3CR
COMMUNITY RADIO

STRATEGIC PLAN

2020—2025

WHO WE ARE

3CR gained its licence in 1976 and is considered Australia's first community-owned and community-run grassroots radio station. We are a diverse community of over 450 volunteer broadcasters producing over 125 radio programs each week in multiple languages. We prioritise the voices of women, LGBTIAQ+, First Nations people, workers, refugees, and the many issues and people misrepresented and under-represented in the mass media.

3CR holds a deeply informed and radical philosophy of what radio and community media can be—through our program content we advocate and agitate for social and political justice and transformation, and through our organisational model we represent how radical, independent media can give power to communities.

3CR community radio provides a media space enabling progressive communities to voice ideas and build their power to create social change.

Over the next five years driven by six strategic pillars 3CR will continue to champion progressive change determined and delivered by the diverse communities we represent.

PROGRAMMING

social change through community
participation

'Outspoken and independent, the station
still gives voice to issues that would
otherwise go unheard, and to people
striving for political and social justice.'

-*Radical Radio celebrating 40 years of 3CR*

TRAINING

accessible and inclusive
radio skills sharing

'Year after year, our community radio has put
to air 12 hours of disability rights-focused
programming, made by disabled people
and coordinated by disabled people.'

-Pauline Vetuna, *CRAM 2020*

ENGAGEMENT

elevate and engage progressive, radical
community voices in the media landscape

'To feel isolated by one's experience, to
blame oneself or to feel shame, are some
of the deepest and most hurtful
consequences of oppression.'

-George Maxwell, *CRAM 2020*

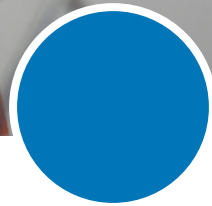Photo above: Concrete Gang, *International Women's Day special broadcast 2020*

TECHNOLOGY

tools to connect 3CR with our community and our community to 3CR

'We're first and foremost relational beings and that survival requires solidarity, collaboration, care and indeed love'.

-Jacques Boulet, *CRAM 2020*

FINANCE

building financial sustainability and resilience

'It is the continued support of our community and their belief in an independent, community-led 3CR that is the real power behind our radical radio'.

-*CRAM 2019*

SECTOR DEVELOPMENT

contributing to a strong, diverse community radio sector

'3CR is part of that struggle—critiquing existing structures, communicating fresh ideas, and amplifying new voices and visions'

-*CRAM 2020*

Photo above: Leilani Fuimaono and Pauline Vetuna, *CRAM 2020*

PROGRAMMING

social change through community participation

STRATEGY		OBJECTIVE
Provide diverse, progressive and radical communities with an accessible and powerful media	2020 - 2025	Strengthen and support: • First Nations programming • Community language programming • Disability programming and access • Programming which builds housing justice and public health • Explore further engagement in local news space to combat degradation of existing media landscape • Build radical and progressive coverage of climate emergency across different communities of interest • Focus on Australian music and supporting local and national music communities • Engagement with local arts communities • Contribute to defending and strengthening industrial provisions and worker rights • Fight for gender equity • Social justice for marginalised communities
Strengthen and support opportunities for diverse communities to engage in special broadcasting	2021	Undertake skills audit of staff and volunteer capacity to deliver special broadcasts
	2022	Strengthen and support opportunities for diverse communities to engage in special broadcasting
Strengthen, support and grow affiliate community programs	2020	Assess balance of affiliate, funded and station programs setting program targets
	2021	Evaluate progress on the balance of affiliate, funded and station programs setting adjusted program targets
	2022	Strengthen, support and grow affiliate community programs
	2023	Evaluate progress on the balance of affiliate, funded and station programs setting adjusted program targets
Increase resources to support programming	2020	Assess staffing capacity to resource the current number of programs and special broadcasts on the grid including increasing fragmentation of program blocks to identify a sustainable level of programming
Media marketing space	2025	Open studio 5, an accessible media marketing space

TRAINING

accessible and inclusive radio skills sharing

STRATEGY		OBJECTIVE
Deliver quality training (includes ongoing Legal Refresher for programmers every two years)	2020	Identify the stations core training needs
	2020	Design and deliver station wide training for new playout system
	2020	Assess training resources and volunteer capacity to delivery core training, focus on retention, recruitment and structure
	2021	Assess training resources and volunteer capacity to delivery external training, focus on retention, recruitment and structure
	2024	Maintain and deliver quality radio training across core and external training programs
	2025	Review and assess 2020–2025 training objectives
Continue to deliver Live to air Training	2021	Review Live to Air broadcast training, focus on retention, recruitment and structure with a focus on women and GNC people
Continue to deliver Outside Broadcast training	2022	Review Outside Broadcast training, focus on retention, recruitment and structure
Continue to deliver podcast training	2023	Review and update podcast training resources
Building programming through training	2023	Training and mentoring for current program grid to improve content and technical delivery
	2024	Continue training and mentoring for current program grid to improve content and technical delivery
Focus training on diverse communities	2025	Deliver accessible and inclusive radio skills sharing to our diverse community enabling them to elevate and engage progressive community voices in the media landscape

ENGAGEMENT

**elevate and engage progressive, radical community voices in the media landscape**

STRATEGY		OBJECTIVE
Build formal and informal partnerships utilising 3CR's existing networks	2020	Map our current and potential partnership opportunities prioritising affiliate and current local organisations
	2021	Partner with organisations / activists / shows to respond to the climate emergency across 3CR's diverse communities of interest
	2022	Support affiliate and other local organisations to create space for communities to organise around climate change
	2023	Facilitate and encourage collaboration between organisations, activists and shows on shared issues and values
Build new community partnerships through training, projects and programming opportunities	2022	Through training and programming, strengthen and create new partnerships around social justice and environment issues
	2023	Reflect and review the benefits and impacts of prioritising the climate crisis as a tool for station engagement
	2024	Map and evaluate the effectiveness of training, projects and programming as mechanisms to engage radical and progressive communities
	2024	Leverage the Melbourne activist community to build connections Engage with regional Victoria
Review promotional materials	2020	Evaluate and update 3CR's systems and promotional materials for engaging supporters
	2021	Produce promotional materials to support the development of funding, partnership and community engagement opportunities
	2022	Ensure station wide promotional and engagement materials (printed, online and on-air) are consistent, effective and up to date
	2025	Review and evaluate 2020-2025 engagement strategies to ensure progressive and radical community voices are elevated in the media landscape

TECHNOLOGY

tools to connect 3CR with our community and our community to 3CR
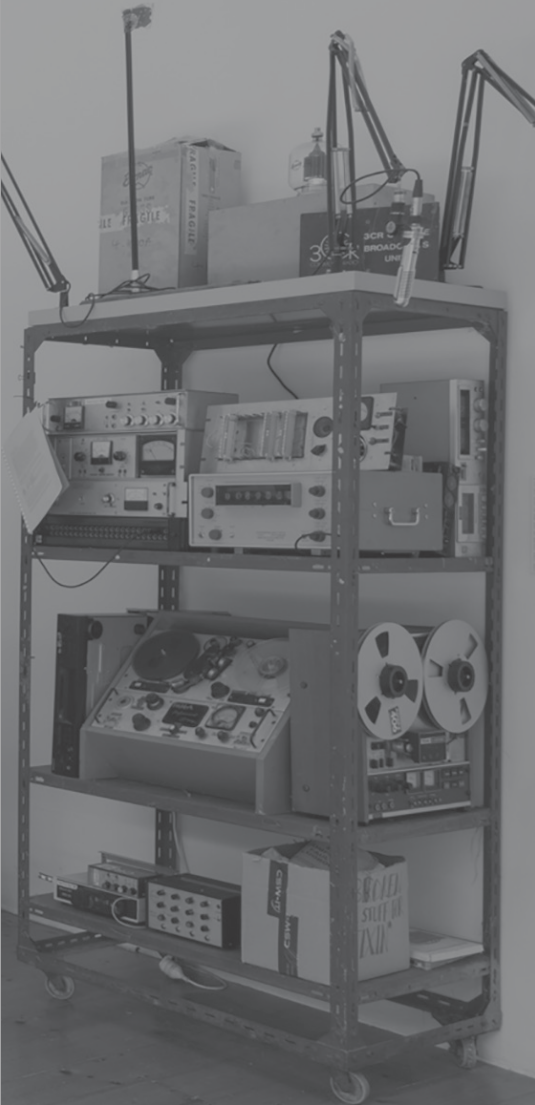
STRATEGY		OBJECTIVE
Sustain 3CR's IT infrastructure	2020	Plan and scope hardware and software upgrades of the station computers
	2021	Deliver new playout system for rollout
	2022	Evaluate and plan for upgrades to the IT infrastructure
	2023	Plan and scope equipment and IT needs for building/studio re development
	2024	Review and assess 2020-2025 technology objectives
Support programmers with technical improvements	2021	Support programmers through on-air playout transition
	2022	Investigate new technology and resources to assist programming
Sustain 3CR's transmitter site for AM broadcasting	2022	Upgrade Werribee site to maintain reliable broadcast for all services
Build 3CR's live to air infrastructure	2021	Identify and remove barriers to regular live-to-air performances
Remodel online presence and multi-platform content delivery	2022	Investigate options to remodel online presence in line with emerging technical standards/platforms
	2023	Develop better tools for engagement with analysis of community needs
	2024	Investigate opportunities for programming divergency for AM, digital and online streams
	2025	Develop online engagement analysis tools
Monitor new forms of broadcast technology	2020 - 2025	Assess evolving broadcast technology and trends that could be used by community broadcasters

FINANCE

building financial sustainability and resilience

STRATEGY		OBJECTIVE
Grow and diversify income sources	2021	Increase financial supporters (affiliate, subscribers, donors/bequests)
	2022	Increase service income: (CSA, training, studio hire, sponsorship)
	2024	Achieve funding mix goal (33% funding, 33% supporters, 33% services)
	2025	Review and assess 2020-2025 Finance objectives
Development Funding	2021	Seek funding for development feasibility study
	2022	Secure funding for vision. Continue community engagement
	2023	Seek development funding
	2024	Consolidate supporters and financing for development
Explore building site development	2020	Investigate building site development opportunities
Maximise grant income	2020	Maintain current levels of grant income
	2021	Maintain current levels of grant income
	2022	Investigate new grant opportunities including international trusts and foundations and multi-period grants
	2023	Apply for new grant opportunities
Convert assets to income	2023	Investigate feasibility of converting assets to income (sustainable income)
	2024	Continue feasibility of converting assets and sustainable income
	2025	Convert assets to sustainable income

SECTOR DEVELOPMENT

contributing to a strong, diverse community radio sector

STRATEGY		OBJECTIVE
Monitor and respond to sector wide developments	2020	Monitor sector wide developments including the ACMA and the ongoing impact of COVID-19
	2021	Build 3CR representation in sector governance bodies
	2022	Build solidarity with other stations to grow 3CR's values at a sector level
	2023	Evaluate sector development strategy in relation to the ACMA, sector bodies, 3CR's needs and the goal of contributing to a strong and diverse community broadcasting sector
	2020 - 2025	Monitor the regulation and delivery of AM broadcasting and its impact on 3CR
Amplify and develop 3CR programming through sector resources	2020	Engage in sector based community listening survey
	2021	Seek opportunities to contribute to national programming projects in news, current affairs, music, arts and social justice spaces
	2022	Explore opportunities for amplifying multi-platform content via sector resources
Respond to changes in media landscape and advocate for best position for community broadcasting sector in line with 3CR's values	2020 - 2025	Explore opportunities for engagement with news, current affairs and music to fill widening gaps in media landscape
		Build community engagement with community radio as a trusted news source and prevent the degradation of our public discourse