3CR

STRATEGIC PLAN

2026-2030

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 more than 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.

PURPOSE

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

community-led broadcasting

"3CR enables people to speak truth to power, unfiltered and unadulterated."

—*Nasser Mashni, Palestine Remebered CRAM 2024*

TRAINING

inclusive, accessible media skills

"We learn best when we feel safe, valuing the contributions of others in our group."

—*Maja Graham, Trainer, CRAM 2024*

ENGAGEMENT

strengthening community connections

"It's about linking the community together giving people the tools to understand and challenge what's happening in their neighbourhood."

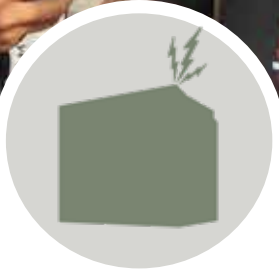—*Hamdi Ali, Somali Language Show, CRAM 2025*

TECHNICAL

tools that connect our community

"Staying tuned to 3CR provides you with information that allows you to make an informed decision."

—Annie McLoughlin, Stick Together, CRAM 2023

FINANCE

financial sustainability and resilience

"We will always support 3CR. There's no one like 3CR."

—Andy, Fire Up, CRAM 2023

ORGANISATIONAL STRENGTH

strong governance, people and systems

"3CR is an oasis… a true community-controlled independent voice."

—Robbie Thorpe, Bunjil's Fire, CRAM 2023

PROGRAMMING

COMMUNITY-LED BROADCASTING

PRIORITY	ACTIONS	INDICATORS OF SUCCESS
Increase the number of quality 3CR-produced programs	Identify and work to remove barriers to programming	An increased number of high quality 3CR-produced shows on the 3CR program grid
	Build and resource station capacity to deliver more high quality OBs, projects (e.g. *Beyond the Bars*) and current affairs	
	Engage with activists and activist organisations to encourage involvement in 3CR programming	An increased number of programs representing diverse voices from communities and people that are denied a voice in mainstream media
	Resource and develop pathways for summer programming and podcasting participants to become regular programmers	
Expand community language programming at 3CR including number of programs and languages	Identify and work to remove barriers for current community language programmers	An increased number of hours of community language programming
	Consult and engage with community leaders and multicultural organisations to increase community language programming at 3CR	
	Increase station duty coverage and staff coordination to support community language programmers	An increased number of program proposals from different NESB/CALD communities
	Improve communication about the benefits of programming on 3CR with community language groups	An increased number of participation by NESB/CALD volunteers in other aspects of the station
Strengthen, support and grow affiliate community programs	Identify and work to remove barriers to becoming an affiliate	An increased number of affiliate members and programs on air
	Consult and engage with community leaders to increase affiliate programming on air	

TRAINING
INCLUSIVE, ACCESSIBLE MEDIA SKILLS

PRIORITY	ACTIONS	INDICATORS OF SUCCESS
Maintain and deliver quality radio training across core and fee for service training programs	Develop and maintain training resources and delivery	An increased number of trained volunteers at the station
		An increased number of participants in fee for service training programs
Expand training capacity to increase volunteer participation beyond programming	Identify gaps and opportunities for volunteer involvement in 3CR	Volunteers have greater scope to engage with and contribute to the station
	Identify and develop resources to increase volunteer engagement	Increased participation in station worker and subscriber committee meetings
	Implement and maintain mechanisms for regular volunteer feedback	Volunteers have an improved understanding of 3CR
		An increased number of volunteers participating in non-programming roles/tasks
Expand resources for independent and self-directed training	Develop and maintain training resources and delivery	Resources exist and are fit for purpose
	Develop 3CR controlled platforms for delivery	An increased pool of engaged and capable volunteers
		An increased diversity of volunteers
Expand LTA & OB Training	Develop and maintain training resources and delivery	An engaged and active cohort of trained techs with the capacity to resource OB and LTA programming
	Develop and maintain support for existing volunteer techs	Increased retention of trained techs

ENGAGEMENT

STRENGTHENING COMMUNITY CONNECTIONS

PRIORITY	ACTIONS	INDICATORS OF SUCCESS
Increase progressive and radical community awareness of 3CR	Resource, enable and support volunteers to be a part of increasing community awareness	Increased public awareness of 3CR
	Adequately resource staff roles that incorporate diverse forms of engagement	Increased intergenerational and cross community knowledge sharing about 3CR
	Develop and implement a community engagement strategy for 3CR	Increased acknowledgement of 3CR in external settings
Increase subscriber and volunteer knowledge of station activities and participatory opportunities	Develop and implement a communication strategy for station, CRF and CoM role opportunities	An increased pool of people eligible for and interested in sitting on the Committee of Management
	Establish and maintain First Nations representation on CoM	An increased number of people attending station worker and subscriber committee meetings
		An increased number of volunteers with broad engagement with station activities
		First Nations representation on CoM
Ensure station wide promotional and engagement materials (printed, online and on-air) are consistent, effective and up to date	Develop and maintain promotional and engagement documentation, materials, assets and collateral	A fit for purpose portfolio of promotional material

TECHNICAL

TOOLS THAT CONNECT OUR COMMUNITY

PRIORITY	ACTIONS	INDICATORS OF SUCCESS
Maintain transmission equipment and site	Identify, implement and maintain all necessary equipment at transmission site	Reduction in dead air instances and duration due to transmission equipment
		Reduction in unplanned transmission site visits
Expand 3CR's technical capacity to deliver Outside Broadcasts	Improve coordination, quality, quantity and storage accessibility of OB tech equipment	Increased number of quality OBs on air
		Improved OB audio archives
Strengthen technical capacity	Maintain documentation and recording of technical information and processes	Adequately documented information and processes
	Maintain a regular schedule of strategic analysis of needs and priorities	Systems redundancy where required
	Build redundancy into all necessary systems	Increased volunteer technical capacity
	Build volunteer tech capabilities where possible	Increased capacity for technical forecasting and preparation work relative to reactive works

FINANCE

FINANCIAL SUSTAINABILITY AND RESILIENCE

PRIORITY	ACTIONS	INDICATORS OF SUCCESS
Improve 3CR's financial sustainability	Grow existing revenue streams	An increase in annual operational budgets and reserves
Ensure 3CR is in the best possible position to have a station premises that is fit for purpose	Secure funding for station maintenance and improvements as necessary	Station premises is fit for purpose
	Finish building site development feasibility study	
Pursue new funding and fundraising opportunities	Allocate resources to investigating and securing funding and fundraising from new sources	Diversified and increased income

ORGANISATIONAL STRENGTH

STRONG GOVERNANCE, PEOPLE AND SYSTEMS

PRIORITY	ACTIONS	INDICATORS OF SUCCESS
Monitor and respond to sector wide developments	Continue to strengthen sector relationships	A connected station with strong relationships with values aligned stations
Monitor and comply with all regulation and compliance requirements	Develop and implement CoM governance standards schedule	A fully compliant organisation with strong governance, policies and procedures.
	Maintain and comply with appropriate policy and process documents	
	Maintain organisational transparency and appropriate public communication of governance structure	
Improve staff wellbeing, engagement and professional development	Identify where staff resourcing is needed, and prioritise according to strategic priorities	The station has appropriate staffing levels and the support needed to achieve our aims