



# **The Future of FC United's Broadcasting Output**

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# Contents

## *Document Definition*

## *Background*

## *Objectives*

## *Club and Broadcasting*

- *FCUM Broadcasting Charter*
- *Structures*
- *Broadcasting Roles*
- *Broadcasting Committee*

## *2012/13 Focus*

- *FCUM Radio AM*
- *FCUM Radio AM Programming*
- *FCUM Radio AM Financing*
- *FCUM Radio Online*
- *FCUM TV*

## *2013/14 Focus*

- *FCUM Radio FM*
- *FCUM Radio Members Service*

## *Community Media Hub*

## *Financing*

## *Financing Structures*

## *Summary*

## *Members Votes*

## **Document Definition**

This document is an outline proposing the future direction and structures behind a FC United in-house broadcasting entity, incorporating both FCUM Radio and FCUM TV.

## **Background**

FCUM TV and Radio have played pivotal roles over the years in promoting FC United and in keeping fans and members up to date with events on and off the pitch. In recent years however, FCUM TV and Radio have had contrasting fortunes in their abilities to firstly maintain a consistent service, and secondly to expand upon what they do.

While FCUM Radio has gone from just a match day operation to a 24/7 online radio service over the last two years, FCUM TV has been in gradual decline since Channel M ceased to broadcast its programme a few season's ago.

Finances continue to be a challenge. While FCUM Radio has the momentum to retain and even expand its volunteer base for its music shows, FCUM Radio's match day team and FCUM TV's struggle with manpower. They both rely exclusively on the enthusiasm of a handful of dedicated volunteers.

Despite these issues, there is no doubting the ability of FCUM TV and Radio to raise awareness and promote the name of the club to the widest possible audience. Indeed, last season FCUM TV actually had the most online views in a year that it has ever had. There is also no doubt about their ability and potential to keep supporters in touch and involved with events at the club, and little would question the level of commitment in providing such links. It is also quite evident that clubs elsewhere, including those higher up the league ladder, look at FC United's broadcasting arm with envy and wish they could offer the same.

While FC United, as a club, is stronger due to its ability to allow club volunteer groups to work and prosper in their own areas free from central control, on the eve of the club moving to Moston and in the case of FCUM TV and Radio, there is clearly a need to pause and reflect on the relationship between club broadcasting and the club itself, and perhaps time to re-evaluate and improve this relationship for the future.

## **Objectives**

The objective behind this document is to:

- Develop an official remit and purpose behind FCUM TV and Radio, reinvigorating both services with a solid mandate from members
- Defining a structure and ownership model within the club itself, which allows for the creation of a FC United community media hub for North Manchester
- Creating a broadcasting arm within the club which will be lasting and accountable to all members.

# Club and Broadcasting

With the club on the dawn of creating a new and permanent home in Moston, there is now the chance that the club could create a new broadcasting entity unique to FC United of Manchester, and a first in world football. Rather than developing an FC United version of MUTV, or even outsourcing the voice of the club to an external entity, the opportunity is available for the club to create a broadcasting arm which is for, and accountable to, its own members; one which is independent and able to greatly enhance the democratic processes behind the club itself.

Underpinning this new entity will be a members' ratified Broadcasting Charter, which we propose below.

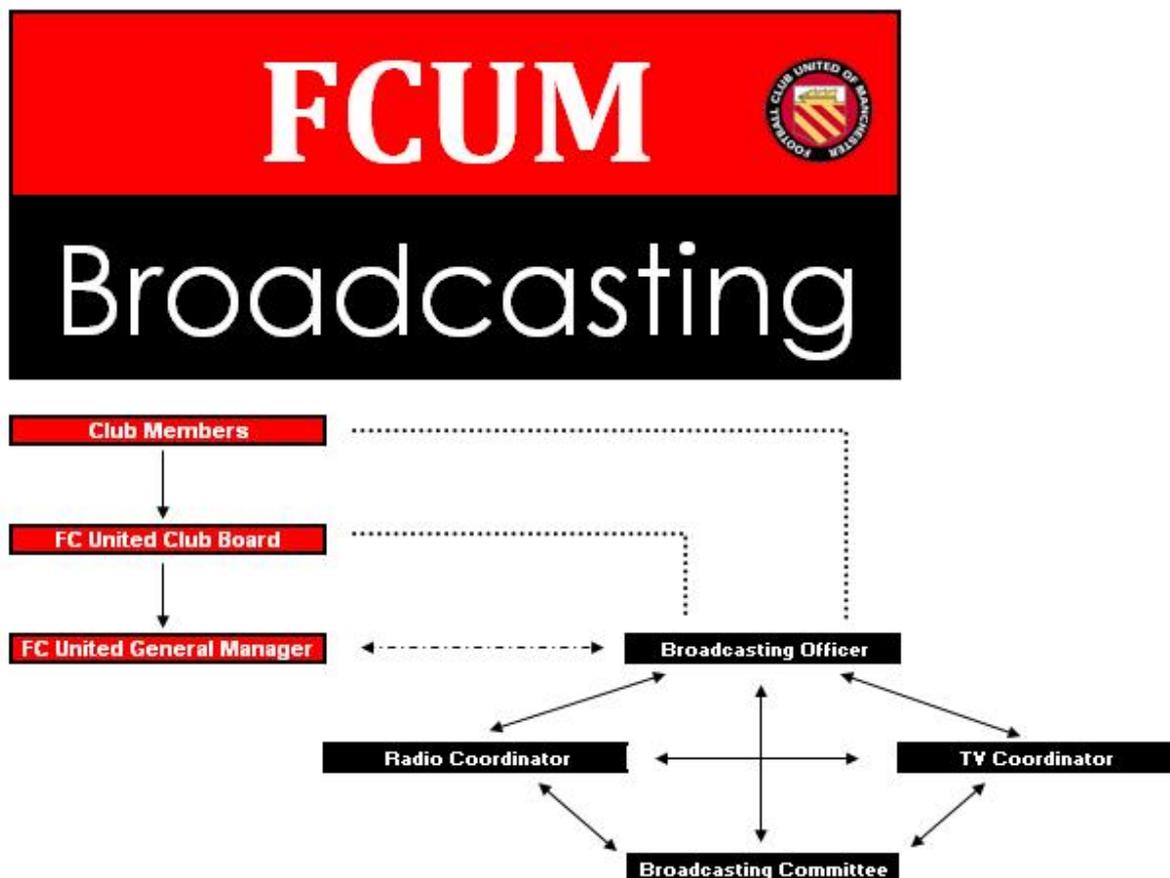
## **FCUM Broadcasting Charter (Subject to Members Vote in April 2012)**

The purpose of FCUM Broadcasting shall be to:

1. Aid communication, assist the free flow of information and opinions throughout the club, encourage creative expression and contribute to the democratic process of FC United of Manchester;
2. Provide access to training, production and broadcasting facilities; encourage local creative talent from the wider community; and provide programmes for the benefit, entertainment, education and development of our audience and the membership base of FC United of Manchester;
3. Be representative of the members of FC United of Manchester;
4. Be editorially independent from the FC United club board, from FC United employees, from government bodies, commercial and religious institutions and political parties in determining programme policy and content;
5. Seek to honestly inform our audience on the basis of information drawn from a diversity of sources and provide a right of reply to any person or organisation subject to misrepresentation;
6. Be established as an organisation which is operated not for profit;
7. Be established to encourage, recognise and respect the contribution of volunteers;
8. Be opposed to discrimination and is open and accountable to all FC United members, staff and volunteers;

## Structures (Subject to Members Vote in April 2012)

The overarching principle behind FCUM Broadcasting's existence is that it will exist for the benefit of club members, not necessarily for club board members. To champion the cause of club democracy, communication and governance, FCUM Broadcasting must never become a political tool used by board members or club employees for electioneering purposes, holding party lines, peddling misinformation, or censoring and withholding information to club members. To this end, there must be recognition from its inception, that whilst FCUM Broadcasting is a part of the club, it has the right, freedom and independence to operate solely on behalf of club members.



## **Broadcasting Roles (Subject to Members Vote in April 2012)**

For a central point of contact between the club and FCUM Broadcasting, the position of Broadcasting Officer will be created. The Broadcasting Officer will report into FC United General Manager, on issues of club related finance/subsidy, community delivery and club promotion. The General Manager however cannot intervene in editorial matters or content unless FCUM Broadcasting fails in its remit as per the Charter, or where members deem it appropriate. Other club employees or board members cannot have any direct input on decisions relating to editorial matters or content either, but should be encouraged to have their voices heard on air.

There will also be a scheduled live and Podcasted programme each month called *Broadcasting Matters*, the remit of which will be to allow members/listeners the medium to raise questions, concerns or indeed praise to the services being provided by FCUM Broadcasting, direct to the Broadcasting Officer.

The role of Broadcasting Officer will be a Broadcasting Committee elected position; elections for this role will take place every two years, with any new term beginning at the end of a football season in April. This allows any new incumbent opportunity to plan for the new season in August. The eligibility for this role will be dictated by the number of continuous years this individual has been a member of FC United of Manchester for. We believe that by establishing a minimum of three years of continuous membership of FC United of Manchester, this will offer further safeguards that this role will be filled by the best club orientated candidate possible.

To further share dependability within FCUM Broadcasting itself, the radio and TV elements will have separate coordinators whose responsibility it will be to manage volunteers, offer technical support, and deliver content. These positions are open to members of the Broadcasting Committee, and will be appointed by the Broadcasting Officer.

At this stage, we do not believe there will be any paid positions within FCUM Broadcasting. The immediate focus is to bring sustainability to our output and to deliver more for FC United of Manchester. But by achieving this, we do envisage a time in the future where finances will dictate the need to operate some form of staffed presence at the station, a decision about which the club membership would be consulted upon.

## **Broadcasting Committee (Subject to Members Vote in April 2012)**

To ensure that FCUM Broadcasting remains accountable to club members, FCUM TV and Radio volunteers have combined to create a Broadcasting Committee. Currently this group is in its infancy, and contains all broadcasting volunteers regardless of whether they hold an actual club membership or not, consisting of producers, presenters, DJs, commentators, camera operators, sponsors and other contributors. At this initial stage, this body is acting purely as a steering group, but following a members vote, will be properly constituted to act as a form of trust on behalf of all club members, open only to broadcasting volunteers who are also club members.

Once constituted, there should also be representatives from our listener base and the branches present within the committee also.

This group will have a number of responsibilities; the most vital of which will be the responsibility of electing the Broadcasting Officer every two years.

There will also be a number of key roles and working groups created from the Broadcasting Committee; this means there will be more of a shared responsibility amongst the broadcasting volunteers, ensuring that as a group there is less pressure placed on a few volunteers to deliver such an important service.

The Committee is also established to scrutinise and validate the Broadcasting Officer and Coordinators. As well as this, the Committee will fulfil key broadcasting responsibilities such as creating content, providing training and support, proposing ideas for content, direction and purpose, and will be the best avenue for welcoming new FCUM Broadcasting volunteers.

The immediate focuses however will be fourfold in the coming months;

- The service for 2012/13 season
- The funding for 2012/13 season
- North Manchester delivery
- Fully constituting FCUM Broadcasting

## **2012/13 Focus**

With an official mandate from members, FCUM Broadcasting will embark on a number of initiatives designed to bring stability to our output and organisation during the coming season and beyond, building upon what we already do well.

To ensure that stability and consistency is maintained, there must always be an air of striving to do more within FCUM Broadcasting and never accepting that what we have now will suffice. With this in mind, we are proposing a number of short, medium, and long term projects which will both assist with direction, as well as delivering more for the club during the coming years.

Some of these initiatives at first may appear ambitious, but in reality due to the gradual developments we have already made over the last seven years as a group of volunteers, it is our view that FCUM Broadcasting is more than able to deliver on these proposals.

These include:

- Redesigning the current Saturday FCUM Radio schedule to focus on promoting FC United to Manchester
- Reinvigorating FCUM TV so it can return to the role of giving consistent exposure to FC United to the widest possible audience
- Taking the present FCUM Radio online service and laying the foundations for a community radio station based in Moston.

**FCUM Radio AM (Subject to Members Vote in April 2012)**

In 2009, FCUM Radio expanded on the matchday coverage to include a service providing daily music and football related programming. There were a number of key elements which the station hoped to achieve over the coming seasons.

The main objective was to be consistent. We also aimed to do more to keep members engaged with the club throughout the week, and to promote the good name of the club far and wide. This would be achieved by building a full schedule around the match day commentary service, which celebrated both FC United and music.

At the end of the 2011/12 season, FCUM Radio is now the largest volunteer-only radio station in the UK. It is also the only daily radio station dedicated to a football club in the country. We are now very much in the position that the station is ready to do more for the club and for Manchester.

With Moston now within touching distance, the possibility is available for FCUM Radio to establish itself in Moston for the start of the 2012/13 season. This could happen regardless of whether there is a FC United stadium in the area or not.

The proposal here is to establish a new 24 hour Saturday transmitted service to run alongside our existing online offering. The Saturday broadcasts will be aired on medium wave radio under a short term licence, to last for the entire 2012/13 season. The current OFCOM guidelines allow for the broadcast of a non consecutive 28 day license which, subject to the discretion of the regulator, could be extended for a longer period. This could allow FCUM Radio to broadcast to Manchester every Saturday for the entire season. This would create the most focused and effective way of promoting FC United to the areas and communities we will call home

By placing a transmitter in Newton Heath, FC United would have the ability to promote itself every Saturday to every home, business and car within the circle below, that's a potential audience of close to 200,000 people



## FCUM Radio AM Programming



We already have many programmes which we feel celebrate and profile the club well, and would therefore feature on FCUM Radio AM.

- **FC Live** – FC United’s match day commentary service would remain as biased and off the wall as ever, meeting the standards that our listeners have come to expect.
- **This Club Is My Club** – FC United’s audio club news show, which has drastically improved since its creation, could have a new pre match weekend edition for the 2012/13 season.
- **It’ll Be Off** – FCUM Radio’s monthly panel debate show has seen FCUM Radio take its first steps into the world of club governance.
- **The Pink Edition** – A new post match phone in show, hosted every Saturday at 5pm.
- **The Children Of The Revolution** – Following the successful production of FC Uth shows over the last two years, there will be a significant amount of brand new shows during the 2012/13 season

To combine these club related programmes with some of FCUM Radio’s existing music and entertainment shows, we feel that FC United of Manchester will have a more focused and affective medium for reaching directly to the communities of Manchester than the club has ever had before.

## **FCUM Radio AM Financing**

FCUM Radio throughout the 2011/12 season has been saving its revenue generated from sponsorship and has been placing it directly into the main club account. This fund by the close of the season will total around £1,300. We have designated this money to assist with the creation of a studio and transmitter base in North Manchester, a base which we will be in the process of finalising over the coming months.

However, there are other costs involved in funding a potential 38 consecutive Saturday radio transmitted service, designed to cover the entire 2012/13 season. These other costs will ultimately mean that more funds will be required than is presently held within this £1,300 figure.

It is therefore proposed that a requirement is placed on the board to ensure that effort is given to assist FCUM Radio in accessing funding to cover these additional costs during the close season of 2012, costs which will total over £6,000.

<b>Requirement</b>	<b>28 Day Cost</b>	<b>Additional 10 Days</b>	<b>VAT</b>
OFCOM Application Fee	£400	£200	VAT EXEMPT
Broadcasting Act Licence	£280	£100	VAT EXEMPT
Wireless Telegraphy Licence	£420	£150	VAT EXEMPT
PRS Music License	£1,400	£500	20%
PPL Music License	£1,400	£500	20%
Total inc. VAT	£4,460	£1,650	

£6,110

This overall figure excludes the ongoing costs of running the station online, and depreciation factors.

However, part of the work to access funding has actually already been completed by FCUM Radio this past season, with the formulising of a FCUM Radio Media Pack. It is hoped, that following a vote from members at April's General Meeting, the club's sponsorship team can use the FCUM Radio Media Pack over the summer, to assist FCUM Broadcasting in plugging any AM funding shortfall.

We also believe that with the expertise currently held elsewhere within the club, some of which was gained from accessing funds for the new stadium, that further assistance can be given from the club to further solidify the financing for FCUM Radio AM for the 2012/13 season and beyond.

## FCUM Radio Online



With growing audiences, FCUM Radio has been transformed from a purely match day commentary service, to a fully fledged football, music and comedy online radio station. Over the coming year, FCUM Broadcasting will embark on laying the foundations for a fully fledged radio station based in Moston, whilst still maintaining the DIY ethos that has served us so well.

To this end, broadcasting from the homes of our volunteers will continue to take pride of place in our schedule. However, time will be put aside in our evening schedule to allow talent from new volunteers from North Manchester to create shows on the station as well, growing the station in the areas where FC United's community and promotions teams will be working in the coming years.

Despite the focus on Manchester, FCUM Broadcasting takes great pride in the level of support, both morally and financially, that we have received over the years from our further-a-field listeners, known as the Armchair Army. So while we cannot guarantee a New Zealand Breakfast Show anytime soon, we can confidently say that we will continue to maintain and enhance that link between club and further-a-field fan no matter what.

In our recent audience survey, 39% of respondents agreed that because of FCUM Radio, they were more likely to attend games in person, only 14% disagreed. 42% of respondents agreed that they were more likely to be members of the club because of the FCUM Radio service, versus 16% who disagreed. FCUM Radio therefore will continue to strive to be an invaluable resource for the club in the coming season.

Thanks to Constructive Coding's sponsorship deal with FCUM Radio over the past year, there will also be an investment in new match day equipment for next season improving the reliability of our match coverage. For the music lovers amongst our listenership, for the 2012/13 season FCUM Radio will have doubled the quality of its online stream; this means that the music shows will sound a lot crisper and clearer.

## FCUM TV



It is well recognised that FCUM TV has struggled to keep momentum in a post Channel M era. The economics, both financially and physically, of editing, filming, production and all the associated costs and effort necessary to produce a weekly show, at present are not viable due to the void left from the removal of a well received programme each week.

Indeed it is only due to the determination of a handful of volunteers that FCUM TV still exists in any shape or form at all. That said, it is well acknowledged that when FCUM TV had a programme on Channel M, it brought in publicity and exposure for the club which since Channel M's demise, FC United, as a club has never consistently reached since.

Despite this, there have been some truly staggering achievements from FCUM TV over recent years. For example, those supporters watching at Flixton Cricket Club when FC United took on Brighton away in the FA Cup, will no doubt have been pleased with what FCUM TV had managed to provide that day. It is also a little known fact, that for the season 2010/11, FCUM TV had its largest online audience that it has ever had for a season.

Although it is accepted that no football club at our level, even perhaps in leagues higher, could have ever offered such services in the first place, FCUM Broadcasting once established, will not be in the business of comparing itself to others and lowering its expectations accordingly, we believe that is not what FC United is about. However, a reinvention of FCUM TV is needed to ensure that it has a viable and prosperous future in Moston.

While an actual TV product currently is not on the agenda, the immediate priority for FCUM TV in the coming season is one of stabilising its output, and ensuring a consistent service is maintained.

## **2013/14 Focus**

As outlined previously, FCUM Radio has been steadily growing since 2009. It is our view that FCUM Radio AM is the natural next step in continuing this development and in maintaining our ability to deliver more for FC United of Manchester.

To fully execute the proposed FCUM Broadcasting Charter however, it is our view that a further progression will be necessary in the coming years to allow us to be fully compliant with all eight points of the Charter over the long term, decisions about which will be put to members at future General Meetings.

In the interests of long term stability, and for an effective future as both a champion of FC United and of the local area around the club's home in Moston, it is our ambition to create a community media hub in North Manchester, situated at the very heart of the club's operations in Moston. To enable this aspiration to become a reality, we are taking the same gradual approach which has taken the development of FCUM Radio to this point. FCUM Radio AM is a step in this progression, but there are several others which will need to be taken to make this happen.

We have been deliberate in keeping FCUM Radio as edgy and raw as it possible can be, whilst balancing that with a need to make our output as accessible as possible; a balance which we think we now have right. We believe that the best radio stations are the ones where DJs have no playlists, where opinions can be aired freely, and where commentators can be as biased to their core audience as they feel necessary. It is to these same principles that the foundations have been laid to create possibly the best community based radio station in the UK, and a beacon for local creativity and artistic expression in the region.

But while endeavouring to do more in our communities, establishing a broadcasting hub would also create the right conditions to see FCUM Broadcasting do more to assist with club communication and club governance and with the club's democratic processes as a whole.

However, like with the proposed AM application, the decision whether to pursue these plans will be put to members before we proceed.

**FCUM Radio FM (Subject to Members Vote in October 2012)**



The next round of community FM applications in Manchester is scheduled for early 2013, these extremely competitive processes happen very rarely, so this may well be the club's only opportunity to make such a submission to OFCOM that we have for the next 10–15 years.

FCUM Broadcasting is confident that even without a successful AM application in the Summer of 2012 we will be in a very strong position to apply for an FM Community Licence, because of the quality of our existing schedule, because of our passionate and biased coverage of FC United, because of the community shows which we already produce and the proposed charter and structure. Also thanks to who and what we represent, the broadness of our music offering, our strong volunteer base, and because of our approach in delivering our content.

This application will form part of a much wider 2013/14 plan being devised by FCUM Broadcasting in the coming months, all focused around creating a community media hub in North Manchester; plans which will be fundamental in achieving our ambitions of being sustainable long term whilst still being able to do more for the club.

The key component to this community media hub will be a community FM radio station, but not a typical community station - the best community radio station in the UK. We will not only powerfully promote FC United, with the best football coverage in Non League, but also encourage local creativity and talent on a scale that Manchester has not experienced before as well.

## **FCUM Radio Members Service (Subject to Members Vote in April 2013)**



With the continued growth in volunteers expected from establishing FCUM Broadcasting in Moston during 2012/13, and with a solid base close to the club itself, we believe there is a distinct possibility of delivering a brand new radio service for the summer of 2013. The proposal here is to establish a password protected, secure radio stream on the members section of the official website.

The key objectives of this proposed FCUM Radio Members Service will be:

- To create a two way communication medium between members, the board and club officials
- To create a specific section of FCUM Broadcasting volunteers specifically tasked with delivering club content for FCUM Radio FM, Members Service and FCUM TV.

This would mean that FCUM Radio FM could have hourly club news bulletins in the day. It would also mean that there would be more news stories and communication coming out of the club than has ever been achieved before.

In addition to a new dedicated FC United related broadcasting team, because of its secured nature, the Members Service would have the ability to be able to broadcast non sensitive sections of all board meetings, committee meetings, AGMs, EGMs, branch meetings and members meetings, with specific member discussion and debate programmes created around each event.

To enhance the service even further, and to help create the breeding grounds for the Swampys of tomorrow, the Members Service could also broadcast full live coverage of all home FC Youth/Reserve fixtures, and will also have the capability to broadcast other fixtures involving other FC United sporting sides, if the club ever decides to go down the sporting club route.

We believe a Member's Service will be the ultimate club communication and democratic tool, and would be an innovation which could have only been achieved by this club.

# Community Media Hub

The long term ambition of FCUM Broadcasting is to create the country's leading community media hub within the next decade, something which is not just unique to football, but which is groundbreaking in its scope and scale. A place which is not just the home of FCUM TV and Radio, but also the home of training, developing, and championing local talent and creativity in the region.

FCUM Broadcasting, in conjunction with the club's Community Team, would forge links and relationships with local schools, libraries, cooperatives, community groups, universities, art and music institutions, and even other media organisations in order to create a significant development in the Moston area.

If we look at the types of media duties FCUM Radio and TV volunteers are already carrying out on a weekly basis, it is clear that it is only scale that is restricting us from training and producing more.

- n Journalism
- n Presenting
- n Researching
- n Producing
- n Filming
- n Editing
- n Writing
- n Acting
- n Directing
- n Marketing

In addition to these roles, once established in Moston, we also consider a key responsibility is to champion local artists.

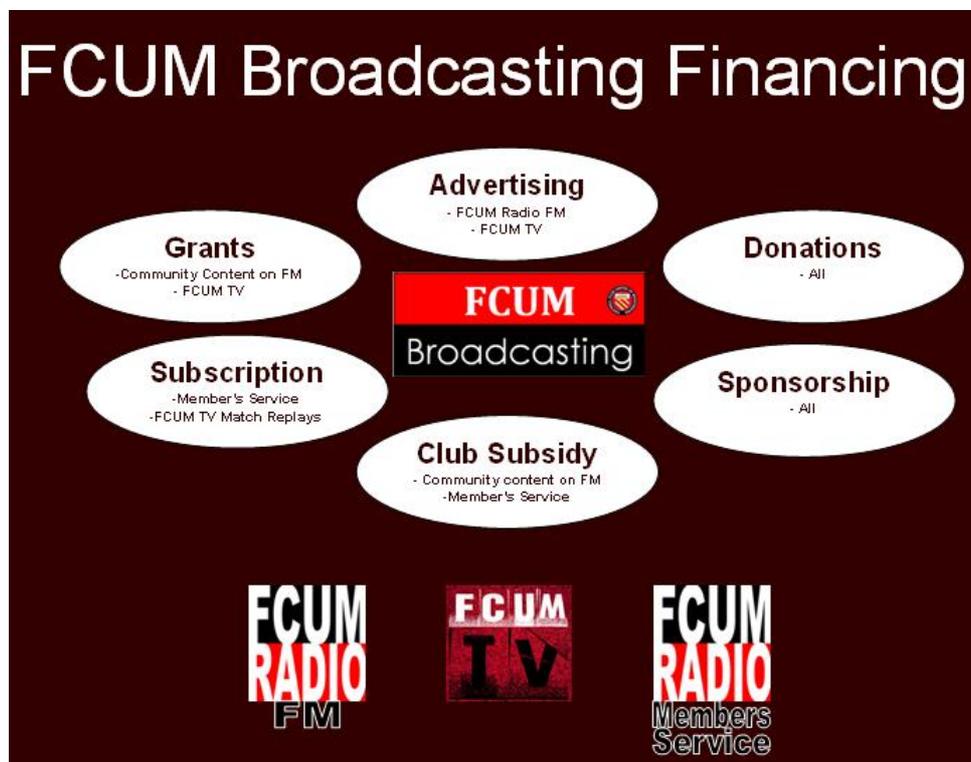
# Financing

Financing for FCUM TV and Radio in the past, has been out of the sight of the majority of members since both entities were founded in 2006. This is mainly because these endeavours have been backed morally and financially by original founder Mike Kirwin of Box TV for a number of years now, with regular donations from listeners/viewers ensuring that the lights have remained on for the last 6 years.

However, with a members sanctioned FCUM Broadcasting, there will need to be a greater accountability for spending and budgets within the new entity, as well as a bigger push for sponsorship and shared costs across the whole of the club in the future.

We have outlined in this document how a step by step progression, has the potential to deliver a FC United community media hub within the next ten years. Below is an example of how FCUM Broadcasting could expand how it is funded and in doing so, become more sustainable for the club

The challenge of dealing with the fact that each step will come with an extra cost, can be countered with the notion that each step could also brings greater financial stability. Instead of relying on one sponsor, or one benefactor in the long term, by doing more, FCUM Broadcasting will become more sustainable.



# Financing Structure

## **Donations**

FCUM Radio and TV currently rely heavily on donations to maintain any form of service. Donations tend to be made during match broadcasts and will remain a necessity in the coming seasons, forming the foundation for FCUM Broadcasting operations in the future.

## **Sponsorship**

*FC Live* is currently the only programme which is sponsored on FCUM Radio, with FCUM TV sponsored separately by the same company, Constructive Coding. However, with over 20 programmes currently broadcasted on FCUM Radio, with an expectation that this will be increased in the next year, we believe that there is scope to raise revenues by having each programme sponsored.

## **Advertising**

Similar to sponsorship, the more content FCUM Broadcasting can provide, the greater the opportunity to sell advertising space. The policy for the types of companies and businesses FCUM Broadcasting will partner itself with; will be taken from that of the club itself. The idea will not just to bring funds into FCUM Broadcasting, but also to champion local businesses and ethical enterprises in the region as well.

## **Club Subsidy**

FCUM Radio is in its infancy within this area. But by working closely with the club's community team and sharing some of the budget, there is scope for the club to offer more with its community activities and schemes in the future. There is also the possibility for FCUM Broadcasting to produce showcases for members of the 127 Club, enhancing what the club can offer within its own sponsorship packages.

## **Grants**

By providing an array of community and volunteer led programming, a structured and sustainable FCUM Broadcasting, will be in a position to not only offer more for the club and the communities it serves in, but will also be able to access grant funding to deliver more.

## **Subscription**

One further option for funding could be a subscription service for a couple of extra services. This model could be used for the Members Service to ensure it remains advert free, or it could also be used to cover costs for a full match replay service on FCUM TV. Its also important to mention, that the recent furore about a falsely muted Pay Per View option surrounding FCUM TV, has highlighted the need to ensure members are brought into any discussion regarding anything close to a subscription service in future.

## Summary

Within this document, there are a number of proposals and ambitions which could only come from a collection of FC United volunteers. While on the surface, many may first appear to be grand and overly ambitious, the majority of these proposals are in fact only 12 months off becoming a reality. We believe that by offering these services, FC United Broadcasting will be bringing benefits to the club, which at present it does not have, whilst at the same time ensuring that what we do have now can be built upon, improved and be long lasting.

The contrasting fortunes between FCUM Radio and those of FCUM TV have highlighted the urgent need to create a sense of momentum and an air of going somewhere within the FC United broadcasting family. It is our view that it is unsustainable to simply rely on the fumes of enthusiasm season after season.

While FCUM Radio has grown both what it does and its audiences over the last two years, FCUM TV has struggled to maintain a consistent service. That said, the radio may be doing well currently, but it still remains an entity built purely on the enthusiasm of individuals, in essence on a knife-edge between the largest volunteer only radio station in the UK and nothing.

By firstly outlining a new structure and a remit behind the club's broadcasting entities, we believe we can create the foundations for a stable and prosperous future. Where volunteers can share responsibility, and where there is a clear mandate from all club members that they support what this new entity is trying to achieve, while FCUM Broadcasting are clear on what the club members will be expecting from it.

In a club where volunteerism, democracy, communication, community ambition and striving to do more are all part of the makeup of FC United, the ultimate aim of these proposals is to create something which will both protect and promote these cornerstones of this thing of ours, and by doing so, we can create a very FC United broadcasting entity which will be long lasting and accountable to all.

# **Members Votes**

## **April 2012 Resolutions**

*The proposed constituting of FCUM Broadcasting*

*The proposed creation of FCUM Radio AM*

## **October 2012 Resolution**

*The proposed creation of FCUM Radio FM*

## **April 2013 Resolution**

*The proposed creation of FCUM Radio Members Service*