



Community Radio Fund

End of year report: 2014/15

Statement

Publication date:

December 2015

About this document

This document reports on how the Community Radio Fund was administered in 2014/15. Ofcom has been tasked by the Department for Culture, Media and Sport (DCMS) with administering a Community Radio Fund. DCMS provides a sum of money each year for the Fund and grants are awarded to Ofcom-licensed community radio stations.

The report sets out how much money was given out as grants, which stations received grants and for what purposes grants were awarded. It also reports on how grants made in 2013/14 were monitored and summarises how effective some of these grants were.

The report also provides some historical data relating to the Fund, including comparing the size and number of grants awarded and the average grant given in previous years.

Contents

Section		Page
1	Community Radio Fund End of Year Report 2014/15	1
2	Comparisons with previous years' funding	3

Annex		Page
1	Awards to stations in 2014/15	7
2	Feedback from licensees in receipt of grants in 2013/14	9

Section 1

Community Radio Fund End of Year Report 2014/15

- 1.1 The Community Radio Fund (“the Fund”) had two rounds of grant awards in the 2014/15 financial year (1 April 2014 to 31 March 2015). The Department for Culture, Media and Sport (DCMS) allocated £393,000 for the Fund for this period. Ofcom administers the Fund on behalf of DCMS and decisions on grant applications are made by a Panel which reports to the Ofcom Board. Grants from the Fund can only be made to community radio licensees to support core costs incurred in the provision of community radio services.
- 1.2 Applications for the first round opened on 9 April 2014 and closed on 7 May 2014. The Community Radio Fund Panel (“the Panel”) met on 17 June 2014 to consider the applications.
- 1.3 The second funding round opened on 7 October 2014 and closed on 4 November 2014. The Panel met on 13 January 2015 to consider the applications.

Summary of payments

- 1.4 Ofcom made grant awards to 28 community radio licensees, totalling £393,000 (details of individual awards are listed in Annex 1). Eight of these had not previously been awarded a grant from the Fund
- 1.5 In the first round, payment totalled £140,340, with grants awarded to 11 stations.
- 1.6 Payments totalling £252,660 were made in the second round with grants awarded to a further 17 stations.
- 1.7 Over the two funding rounds 73 applications were considered, asking for a total of £1,638,520 (£578,605 in the first round and £603,717 in the second round – some applicants applied in both rounds).
- 1.8 Grants over the course of the year ranged from £3,150 to £19,200 with an average payment of £14,035.

Panel priorities

- 1.9 Ofcom publishes a statement from the Panel following each funding round which sets out the awards made, reiterates the Panel’s ongoing funding priorities, and makes additional comments and observations.
- 1.10 The Panel emphasised that it was important for applicants to give insight into the station’s output and its target community. The Panel also stated that for fundraising roles, it wishes to see roles that are self-sustaining and likely to continue once the grant has been spent. Furthermore, the Panel likes to see clear financial targets set for such posts.
- 1.11 The Panel continues to consider fundraising and promoting long-term sustainability to be critical, core activities. It therefore continues to favour proposals with these aims.

It also continues to believe there is scope for collaborative working or joint applications from stations.

- 1.12 The majority of the grants were for business development, fundraising and station management positions. The summary statement of awards and additional comments by the Panel are available at <http://stakeholders.ofcom.org.uk/broadcasting/radio/community-radio-fund/>.

Grant monitoring

- 1.13 The Panel has implemented a reporting procedure to check that grant awards are spent as agreed. An agreement (“the grant agreement”) is put in place between Ofcom and each licensee awarded a grant, and this sets out the terms of the award, including an expenditure period. Successful applicants are obliged to complete a report (“the grant report”) detailing how they spent their grant (see also ‘Grant feedback’, paragraph 1.20). If a satisfactory report is not made, the Panel may require repayment of the grant and may consider not making a further grant to a licensee.
- 1.14 The licensees who received awards from the Fund in 2013/14 have submitted grant reports.
- 1.15 The expenditure periods for the licensees which received awards from the Fund in 2014/15 have not yet expired.

Size and future of the Fund

- 1.16 The community radio sector has continued to grow; at the end of the 2014/15 financial year there were 225 stations broadcasting. This compares to 220 in 2013/14 and 205 in 2012/13.
- 1.17 Although it was originally anticipated that there would be £430,000 available for the Community Radio Fund in financial year 2014/15, the amount available from DCMS was £393,000.
- 1.18 Funding available for the Community Radio Fund in the financial year 2015/16 is £377,000.

Panel members

- 1.19 The Panel is made up of three members appointed by Ofcom. For 2014/15 these were: Wendy Pilmer, the Chairman of the Panel, who is a consultant who works with the world’s leading broadcasters in implementing strategy and managing change; Richard Hilton, who is Head of Management Accounting at Business in the Community, a charity and membership organisation that works with companies to improve the positive impact of business on society; and Fiona Lennox, the Executive Director of Ofcom’s Communications Consumer Panel who has extensive experience in communications strategy, policy, research and management.

Grant feedback

- 1.20 Ofcom received feedback reports all of the licensees awarded grants in 2013/14. Extracts from feedback reports are in Annex 2. Where licensees provided figures regarding revenues generated, these are summarised in Section 2.

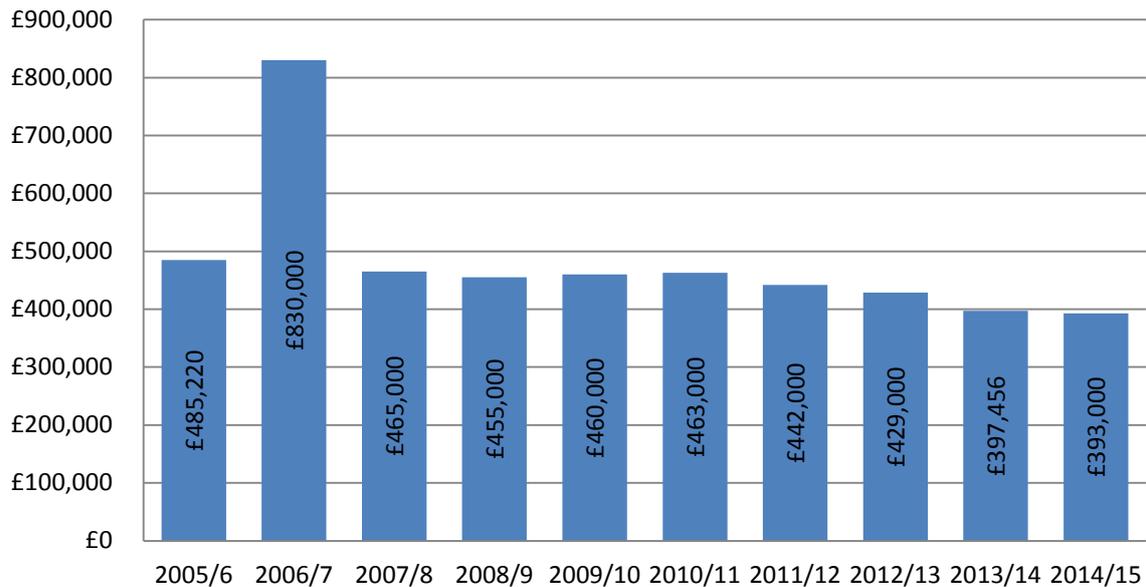
Section 2

Comparisons with previous years' funding

Size of the Fund in previous years

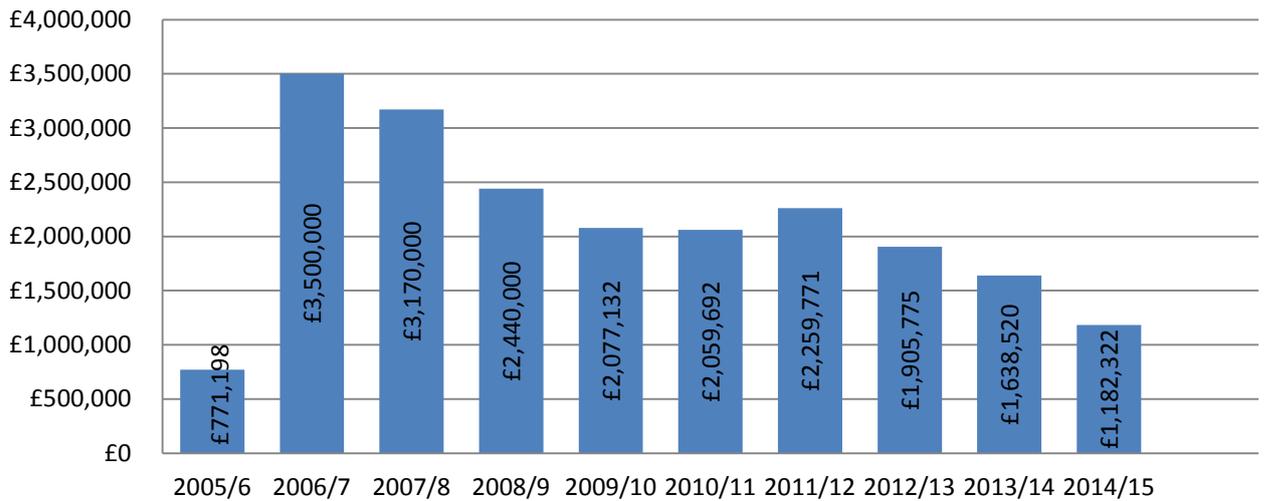
2.1 The total amount available in the Fund for each financial period since 2005/06 is set out below.

Size of Fund



- 2.2 The amount of funding available remained fairly consistent over the first six years, with the exception of the financial year 2006/07. In that year DCMS initially provided £450,000 for the Fund; however, funding not distributed in the previous year (when there were only 19 stations on-air and therefore eligible to apply) was later added, significantly increasing total funds available. Since 2011/12 there has been a gradual decline in available funding, falling from 463,000 in 2010/11 to £393,000 in 2014/15.
- 2.3 Applications in the 2005/06 period totalled £771,198. This rose to £3.5m in 2006/07 before falling to £3.17m in 2007/08, £2.44m in 2008/09, £2.08m in 2009/10, £2.06m in 2010/11, £2.26m in 2011/12, £1.91m in 2012/13, £1.64 in 2013/2014 and 1.28m in 2014/15. Generally, applicants appear to be making a more realistic assessment of the level of grant that could be expected, and applying for smaller grants each year.
- 2.4 During this period the number of eligible applicants (i.e. community radio licensees) rose from 19 in 2005/6 to 225 in 2014/15.

Funding sought

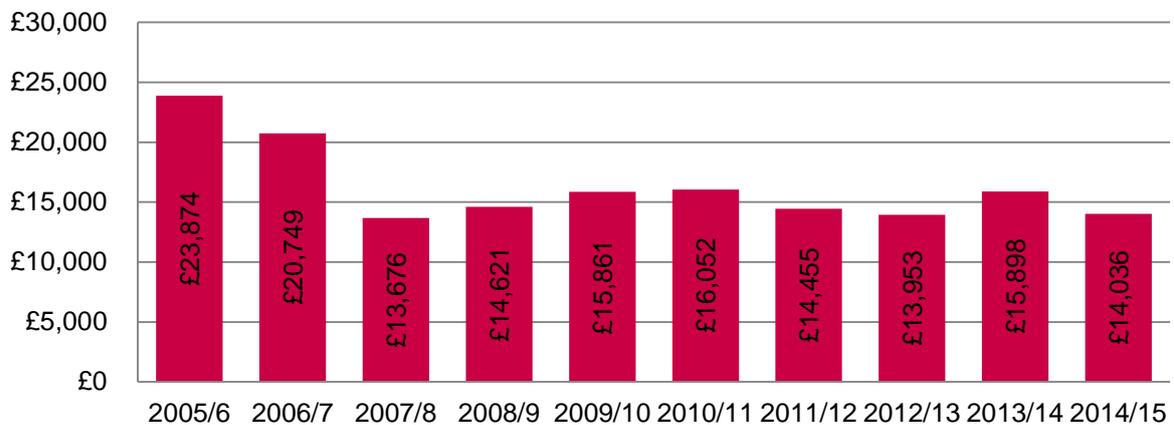


Average grants

2.5 The average grant payment had been rising slightly during the period from 2007/08 to 2010/11 but dropped to £14,455 in 2011/12 and reduced again to £13,953 in 2012/13. While there was an increase in 2013/14 to £15,898, there was again a reduction to £14,036 in the latest financial year (see table below).

2.6 The Panel was able to make larger grants in the early years of the Fund when there were significantly fewer stations on air and therefore eligible to apply for grants.

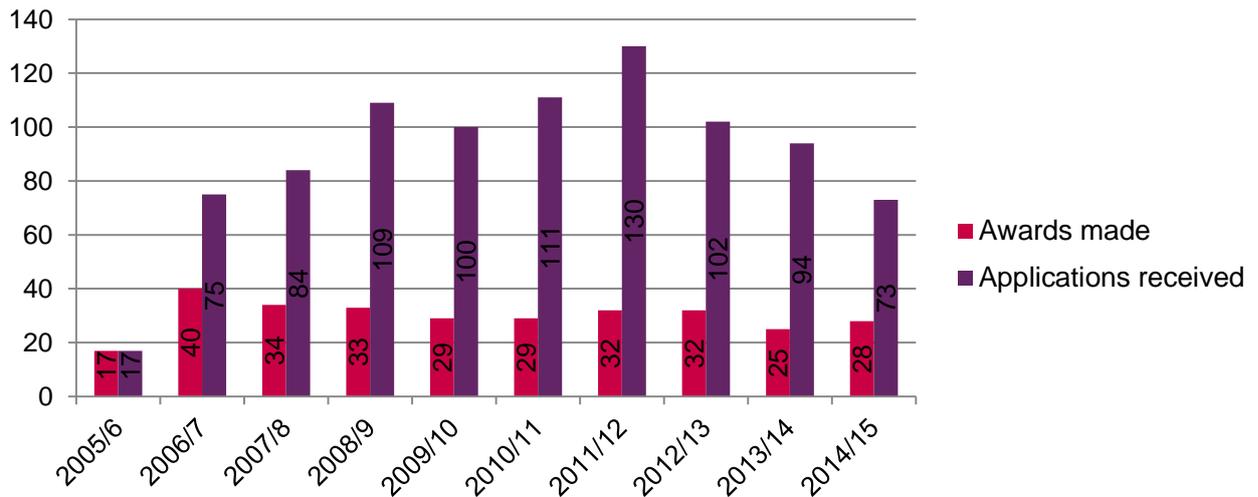
Average grant



Number of awarded grants per year

2.7 The number of grants awarded was at its highest in the 2006/07 funding period when DCMS released additional funding after the first round of grants had taken place. The Panel took the decision to invite stations already awarded a grant in the first round to apply for an additional grant in the second round, if they wished. Five such stations were successful in both rounds that year.

Awards made and applications received



- 2.8 Between funding years 2005/6 and 2014/15, the Panel has granted a total of 306 awards worth over £4m to 184 recipients (some stations have received more than one grant). Around 80% of stations have benefited from funding from the Community Radio Fund.
- 2.9 Some grants were for the benefit of more than one station. Some were to benefit the sector, such as a project to help improve its training, and support for the Community Radio Toolkit (a resource for all community radio broadcasters); the rest were joint applications for work across a region benefiting a number of stations.

Measuring success

- 2.10 Ofcom asks stations which used the grant to fund a member of staff to summarise the main achievements of the post-holder and, where applicable, how much money they raised. Grant recipients do not always provide this information and it is therefore difficult to quantify the direct financial impact of the funded post in all cases.
- 2.11 However, some of the stations awarded grants from the 2013/14 Fund did clarify how much money grant funded posts had helped to attract. As the extracts¹ overleaf illustrate, figures vary across recipients but overall it appears that grants from the Fund have enabled stations to generate valuable additional revenues, often exceeding the level of the grant:

¹ Further extracts from reports relating to the 2013/14 Fund are set out in Annex 2

AIR (Weymouth): In total £12824.31 was generated for the station. The majority of money was for capital funding.

Bro Radio (Barry): The post the holder was able to raise: Advertising + Sponsorship: £34,273 (Increase of £10,000 on 2013 – 2014 period); Fundraising: £7,000; Total: £41,273

Down FM (Downpatrick) and Lisburn City Radio (shared post): The postholder contributed to the work which resulted in external funding for a project which will total £182,000 over a three year period. The post-holder also assisted in the generation of £5,200 in commercial revenue across both stations.

Hayes FM: The total amount of cash raised was £16,025... In addition the station gained the equivalent of £15,000 support in kind.

Hillz FM (Coventry): Through a combined team effort a total of £12,685 funds were raised for the station in 2014-15.

In2Beats (Bedford): Total income revenue approximately £66,000.

Inspiration FM (Northampton): During their time in situ they managed to generate income and grants from the following areas: Advertising, £3,310; Fundraising, £8,945; Grants - Funding video equipment £10,796, and Children In Need £62,000 for three year funding for a Community liaison Officer.

Ivine Beat FM: The postholder generated £25,720 in grants and £15,945 in donations for the station.

Phoenix FM (Halifax): £22,274.92 has been raised through more involvement with businesses and groups who have paid Phoenix for off air services. Roadshows/ campaigns/ workshops/community development: £17,889.92. On air advertising: £4,385.

Radio Asian Fever (Leeds): With the help of our new staff we have managed to raise £50,000 this year.

Radio Verulam (St Albans): Income generated from Advertising and sponsorships, £19,325.

Shmu (Aberdeen): The post-holder was heavily involved in the following successful bids: Big Lottery Fund – Media Access project – secured £896,000; Digital Scotland Challenge Fund – secured £10,000; Fairer Aberdeen Fund – secured £25,000. The commercial activity has generated approx. £70,000 in gross revenue [£36,000 net].

Switch Radio (Castle Vale, Birmingham): Total income: £45,306

Takeover Radio Leicester: The shared Fundraising and Development Officer raised £11,650 for the Leicester station and £50,838 for the Sutton-in-Ashfield station.

Tameside Radio (joint bid) for Greater Manchester stations: £9,500 worth of advertising was secured and delivered.

Vibe 107.6 FM (Watford): In the original bid we projected increasing income from all sources to £56,500 in the financial year; this has been exceeded with income of £58,500 being achieved.

Annex 1**Awards to stations in 2014/15****Round 1**

Station	Location	Purpose	Amount
East Coast FM	Haddington, East Lothian	Fundraising and Partnership Administrator	£15,000
Unity 101	Southampton	Project Administrator	£5,278
Wythenshawe FM	Wythenshawe	Finance and administrative support	£10,680
Salford City Radio	Salford	Commercial Campaign Co-ordinator	£3,150
Gloucester FM	Gloucester	Project Trainer (part of a sustainable revenue stream)	£15,000
Radio Reverb	Brighton	Training Manager (part of an income-generating project)	£17,000
Phoenix FM	Brentwood	Sales and Promotions Manager	£14,966
Halton Community Radio	Halton, Runcorn	Business Development Manager	£17,006
Radio Tircoed	Tircoed Village, Swansea	Station Director and a Fundraiser (two posts)	£17,000
Bolton FM	Bolton	Business Development Manager	£14,560
Seahaven FM	Seaford	Fundraising Manager	£10,700

Round 2

Station	Location	Purpose	Amount
Betar Bangla Radio	East London	Station Manager	£19,200
Bradley Stoke Radio	Bradley Stoke	Business Development Manager	£18,000
BRFM	Brynmawr	Fundraiser	£15,000
Canalside's The Thread 102.8	Bollington	Fundraising Manager	£16,000
Celtic Music Radio	Glasgow	Fundraising and Events Officer	£10,000
Dunoon Community Radio	Dunoon	Sustainability and Development Officer	£13,469
Eden FM	Penrith	Commercial and Business Development role	£16,000
Gateway 97.8	Basildon	Business Development /Fundraiser	£15,600
Hermitage FM	Coalville	Finance & Administration Officer	£16,692
IMAN FM	Sheffield	Station Marketing and Engagement Manager	£16,940
Penistone FM	Penistone	Training and Fund Raising Manager	£14,781
Pulse Community Radio	Barrhead	Business Development Manager	£15,600
Radio Ikhlas	Derby	Communications and Fundraising Officer	£9,721
SFM 106.9	Sittingbourne	Station/Business Development Manager	£15,600
Soundart Radio	Totnes	Artistic Director, Business Manager and Web Developer (three posts)	£20,840
The Voice	North Devon	Technical and Projects Manager	£10,428
Vibe 107.6	Watford	Administration and Sales Support worker	£8,789

Annex 2

Feedback from licensees in receipt of grants in 2013/14

Set out below are extracts (in italics) from grant reports submitted by Fund grant recipients for grants made in the financial year 2013/14.

3TFM (Stevenston, Saltcoats and Ardrossan, N Ayrshire) – Station Manager / Volunteer Co-Ordinator - £8,000

The grant was very effective as if we had not been granted it, we would probably have had to reduce the amount of hours that we could have afforded to pay our Station Manager and Volunteer Co-Ordinator. The grant made a very big difference to the operation of our radio station, as the Station Manager Co-Ordinator is the person the responsible for the day to day running of our operation - without him our station would not be able to function properly.

Abbey 104 (Sherborne, Dorset) – Sustainable Funding Manager, £19,500

The specialist expertise that [the postholder] has provided in the preparation of a comprehensive Marketing Pack, promotion to a vast number of businesses and profile raising, has provided the Station with a continuous and renewable income source. The grant has been very effective with regards to generating an income stream as well as significantly raising our profile in the community. The professional expertise of our consultant has invited sponsorship opportunities from a very broad base of local business, with considerable success already.

AIR (Weymouth) – Sustainable Funding Manager - £11,856

The role included grant writing to various funding bodies and organising/overseeing fund-raising events. In total £12,824.31 was generated for the station. The majority of money was for capital funding. The station benefitted hugely by having a paid member of the team working solely on financial sustainability. Having a better presence in the commercial community helped with fund raising events, sponsorship and advertising. The station is now able to access funding more freely with grant applications through relationships with local funding groups.

Angel Radio (Havant, Hants) - Project Development Officer (p/t), £5,850

[The grant enabled] Angel Radio to employ a part-time Programme Development Officer to assist radio stations identify and cater for an older audience. This was not a project designed to raise funds for Angel Radio, but to enable Angel Radio to assist other stations.

The grant enabled us to make contact with many community radio stations, which was the aim, but we also had contact from a number of staff from internet and hospital stations who had visited the Older Radio Toolkit website. We also had contact from several groups of older people who wanted advice on starting their own radio stations for an older audience. In terms of other radio stations actually identifying and catering for an older audience, we have seen some small successes of one or two programmes aired, but most radio stations seem reluctant to change their programming.

BCB 106.6 FM (Bradford) – Project on social media for community radio - £35,136

(Interim report – the project deadline has been extended)

The Social Media for Community Radio project is not a fundraising project per se. The ALLFM social media fundraiser will generate revenue for the station which will help to cover station running costs. The 'Social media and revenue generation guide' produced by the project will be promoted in the roll-out phase and will enable other stations to raise money through similar initiatives.

The amount of money raised by ALL FM's event will be detailed in the final project report, together with the results of any other social media fundraising successes that have been prompted by this project.

This grant was intended to support community radio stations across the UK. Seven stations have been given individual support during the pilot engagement period: ALL FM (Manchester); Future Radio (Norwich); Diverse FM (Luton); Pendle Radio / Awaz (Pendle); Peterborough FM (Peterborough); Ujima (Bristol); BCB (Bradford). However, the bulk of the support work will be happening in the project roll out phase in the Autumn when we hope to work with around a further 20 stations.

The stations engaged so far have all taken positive steps in using social media more productively. A full evaluation of this work is yet to be carried out, given the time needed to build an online audience, however an observation of the pilot stations' social media activity has shown more creative presentation (including multi-media use), a friendlier, more community-based feel to stations' communication, and consequently a significant rise in audience engagement.

Bristol Community FM (BCFM) – OB Coordinator and Trainer (supporting a revenue generation project) - £11,500

The grant has meant that the station is now able to operate many more OBs than previously, as there are so many more personnel with the necessary skills to set them up and deliver them. This means that we are seen at more local events, giving us greater opportunity to promote the station and talk to our listeners. It has also meant there are many more opportunities for our volunteers to participate in whole station events, rather than being limited to their own individual shows. They have increased skills and this helps them in other aspects of their broadcasting and in their lives generally. As a result of upskilling, some of our volunteers have been offered paid work at both BBC and commercial radio stations, which in turn has helped to cement our relationship with other stations in the area.

Bro Radio (Barry) – Funding and Development Manager - £16,356

The post holder spent his time developing new fundraising strategies for the station, applying for funding bids, increasing sales and sponsorship income and overall awareness of the station within the business and local community through effective marketing.

They were able to secure funding for a volunteer training facility and equipment to develop the stations existing training programme, as well as funding for a youth based radio show and further volunteering.

The increase in sales income and general awareness developed by the Fundraising and Development manager has led to an increase in overall sales and sponsorship income for the station seeing an increase in overall sales of almost £10,000 and the station developing links with further companies in the area due to the effective face to face and online marketing of the stations advertising opportunities.

Over the time period of the post the holder was able to raise: Advertising + Sponsorship: £34,273 (Increase of £10,000 on 2013 – 2014 period); Fundraising: £7,000; Total: £41,273

Now the station has a more stable and steady income we are able to continue providing new projects and radio to the community which we serve, whilst further developing the organisation.

Down FM (Downpatrick) and Lisburn City Radio (Lisburn) – Station Manager (shared post) £14,918

The successful candidate carried out presenting, promotion, recruitment and training administrative, fundraising and technical support duties for both stations. Key achievements include the delivery of training to 83 volunteers over the course of the year, and collaborative work on an externally funded project aimed at using community radio to improve the communication skills of young people (My Radio Project) which has allowed the stations to achieve funding for his post for a further three years. The post-holder also assisted in the generation of £5,200 in commercial revenue across both stations, which has been used to upgrade broadcast software and studio provision.

The key monetary value in this grant was the work towards achieving external funding for the “My Radio Project” outlined above. External funding for this project (including additional equipment provision, project management, hiring staff from the local FE college for delivery, room, facility hire, etc over a three year period) will total £182,000. Part of this funding will also be used to fund a second “Project Officer” post, thus doubling current management provision in the stations. The additional generation of £5,200 in commercial revenue has allowed both stations to develop their broadcast technologies and improve their service to the local communities.

Without the Community Radio Fund grant award the stations could never have collaborated in the way they have to produce a project that was capable of achieving such an award. This single grant has allowed the station manager to work strategically to guarantee the sustainability of the stations for the next three years. The volunteers of both stations have also been managed more effectively, leading to an overall better service to the local community in each area. Both stations are now more aware of each other’s operations, and the shared manager role has allowed the stations to share resources such as OB equipment and even presenters on occasion to cover absences.

Hayes FM - Business Development Manager - £15,000

The work which has been carried out has included:

- *A Training Funding Stream*
- *The Development of a Sponsorship and Fundraising Programme*
- *The Strategic Planning of Grant Applications*

The total amount of cash raised was £16,025. The main sources of income came from the new sponsorship scheme established during this period, the grants gained from new applications and new sources identified during this period and new advertisers. In addition the station gained the equivalent of £15,000 support in kind, including rent and accommodation and other operational costs.

Above all else the grant has given the station the resource to develop new approaches to fund raising and to test out the success of new innovative methods of income generation, whilst maintaining its role as a local broadcaster.

Hillz FM (Coventry) - Business Development Officer - £12,584

Achievements included: The generation of monthly and quarterly income through advertising & sponsorship packages, training & partnership work with local schools and young peoples’ support agencies, quarterly fundraising events, funding grants and other business. A two-

year Business Development & Marketing Plan was produced and implemented. Hillz FM Radio was rebranded and launched with new sales and marketing materials suitable for raising awareness of the HillzFM “offer” throughout Coventry and Warwickshire.

Through a combined team effort a total of £12,685 funds were raised for the station in 2014-15, through advertising sales; ‘introduction to radio’ training for young people and community events funded in partnership with Coventry City Council, Whitefriars Housing and both Coventry & Warwick Universities Neighbourhood Projects.

The grant has helped to raise the profile of the station and change the perception of Hillz, improved customer relations and increased potential revenue streams. The station has also benefited from the implementation of a clear and robust development and marketing strategy with up to date pricing and education packages.

In2Beats (Bedford) – Station Manager - £19,000

Events: The station managers co-ordinated and managed our marquee and live broadcast at Bedford’s River Festival in 2014 which is one of the biggest free festivals in the UK and attracts in excess of 300,000 people. This was a two day event and the majority of our volunteers were involved with the set up and broadcast. This gave the station a great opportunity to promote our services and speak directly to our listeners and get valuable feedback. From this we managed to get over 500 people on our mailing list.

Funded work experience programme: Successful in a funding application for a project for 16 work experience placements, Women in Radio programme funded by the Skills Funding Agency. This programme was aimed at unemployed women aged 19 plus. The course was designed to give the women transferable skills and also learn many of the different aspects of radio.

Culture Challenge: Steered the project with the culture challenge which is to be a provider for radio activities with schools. This project is being developed and will be looking at visiting the schools with a mobile studio set up to teach young people skills in radio broadcasting, this will be promoted to all schools in Bedfordshire.

Secured funding to deliver a project for young people to learn how to DJ and present a show. This was funded by Bedford Borough Council. Secured funding of £15,000 (Women in Radio Project); £6,000 Youth Project (2 x youth programmes with Bedford Borough Council) ; advertising & sponsorship revenue over £45,000. Total income revenue approximately £66,000.

Inspiration FM (Northampton) – Sponsorship and Volunteer Co-ordinator - £13,976

The postholder worked on:

- *Generating new fundraising leads*
- *Coordinating volunteers and organised local events to raise funds*
- *Securing advertising and programme sponsorship opportunities for radio airtime*
- *Set up, co-ordinated and managed contracted play times for scheduled adverts/PSA*
- *Identifying new funding partners*
- *Fundraising applications*

The grant was immensely effective to the sustainability of the station because it allowed Inspiration FM to employ a worker to search out areas of self-sustainability and deliver the aims, the visions, of the community and committee of the radio station.

During their time in situ they managed to generate income and grants from the following areas: Advertising = £3,310; Fundraising = £8,945; Grants - Funding video equipment

£10,796, and Children In Need £62,000 for three year funding for a Community liaison Officer.

Ivine Beat FM – Fundraiser/Partnership Administrator - £18,000

The postholder generated £25,720 in grants and £15,945 in donations for the station. Partnership agreements were created with various agencies including Police Scotland, Scottish Fire Service, North Ayrshire Council, The Ayrshire Community Trust, HMRC, local priests and ministers and various health-related charities.

In the present climate it is extremely difficult for a community radio station to source funding and it is now a full time job. Most funders are only prepared to fund a particular project and we were able to spend time looking for core cost and salary funding which would have been impossible to do relying solely on volunteers.

Phoenix FM (Halifax) – Marketing Officer - £15,301

This new role has allowed the station to make massive inroads in moving Phoenix Radio away from grant reliance for the future. This has already secured over £20,000 for the station.

The efforts being made by the Marketing Officer led to him being invited to join the Halifax Business Improvement District (BID) board to become a leading Media Advocate for the Halifax BID moving forward between now and late 2016. The Halifax BID Board is a cross selection of leading businessmen and businesswomen from Halifax and Calderdale who were approached with a view that they would represent the project by taking seats on the BID Board.

£22,274.92 has been raised through more involvement with businesses and groups who have paid Phoenix for off air services. Roadshows/campaigns/workshops/community development: £17,889.92. On air advertising: £4,385.

Radio Asian Fever (Leeds) - Business Development Officer (p/t) - £18,000

The grant was spent on four staff... their aims were:

- Liaising with relevant grant bodies and managing multiple applications to access funds for Core Costs, staff and additional projects.*
- Prepare and deliver funding presentations where appropriate.*
- Developing relationships with grant providers and their representatives.*
- Linking with suitable organisations and developing partnerships.*
- Supporting a case load of grant applications and monitoring their progress.*
- Research and planning our On-line TV Project*

The achievements up to 31st October 2014 were:

£20,000 - One year Service Level Agreement with Leeds City Council (unrestricted funding)

£10,000 – Awards4All (Studio 2 Capital restricted Funding)

£20,000 – Mr Compensator (One year Business Sponsorship - unrestricted)

Radio Faza (Nottingham) - Business Development Manager - £14,687

The Business Development Manager in collaboration with the directors, volunteers, steering group member and partner organisations, and the local community has developed a 3-5 year strategy, in order to establish the future vision of the station, a business plan and work plans for individuals associated with the radio station.

The grant has helped us to raise more income through fund raising activities and campaigns. The station has become more efficient and effective in its Information Management Systems.

Radio Verulam (St Albans) - Business Development Manager - £11,800

The grant was to pay the salary and associated costs for a Business Development Manager to be employed for a nine month period in 2013-14. It was very effective in enabling us to contract two individuals actively to sell sponsorship and advertising packages for us. The income generated by for Advertising and Sponsorships = £19,325

The income has given us confidence to make significant investments in new equipment and facilities... A further benefit has been that our increased visibility as a result of our marketing to produce these sales (also managed by our two contractors) has greatly increased confidence in us by the local community including St Albans District Council.

Radio Winchcombe (Winchcombe, Gloucestershire) - Programme Strategy & Planning role - £6,750

The Programme Strategy & Planning role is to:

- take a realistic overview of station programming – content and quality,
- make recommendations concerning the development of the programming service,
- and attract new programmes and presenters from the local community to meet these recommendations.

Prior to this, 13 months into broadcasting with a full-time licence, programme content was starting to decline as some initial presenters departed and there were no replacements available. The grant has been instrumental in reversing this trend and developing the station to a point where it is achieving all of its programming objectives... The grant has been fundamental to establishing a rich programming content for Radio Winchcombe to the benefit of the community and the local businesses (who advertise and participate in programmes).

Seaside FM 105.3 (Withernsea) – Business Development Officer - £7,098

The Business Development Officer achieved the following:

- Development of an advertising portfolio
- Development of a community magazine
- Development of community networks/partnerships with the community and public sector ie local authority, health authorities etc
- Secure local grants on community engagement projects

The grant allowed the BDO to build strong and effective partnerships with various local groups, developing their voice to community services and activities that support our community. This has enabled a principle of joined up thinking/ joined up doing, bringing together a wealth of skills, knowledge and abilities from various organisations to work in the best interests of the community we serve. These relationships are now well established and we believe will continue for many, many more years to come.

shmu FM (Aberdeen) – Business and Sustainability Manager - £15,000

The post-holder had two main roles in relation to the generation of funding: To complete funding applications to relevant funding bodies and to generate income through “commercial activity”.

The post-holder was heavily involved in the following successful bids: Big Lottery Fund – Media Access project – secured £896,000; Digital Scotland Challenge Fund – secured £10,000; Fairer Aberdeen Fund – secured £25,000.

The commercial activity has generated approx. £70,000 in gross revenue [£36,000 net] in its first year of operation. This has shown that there are commercial markets in all areas but

with considerable potential in the area of film. The initial experience has allowed the market analysis to be further refined which should permit greater targeting in Year 2.

shmuFM is not a typical community radio station in that radio is just one of a range of community media platforms through which the organisation facilitates community engagement in a number of Aberdeen's poorest communities [seven in total]. shmu uses media (radio, magazines, film and sound) in order to engage with communities to provide a conduit for self-development and provide a voice for a range of social purposes. As a result, the funding opportunities are varied and disparate and require a focused approach. The potential business ("commercial") opportunities are equally diverse and require a dedicated resource to source leads and deliver commissioned projects.

The work undertaken during the period of this grant has led to a consolidation of the work and has permitted an evaluation of the market potential for the type of services that can be offered in future. The initial year's experience has demonstrated that it is at least a self-funding post with the potential to add considerable value to the organisation both in terms of additional revenue and in the post-holders contribution to the corporate management of the organisation.

Switch Radio (Castle Vale, Birmingham) - Funding and Development Manager (FDM) - £17,507

The work of the FDM was split 75% on funding and 25% on development. The FDM applied for a number of funding opportunities and was able to secure income for the station. The awards we secured were for a number of projects at the station... Some of the funding is dependent on our delivery of training for local people, particularly the unemployed. In support of this, we have recently been accredited by OCNWMR as an official training provider for their courses. This accreditation was managed and overseen by the FDM.

We continue to receive a wide array of grant funding to support the activities of the station. In terms of station development, the FDM has been invaluable. We have thoroughly overhauled our web presence, which has allowed us to feature more local news and stories, more content and more station information than ever before.

*In terms of grant funding, our FDM was successful in obtaining the following:
Total grant income: £41,806; sponsorship/advertising: £3,500; total income: £45,306*

Takeover Radio (Leicester) - Fundraising and Development Officer (shared post with Takeover Radio 106.9 (Sutton In Ashfield)) - £24,624

We recruited a person to work ... two and a half days at each station. [However] The individual decided to resign from the position... We have now recruited two part time individuals to work at each station. This is proving successful and we should be able to sustain this level of salary from the income generated by these two individuals [as] they are now self funding.

In Leicester she brought in £11,650; in Sutton she brought in £50,838. The grants have made a significant difference to both organisations, prior to this we did not have a dedicated fund raiser and all this had to be achieved by the directors or station manager which put too much pressure on the individuals and the results were poor. We now have two self-funding positions which we are hoping will develop into full time positions.

**Tameside Radio – Commercial Sales Development (shared post for eight stations)
£30,850**

The grant was for the development of a dedicated ‘Commercial Sales Development’ post to generate commercial income from national and regional prospects working closely with a nationally recognised media sales house with offices in London and Manchester.

There was limited success in attracting paying advertisers during the set up and early operating periods of the grant funding being applied. However, latter months has shown that penetration of the markets is possible, though the lead in time to get the community radio message across is longer than had been suggested in the planning stages.

The vision had been that advertisers would place contracts across the whole of the City of Manchester community radio network (CRN). This did not transpire to be the case with agencies having clients who only covered part of the region, and who therefore only wanted to advertise with the CRN stations in specific areas.

The objectives of the project and the outline Job Description/Consultants Agreement proved to be appropriate to the needs of the project, however, it became clear that a lot more prior planning and communication between the stations would have been of great benefit.

Factors that should be taken into consideration in any future such bids of this nature is the difference in operating standards at community radio stations, and the variety in the demographics and numbers of the audiences they attract through their key commitments.

During the period of the grant funding £9,500 worth of advertising was secured and delivered. This does not present the full picture, however, and in the weeks and months ahead [a number of] contracts [are being] finalised, secured and delivered. This presents a positive picture when set against the original bid.

The business intelligence and contracting opportunities secured will now be shared with the other stations in the network. The stations income benefits varied depending on the interest of the agencies and advertisers. It is generally agreed that the exposure of community radio has been of wide benefit across the network, though the income generated to date has not been as expected.

The stations involved are now much more clearly aware of each other and have shared practices to help in the promotion of their activities; this is of long term benefit as a consequence of the project bid.

Ujima Radio (St Pauls and Easton, Bristol) – Project Trainer (for a sustainable revenue stream) £17,283

The grant was split between developing internal and external media training and ... building up relationships with a range of external agencies.

The award allowed us to grow and expand and consequently our priorities shifted to that of developing the external out-facing role. With the social enterprise skills within the board this became our main focus of the grant once training was delivered. To not only secure finance from partnerships but ensure Ujima Radio has an enduring legacy in the city, developing brand awareness and a partner of choice.

The [postholder] was successful in raising a number of sponsorships and advertising as well as support in kind. Due to the limited income coming into the station we have to be constantly innovative in making the resources go as far as we can. We estimate our

advertising revenue income has gone up by 40%. Support in kind has increased as the role evolved.

In summary the grant has boosted confidence, given much needed exposure and shown Bristol and the world a foundation of successful projects. Previously where good work has been started we haven't had the means to follow up with limited incoming finance and relying on volunteer time. This award specifically has changed that stop/start nature.

Vibe 107.6 FM (Watford) - General Manager (p/t) - £17,240

The General Manager has represented the radio station at key meetings within Watford (including Youth Council, Local Advisory Board and Community Partner meetings).

Through active participation with the community and the visibility of the role, the General Manager has significantly increased revenue from local partners, initiatives and advertising to drive the sustainability of the station, both financially and through its perception and standing within the community.

In the original bid we projected increasing income from all sources to £56,500 in the financial year; this has been exceeded with income of £58,500 being achieved and is increasing on a rolling year basis.

In overview, the grant funding to support the General Manager post and the person appointed have transformed the station in terms of its presence and impact within the town, greatly improved the quality of programming and out-put. Most importantly, it has given the station a secure financial position which will enable it to continue to grow and develop.