our live and on-demand web streaming service. We also have a developing social media presence, using multiple platforms to create and share original content.

ICTV's programming presents the voices and stories of people in remote communities that are not represented in mainstream media. Our programming includes at least 50% Indigenous language content, and currently includes content in 148 languages. Content is contributed by volunteer media makers around Australia, including remote Indigenous media organisations, schools, art centres and others.

ICTV operates with the support of funding from the Federal Government via the National Indigenous Australians Agency (NIAA), plus various project grants and philanthropy. Approximately 20% of our income is self-generated revenue through advertising, sponsorships, in-house production, and live broadcasts.

In 2020/22, ICTV's commercial income increased due to demand around Covid-related health campaigns. To capitalise on this growth, ICTV will expand its client base for TV commercial production and airtime for governments and corporate clients targeting remote Indigenous communities.

While ICTV manages our own television playout and satellite uplink, we rely on the Federal Government-owned Viewer Access Satellite Television (VAST) digital network for broadcast to remote Indigenous communities, who would otherwise be without it. It is concerning that the VAST network is falling into disrepair due to a lack of Government commitment and funding. ICTV will continue to advocate for repair and maintenance of this vital network while exploring alternative distribution options.

Access to broadband in remote communities is also an issue. Currently, ICTV Play provides access for viewers only while connected to the internet. We are addressing this via the ICTV Play app (currently in development) which will allow viewers to download and view programs offline until internet access in remote communities is improved.

The purpose of this Strategic Plan is to guide ICTV business development over the next four years. Based on research and planning, we developed four strategic pillars with key objectives and actions that will provide a strong foundation for efficient decision making and greater momentum moving forward.

RESEARCH INFORMING THIS PLAN

Strategic planning was informed by five key planning projects.

1. ICTV Strategic Planning Workshop

The 2017-2021 Strategic Plan ended in 2021, however Covid delays and a change of leadership meant that our planning workshop was not held until November 2022. Held in Mparntwe, the workshop was attended by the ICTV Board. The workshop focused on:

- Defining the new external landscape and identifying threats and opportunities
- Creating a shared vision for success and sustainability
- Considering stakeholder and staff needs.

2. National Indigenous Australians Agency (NIAA) vision and funding commitments

- The Government commitment to maintain current funding allocations for the next two years (2023-25)
- Department of Infrastructure sector sustainability review currently underway, looking at the 17 close-the-gap targets.

3. Digital Futures 'Mapping the Digital Gap Research Project, 2021-24'

Research project investigating the viewing behaviours, platform/channel usage, digital access, and digital capacity in remote communities. Interim results provide the following insights:

- The digital gap is widening; companies with strong digital capabilities and resilient digital infrastructure outperform companies without these strengths
- ICTV is accessed less than in the last survey
- Technical and maintenance problems with VAST and set-top boxes mean people are paying for access to entertainment on mobile.
- Facebook is still a major source of news for people in remote communities, with increasing competition from other big tech
- ICTV is competing with fast growing platforms (YouTube and TikTok) for audience share
- Access to mobile content is a challenge due to the high cost of pre-paid and restricted access to post-paid plans for people in remote communities.

4. Business Development Plan (2023)

The Business Development Plan provided insights and opportunities as follows:

- Develop value propositions that target longer-term, higher value contracts
- Target organisations with shared values
- Capitalise on ICTV's ability to help potential sponsors and funding bodies meet their corporate social responsibility (CSR) targets.
- Target philanthropists who have an interest in issues affecting Indigenous
- Ensure monitoring and evaluation to gather and communicate the data to stakeholders
- Collaborate with aligned broadcasting organisations.

5. Audience Survey 2022/23

In 2018, 58% of people surveyed said they watched ICTV regularly. In 2023, this increased to 63% (8.62% increase). Key findings from the 2023 survey included:

- 19% of audience watch ICTV every day
- 33% watch between 6-9pm
- 50% watch at a regular time
- 66% of people enjoy watching Hunting, Bush Foods or Cooking programs on ICTV.

ORGANISATIONAL OBJECTIVES

Each strategic pillar has key objectives:

1. **OPERATIONS: Provide accessible platforms**

   Maintain and support existing broadcast platforms and lobby for improved telecommunications access in remote communities.

   Key objectives

   - Be at the forefront of content delivery and emerging technology in remote communities
   - Support and advocate for improvements to VAST
   - Advocate for improved telecommunications infrastructure in remote communities
   - Improve ICTV Play viewership
   - Continue to be a leader in Indigenous language use and revival
   - To support remote and regional media organisations, communities and individuals.

2. **MARKETING: Growing a wider audience and profile for ICTV**

   Build our profile as the voice of remote Indigenous communities through research, targeted programming, and partnerships.

   Key objectives

   - Gather relevant information about audience interests and demographics
   - Ensure programming remains relevant and of interest to our audience
   - Increase awareness of ICTV as the voice of remote community
   - Continue building partnerships to increase reach
   - Increase our visibility on the ground
   - Increase our capacity to respond to a increasingly changing environment

3. **FINANCE: Financial planning to ensure sustainability and growth**

   Increase self-generated income and funding through targeted campaigns and bespoke services for clients and stakeholders.

   Key objectives

   - Increase self-generated income
   - Seek additional funding
   - Improve relationships with stakeholders and clients
   - Ensure ICTV's resources are adequate to meet this plan
   - Develop funding model for content production
   - Develop and nurture partnership with philanthropic trusts and research leaders in the 'Social Mission Driven' (NFP) sector.

4. **INDUSTRY DEVELOPMENT: Growing and supporting the sector**

   Establish supportive partnerships with industry members, clients, content creators and contributors.

   Key objectives

   - Build healthy relationships with key industry players
   - Develop partnerships with contributors
   - Develop relationship with FRAIM
   - Improve training of staff, trainees, and cadets
   - Develop partnerships in production.

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