

## Application form Investing in Communities

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For use only in Scotland

Welcome to Investing in Communities.

Having read your outline proposal, we may be able to consider funding your project. We will need to know more detail about your project and this form will allow you to tell us.

To help you fill in this application form, please make sure you read the guidance **before** completing the application.

To make the process simpler, some sections of the application form have already been filled in for you. This information has been taken from the outline proposal. It is important you read your outline proposal again to make sure the information is still accurate.

You can also get this form in Braille, on audiotape, on disc or in large print, by calling us on 0845 4 10 20 30 (Textphone 0141 242 1500. This is for those with a hearing impairment).

If you are not sure how to answer any questions, we will be happy to help. Please call 0870 240 2391 or email [enquiries.scotland@biglotteryfund.org.uk](mailto:enquiries.scotland@biglotteryfund.org.uk) You do not need to send any extra information unless we ask you to.

Please send this form to Big Lottery Fund, 1 Atlantic Quay, Glasgow G2 8JB.

## Unique reference number

/1/010224515

## Section A: About Your Organisation

We have used the details you gave us in your outline proposal to fill in this section of the form. **If any of the details in this section have changed, please let us know.**

### 1 Organisation name

Station House Media Unit

### 2 Organisation address

In your outline proposal you gave us the following address as the registered address for your organisation.

Station House Community Centre  
Station Road  
Woodside  
Aberdeen  
Aberdeenshire  
AB24 2WB

|   |              |                               |                    |
|---|--------------|-------------------------------|--------------------|
| Phone number 1 or textphone                 | 01224 487174 | Email address (if applicable) | murray@shmu.org.uk |
| Phone number 2 or textphone (if applicable) |              | Web address (if applicable)   | www.shmu.org.uk    |
| Fax number (if applicable)                  |              |                               |                    |

If your organisation's registered address has changed tell us what the new registered address for the organisation is.

|  |
|--|
|  |
|--|

|   |  |                               |  |
|---|--|-------------------------------|--|
| Phone number 1(or textphone)                |  | Email address (if applicable) |  |
| Phone number 2 or textphone (if applicable) |  | Web address (if applicable)   |  |
| Fax number (if applicable)                  |  |                               |  |

### 3 Main contact details for the project

In your outline proposal you gave us the following address as the main contact details for your project:

Name of contact

Mr Murray Dawson

Position or job title (provide below)

Project Manager

Address for correspondence

Station House Community Centre  
Station Road  
Woodside  
Aberdeen  
Aberdeenshire  
AB24 2WB

|   |              |                               |                    |
|---|--------------|-------------------------------|--------------------|
| Phone number 1 (or textphone)               | 01224 487174 | Email address (if applicable) | murray@shmu.org.uk |
| Phone number 2 or textphone (if applicable) |              | Web address (if applicable)   | www.shmu.org.uk    |
| Fax number (if applicable)                  |              |                               |                    |

If the main contact details for your project have changed tell us what the new contact details for the project are.

Name of contact

Position or job title

Address (including postcode) for correspondence

|   |  |                               |  |
|---|--|-------------------------------|--|
| Phone number 1 (or textphone)               |  | Email address (if applicable) |  |
| Phone number 2 or textphone (if applicable) |  | Web address (if applicable)   |  |
| Fax number (if applicable)                  |  |                               |  |

If any of your project contact details have changed tell us why.

#### 4 Governing Document

Has your governing document changed since you sent it to us with your outline proposal?

Yes  No

**If it has you will need to send us the most recent version.**

### Section B: About your project

#### 5 Project name

In your outline proposal you gave us the following project name:

shmu FM Community Radio

If your project name has changed tell us what its new name is (this should be no more than ten words).

#### 6 Project summary

In your outline proposal you gave us the following description of your project:

Station House Media Unit will increase communication within and between six areas of Aberdeen. The project will run a community radio station, shmuFM which will help local people make and maintain connections between different community groups. The project will provide a range of volunteering opportunities that will help people increase their skills and confidence.

Use this space to update your project summary.

Station House Media Unit (SHMU) has secured a 5-year FM license from Ofcom to broadcast over a 10km range to our 6 target regeneration areas in North and Central Aberdeen. The shmuFM Community Radio project will offer individuals real opportunities for involvement and skills development as volunteers. This project will establish a new and free platform for communication for the most deprived areas of Aberdeen, it will address the challenges and opportunities associated with the digital divide, and will utilise new technologies to combat social exclusion and isolation.

shmuFM will provide a platform for expression that will not only be heard but will influence policy makers and bring about real change. To date, this platform has only been available online. However, having secured a 5-year FM license (one of only nine awarded in Scotland), the organisation has the opportunity to support volunteers in the target communities to build a fantastic community resource. Support from Big Lottery Fund for this project will transform the existing shmuFM online service to one that will become widely and freely available, offering a range of new services to some of the most vulnerable residents in the city. Our commitment to community development means individuals and groups will be

supported and encouraged to get involved in the development, production, and presentation of programmes that will enable them to contribute their views and opinions on important local issues. Volunteers will be supported in all decision-making aspects of the project, from weekly station programming to taking the lead on fundraising strategy. shmuFM will feature a broad range of programming e.g. documentaries, news, community profiles, radio plays, interviews, recordings of local bands and musicians and magazine-format shows.

This application has altered since outline the proposal stage in that Ofcom has enforced a "statutory requirement that no more than 50% of a station's annual income comes from one source". This has resulted in the total project cost of the shmuFM Community Radio project being reduced from £750k (£600k from Big Lottery Fund) over 5 years to £694,678 (£319,678 from Big Lottery Fund) over 5 years. This represents a contribution from the Big Lottery Fund that equates to 46% of the total project costs. This change was discussed and agreed by John Kinnear, Grants Officer.

### 7 Project location

In the table below tell us where your project will be delivered (that is, where the project activities will take place) and what its postcode is.

In some cases a project will be delivered in more than one place. If so, tell us the locations and postcodes for each delivery location. If your project is delivered through outreach work or covers a wide area then give us the postcode where the project is based. Estimate the percentage of the grant that will be used to deliver the project in each location.

| Location   | Location postcode | Percentage per location<br>If the project is only going to be delivered in one place, write 100% in this box. |
|--|-------------------|---|
| <i>Example</i><br>Anywhere Community Association | AA19 3DN          | 25%   |
| Station House Media Unit                         | AB24 2WB          | 100%  |
|  |                   |   |
|  |                   |   |
|  |                   |   |
|  |                   |   |

### 8 Project beneficiaries

In your outline proposal you told us that the following people and organisations would mainly benefit from your project:

Disadvantaged people living in urban areas

Use this space to provide further details about the people and organisations you expect to benefit from your project.

The project will serve all the residents, regardless of age, ability, or background in the six regeneration areas of North and Central Aberdeen. It will also work in partnership with all projects, groups, agencies that provide services in these regeneration areas.

Residents in these designated areas are broadly characterised by:

- social exclusion and isolation
- economic exclusion
- digital and technological exclusion
- higher incidence of poverty: unemployed or low income
- higher proportions of lone parents
- lower educational attainment
- greater incidence of substance abusers
- poorer quality housing
- poorer health
- larger proportions of migrants / non-native speakers

## 9 Direct beneficiary numbers

How many people do you expect to benefit from your project?

1250

and / or

How many organisations do you expect to benefit directly from your project?

25

## 10 Project need

What is the need for your project?

The need for this project is demonstrated not only by the work of the organisation that has led to the development and implementation of the pilot on-line radio project, but also by gaining an understanding of the area demographics.

SHMU works across 6 regeneration areas of North and Central Aberdeen. These are amongst the 15% most deprived areas in Scotland. Residents in these communities experience a number of barriers to social inclusion. There are a number of challenges faced by people in our target areas, especially in relation to gaining employment, accessing education, housing, plus health, social and digital inclusion issues as identified in the 2001 Census (and in more recent surveys including the Scottish Index of Multiple Deprivation 2004 report). SHMU has evolved to meet the needs of these communities and to engage in a process of community empowerment led from within the communities it serves.

Employment and other economic Indicators

Available data highlights:

- a higher proportion of people in the target areas unemployed and reliant on benefits than other parts of Aberdeen
- a disproportionate number of unemployed young people in the target areas.

The statistics in the 2001 census show residents of the target areas face more severe relative deprivation than many others facing similar levels of poverty. Unemployment is up to three times the local and double the national level average.

It is important to note these figures are skewed by the fact that they are at ward level and include private housing that borders the community regeneration areas. The findings of the Scottish Index of Multiple Deprivation 2004 more accurately reflect the relative disadvantage experienced in our target communities. They show the levels of adults seeking benefits is higher than ward figures suggest, an average of 26.1% claiming against unemployment, and 41.4% in total claiming key income benefits and credits.

Information solutions company Experian undertook an analysis of all local authorities in England, Wales and Scotland using a financial classification system. Their analysis showed that Aberdeen City has serious disadvantages in a context of relative affluence. Arguably, this aggravates the circumstance of the poorer sections of Aberdeen's communities, reinforcing their poverty. The reality gives direction to the focus of work of SHMU generally and the shmuFM community radio project specifically.

### Education

Within the target areas, there is:

- a high percentage of children with special educational needs
- a high incidence of regular truancy
- high levels of need indicated by take-up rates of clothing grants and free school meals
- a high level of unemployed school-leavers
- significantly lower than average passes at S4 level
- low rates of participation in further or higher education

There is a consensus on the need for strategies to increase both educational attainment and achievement and the shmuFM community radio project will play a key role in supporting organisations and individuals deliver on them.

The shmuFM pilot project has worked in partnership with a local project to create a Truancy media group. The group successfully re-engaged some vulnerable young people with education at a stage when they could have found themselves permanently self-excluding. The success of this project shows the potential value the shmuFM Community Radio project could have in this area.

### Housing

The ratio of social housing to private housing in the target areas is significantly higher than the city average e.g. the city average of council rented homes is 26% - in Middlefield it is 70% (Community Profiles 2004).

Within the areas, social housing suffers stigmatisation. Issues related to housing include:

- large numbers of council rented tenements
- unsuitable housing mix (flatted accommodation compared to houses)
- pre-war tenements needing major refurbishment
- high incidence of voids
- overcrowding
- high incidence of break-ins and vandalism to empty properties

There is an ongoing need to campaign for improvements to the built environment and significant issues continue to exist around community safety and safety in the home.

shmuFM Community Radio project can play a key role in helping to identify issues, create a dialogue with service providers and support tenants in their campaign for improvements to the housing stock.

#### Health and Social issues

There is general recognition and acceptance of a 'social', rather than 'medical', model of health. Good health is much more than simply the absence of illness and disease. Many inter-related factors contribute and determine health and well being. Factors include income levels, quality and availability of services and facilities, quality of social relations and support networks.

NHS Grampian statistics demonstrate our target communities have higher levels of:

- teenage pregnancies
- low birth-weight babies
- low level of breast-feeding mothers
- children with special health needs
- children on the child protection register

shmuFM community radio can have a real impact in this area as a conduit for health information and public service broadcasts that will encourage residents to make positive life choices. The project will also support residents to make audio documentaries for broadcast exploring health issues from their own perspective based on real-life experiences.

The project will encourage health and well being through building confidence, self-esteem and social skills, which in turn will lead to better health and quality of life.

#### Digital Inclusion

Residents of disadvantaged urban areas like SHMU's target areas experience difficulties in accessing ICT equipment and opportunities to acquire IT skills. 1999's Scottish Household Survey noted residents in disadvantaged council housing areas e.g. single parent families and senior citizens, are less likely to have home PCs or internet access than the population as a whole.

SHMU shares the goals of Digital Scotland, a Scottish Executive initiative aiming to "ensure that Scotland obtains and retains maximum economic and social advantage from information and communication technologies."

We recognise digital inclusion will only be achieved through adequate access to IT for all citizens, ongoing skills development and training to ensure individuals have the confidence to engage with new IT.

The Report and Action Plan of the Digital Inclusion Team - Scottish Enterprise Grampian - suggests the need for a number of further developments to support digital inclusion, including:

- a strategic and joined-up approach among the partnership agencies involved; and enhancements in the quantity and quality of access to the Internet and ICT.

The shmuFM project will use a range of emerging technologies to enable our target communities to engage with, inform and shape programming on the station. SHMU's work with Connected Aberdeen's wireless city project will ensure residents have access to cheap, fast Internet access and a local Intranet. This platform will support the community in the generation and distribution of content, including the streaming of shmuFM community radio. It will allow residents to contact the studio directly enabling them to share their views, comments, concerns and requests on a free platform to residents across our operating area.

Existing services in the operating area and gaps in provision:

SHMU is the only cross-platform community-based digital media resource operating in Scotland. Within the target communities there are no other resources or services in the community media field: SHMU provides a unique range of services and support.

Outwith the target communities, other organisations delivering services and support around media include Aberdeen City Council's Learning & Leisure Dept, Peacock Visual Arts and the Belmont Cinema. These services tend to operate with a specific target group e.g. schools, or on an open access basis offering a city-centre based service for those who want to develop their skills and talent in the digital arts. SHMU has extensive experience and skills in supporting excluded, disadvantaged communities and groups using a Community Development approach.

## 11 Identifying need

How have you identified that need?

Development of Community Radio in our Target Communities

SHMU has been supporting the development of community media in our target areas since 1999. The project focussed initially on video as the key community media tool.

A successful bid for funding from the Scottish Executive's Pathfinder initiative followed a consultation exercise in 2001, enabling the Unit to expand its services to include support for community magazine production, while maintaining support for video production. Although the video medium was extremely powerful as a campaigning tool enabling the community to secure significant investment from both local and national sources, funding with which to tackle identified concerns, it was very much a resource intensive process (both financially and in terms of volunteer and staff time). Community magazines could be produced more regularly, tackle more issues and be distributed through every door in the community.

A further community consultation exercise in 2003 identified a demand and enthusiasm for the development of community radio in the area. Although community magazines were much valued as a tool for community development and would continue to be supported, it was felt they took a significant time to produce (generally distributed quarterly) and that meeting the printing costs and organising delivery were ongoing concerns. A community radio station would potentially sidestep these problems; assuming resources could be found for equipment, space and support, distribution to homes across the target communities would be free.

A series of tasters and training sessions in radio were organised and SHMU volunteers also participated extensively in Restricted Service Licences (RSLs).

Positive experiences and feedback from participants and audiences alike ensured

this new area of work was embedded in the future vision of the organisation. An active and enthusiastic core of participants began meeting and worked to secure the resources required to establish an Internet radio station. The group secured a capital grant from a Scottish Executive underspend in 2004, enabling the organisation to transform a room in the community centre into an on-line radio studio. Occasional 'live' on-line broadcasting began in 2005.

A radio working group made up of local volunteers was formed to support the development of the work and this group, submitted a successful application to Ofcom for a 5-year FM community radio license. This license entitles the organisation to broadcast on the FM frequency over a 10km area, 24 hours a day for five years. As a pilot working towards the full-time FM license, the station is currently broadcasting live on-line programming up to 5 days a week, with the schedule growing on a weekly basis. The aim is to fill the schedule prior to launching the FM station. Assuming the resources are secured to support the project this is scheduled for the summer of 2007.

We have developed a wide range of partnerships with local community organisations through our community media work, conduit partnerships allowing further consultation and encouraging new participants to the medium.

As a community-managed, needs-led organisation SHMU (and shmuFM) is completely accountable to the community it serves. The project will be managed and operate within an ethos based firmly in community development, all decisions being taken at community level supported by a dedicated support team.

The establishment of the shmuFM programming team, made up of local volunteers, will ensure that all aspects of the community's needs are served. This team will include reps from youth programming, over 50s, adult learning and health etc. In addition to this level of community accountability and scrutiny, other tools ensuring transparency will include:

- programming based on the views of community members and participants to make the service flexible and dynamic
- regular consultation with non-participants through existing partnerships and community networks
- undertaking regular audience surveys and research

#### Policy & Strategic Links

The work of SHMU - and the shmuFM Community Radio project specifically - not only meets the needs and demands of the local community, it dovetails into a range of policy initiatives from local, national (and European) governmental bodies in the pursuit of community learning and development agendas in regeneration, masterplanning, employment, health, heritage and culture. Central to these policies is the promotion and development of appropriate strategies and initiatives to alleviate poverty and disadvantage, ensuring the establishment and maintenance of self-sustaining communities.

#### Community Learning and Development

Aberdeen's Community Learning and Development strategy (2005–08):

Working Together to Close the Gap has tackling inequalities in Aberdeen as its priority. There are three strategic outcomes to achieve this:

- achievement through learning for young people

- achievement through learning for adults
- achievement through building community capacity

shmuFM will make a considerable contribution to each of these outcomes, both as part of the three multi-agency task groups that develop and drive the work forward, and as a direct provider of learning opportunities:

Achievement through learning for young people:

- establishing and supporting new vehicles for youth forums
- supporting young people to engage / become active in committees
- developing a voice for children and young people via radio production
- supporting and participating in outreach and detached work
- providing opportunities for volunteering
- building on learning and achievement, outwith and within school e.g. Youth

Achievement Awards

- Providing opportunities and support for young people marginalised from formal education

Achievement through learning for adults:

- encouraging effective participation in lifelong learning and personal development
- encouraging learning as a family
- supporting Individual Learning Plans (ILPs) for participants
- offering opportunities for accreditation of skills
- supporting the development of skills for employment e.g. media literacy
- offering improved access to ICT

Achievement through building community capacity:

- encouraging active participation in community improvements
- encouraging increased participation in community organisations
- supporting the development of community organisations
- securing recognition of achievements of community volunteers
- supporting co-ordinated action on identified issues of concern
- encouraging use of the FM platform to communicate messages

Regeneration - Closing the Opportunity Gap

The Scottish Executive has developed Closing the Opportunity Gap: Aims and Underpinning Targets, setting out what Scotland must achieve to serve all its communities - five of the six aims are relevant to urban deprivation:

- to increase the chances of sustained employment for vulnerable and disadvantaged groups - in order to lift them permanently out of poverty
- to improve the confidence and skills of the most disadvantaged children and young people - in order to provide them with the greatest chance of avoiding poverty when they leave school
- to reduce the vulnerability of low income families to financial exclusion and multiple debts - in order to prevent them becoming over-indebted and/or to lift them out of poverty
- to regenerate the most disadvantaged neighbourhoods - in order that people living there can take advantage of job opportunities and improve their quality of life
- to increase the rate of improvement to the health of members of the most

deprived communities - in order to improve their quality of life, including their employability prospects

The Aberdeen Regeneration Outcome Agreement (ROA) sets out the city's commitments to meeting the Closing the Opportunity Gaps aims and targets, across geographically deprived communities. This document recognises the good practice developed by SHMU in the former Social Inclusion Partnership and recommended the roll-out of its services to the neighbouring priority areas of Seaton, Cummings Park and Northfield. The funding attached to this work offers SHMU the opportunity to deliver unique services to the six regeneration areas of North & Central Aberdeen.

shmuFM community radio will add a dynamic new resource and platform for communication that will make a major contribution towards ensuring that the aims of the Aberdeen ROA are met.

#### Local Masterplanning

Aberdeen's local regeneration strategy was agreed in May 2005. It identifies six neighbourhoods in need of regeneration, five of which: Cummings Park, Seaton, Middlefield, Tillydrone and Woodside are within our target area. Masterplanning consultants have been hired to consult with these communities and produce implementation plans for each. shmuFM will play a vital role in helping communities express opinions and reach a wider audience, ensuring the views of the community are heard and acted upon.

#### Employment

SHMU's action on employment takes place within the national context of Closing the Opportunity Gap and the ROA as stated above. Locally the city community plan: AberdeenFutures, stresses the importance of jobs and prosperity. Building the capacity of communities to become sustainable is central to the work at SHMU.

In offering opportunities to cultivate often dormant and untapped creative skills, SHMU is committed to increasing the earning potential of community members. This is evidenced either by the increased employability of participants or in the support of those who wish to pursue paths to self-employment.

The creative industries offer substantial potential for employment to participants in the shmuFM community radio project in the future. shmuFM have secured the only 5-year community radio license in the north of Scotland. The opportunities that a full-time community radio station brings in terms of training, skills development and, crucially, in the creative industries, hands-on experience, will position SHMU perfectly to become an active stakeholder in the employment profile of the target communities it serves. Sustainable local employment is central to the expansion plans of SHMU.

#### Health

The Joint Health Improvement Plan for Aberdeen's overarching aim is to reduce health inequalities between the top and bottom 20% of the population, with mental health / well-being and obesity, as its top health improvement priorities. The ROA

also focuses on mental health and well-being. The Scottish Arts Council (SAC) is currently developing a strategy on how arts can benefit mental health and well-being. Scotland is one of the first countries to adopt an approach to arts and health at national level. This is timely as new legislation makes it incumbent on local authorities to provide cultural experience for people with mental illness.

shmuFM will connect to these policies and encourage health and well-being through the teaching of new skills in a positive and encouraging environment. This process will deliver on 'soft skills', like building confidence, self-esteem and social skills, which in turn encourage better health and quality of life. The project will also encourage community development and participation by developing community health work, supporting communities to identify local health issues/priorities, support healthy neighbourhood developments and encouraging health-promoting activity.

#### Heritage and Culture

The draft Culture Bill lays out an agenda for the design and delivery of Cultural Entitlements within Local Authority areas, and proposals to merge Scottish Screen and the Scottish Arts Council in 2008. The new organisation will be Creative Scotland, with responsibility for the funding of national arts organisations such as Scottish Opera resting with the Scottish Executive.

Aberdeen City Councils Cultural Forum will be working closely with the Scottish Executive and the citizens of Aberdeen to establish cultural entitlements which are appropriate and relevant to Aberdeen.

In 2004 Aberdeen City Council produced a new cultural strategy containing five sections, including one entitled Participation. This section is: "Concerned with the encouragement of as many people as possible, of whatever age and ability, to take part in cultural activities in the city".

This centres on the roles of formal and informal education, outreach activities and community-based work across the city. The cultural strategy is firmly embedded within the Community Plan for Aberdeen City, and as such shares the plan's key principles of Social Inclusion and Sustainable Development.

As a key player in the development of cultural activities in the city, and in its role in the ongoing discussions to revise and advance the cultural strategy, SHMU, and the shmuFM community radio project specifically, will continue to ensure that the cultural needs of our target communities are being met at a local and national level.

#### Media Literacies

The media reaches people from all walks of life in the UK. Its power to influence and affect everyone in matters such as news and current affairs - and other people in society - is a crucial one. Therefore, everyone should be fully media literate and have access to the media themselves.

Media literacy mean the skills, knowledge and understanding required to use media effectively. Media literate people are able to exercise informed choices, understand the nature of content and services and able to take advantage of the full range of

opportunities offered by new communications technologies; also better able to protect themselves and their families from harmful or offensive materials.

Our target communities' experience of the media tends to have been extremely negative, the mainstream media tending to concentrate on 'bad' local news that consolidates negative stereotyping of the area.

shmuFM community radio will empower the community to gain the skills and tools required to express themselves positively about issues that affect them personally, to reclaim the media and redress the balance, and tackle the negative stereotypes that presently abound.

#### Case Studies from other Community Radio Stations

shmuFM has forged links with community radio projects in England with a view to sharing knowledge and best practice. Two recent examples of action research in this area are as follows:

ALLfm - This project was developed in an ethnically diverse area and carries the slogan: "one station, many nations". In its first 30 months, ALL FM worked with over 200 volunteers and 2000 local guests on live radio. The station has over 50 community partners.

WYTHENSHAW FM - This project operates in one of the largest social housing schemes in Europe. Since its inception over 200 volunteers have been involved, with around 80 active at any given time. The station has developed its own soap opera "Parkway," which has 24 volunteers involved at present.

## 12 Project outcomes

In your outline proposal you listed these main proposed outcomes of your project:

- higher levels of engagement by people in the operating area (participants and audiences) in current affairs and social issues, dealt with through dynamic programming,
- more active citizenship skills, encouraging community members to participate and articulate their views on social and political issues.
- enhanced communication skills, in particular verbal communication skills, on the part of participants / programme makers
- access point for people progressing on to further / higher education or employment opportunities after their initial exposure to media production at SHMU
- higher levels of employment in the creative and broadcasting industries from within the operating area, enabled and supported by strong links with the broadcasting industries, creative industries and further educational institutions.
- increased opportunities for training and work experience

If the outcomes you originally proposed have changed, update the list of your proposed outcomes in the box below. You must only list up to six proposed outcomes. Write them as short bullet points.

- 1) higher levels of engagement by residents in the operating area
- 2) provision of "a voice" to residents in the operating area
- 3) increased community capacity and active citizenship skills
- 4) increased opportunities for education, training, work experience and employment
- 5) improved partnership working across the target areas

### 13 Area of investment changes

How will your proposed project outcomes help achieve the changes we are looking for? Your area of investment card will tell you what these are and how many of these changes your project must contribute to.

The changes that this project will assist in delivering are:

- 1) People and communities have more and better chances to make and maintain connections with each other.
  - shmuFM will support the development of a community radio station in the regeneration areas by broadcasting programmes developed, presented and produced by community members
  - the service will be freely available to all residents in the target areas in their homes, work places, community centres, shops, cafes, cars etc
  - shmuFM will provide a voice to those with no or limited access to the media at present, allowing their opinions to be heard and valued
  - shmuFM will encourage higher levels of engagement by people in the target area (participants and audiences) in current affairs and social issues
  - through innovative use of ICT, allow residents to engage actively with the project and with each other, through texting, emailing, web cams, audio conferencing etc
  - regular news bulletins, specific to individual neighbourhoods, will ensure that local news is well reflected on the schedule
  - opportunities for all local clubs, groups and events to be well-publicised on the station ensuring the community is well informed about local leisure opportunities.
  - cross-generational work will be supported to ensure that fears and barriers are minimised
  - minority language programming will be supported and will feature regularly in the schedule, especially in relation to the recent migrants from eastern Europe.
  - programming will be developed for housebound / limited mobility residents which will enable them to participate more actively in community affairs.
- 2) People and communities are more able to deal with the challenges of 21st century life
  - shmuFM will provide community members with open access to create their own media - allowing residents to celebrate their communities and tackle the negative stereotypes often presented by mainstream media.
  - shmuFM will assist the development of enhanced communication skills, in particular verbal communication skills, on the part of the participants and

programme-makers.

- station programming will reflect the needs and concerns of the communities it serves, including magazine format shows and discussion programmes exploring issues and challenges that exist in their community.
- residents will have the opportunity to experience hands-on training in digital media, ICT and creative industries sector, gaining real experience that will be valued by prospective employers
- shmuFM will provide increased levels of support to services dedicated to tackling social exclusion in the regeneration areas, both in the form of getting their message across to the communities they serve and in staff and team development.

3) People have more confidence, self esteem and life skills to plan for their future

- shmuFM will encourage community members to articulate their views on community issues
- shmuFM provides increased opportunities for training and work experience, as well as higher levels of employment in the creative and broadcasting industries from within the regeneration areas, enabled and supported by strong links with broadcasting industries, creative industries and further education.
- the process will be just as important as the end product; many of the courses that community members participate in will not lead to producing a show for the station. The participants will gain increased confidence through the process of taking part in of 'taster' sessions in radio presenting, programme making, news gathering etc.

4) Communities are more able to learn from the past and think about and positively plan for the future

- core and transferable skills developed via working with shmuFM will ensure active citizenship and community capacity building for the future.
- cross generational and local history projects will ensure that the knowledge will be shared, recorded and disseminated to the wider community.
- the radio platform will be used as a consultation tool to help inform the regeneration and masterplanning processes and will help shape the future physical, social and economic structure of the target neighbourhoods

## **Section C: Delivering your project to achieve your outcomes**

### **14 Project delivery method**

Tell us why you think your project is the best way to meet the need and bring about your proposed outcomes.

It is widely acknowledged that community radio is an extremely effective tool for community development and community capacity building. It represents a new tier of radio regulated by Ofcom where the emphasis is on improving society rather than developing the commercial focus. Community radio can enrich the area it serves and has the following benefits:

- provides opportunities for training and work experience
- contributes to community learning objectives
- supports those services dedicated to tackling social exclusion
- provides a voice to those who have been disenfranchised or who have limited access to the media.

We feel our project will have a significant impact on the individuals, organisations, agencies and wider communities it serves. The following section outlines how we feel the outcomes identified in section 12 will be met.

#### 1) Higher levels of engagement by residents in the operating area

The organisation currently supports work in the designated regeneration areas: Middlefield, Tillydrone, Woodside, Cummings Park, Seaton and Northfield.

Community members from our target communities will take a lead role in the development, production, scheduling, policymaking and broadcasting of shmuFM community radio station.

Opportunities for participation will be offered in the following fields: writing, performing, producing, editing, sound engineering, interview skills and actual broadcasting.

This initiative will have the following benefits for those who participate:

- opportunities for creative expression
- improved communication skills
- increased awareness and opportunity for participation in creative industries
- increased employment opportunities in the creative and broadcasting industries
- increased opportunities for training and work experience
- increased opportunities for progressing on to further education
- addressing social exclusion
- widening access to the media
- increasing participation and involvement in current affairs and social issues

In addition to the active participation detailed above, the project will provide a range of benefits to the wider public in North and Central Aberdeen. shmuFM will broadcast across an area of 10km (within a 5km radius of its base in Woodside) with a potential audience of up to 50,000 people.

shmuFM will enrich the area it serves and will offer the following benefits:

- provide opportunities for training and work experience
- contribute to the audience development programmes of the city's cultural venues
- break down both perceived and real cultural barriers to participation
- support the development of creative industries
- celebrate the cultural diversity of the target communities
- tackle negative stereotypes
- contribute to community learning and development objectives
- support those services dedicated to tackling social exclusion
- provide a voice to those who have been disenfranchised or who have limited

## access to the media

Residents in Aberdeen as a whole will benefit by the continued and further development of the shmuFM Community Radio project as a model of best practice. As only one of nine FM Community Radio stations in Scotland, this project could be considered an action research project for Aberdeen and, indeed, across Scotland and further afield.

### 2) Provision of "a voice" to residents in the operating area

SHMU has a proven track record in supporting community media platforms in video and print, allowing individuals and community groups an opportunity to reflect on important issues and express their views, bringing about real change from the 'bottom up'. The shmuFM community radio project will revolutionise this process, allowing instant comment on issues of the day. No more waiting for printers, no more waiting for the red carpet to show off our latest video – shmuFM will free the community from a material distribution process. Community radio will create a platform of real dialogue, a dialogue that does currently exist within the community magazines, but only through a letters page in quarterly publications. Through issue-based programming shmuFM will facilitate the creation of a voice that:

- facilitates local communication and discussion
- shares common issues
- breaks down barriers
- raise awareness of 'what's on offer'
- supports networking and joining up of local services
- is a conduit to new relationships
- tackles negative stereotyping
- helps avoid duplication
- provides an opportunity for dialogue between members of the community and their service providers
- provides a platform for local service providers to respond to issues of concern
- celebrates lifestyles and diversity

### 3) Increased community capacity and active citizenship skills

Although the organisation makes a significant contribution towards the three key strategic outcomes of Aberdeen's Community Learning and Development strategy (2005–08), it is probably in building community capacity in the areas it serves that SHMU has had the biggest impact. As community capacity has developed residents have become increasingly proactive in highlighting and promoting action on priority issues e.g. local residents have made powerful videos on issues such as community safety, debt and mental health. These community media productions have raised awareness and debate and, in some cases, resulted in policy change and significant financial investment. This offers a model of best practice that shmuFM will replicate and roll out with regard to how community capacity is developed via the process of community media production. The process of community radio production itself will have a significant impact and be instrumental in motivating key agencies to respond to identified issues. The station will become a platform for dialogue that will enable community members to articulate issues of concern about their area, and highlight these concerns to the authorities. These

initiatives will demonstrate capacity building in action.

Active Citizenship is an integral part of the community capacity building work at SHMU. The shmuFM community radio project will encourage full participation in all due democratic processes and the empowerment of individuals and communities in the consultative initiatives forwarded by governmental offices and policy makers. Further, the project will look to initiate innovative, inclusive methods of service delivery that fully value the feedback of those who are beneficiaries (or otherwise) of such policies and services.

4) Increased opportunities in education, training, work experience and employment. shmuFM will deliver comprehensive education and training programmes both internally and externally (in conjunction with outside agencies). It is estimated that in year one more than 100 volunteers will go through education or training courses with shmuFM . This figure is expected to rise as the project expands.

Education and lifelong learning will be core to shmuFM Community Radio project. We work closely with the Community Learning and Development team in North and Central Aberdeen and our work features considerably in the area's Community Learning Plans, Youth Strategies and Adult and Family Learning Strategies.

As a volunteer-led organisation, skill sharing and training will be key. On first contact with the organisation, new participants will go through an induction process, at which point an Individual Learning Plan (ILP) will be developed, or in the case of a group, a Group Learning Plan (GLP). At the Learning Plan interview the inductee will be offered a variety of potential learning opportunities including:

- introductory courses
- presenting
- sound engineering
- programme making
- journalism
- research (including internet based)
- interview skills
- producing
- live broadcasting

Following the completion of activities agreed in their Learning Plans, participants will be invited to a review interview where future activities and involvement can be planned. This process may identify additional needs and interests of a participant that may be best delivered by an outside agency (further education, adult learning etc). In this case support will be given to ensure support is available and appropriate.

The shmuFM Community Radio project will develop and deliver a shmu accredited Community Radio training module for participants. This module will cover all aspects of community radio production and could be used as a stepping stone to accredited further education courses. We will continue to develop links with New Deal and offer work-based training placements for clients.

Links will also be developed with Scottish Enterprise Grampian to develop work place opportunities including the Training for Work programme and the Modern Apprenticeship scheme. Links will also be consolidated with local media organisations and the creative industries to provide further work experience opportunities for participants and to enhance employability.

5) Improved partnership working across the target areas  
shmuFM will not operate in isolation. This project will build on 5 years of community media development in our target communities. During this period new partnerships have been built that have transcended community boundaries and brought new groups together for the first time. shmuFM will continue to build on this model of good practice using the new platform of FM broadcasting as a tool to create and maintain new partnerships in our target communities. These partnerships will be embedded in the area's Community Learning Plan, Youth Strategy and the Adult and Family Learning Strategy. These plans are designed to strengthen links within the target communities. shmuFM will be a key platform in ensuring these strategies deliver their goals, bringing together organisations and agencies to help create a common voice within target communities that:

- shares common issues
- breaks down barriers
- acts as a conduit to new relationships
- tackles negative stereotyping
- celebrates lifestyles and diversity

## 15 Other organisations

What other organisations will you work with on the project and what will they do?

### Community Partners

Station House Media Unit has a 'bottom-up' approach to development, which offers users and beneficiaries the opportunity to be involved in every stage of planning, implementation and decision-making as an equal partner. SHMU presently operates as an unincorporated association with a management committee comprising residents from the target communities who are actively participating in the project's work. Members of the target communities who participate in the shmuFM Community Radio project will be invited to represent their views through the variety of decision-making models that are being established for the project (eg shmuFM Management group, the shmuFM Open Forum and on the e-forum)

### Organisational Partners

SHMU has over five years experience in developing Community Media initiatives with and for the target communities it serves. Through the development of these initiatives, a range of well established working relationships and partnerships have developed with both local and citywide organisations and agencies. These partnerships include;

- Middlefield Community Project
- Fersands & Fountain Community Project
- Tillydrone Community Group
- Printfield Community Project
- Seaton Community Project
- STAR
- Cummings Park Forum
- Cummings Park Community Centre
- Northfield Community Centre
- Aberdeen Lads Club
- Tilly Youth Project
- Portal Community Education Centre

- The Learning House's
- The Healthy Hoose
- The Healthy Living Network
- NHS Grampian
- Grampian Police
- Drugs Action
- Family Learning
- Pathways
- The Arts Development Team
- CityMoves
- Peacock Visual Arts
- The Arts Education Team, and
- The Lemon Tree

We are committed to continuing to build partnerships with the broad range of community partners organisations and with other outside agencies, organisations and service providers.

SHMU plays an active part in the Community Learning & Development Team's Youth Strategy Group and convenes the Arts Development Sub Group. SHMU also plays a key role in the development of the Community Media sector nationally with strong partnerships built with organisations that make up Media Access Projects Scotland and Community Media Scotland.

### 16 Outcomes table

|  |                          |
|--|--------------------------|
| <b>Outcome 1: higher levels of engagement by people in the operating area (participants and audiences) in current affairs and social issues, dealt with through dynamic programming,</b> |                          |
| <b>New or changed outcome (if applicable):</b>   |                          |
| <b>Outcome 1:</b>  |                          |
| <b>Higher levels of engagement by residents in the operating area</b>  |                          |
| <b>Milestones</b>  | <b>Timescales</b>        |
| Establish staff team and shmuFM Management group   | July 2007                |
| Distribute promotional materials throughout target communities   | August 2007 (ongoing)    |
| Launch the FM radio station  | September 2007           |
| A broad range of taster, introductory, intermediate and advanced training sessions initiated   | September 2007 (ongoing) |
| Undertake audience evaluation to ensure that the output from the station meets the needs of the community  | March 2008 (ongoing)     |
| shmuFM Community Radio station well established in operating area, with increased participation at all levels (volunteers, programming, training, listeners)                             | April 2008               |

|  |           |
|--|-----------|
| Organise a conference to celebrate and roll out the good practise nationally | July 2010 |
|--|-----------|

|   |                          |
|---|--------------------------|
| <b>Outcome 2: more active citizenship skills, encouraging community members to participate and articulate their views on social and political issues.</b>                           |                          |
| <b>New or changed outcome (if applicable):</b>  |                          |
| <b>Outcome 2:<br/>Provision of "a voice" to residents in the operating area</b>   |                          |
| <b>Milestones</b>   | <b>Timescales</b>        |
| Launch the FM radio station   | September 2007           |
| Initiate programme making and presenting training courses in the target   | September 2007 (ongoing) |
| Establish the shmuFM Newsroom   | October 2007 (ongoing)   |
| Full schedule of programming achieved (8am to midnight - 7 days a week)   | May 2008 (ongoing)       |
| The FM platform is well established as a key tool in the target communities for the dissemination of information and for a dialogue between community members and service providers | September 2008 (ongoing) |
|   |                          |
|   |                          |

|  |                          |
|--|--------------------------|
| <b>Outcome 3: enhanced communication skills, in particular verbal communication skills, on the part of participants / programme makers</b> |                          |
| <b>New or changed outcome (if applicable):</b>   |                          |
| <b>Outcome 3:<br/>Increased community capacity and active citizenship skills</b>   |                          |
| <b>Milestones</b>  | <b>Timescales</b>        |
| Residents are actively engaged in the ongoing training course  | September 2007 (ongoing) |
| Shows are being produced and broadcast highlighting the services of the key community organisations and agencies in the area               | March 2007               |
| Regular discussion and phone in shows feature in the programming of the station  | June 2008 (ongoing)      |
| Ongoing issue based magazine format programming produced and broadcast regularly   | June 2008 (ongoing)      |
| Community members more able and confident to articulate issues and concerns through engagement with the project                            | July 2009                |
| Measurable increase in democratic processes through engagement with the project  | March 2010               |

|  |  |
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|--|--------------------------|
| <b>Outcome 4: access point for people processing on to further / higher education or employment opportunities after their initial exposure to media production at SHMU</b> |                          |
| <b>New or changed outcome (if applicable):</b>   |                          |
| <b>Outcome 4:<br/>Increased opportunities for education, training, work experience and employment</b>  |                          |
| <b>Milestones</b>  | <b>Timescales</b>        |
| A broad range of taster, introductory, intermediate and advanced training sessions initiated   | September 2007 (ongoing) |
| Individual Learning, Personal Development and Group Learning Plans piloted   | September 2007 (ongoing) |
| Learning Plans reviewed and participants supported to move on to further opportunities   | April 2008 (ongoing)     |
| SHMU offers a series of work experience and student placement opportunities to schools, colleges and universities in the city  | April 2008 (ongoing)     |
| Constructive links made with creative industries locally and nationally and work placements sought and secured   | July 2008 (ongoing)      |
| A number of participants have been tracked and have moved on to employment   | April 2010               |
| SHMU secures SVQ accreditation and commences the delivery of in-house accredited training  | April 2011 (ongoing)     |

|   |                        |
|---|------------------------|
| <b>Outcome 5: higher levels of employment in the creative and broadcasting industries from within the operating area, enabled and supported by strong links with the broadcasting industries, creative industries and further educational institutions.</b> |                        |
| <b>New or changed outcome (if applicable):</b>  |                        |
| <b>Outcome 5:<br/>Improved partnership working across the target areas</b>  |                        |
| <b>Milestones</b>   | <b>Timescales</b>      |
| A series of meetings are held with agencies and organisations across the target areas to define roles in supporting community engagement in the shmuFM Community Radio project.   | August 2007 (ongoing)  |
| Agencies and community organisations will be encouraged to produce and present features promoting their services to the wider community and other organisations   | October 2007 (ongoing) |
| Organisations will collaborate on 'feature' programmes, breaking down barriers and creating new partnerships  | March 2008 (ongoing)   |

|   |            |
|---|------------|
| New partnerships have been established across geographical boundaries leading to improved service provision of all partners | March 2009 |
|   |            |
|   |            |
|   |            |

|  |                   |
|--|-------------------|
| <b>Outcome 6: increased opportunities for training and work experience</b> |                   |
| <b>New or changed outcome (if applicable): NOT APPLICABLE</b>              |                   |
| <b>Milestones</b>  | <b>Timescales</b> |
|  |                   |
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### 17 Tracking and measuring outcomes

Tell us what methods you will use to measure and track whether the outcomes are being achieved.

|   |
|---|
| <p>SHMU works to the LEAP framework for planning, monitoring and evaluation. This management tool requires tracking for each milestone. The shmuFM Management Group (supported by the shmuFM Station Manager) will implement this framework. Regular reports will be submitted to the Management Committee and an annual report of the work of shmuFM will be compiled and distributed.</p> <p>Service Level Agreements will be negotiated with stakeholders (funders), and will be monitored and evaluated to help inform future work.</p> <p>Beneficiaries will be involved in both quantitative &amp; qualitative evaluation via: database enumerating, individuals' record of attendance, workshop programmes, publicity materials, photographs, personal testimonies, archive of programming, log book/journals and audience/listeners evaluation.</p> <p>shmuFM has an e-forum which will be used to offer both project participants and the wider public the opportunity to comment on a range of issues and contribute towards the future direction of the work..</p> |
|---|

### 18 Learning

How will you review what you have learned as your project progresses?

Learning identified from the use of the L.E.A.P. framework and quantitative and qualitative evaluation tools will be identified within the structure of regular reporting to the shmuFM management group and to the SHMU Management Committee. Issues will be discussed and changes implemented on an on-going basis to ensure immediate improvements in project delivery where the need is identified.

The shmuFM Open Forum meetings (bi-monthly) will provide an opportunity for volunteers and the staff team to get together and discuss the work of the project. These meetings will take the form of an opening session where views, issues and ideas can be tabled, followed by a session which explores a specific area of work which requires development (eg policy development, training programmes, strategy etc)

The shmuFM e-forum will also be used as a tool for immediate feedback from participants on work practise and progress. New 'threads' and comments posted on the e-forum will be discussed at shmuFM staff team meetings, with key issues raised at shmuFM Management Group meetings.

The shmuFM Community Radio project will also benefit from the fact that the audience will have a number of mechanisms available to them to contact the station directly about the service being provided. This feedback whether by phone, email, text or letter, will be acknowledged and discussed at the most appropriate forum.



## 19 Project budget

|   | Total project costs – include VAT where applicable |         |         |         |         | Total   | VAT recoverable from total | Funding from other sources | Amount requested from Big Lottery Fund (A-B-C) |
|---|--|---------|---------|---------|---------|---------|----------------------------|----------------------------|--|
|   | Year 1   | Year 2  | Year 3  | Year 4  | Year 5  |         |                            |                            |  |
| <b>Revenue Costs</b>  |  |         |         |         |         |         |                            |                            |  |
| Staff   | 90,130   | 92,834  | 95,619  | 98,488  | 101,443 | 478,514 |                            |                            |  |
| Licenses & Fees   | 5,789  | 5,789   | 5,789   | 5,789   | 5,789   | 28,945  |                            |                            |  |
| Occasional tutors   | 7,500  | 7,725   | 8,000   | 8,250   | 8,525   | 40,000  |                            |                            |  |
| Engineering   | 1,000  | 1,000   | 1,000   | 1,000   | 1,000   | 5,000   |                            |                            |  |
| Marketing/Promotion   | 4,000  | 2,500   | 2,000   | 1,500   | 1,000   | 11,000  |                            |                            |  |
| Recruitment   | 2,500  | 1,000   | 500     | 500     | 500     | 5,000   |                            |                            |  |
| Volunteer Expenses  | 1,000  | 1,500   | 2,000   | 2,000   | 2,500   | 9,000   |                            |                            |  |
| <b>Total revenue costs</b>  | 111,919  | 112,348 | 114,908 | 117,527 | 120,757 | 577,459 |                            | 300,000                    | 277,459  |
| <b>Capital Costs</b>  |  |         |         |         |         |         |                            |                            |  |
| Studio Equipment  |  | 1,500   |         | 3,500   |         | 5,000   |                            |                            |  |
| Recording Equipment   | 1,000  |         | 2,500   |         | 1,000   | 4,500   |                            |                            |  |
| P.C.s & Audio Software  |  | 1,000   |         | 1,000   |         | 2,000   |                            |                            |  |
|   |  |         |         |         |         |         |                            |                            |  |
| <b>Total Capital Costs</b>  | 1,000  | 2,500   | 2,500   | 4,500   | 1,000   | 11,500  |                            |                            | 11,500   |
| <b>Overheads</b>  |  |         |         |         |         |         |                            |                            |  |
| Salaries  | 7,000  | 7,210   | 7,426   | 7,649   | 7,878   | 37,163  |                            |                            |  |
| Insurance   | 1,390  | 1,460   | 1,533   | 1,610   | 1,690   | 7,683   |                            |                            |  |
| Repairs   | 500  | 500     | 500     | 500     | 500     | 2,500   |                            |                            |  |
| Property costs  | 9,744  | 9,939   | 10,138  | 10,341  | 10,548  | 50,710  |                            |                            |  |
| Phone/Internet  | 1,250  | 1,375   | 1,523   | 1,674   | 1,841   | 7,663   |                            |                            |  |
| <b>Total overheads</b>  | 19,884   | 20,484  | 21,120  | 21,774  | 22,457  | 105,719 |                            | 75,000                     | 30,719   |
| <b>Total project costs</b>  |  |         |         |         |         | 694,678 |                            |                            | 319,678  |
| If you are asking us to fund overheads, what percentage of your organisation's total overheads does this represent? |  |         |         |         |         |         |                            |                            | 25%  |

## 20 Project costs

Tell us how you have worked out your costs.

Staff costs are based upon the following staff (fully overheaded with pension/NIC):  
shmuFM Station Manager (1 FTE) - £29,649k pa  
shmuFM Administrator (1 FTE) - £24,282k pa  
shmuFM Radio Training Officer (0.5 FTE) - £14,569k pa  
shmuFM Community Liaison Worker (0.5 FTE) - £14,569k pa  
shmuFM Technician (0.3 FTE) - £7,061k pa  
Year on year costs take account of 3% increase in salary

### Licenses and Fees

This relates to the licenses that are required to run a Community Radio station.

Licenses include;

PRS music license - £3,750

PPL music license - £ 600

JFMG frequency license - £ 722

Ofcom license fee - £ 600

IRN news - £117

We are unsure whether these fees will increase over the life of the project, in fact there is lobbying going on which may lead to the fees being discounted. For the sake of this projected budget, we have maintained the fees at the same level for the duration of the project.

### Occasional Tutors

This budget will allow the project to employ additional tutors to as and when required. The year on year increase takes into account inflation.

### Engineering

This will cover the cost of any engaging the services of an engineer to deal with specific issues outwith the knowledge base of the shmuFM technician

### Marketing & Promotion

This will cover the costs of the Project's publicity and promotion over the life of the project. It is anticipated that, as the project becomes more established, the costs will decrease.

### Recruitment

The major recruitment drive will take place in year one. A smaller budget has been projected for years 2 to 5, as it is hoped that the team that is built will stay with the project for the full 5 years.

### Volunteer Expenses

This budget will cover the cost incurred by the volunteers and will contribute towards their; travel, childcare, refreshments and other out of pocket expenses.

### Studio Equipment

The organisation recently purchased a state of the art digital radio studio. We don't expect to there to be too many additional purchases required during the life of the project, but have projected some costs in year 2 and 4 to cover the anticipated additional usage.

### Recording Equipment

This budget will cover the costs of purchasing mobile recording equipment. The project has already purchased 2 solid state recorders and microphones. It is anticipated that another two will have to be purchased in year one of the project. It is also anticipated that additional equipment will be required by years 3 and 5 due to demand and wear and tear.

### PC's & Audio Software

Computers are used extensively by participants as part of the process of programme making, topping and tailing radio shows, uploading shows to the website and in training generally. At present the organisation has four computers that are accessible to volunteers for these tasks, however it is anticipated that these computers will need to be upgraded, added to and or replaced over the next 5 years.

### Overheads

Overhead costs have been calculated at 25% of current overhead costs. Overheads have been set as 25% as this project will contribute around an additional one quarter to Station House Media Unit's annual turnover. The figures in the project budget in section 19 equate to 25% of the existing project costs. The following additional information will explain the rationale.

#### Additional information on overheads

Salaries - covering the senior management costs incurred overseeing the project, increased by 3% year on year

Insurance - this is based on 25% of existing premium, increasing 5% year on year

Repairs - again 25% of existing repairs bill

Property costs - includes 25% of rent, rates, heating, lighting, cleaner, increased at 2% per annum

Phone/Internet - 25% of current outgoings, with additional 10% allowed for telephone costs per annum (increased usage expected year on year).

## 21 Project funding

Use this table to tell us how much you need from us in each year.

| Amount requested from Big Lottery Fund |        |        |        |        |        |         |
|--|--------|--------|--------|--------|--------|---------|
|  | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total   |
| <b>Revenue</b>                         | 51,919 | 52,348 | 54,908 | 57,527 | 60,757 | 277,459 |
| <b>Capital</b>                         | 1,000  | 2,500  | 2,500  | 4,500  | 1,000  | 11,500  |
| <b>Overheads</b>                       | 4,884  | 5,484  | 6,120  | 6,774  | 7,457  | 30,719  |
| <b>Total</b>                           | 57,803 | 60,332 | 63,528 | 68,801 | 69,214 | 319,678 |

If some of the money for your project will come from other sources, tell us where it will come from. Tell us how much it is and whether you have secured it yet.

| Source of funding  | Amount  | Secured (tick if applicable)       | If yet to be secured, give date expected  | In kind contribution (tick if applicable) |
|--|---------|------------------------------------|---|---|
| Aberdeen City Council (revenue)  | 100,000 | X                                  |   | X   |
| Community Radio Fund   | 50,000  |                                    | X<br>(next funding round in June 2007)  |   |
| Scottish Executive Regeneration Fund & Community Voices                    | 150,000 | X<br>(£30,000 secured for 2007/08) |   |   |
| Advertising & Sponsorship (will go towards covering some of the overheads) | 75,000  |                                    | X<br>(£15,000 anticipated per annum<br>-£5k adverts<br>- £10k public & private sponsorship) |   |

## 22 Staff posts

Please complete question 22 for each person who will be employed to work on the project. Please copy this page and enclose a copy for each post ensuring the pages are clearly labelled with your project name and unique reference number. We will use this information to find out:

- What role and responsibilities each person will have and what they will do on the project
- Whether the amount of staff time you have allocated is realistic for delivering the project
- Whether the salary you intend to pay is realistic considering what you want the person to do

Job title

shmuFM Station Manager

Tick one box.      New post?       Existing post?

If a new post, will the post be openly recruited?      Yes       No

If no, tell us why the post will not be openly recruited.

What will this person do on the project?

Main purpose of the job

To manage the operation of the shmuFM Community Radio station. Responsibilities will include: management of the relevant station team and volunteers; managing the station budget; reporting on project outputs; overseeing station programming; liaising with external agencies.

Key Tasks

1. To line manage station staff and volunteers as required.
2. To manage the station budget.
3. To ensure that appropriate monitoring and evaluation systems are operating and to prepare monitoring reports as required.
4. To work closely with the Community Liaison Workers and Radio Training Officer to engage local volunteers and community groups in participating in the station and in developing programme content.
5. To oversee the implementation and further development of editorial policy at the station.
6. To be responsible for Health & Safety issues at the station.
7. To develop a publicity strategy for the station and to oversee its implementation.
8. To liaise with the SHMU core project, client community groups, community media organisations and regeneration agencies.
9. To work with the SHMU Manager on strategic planning issues.

10. To work with the SHMU Manager to procure resources for the station.
11. To oversee training delivery at the station, in conjunction with the shmu Radio Training Officer and Management Group as appropriate
12. To oversee the development of local ownership of the station.

Who will this person report to and what support will they receive?

The shmuFM Station Manager will report to the SHMU Project Manager and to the SHMU Management Committee. The Station Manager will be fully supported in their role by the SHMU Project Manager, other staff team members, the shmuFM Management Group as well as by the members of the SHMU Management Committee.

| <b>Total hours worked by this person</b> | <b>Salary for total hours worked</b> | <b>£ National Insurance Contribution</b> | <b>% Pension contribution</b> | <b>Hours worked on this project</b> | <b>Number of hours you want us to fund</b> |
|--|--------------------------------------|--|-------------------------------|-------------------------------------|--|
| 37hrs                                    | £23,930                              | £2,130                                   | 15%                           | 37hrs                               | approx 58%                                 |

### 23 Volunteers

If volunteers will work on the project, explain what they will contribute to the project, how many are involved and how much time you expect them to give.

Station House Media Unit is a volunteer led and managed resource. SHMU has consistently adopted a 'bottom-up' approach to development, with potential users and beneficiaries involved at each stage of development. This approach maximises the sense of ownership and commitment to SHMU from potential users and beneficiaries. The shmuFM Community Radio project will encourage and support volunteers to play a key role in all aspects of the stations operations (facilitated by a dedicated staff support team). Volunteers will take the lead in content development, publicity & promotion, programming, music policy and framework, induction and training.

The SHMU Management Committee is made up of 12 volunteer community activists experienced in at least one of SHMU's community media strands (Radio, Video, Print or Online). The Management Committee, supported by the Project Support Team and non-voting advisors, collectively has the range of skills and experience to oversee the establishment and development of shmuFM including: project and staff management and development; community development and youth work; administrative and financial including business; employment and human resources; legal matters; marketing, promotion and publicity; health and safety; and, of course, community media.

The shmuFM Community Radio project Management Group will be made up of 12 local volunteers who will be responsible for the day-to-day management of shmuFM, and will play an active role in the stations development and programming. This group will be responsible for and take the lead in content development, publicity & promotion, programming, music policy and framework, induction and training.

An open forum meeting will be held every second month open to all shmuFM participants. The forum offers the opportunity for volunteers to discuss issues, ideas for improvements, programming, plans etc. 12 representatives from this group make up the shmuFM management group.

A shmuFM programming team will be established, made up of local enthusiastic volunteers, to ensure that all aspects of the community's needs are served. This team will comprise of volunteers that represent the diverse nature of the communities we serve, including youth programming representatives, over 50's reps, adult-learning reps, health related reps, ethnic minority reps etc.

In addition, around 50 individuals will be involved in a volunteer capacity on a weekly basis supporting the production of content for broadcast as producers, presenters, and editors on the station.

All volunteers will be supported and managed by the dedicated staff support team.

## 24 Project management

Who will be directly accountable for the successful delivery of the project and whom do they report to?

As explained in question 23 volunteers will play a key role in managing the shmuFM community radio project

SHMU Management Committee (volunteers)

As part of the work of Station House Media Unit, shmuFM will be overseen by the SHMU Management Committee. This Committee is supported in its work by the project manager.

The management committee have been putting the finishing touches to a 5-year business plan that outlines an ambitious programme of development, including an action plan for the development of the community radio station. Through this process the committee decided to change the status of the organisation to a company limited by guarantee. A Memorandum and Articles of Association have been drafted and are awaiting approval from the Inland Revenue in order to maintain the organisation's charitable status. This change in status will coincide with the organisations AGM in May 2007.

shmuFM Management Group (volunteers)

This group will be responsible for the day-to-day management of shmuFM. The group consists of a range of volunteers who are active participants in shmuFM development and programming. This group will be responsible for, and take the lead in, content development, publicity and promotion, programming, music policy and framework, induction and training. The shmuFM management group (supported by shmuFM station manager) reports directly to the management committee (supported by the project co-ordinator). Three members of the shmuFM management group represent this area of work on the SHMU management committee.

shmuFM support team

The shmuFM support team will be made up of a team of professionals who will support the volunteers in all aspects of project management and delivery. The shmuFM support team will be line managed by the project manager.

The full team will include;

- SHMU project manager
- shmuFM station manager
- shmuFM administrator
- shmuFM community liaison officer
- shmuFM radio training officer
- shmuFM technician

## 25 Budget management

How will you manage the budget for this project?

Monthly accounts will be produced and analysed by the shmuFM administrator. The administrator will be responsible for petty cash. All other spending will be controlled by setting authorisation levels for staff with approval being required from the SHMU Project Manager. In addition, the administrator will be responsible for producing projections, budgets and draft accounts.

All accounts will be audited externally by a firm of Chartered Accountants, and all finances and finance monitoring will be undertaken in strict accordance with OSCAR requirements/regulations.

## 26 Skills and knowledge

How will you ensure that the people working on the project will have the relevant skills and knowledge?

During the pilot project, job and person specifications have been developed to ensure that the project secures the skills that will be required to deliver this ambitious project. The organisation has also developed very good relationships with other Community radio stations throughout the UK through its membership of the Community Media Association. The SHMU Project Manager also sits on Community Media Scotland, which has given the project an insight into the team that will be need to be built to successfully deliver on this project.

The Community Media Association has an extremely effective e-mailing system and notice board that will allow the project to advertise the new posts nationally to those who have a real interest in the sector.

Each employee will engage in a personal development plan and participate in an Appraisal process that will identify and support staff team members to continue to identify and enhance their skill base.

Volunteers working on the project will be supported to undertake Individual Learning Plans, and/or Group Learning Plans in order to track their progress and support their personal development. Additional training will be provided to volunteers on an on-going basis, for example via residential weekends and on-the-job training.

## 27 Project sustainability

Tell us what will happen after our funding ends?

The Community Radio sector is a new area of public broadcasting recognised by Ofcom, with around 200 five-year licenses being granted in the last 2 years. A recent report by the Department for Culture, Media and Sport (DCMS) recognised the social and economic impact of community radio in engaging the most disadvantaged members of our communities and delivering public value across a wide range of public service targets and departmental priorities. Unfortunately, the annual Community Radio fund that is distributed through the DCMS, and which is only open

to broadcasting Community Radio stations, is currently only £500,000. This is recognised by all (including those who administer it) as being woefully inadequate and the fund will be reviewed during 2007 - all in the sector assume that the fund will be significantly increased.

Community Media Scotland, which the SHMU Project Manager sits on, are also lobbying the Scottish Executive and Creative Scotland to try and secure a fund that will supplement the DCMS fund for the 9 Community Radio stations in Scotland. The Welsh assembly have recently committed £500,000 to a Welsh Community Radio fund, which could and should be replicated in Scotland.

SHMU is committed to securing income revenue for the project through advertising and sponsorship. Unfortunately, the Ofcom licence has placed a restriction on the maximum amount that a station can secure in this area - only permitting stations to raise 50% of its revenue from advertising. Again this policy is under review and may change in the future, however it is unlikely that a Community Radio station will be able, or indeed wish to secure more than 50% of its annual running costs through advertising.

Given the potential of this project, and the favourable evaluation from the pilot work, it is very likely that our key partners and agencies will, via a variety of income streams, service level agreements and sponsorship, supplemented by an increase in the national Community radio fund, support the balance of running costs of the shmuFM Community Radio station in the long term.

## 28 Equal opportunities

Tell us also how your project and organisation demonstrate your commitment to equality and meet our equality principles, listed in front of the guidance notes.

Station House Media Unit closely follows the Aberdeen City Council's Equal Opportunities policy. The organisation is committed to ensuring equal opportunities to all throughout every stage of the project; through its inception, planning, delivery and through to the projects evaluation stage.

The shmuFM Community Radio project will address equal opportunities issues by:

- providing content by and for members of the community
- creating a service managed by the local community
- reflecting policy and programming that caters for the diversity of the target areas
- providing a platform that highlight gaps in local service provision
- broadcasting dynamic programming that celebrates the community
- enhancing the appeal of the area that attracts new residents to move in
- providing the opportunity to promote new services
- redressing negative stereotyping
- offering a campaigning tool to community groups

This project will positively encourage social inclusion in that it is open to all interested parties in the target communities regardless of age, ability or background. All events will be planned, organised and delivered in the most appropriate venue for the participants concerned, whether that be in their local neighbourhoods, or in more centralised locations which can provide more specialist facilities.

## 29 Sustainable development

Tell us how your project will:

- Reduce its use of resources like paper and energy or improve the environment
- Think about its long term economic future
- And encourage people and organisations in communities to work together

shmuFM has been designed to reduce negative impacts and increase positive impacts as follows:

#### Resources/Environment

- Radio will reduce and/or replace the need for paper (in terms of posters and leaflets that advertise local services to the community)
- The project will allow community members to communicate without having to attend meetings reducing the need to use transport, whether private or public.
- Recycling facilities are used wherever possible.
- SHMU is keen to investigate the possibility of using renewable energy sources to supplement its existing energy supplies. A wind turbine is being investigated to offset some of the projects carbon footprint.

#### Economy

- The project sources goods and services locally wherever possible.
- The project is keen to support local companies and sole traders and is developing an advertising policy that favours local and ethical trading.

#### Community

SHMU is organised and managed by a local management committee. shmuFM will be organised and managed by a local management group, who in turn report to the local management committee. The project will recruit staff locally where appropriate. All volunteers are recruited locally in order that they have a genuine understanding of the issues faced by service users. Some members of the existing staff team have been involved as service users in the past.