

3MDR.COM

**3▲DR97.1** fm



# 3MDR 97.1FM

Strategic Plan 2022 - 2027

# 3MDR INTRODUCTION

For nearly 40 years, 3MDR has been broadcasting from the Dandenong Ranges, east of Melbourne, Australia.

We are a progressive, creative community radio broadcaster and we are passionate about providing an alternative local media outlet for community members who want to express themselves.

Our association has 500 plus members, 80 volunteers, and two employees who regularly go above and beyond to keep the organisation functioning. Our members are 45% local, and 90% Victorian. We know that we need to further develop our volunteers and to support them more effectively, and to reduce the burden that our employees carry.



## DEVELOPING THIS PLAN

To develop this plan, we conducted a survey which was completed by 100 people, 34% of whom identified themselves as subscribers to one or more of our programs, and 24% as members of 3MDR.

The survey results suggest that the main motivation people subscribe to or join 3MDR is to support our community and the station.

The results also indicated that our listeners are attracted to 3MDR because of the diversity of our programming.

Listeners tend to be younger than our members and subscribers, and are more likely to use streaming services.

Results suggest that the station needs a more diverse program grid and that our listeners are accessing our content online, on demand and on a mobile device.



# CONSULTATION

## June 2022

### Planning

We hosted a planning workshop in June 2022 which was attended by 20 people, including eleven 3MDR volunteers. We identified the groups and people who made up our community, their connections and their strengths.

We also heard from a speaker from the Community Broadcasting Association of Australia, who encouraged us to engage strongly with our audience, to learn about the needs of our listeners, and to identify our “community of interest”.

## August 2022

### Review

In August 2022, the Committee of Management and the staff met to review the 3MDR vision and mission statements, identify our core values, and we fine-tuned our plan. Finally, we spoke to some of our partners.

**WE ARE PROUD OF  
WHAT WE HAVE  
ACHIEVED AND WE  
ARE EXCITED AND  
OPTIMISTIC ABOUT  
OUR FUTURE.**



## OUR VISION

Community engaged radio,  
broadcasting from the Dandenong  
Ranges to the world.

## OUR MISSION STATEMENT

3MDR will nurture and amplify  
independent community voices,  
expressed through local stories,  
music, art and culture, and inspired  
by our natural environment.

## OUR CORE VALUES

We are

- inclusive and representative of  
our diverse community
- responsive to our community,  
and
- respectful to all.

We will

- give unheard people in our  
community a voice
- champion creativity, and
- promote environmental  
sustainability.

## OUR STRATEGIES

- Form mutually supportive  
collaborations to promote and  
champion independent  
community voices
- Strive for excellence in  
broadcast content
- Conduct business ethically and  
efficiently.



# OUR COMMUNITY IS MADE UP OF:

- artists
- musicians
- music lovers
- environmental custodians
- community groups
- business owners
- venue operators
- local institutions, and
- people with interesting lives!



# OUR BROADCASTING LICENSE COVERS THE FOLLOWING AREAS:



Our radio signal can also be heard in the eastern suburbs of Melbourne, Mornington Peninsula and South Gippsland, in Victoria, Australia.

We are streaming online to the world.



## OUR STRENGTHS

- A diverse group of volunteers
- Providing a platform for the under-represented
- Passionate and dedicated staff and key volunteers
- A resilient organisation that is seeking to improve
- The Forest Park Homestead facility's large flexible spaces
- Strong governance, led by a committee with broad experience that can see beyond the present.

## OUR OPPORTUNITIES

- To tell our own story, how we fit in and how we can add value to the community
- To have a single mission, which will drive value, sponsors and partnerships
- To understand our audience and who we are connecting with.

## OUR CHALLENGES

- Our volunteers need more training, support and encouragement
- Some of our programming is not meeting the needs of our audience
- We need to reflect on what we are doing well and what can we do better
- There are gaps in our awareness of residents' interests in our broadcast license area
- We rely heavily on our staff and a few key volunteers
- Broadcasting can be done by anyone online, without a licence.

**STRATEGY 1: FORM MUTUALLY SUPPORTIVE COLLABORATIONS TO PROMOTE AND CHAMPION INDEPENDENT COMMUNITY VOICES**

**GOAL 1.1: CAPITALISE ON 3MDR'S SOLID REPUTATION AND RELATIONSHIPS IN THE COMMUNITY BROADCASTING SECTOR**

Objective	Action	Responsibility of	Measure
1.1.1 Maintain solid relationships with peak bodies in the Community radio sector such as CBAA, CBF, CMTO, NEMBC	<ul style="list-style-type: none"> <li>• Pro-actively seek new opportunities</li> <li>• Nominate for industry awards as appropriate</li> <li>• Advocate for improved services for small and mid-sized stations</li> </ul>	CoM & Staff	Projects identified and implemented  Awards won
1.1.2 Collaborate with other stations, share equipment, share purchasing	<ul style="list-style-type: none"> <li>• Share intellectual property and support and advise neighbouring stations</li> <li>• Explore opportunities to share staff to work with a number of local stations and to provide training to volunteers</li> </ul>	Staff	Projects identified and implemented
1.1.3 Stay informed on regulatory requirements (ACMA, ATO)	<ul style="list-style-type: none"> <li>• Respond to regulators' requirements to ensure ongoing compliance</li> </ul>	CoM	No instances of non-compliance

**GOAL 1.2: REACH OUT TO THE SECTIONS OF OUR COMMUNITY WHO ARE NOT CURRENTLY ENGAGING WITH 3MDR**

<b>Objective</b>	<b>Action</b>	<b>Responsibility of</b>	<b>Measure</b>
1.2.1 Engage with schools, sports clubs	<ul style="list-style-type: none"> <li>• Get more Youth voices on air (subject to funding and resourcing)</li> </ul>	Staff	New shows established
1.2.2 Engage with Indigenous and multicultural communities	<ul style="list-style-type: none"> <li>• Use census and council data to determine key indigenous and multicultural communities in the 3MDR community and their interests</li> <li>• Reach out to community groups that represent diverse cultures</li> <li>• Promote opportunities to be involved on 3MDR</li> <li>• Explore a partnership with National Indigenous Radio Service</li> </ul>	CoM & Programming Committee	Interests of diverse communities are understood and on-air programming reflects these interests
1.2.3 Be part of major events in our community (Lantern Parade, Open Studios, Belgrave Survival Day, open gardens, markets, cultural events)	<ul style="list-style-type: none"> <li>• Cross promotions</li> <li>• Outside Broadcasts</li> <li>• Pop-up studios during lead-up to an event, particularly in Cardinia and Knox subject to volunteer resources</li> </ul>	Staff & Volunteers	Increased awareness of 3MDR across broadcasting license area

**GOAL 1.3: MAINTAIN GOOD RELATIONS WITH OUR STAKEHOLDERS**

Objective	Action	Responsibility of	Measure
1.3.1 Engage with Bendigo Bank as a funding body and potential sponsor	<ul style="list-style-type: none"> <li>• Host a visit to the station and tour by Yarra Ranges cluster Bendigo Bank managers</li> <li>• Invite Bendigo Community Bank to major station events</li> </ul>	Staff	Bendigo Bank becomes an annual sponsor
1.3.2 Engage with Local government – Yarra Ranges, Cardinia, Knox	<ul style="list-style-type: none"> <li>• Consider providing services at The Homestead in post-emergency or power outage situations e.g. charging devices</li> <li>• Provide community announcements in post-emergency situations</li> </ul>	Staff	Scope of funding agreements with local government are expanded to include new activities that build community resilience
1.3.3 Engage with State government (Creative Victoria, Music Victoria, Department of Education)	<ul style="list-style-type: none"> <li>• Develop relationships with key government staff and politicians and provide them with regular updates and information</li> <li>• Attend webinars</li> <li>• Nominate for awards</li> <li>• Apply for funding</li> </ul>	CoM & Staff	Grants from state government are awarded to 3MDR  Awards are won

**GOAL 1.3: MAINTAIN GOOD RELATIONS WITH OUR STAKEHOLDERS**

<b>Objective</b>	<b>Action</b>	<b>Responsibility of</b>	<b>Measure</b>
1.3.4 Engage with Music/Arts organisations e.g. Burrinja, Dandenong Ranges Music Council, music clubs	<ul style="list-style-type: none"> <li>• Bring arts organisations together for a regional conference (subject to funding)</li> <li>• Provide opportunities for artists to be showcased on shows</li> <li>• Cross-promote activities</li> <li>• Consider sponsorship of key partners, and/or approach them to sponsor 3MDR</li> </ul>	Staff	Formalise one or more partnerships with arts organisations
1.3.5 Engage with emergency services organisations	<ul style="list-style-type: none"> <li>• Strengthen our emergency broadcasting role</li> <li>• Attend relevant forums, networks and meetings</li> </ul>	CoM	3MDR has a formally recognised role in response to emergencies

**STRATEGY 2: STRIVE FOR EXCELLENCE IN BROADCAST CONTENT**

**GOAL 2.1: PROVIDE PROGRAMMING THAT OUR COMMUNITY WANTS TO LISTEN TO AND ENGAGE WITH**

Objective	Action	Responsibility of	Measure
2.1.1 Provide more local news and information on air	<ul style="list-style-type: none"> <li>• Produce community news feeds and weekly “what’s on” announcements</li> <li>• Cross promotion of local events between programs, e.g. a gig guide, markets, community events</li> <li>• Approach service clubs about doing a regular show.</li> <li>• Invite community groups to run shows on air on topics that are of interest to our audience.</li> </ul>	Staff	3MDR is known by more people in its broadcasting licence area for providing timely, relevant and useful local information
2.1.2 Better targeted multicultural programming	<ul style="list-style-type: none"> <li>• Be guided by broadcasting licence area demographics, approach sponsors</li> <li>• Benchmarking against other community radio stations</li> </ul>	Staff	Our multicultural programs represent the multicultural composition of our broadcasting license area demographics

Objective	Action	Responsibility of	Measure
2.1.3 Amplify diverse local voices and stories about the 3MDR community	<ul style="list-style-type: none"> <li>• Collect and use stories about the station and its people, build our profile and our identity</li> <li>• Celebrate our successes by designing a new station show, and apply for a CBF grant</li> <li>• Celebrate 40 years of broadcasting in 2025 (e.g. publish a book, interviews, stories)</li> <li>• Talk about the big issues impacting our community</li> </ul>	CofM, Staff & Volunteers	3MDR is recognised as an essential and respected community organisation
2.1.4 Promote and support more local artists	<ul style="list-style-type: none"> <li>• Approach artists to be 3MDR ambassadors and to become involved in 3MDR's stakeholder engagement activities</li> <li>• Grow our capacity to host live music</li> <li>• Encourage presenters to promote local musicians and artists</li> </ul>	Staff	3MDR is known as an arts hub and resource centre for artists and musicians
2.1.5 Increase number of Rainbow and youth presenters	<ul style="list-style-type: none"> <li>• Engage with Rainbow families through community health agencies and Councils</li> <li>• Connect with Rainbow and Ally groups at secondary schools in our community</li> <li>• Develop projects, identify funding sources and apply</li> <li>• Prioritise these cohorts in programming decisions</li> </ul>	Staff	More rainbow content on air, more representation by the rainbow community amongst 3MDR volunteers

Objective	Action	Responsibility of	Measure
2.1.6 Better understand needs, interests and habits of the residents in our broadcasting license area	<ul style="list-style-type: none"> <li>• Research the needs of the communities in our license area using surveys, seeking feedback and analysing demographics</li> <li>• Make adjustments to our programming to meet the needs of the community in our license area</li> </ul>	CoM	Maintain a balance in programming between the communities in our broadcast area
<b>GOAL 2.2 UPGRADE EQUIPMENT AND FACILITIES</b>			
2.2.1 Maximise the potential of The Homestead studio site as a music hub	<ul style="list-style-type: none"> <li>• Live gigs, live to air, recordings, rehearsals</li> <li>• Working bees to sort through old musical equipment</li> <li>• More technical and sound engineering training for volunteers</li> </ul>	Staff & Volunteers	The Homestead becomes a resource centre for local musicians
2.2.2 Effectively maintain and upgrade our physical assets and equipment	<ul style="list-style-type: none"> <li>• Identify equipment and asset gaps through an audit</li> <li>• Update our asset register</li> <li>• Develop a succession plan for equipment</li> <li>• Establish a fault log</li> </ul>	Staff	Number of equipment failures declines



**STRATEGY 3: CONDUCT BUSINESS ETHICALLY AND EFFICIENTLY**

**GOAL 3.1: ENSURE FINANCIAL SUSTAINABILITY OF 3MDR INC**

Objective	Action	Responsibility of	Measure
3.1.1 Make it easier for people to donate to 3MDR	<ul style="list-style-type: none"> <li>• Research best practice ideas</li> <li>• Promote and enable subscriptions and donations at events and develop an events kit</li> <li>• Promote our website</li> <li>• Tap into resources at ourcommunity.com.au</li> <li>• Provide a regular donation option on our subscription form</li> </ul>	Staff	Revenue from donations increases  Number of subscriptions increase
3.1.2 Understand the financial challenges and risks to 3MDR	<ul style="list-style-type: none"> <li>• Develop a strategy to remain viable</li> <li>• Undertake a risk analysis with staff, volunteers and the CoM to understand risks</li> <li>• CoM to develop Annual Plans based on this Strategic Plan</li> <li>• Develop a Risk Management and Mitigation Plan</li> <li>• Develop a Grants Plan annually</li> <li>• Develop a 5-year budget that is revised annually</li> </ul>	CofM	Annual Plan, Risk Management and Mitigation Plan, Annual Grants Plan, 5-year budget produced

Objective	Action	Responsibility of	Measure
3.1.3 Develop customer relationship policy and procedures	<ul style="list-style-type: none"> <li>• Upgrade our CRM software</li> <li>• Develop CRM policy</li> </ul>	CofM & Staff	3MDR is recognised as an essential and respected community organisation
3.1.4 Attract new sponsorships	<ul style="list-style-type: none"> <li>• Employ a sponsorship coordinator</li> <li>• Revise Sponsorship Policy</li> <li>• Engage potential sponsors through our volunteers, members and subscribers</li> </ul>	CofM, Staff & Volunteers	Increase in sponsorships and income
3.1.5 Retain our FM band and Studio Transmitter Link (STL)	<ul style="list-style-type: none"> <li>• Participate in lobbying actions led by peak bodies</li> </ul>	CofM	Our FM band and STL are retained

**GOAL 3.2 : COMMUNICATE EFFECTIVELY AND OPENLY WITH OUR COMMUNITY**

<b>Objective</b>	<b>Action</b>	<b>Responsibility of</b>	<b>Measure</b>
3.2.1 Provide easier access to streaming platforms of 3MDR programs	<ul style="list-style-type: none"> <li>• Share online content</li> <li>• Introduce mandate that presenters must promote content online</li> <li>• Enable more listeners to hear the live stream through mobile phones</li> </ul>	Programming Committee	Increase in the number of listeners who are streaming 3MDR content
3.2.2 More promotion of 3MDR to the community	<ul style="list-style-type: none"> <li>• Merchandise</li> <li>• Social media</li> <li>• Billboards/signage</li> </ul>	Staff & Volunteers	3MDR becomes more widely known in the community
3.2.3 Develop a stronger connection to our community	<ul style="list-style-type: none"> <li>• Annual events calendar</li> <li>• Subscriber only gigs</li> <li>• Outreach to new audiences through offsite events</li> <li>• Outside broadcasts to new audiences</li> <li>• Charge a fee for outside broadcasts where appropriate</li> <li>• Pop-up storefront broadcasts</li> </ul>	CofM, Staff & Volunteers	4 outside broadcasts per year 1 onsite event per year at The Homestead 1 event in the community per year

Objective	Action	Responsibility of	Measure
3.2.4 Leverage current connections	<ul style="list-style-type: none"> <li>Implement strategies that enable listeners, members and subscribers to be promoters of 3MDR</li> </ul>	Staff	Listeners, members and subscribers are more engaged in the station
<b>GOAL 3.3 : BUILD THE CAPACITY OF OUR STAFF AND VOLUNTEERS</b>			
3.3.1 Understand what will attract people to get involved in 3MDR	<ul style="list-style-type: none"> <li>Survey volunteers</li> <li>Encourage participation at volunteer meetings</li> </ul>	Staff & Programming Committee	Annual survey of volunteers & more volunteers attending meetings
3.3.2 Formalise employment of our staff	<ul style="list-style-type: none"> <li>Finalise staff job descriptions</li> <li>Formalise agreements with staff</li> <li>Annual professional development plans and appraisals</li> </ul>	CofM	Satisfaction of staff with working conditions increases

Objective	Action	Responsibility of	Measure
<p>3.3.3                      Offer targeted training to support our volunteers, local musicians and young locals</p>	<ul style="list-style-type: none"> <li>• Provide accessible training for new and existing presenters</li> <li>• Offer upskilling to ongoing presenters</li> <li>• Organise Repair cafés</li> <li>• Sound engineering training for techs and local musos</li> <li>• Offer training on how to create podcasts</li> <li>• Leverage off industry, VETIS</li> <li>• Involve amateur theatre, youth arts organisations</li> </ul>	<p>Staff &amp;                      Experienced                      Volunteers</p>	<p>Volunteers are confident in their roles</p> <p>Number of musicians and sound technicians trained by 3MDR increases</p>
<p>3.3.4                      Activate new volunteers and recognise the contributions of all volunteers</p>	<ul style="list-style-type: none"> <li>• Promote volunteer opportunities and roles</li> <li>• Undertake efficient recruitment processes</li> <li>• Match volunteers' interests to vacant roles</li> <li>• Develop work plans for each volunteer</li> <li>• Enable people of all abilities to become volunteers</li> <li>• Recognise and promote the achievements of our volunteers</li> <li>• Establish a quarterly volunteer newsletter</li> </ul>	<p>Staff &amp; Volunteer                      Coordinator</p>	<p>Number of volunteers increases, volunteers are retained for longer</p>

Objective	Action	Responsibility of	Measure
3.3.5 Ensure volunteers have a clear understanding of their roles, rights and responsibilities	<ul style="list-style-type: none"> <li>• Recruit a volunteer coordinator</li> <li>• Develop a volunteer resource plan that supports this Strategic Plan and annual plans, including succession planning for key roles</li> <li>• Strengthen communication processes and procedures between staff and volunteers</li> </ul>	Staff	More rainbow content on air, more representation by the rainbow community amongst 3MDR volunteers

**GOAL 3.4: PROVIDE A PHYSICAL AND PSYCHOLOGICALLY SAFE WORKPLACE**

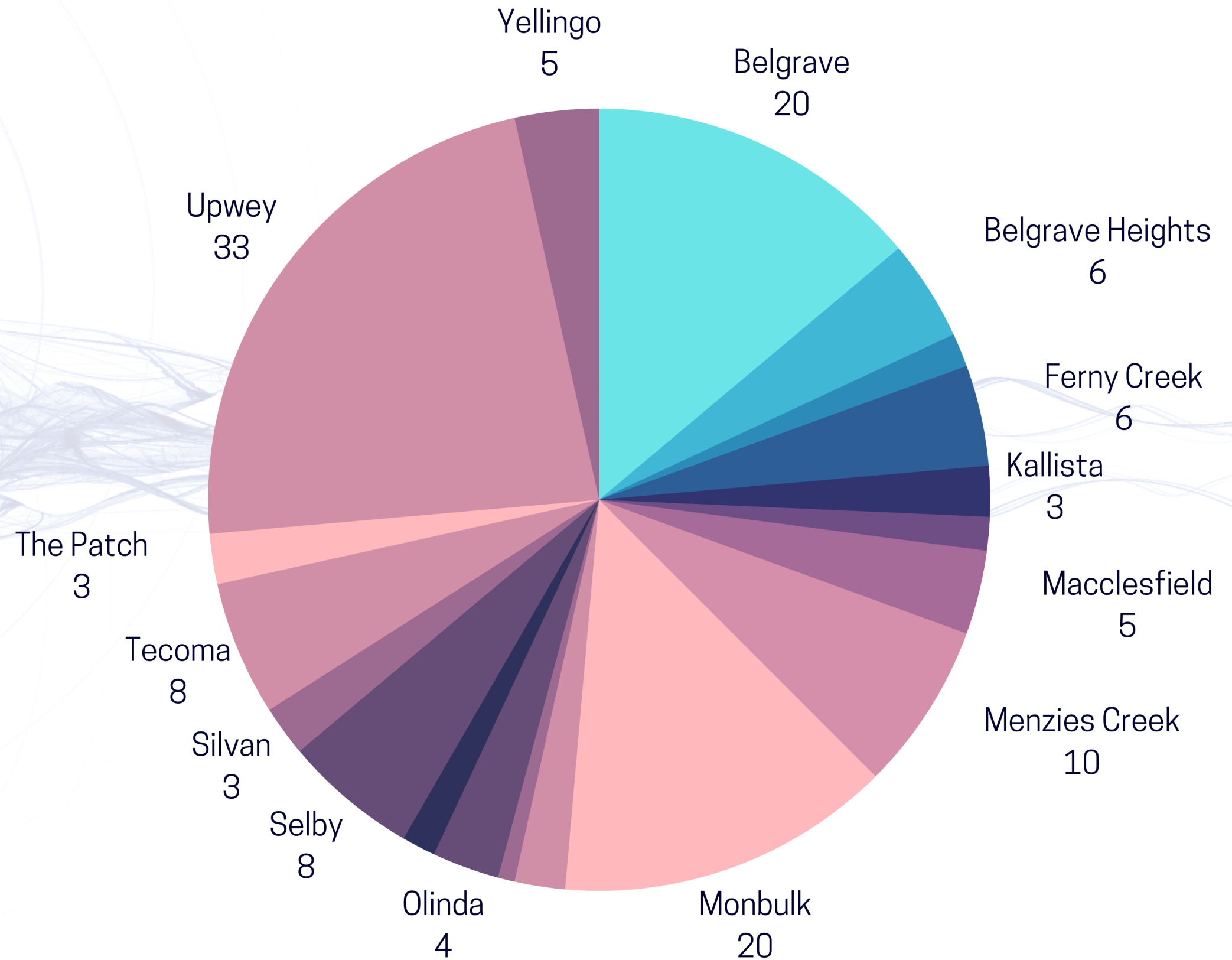
3.4.1 Review and update OH&S system	<ul style="list-style-type: none"> <li>• Develop procedures that will prevent and mitigate discrimination, harassment, and bullying.</li> <li>• Develop an inclusion plan</li> </ul>	CofM	Systems and procedures are developed
3.4.2 Reduce risk of injury	<ul style="list-style-type: none"> <li>• Test and tag electrical equipment</li> <li>• Regular inspection of workplace for potential hazards</li> </ul>	Staff	No workplace injuries

**GOAL 3.5: DEVELOP, REVIEW AND UPDATE ORGANISATIONAL POLICIES AND PROCEDURES**

<b>Objective</b>	<b>Action</b>	<b>Responsibility of</b>	<b>Measure</b>
3.5.1 Develop and review policies and procedures annually to check relevance, practicality and consistency	<ul style="list-style-type: none"> <li>• Develop a policy review plan</li> <li>• Check policies for consistency with the 3MDR constitution</li> <li>• Review induction process for new staff, volunteers and committee members</li> <li>• Create and regularly review terms of reference for CoM sub-committees and working groups</li> </ul>	CofM	Regular monitoring of policy review plan (July 1 2023)
3.5.2 Make everyone aware of our policies	<ul style="list-style-type: none"> <li>• CoM members induction after each AGM includes a briefing on 3MDR policies including policies in development</li> <li>• Volunteers are made aware of policies at induction and annually</li> <li>• Members are notified when new policies are adopted</li> <li>• All policies are uploaded to the 3MDR website</li> </ul>	CofM & Staff	Number of complaints regarding policies

**3MDR SUBSCRIBERS  
& MEMBERS 2021  
WITHIN OUR  
BROADCASTING  
LICENSE AREA**

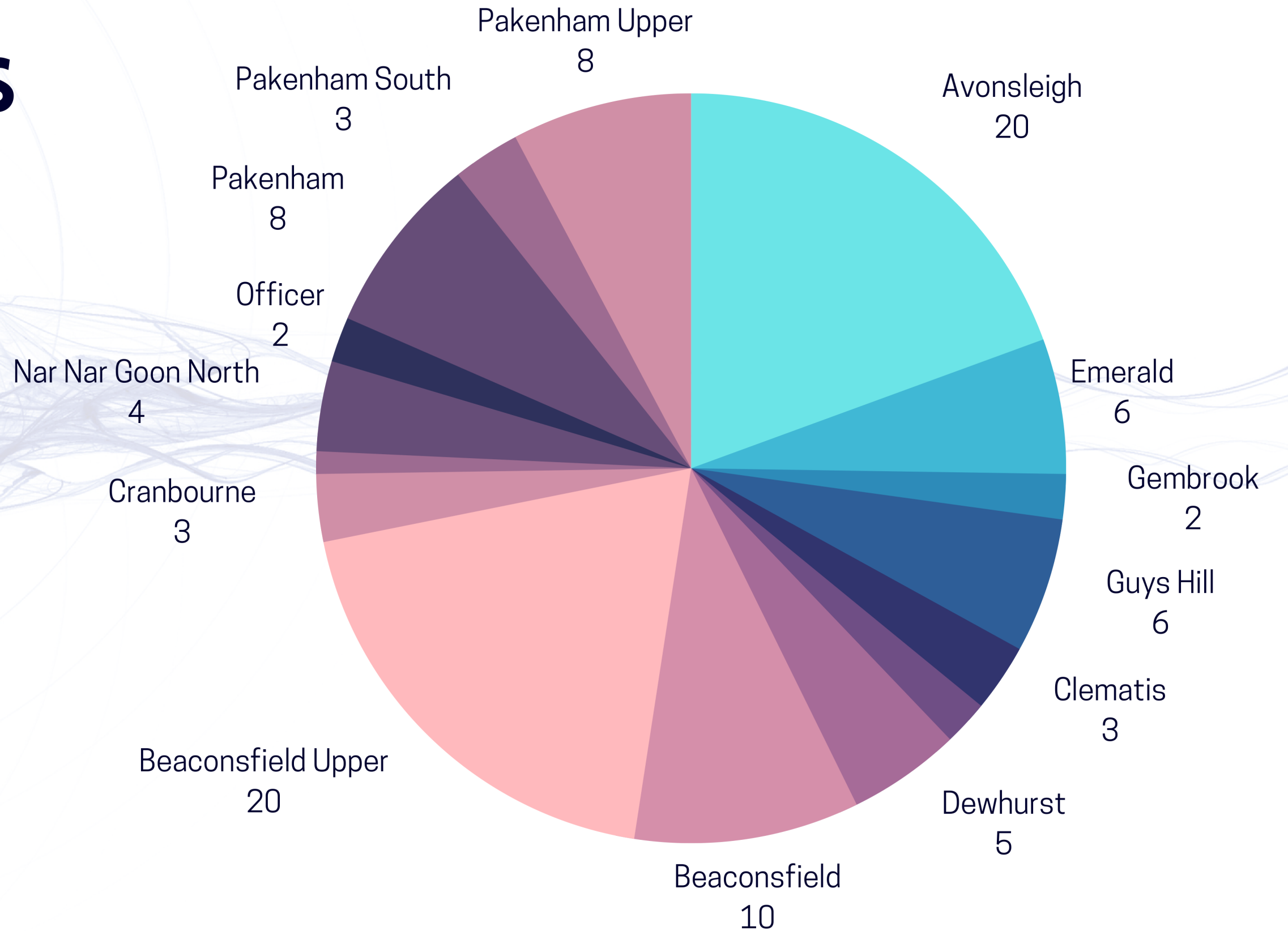
**YARRA RANGES  
TOTAL 144**





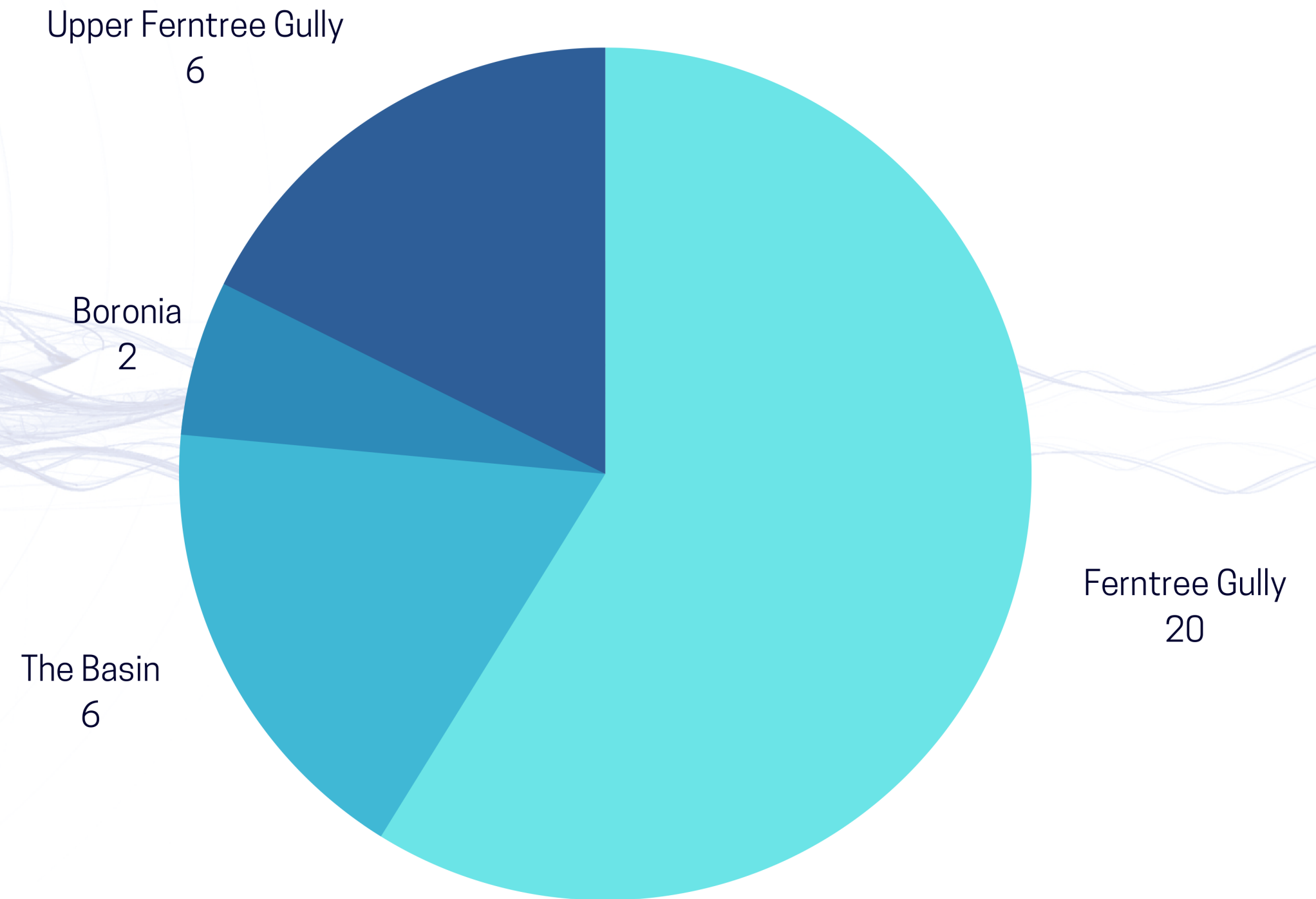
**3MDR SUBSCRIBERS  
& MEMBERS 2021  
WITHIN OUR  
BROADCASTING  
LICENSE AREA**

**CARDINIA  
TOTAL 67**



**3MDR SUBSCRIBERS  
& MEMBERS 2021  
WITHIN OUR  
BROADCASTING  
LICENSE AREA**

**KNOX  
TOTAL 23**



# 3MDR SUBSCRIBERS

## & MEMBERS 2021

### OUTSIDE OUR BROADCASTING LICENSE AREA

**TOTAL 298**

**TOTAL 3MDR SUBSCRIBERS**

**& MEMBERS 2021: 532**

