

# Digital Migration - Implementation and publicity aspects

Radiocommunication Bureau



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## Agenda

- Viewers are Kings and Queens
- Communications is vital
- 10 lessons from Digital UK



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## Our Viewers!

- They like watching Television
- They vote, particularly when they are angry.
- It's a big change, some may need help!



## Communication is the key!

(Source: OFCOM, UK)

Consumer awareness plan in UK						
	3-Years	2-Years	1-Year	<12 months	1 month	Switchover
National Launch of <i>SwitchCo</i>	"Get ready!"	"How to get ready!"	"Are you ready?"	Countdown: 'Switchover is happening!'	Countdown: 'Switchover is here!'	Switchover to 100% digital



## DIGITAL UK

**Ownership:** UK public service broadcasters and multiplex operators



- Digital UK is the independent, non-profit organisation leading the process of digital TV switchover in the UK.
- Digital UK provides impartial information on what people need to do to prepare for the move to digital, and when they need to do it.
- The company also works with digital TV platform operators, equipment manufacturers, installers, retailers, rental companies and consumer groups to coordinate the technical rollout of digital television across the UK.

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## Current Status

- The UK digital TV switchover programme
  - Completed in nearly 25% of the country
  - Remains on track to finish on time and under budget
  - Minimum disruption to TV viewers by the end of 2012.



## Five lessons on Governance

1. A single-purpose, centralised delivery model
2. Legal and regulatory underpinning
3. Commercially-minded management delivering a public purpose
4. Sufficient, safeguarded funding
5. Alignment of infrastructure and communications



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## Lesson 1

- Digital UK has seen the benefit of being a new, single-purpose, centralised delivery vehicle
  - a clear remit to lead the implementation of the project;
  - is impartial and can therefore develop fresh and unbiased relationships with stakeholders;
  - can become the central organising 'hub' of programme activity, supporting and co-ordinating stakeholder activity towards a common goal.



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## 2a. Legal underpinning

- A public Government commitment to achieve digital TV switchover by 2012
- Ofcom's formal recommendation to Government in April 2004 that TV switchover was "desirable and achievable", and then in December 2004 the issue of „digital replacement licences" to the commercial public service broadcasters, requiring them to work towards a digital TV switchover.



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## 2b. Regulatory underpinning

- Matching conditions are written into commercial multiplex licences and the terms of the BBC Charter and Agreement.
- The commitment of Digital UK's broadcaster and multiplex operator shareholders to co-ordinate to support switchover, as described in the Articles of Association of Digital UK Ltd.



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***Lesson 2: Any public change programme must be lead by unequivocal Government and regulator support, and industry engagement should be formalised - from the outset - in agreements or licences.***

### **3a. Commercially-minded management**

- Digital UK is an independent organisation, staffed by conscientious and energetic individuals with commercial experience, delivering a Government policy project.

### 3b. Delivering a public purpose

- Combination of a business mindset and commercial practices, applied to a public policy programme
  - an agile and adaptable organisation,
  - motivated to find efficiency and cost-saving in what it does
  - is committed to delivering its task on time.



***Lesson 3: Commercial expertise can fruitfully be brought to bear on public change programmes, and can inject the energy and drive to achieve the project on budget and on time***



## Sufficient and safeguard funding

- The TV Switchover Programme funding is supplied primarily from the BBC's Licence Fee:
  - £200 million budget for Digital UK's communications activity
  - £600 million budget for the Switchover Help Scheme (between 2005 and 2013).
  - Digital UK also has a £30 million operating budget, funded by all its broadcaster members



***Lesson 4: Large-scale programmes must have sufficient and safeguarded funding secured. All parties must have confidence that the finances are available to complete the project successfully and on time.***





## 5a. Alignment of infrastructure and communications

- Digital UK comprises
  - a technical infrastructure team (tasked with co-ordinating the roll-out of the UK's high-power digital terrestrial TV network), and
  - consumer, trade, stakeholder and press communications teams.



## 5b. Alignment of infrastructure and communications

- The side-by-side working of those responsible for the technical changes and those charged with communicating those changes to the public enables to
  - understand the necessary detail of technical changes that may impact TV viewers, and
  - confirms to the infrastructure team the need to manage the technical works to minimise viewer impacts



***Lesson 5: Side-by-side working of technical infrastructure teams and communications teams in any private or public project greatly facilitates accurate and timely communication of technical changes, and drives engineers to minimise consumer impacts in their planning.***

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## **Five lessons on Implementation**

6. Working with the market
7. A clear, attainable and secure timetable with a moment of compulsion
8. A layered communications model which reaches deep into communities
9. Practical support for the most vulnerable
10. Mobilising existing support networks

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## 6a. Working with the market

- Digital television is a vibrant and competitive marketplace, with
  - a wide range of compelling content (BBC Three, BBC Four, ITV2, More4);
  - enhanced functionality (on-screen guides; easy recording); and
  - Convert existing set from as little as £25, or choose to spend more for access to premium content.



## 6b. Working with the market

- Such is the appeal of digital television, that nine in ten homes choose to go digital well before switchover.
- When the switchover was announced in 2005, two-thirds of UK homes had already chosen digital TV



***Lesson 6: Any public change programme must work with demand and provide real, tangible benefits to consumers. It must also choose its moment carefully. Moving too early risks running ahead of the market and bringing into question the potential for success of the programme; moving too late would miss an opportunity to ride the wave of consumer demand and trade support.***



## **7a. Sure timetable**

- At every stage of the TV switchover programme dates have only been announced when work or planning is sufficiently far advanced to give absolute confidence that those dates are achievable.
- The UK's TV switchover programme has never reneged on a public date once announced,



## 7b. with a moment of compulsion

- A point in time when the old analogue signal is switched off, and so consumers are compelled to act.
- While the notion of „compulsion“ is often met with a degree of resistance, it does provide a time horizon for viewers to plan towards, and a trigger for action.



**Lesson 7: Any large-scale programme with multiple dependencies should only ever announce dates (with increasing granularity) when work is sufficiently far advanced to give confidence that those dates can be met. Use of 'aspirational' dates (that can subsequently change) undermines public confidence. It is useful to have (or create) a 'moment of compulsion' within a programme, that can drive consumer action.**



## 8. A layered communications model

- National Advertising
  - Regional Communications
    - Local Communications
      - Community Support
      - 1-on-1Help
- Consumer Support [contact centre and website]
- Trade Support [retail, installers, landlords]



**Lesson 8: An all-encompassing communications programme should layer national advertising (to raise overall awareness), a local communications campaign to drive understanding, and community support to provide reassurance and encourage action.**



## 9. Practical support for the most vulnerable

- Digital UK works closely with the Switchover Help Scheme, a programme providing practical support for those who might find getting digital TV more difficult:
  - those aged 75 and over,
  - eligible disabled people on certain benefits, and
  - those registered blind or partially sighted.



**Lesson 9: Public change programmes should explore ways of making practical support available to those who most need it. The presence of a 'safety net' enables public support for the programme, and will make sure that vulnerable individuals are helped through the process.**



## 10. Mobilising existing support networks

- Digital UK has pioneered an innovative means of **cascading information** and help through the existing charity networks:
  - Age UK, CSV and Foundations
  - a new charity consortium - Digital Outreach Ltd – was set up to filter switchover messages down from Digital UK and the Switchover Help Scheme.

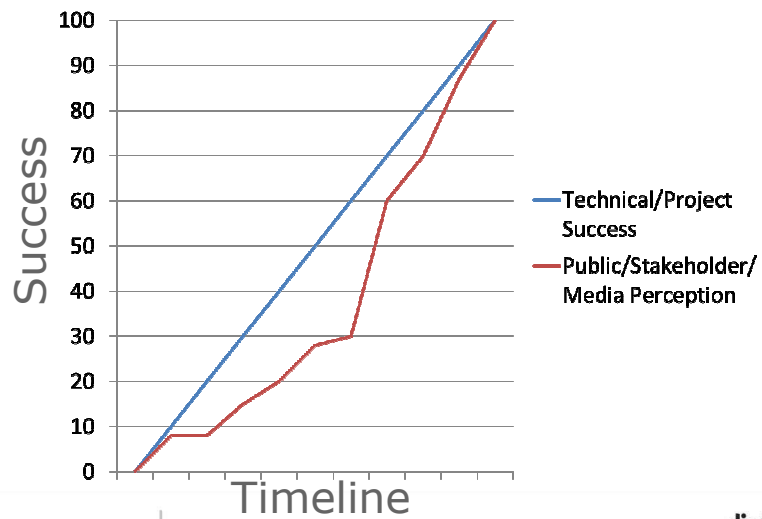


**Lesson10: Public change programmes should seek to mobilise existing relationships and support networks, using the highly-developed third sector infrastructure to 'cascade' messages and help through charities to their clients.**





## SUCCESS OF SWITCHOVER



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## COMMUNICATION IS KEY!



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**Thanks DigitalUK  
and  
Thank you for your  
attention!**



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