

Kent TV Review

28 August 2009

Main Findings

FOR DISCUSSION



The image displays a collage of screenshots from the Kent TV website and mobile application. The website interface includes a navigation menu with categories such as **Creative Arts**, **Education**, **Communities**, **Jobs & Business**, **What's On**, **Country News**, **Visit Kent**, **History**, **Health**, **Food**, and **Emergency**. The **Education** section is further divided into **Primary Schools**, **Secondary**, **Uni & Colleges**, and **Issues**. The **Communities** section includes **Animals**, **Charities**, **Communities**, and **Countryside**. A **Today's Schedule** sidebar on the right lists programs like **Film Office Fund**, **Health Walks**, and **Canterbury River Tours**. A video player in the center shows a **BANKERS & BUSINESS DISCUSS THE RECESSION** segment.

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The Context

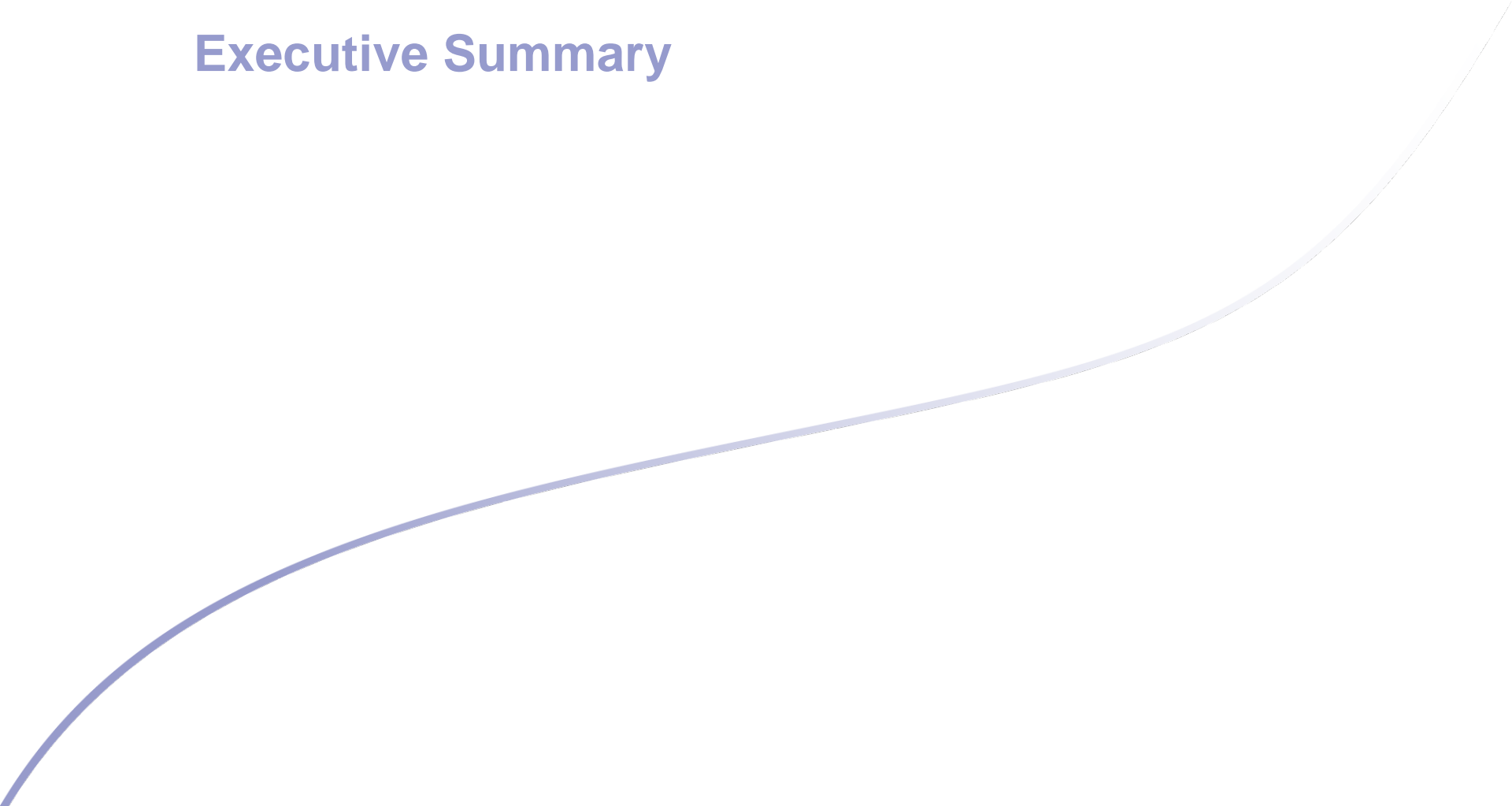
The Kent TV pilot launched in September 2007 and was designed to be a community broadband channel covering a range of topics and issues relevant to Kent

It is the first public funded broadband TV channel in Europe and recognises the need for local government to interact with the public through new, convenient channels

This commission reviewed the progress of the pilot against the objectives outlined in the original Cabinet paper and describes how the landscape of public media channels is forecast to move increasingly towards a model of converged Broadband and Digital TV

The study highlights how Kent TV has made significant progress in engaging with young people and remaining at the forefront of technological progress. To this end, stakeholders recognise that, whilst there are areas for consideration, Kent TV has been a truly innovative development in the use of broadband by local government

Executive Summary



This study has used focus interviews and data analysis to review the progress of Kent TV during the pilot phase

1 Three Main Objectives

1. Review the achievements of the Kent TV pilot against the objectives in the Cabinet paper
2. Provide a snapshot of the wider digital world, including other broadband channels (with particular emphasis on public sector channels or content), and any other contextual information that is relevant
3. Suggest areas for focus in the post pilot phase

2 We reviewed Board reports, viewing figures and published articles...

- Original Cabinet Paper
- Board Reports:
 - Fourth Quarter 2007
 - First Quarter 2008
 - Second Quarter 2008
 - Second and Third Quarters 2009
- Website viewing figures, video play figures and breakdown of programme source
- Comparison of Kent TV to other UK county councils' use of broadband and digital TV channels

3 ...As well as speaking to 36 people from 5 stakeholder groups

- **Kent CC**
 - Pascale Blackburn
 - Tanya Oliver
 - Jane Clarke
- **KTV**
 - Alex Connock, CEO Ten Alps
 - Nigel Dacre
 - John McGhie
- **KCC Cabinet**
 - Paul Carter, Conservative Leader (yet to finalise)
 - Leslie Christie, Labour Leader
 - Trudy Dean, Liberal Democrat Leader
 - Roger Gough, Current portfolio holder
 - Alex King, Conservative Deputy Leader
- **Kent TV Board of Governors**
 - Cheryl Armitage, Consultant
 - Charlie Hendry, Chief Fire Officer
 - Martin Jackson, Media Consultant
 - Phil Wookey, CEO, Locate in Kent
 - Geoff Miles, Maidstone Studios
- **Other Stakeholders**
 - Andrew Bethell, Teachers TV*
 - Tony Buddin, Marketing Director, Business Link Kent
 - Miranda Chapman, Pillary Barn*
 - Duncan Lesley – Hever Castle
 - Simon Davies, Sevenoaks District Council, Walk Leader
 - Denise Garrett, English Heritage SE
 - Luke Griffiths, Kent Youth County Councillor
 - Colin Hill, Lupofresh
 - Peter Hobbs, CEO, Channel Chamber of Commerce
 - Jo James, CEO, Invicta Chamber of Commerce
 - Tracy Manley, CEO, Thames Chamber Commerce
 - Michelle Mouarak, Canterbury City Council
 - Sandra Matthews Marsh, MD, Visit Kent
 - Krystyna Matyjaszkiewicz, Canterbury Roman Museum
 - Matthew Nicks, Chief Superintendent of Kent Police
 - Adrian Oliver, Cycle Age
 - Mark Parry, Porchlight
 - Dr Bruce Pollington, Medical Director, Heart of Kent Hospice
 - Simon Reed, Campaign for Real Ale
 - Neil Webster, MD, Heart Kent FM

These ran in parallel to KCC's ongoing public questionnaire

The general response to the Kent TV pilot is positive.....

“Kent TV has been a resounding success”

“The MI is awful...the targets should be more measurable”

“The marketing of the site is dreadful...it needs a sustained clever advertising campaign”

“The schools work sounds really impressive – very powerful”

“So far, I have the impression that it is very insular”

“I think they are highly professional and have lots of passion”

“It’s successfully moved from a paper plan to a vibrant community online site”

“The board is confused as to its meaning and its set up is bizarre”

“It’s widened peoples thinking within KCC of how we can communicate with the public”

“Kids are one of the biggest opportunities for KTV...get them uploading their stuff and accessing others ...”

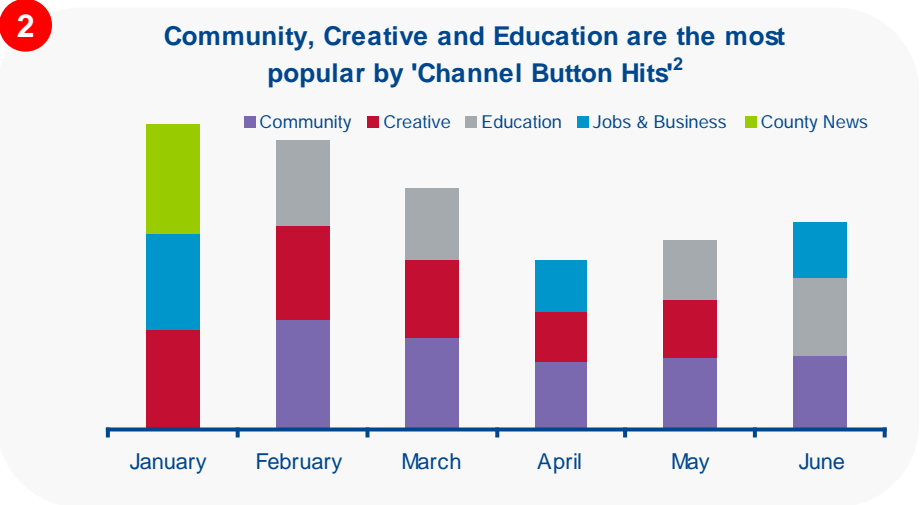
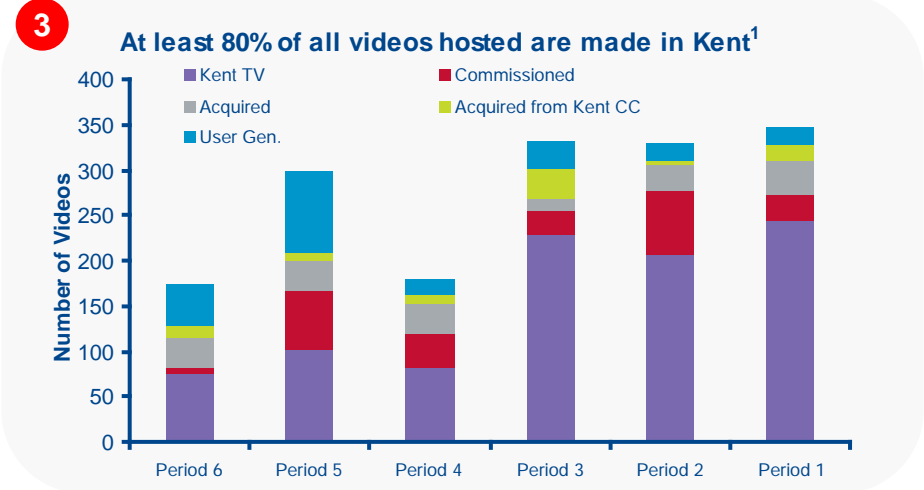
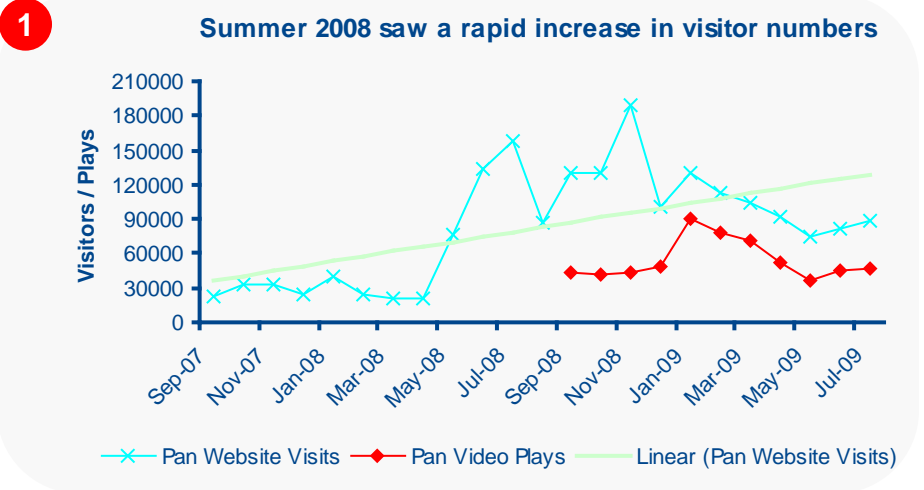
“I was thinking over the weekend, here’s a resource that we have not been taking advantage of...”

“I love anything that they do on us”

“I hope it continues”

“No-one I have asked has seen the website”

The viewing figures are above forecast and demonstrate the role of Kent TV in publicising local events such as 20:20 and Big Day Out



4 Commentary

- During the pilot, there was considerable discussion on the most meaningful way to track users of the website
 - From Sept '08 it has been possible to track the number of video plays. This is seen as 'truest' measure of user interaction with the site
- There is, however, limited means to track the relative popularity of each channel
 - Graph 2 is simply the total number of clicks on the most popular three channel buttons shown on the left hand side of the web page
- There is clear evidence from the 2008 data that well publicised, multi channel events such as Business 20:20, Big Day Out and the Housing Debate contributed to an increase in visitor numbers
 - There may be a lag of approx. 1 month between the event and viewing figures increasing

Notes: (1) Period 1: 17/11/07 – 15/03/08; Period 2: 16/03/08 – 01/06/08; Period 3: 02/06/08 – Sept 08; Period 4: Sept 08 – Dec 08; Period 5: Jan 09 – 27/03/09; Period 6: 28/03/09 – June 09; (2) See Appendix for limitations of "Channel Button Hit" metrics

Assessment: the main areas for future focus are governance, partnership working, and supporting education / training

Objective Category	RAG ¹	Commentary
Local Content (obj. 3, 16 *)	Green	At least 80% of videos hosted on the website were produced in Kent
Board Governance (17)	Amber	The constitution and purpose of the Board needs to be reviewed post pilot
Widening Participation (2; 4)	Green	Events such as “Sound Clash” and the Housing Debate have reached out well to the under 30s
Increased After School Educational Opportunities (8)	Amber	Initial progress made with schools was slow but recent events such as “animate / create” have been popular. The potential to host vocational training material on the site should further develop this area.
Increased School Educational Opportunities (9)	Amber	
Technological Innovation (14, 45)	Green	This has been a strong area during the pilot, as demonstrated by, e.g. Kent TV Player and KentTV.mobi
Commercial Benefits (5; 6; 7; 11; 12)	Green	Whilst very difficult to quantify, the exclusive use of Kent film companies and success of business events such as Backing Kent Business and 20:20 suggest progress in this area is significant
Partnership Working (13; 18)	Amber	There is potential to further develop networks with the business community, especially Chambers of Commerce
Employment (1)	Green	All except one member of Kent TV lives in Kent and employment will have benefited from the drivers of “Commercial Benefits”
Reduce paper use (10)	Amber	Kent TV has contributed to wider savings in KCC of £200,000 last financial year and will help towards savings of £1 million during this financial year.

- Quantified evidence or strong qualitative evidence of the objective having been achieved
- Some evidence of progress having been made towards this objective but not sufficient for it to be achieved
- Quantified evidence or strong qualitative evidence that the objective has not been achieved

Original KTV objective numbers shown. Grouped for study purposes

Headline

1. Define Post-Pilot Governance Model

- Revisit the purpose and constitution of the Board.
- Introduce a greater proportion of non political / customer group / stakeholder representatives

2. Research expected trends in Local Government media channels

- Gain an informed detailed understanding of how Broadband and Digital TV channels, and other technologies will develop over the medium term. Determine the type and scale of investment needed for Kent TV

3. Develop a limited number of 'could be' business models of the future state of Kent TV

- Develop future models of Kent TV that follow the above trends; adjusting emphasis on target audience, news/current affairs, channel focus, etc
- Conduct high level value analysis of each model to determine the preferred option

4. Agree commercial model and agree resourcing mechanism

- Explore potential sources of resource; be they direct funding from sponsorship or advertising; partner funding based; committed resource from collaborators for content; incentive mechanisms to increase viewer content

5. Clarify and strengthen partnerships

- Explore untapped synergies with public partners; institutions and associations; and private enterprises

6. Focus on increasing Kent TV visibility

- Identify all means to increase visibility, particularly in target customer groups; through engagement; earlier alerting to events; support to training of film makers in exchange for e.g. event tickets; co-production; engagement in schools; KTV in public places; (e.g. doctors surgeries; ...)

7. Refresh targets & metrics, and processes for benefits tracking

- Define new set of targets and mechanism to monitor and deliver them

Detailed Findings



In those areas assessed quantitatively, greatest progress was perceived in ‘Local Content’ whilst ‘Education’ was considered least advanced

Category ¹	Mean score ²	Range	Sample Size	Typical Quotes
Local Content	4	2 - 5	12	<ul style="list-style-type: none"> “Everything on the web site is to do with Kent” “All content has been produced / directed in Kent by Kent based companies”
Board Governance	3	2 - 5	12	<ul style="list-style-type: none"> “I have not seen any real evidence of governors playing a role” “The composition of the Board should be looked at so it is not dominated by the public sector”
Widening Participation	3	1 - 4	12	<ul style="list-style-type: none"> “Sound Clash had great take up; Invicta played it on their breakfast show” “Kent is becoming a destination for older people so it should show them as well what’s on”
Increased After School Educational Opportunities	3	2 - 4	10	<ul style="list-style-type: none"> “The How To section is good at certain elements of adult education “From professional education perspective, it is good at liaising with universities”
Increased School Educational Opportunities	3	3 - 5	8	<ul style="list-style-type: none"> “We struggled to engage with schools at the beginning” “Lots of work in this space since the new MD joined, e.g. imminent Youth Channel”

The range of scores, whilst from a small sample size, suggests inconsistent understanding, especially between different groups of stakeholders.

1) See Appendix for mapping of Objectives to Categories; 2) 1 poor, 5 high

Qualitative evidence suggests that technological innovation is strong but commercial and employment impact is difficult to quantify

Category	Progress	Observations	Typical Quotes
Technological Innovation		There has been demonstrable progress in this area that is in line with the objectives. This covers both user interfaces, e.g. links with Facebook, Twitter and accessibility by mobile internet as well as its reliable back end performance	<ul style="list-style-type: none"> ▪ <i>“Technically, it is excellent”</i> ▪ <i>“Behind the scenes it runs very well”</i>
Commercial Benefits		Whilst there have been a number of successful events with the business community there are acknowledged opportunities to work more closely with the both SMEs and larger organisations from the private sector	<ul style="list-style-type: none"> ▪ <i>“We knocked on their [Pfizer’s] door early on but they didn’t know who we were but probably would now”</i> ▪ <i>“[Kent TV] were superb with the 20:20”</i>
Partnership Working		There are recognised opportunities to improve the level of partnership working with media organisations, international affiliates of Kent Chambers of Commerce and large public sector organisations	<ul style="list-style-type: none"> ▪ <i>“There are always more [organisations] that we can work with”</i> ▪ <i>“We want to pitch ourselves as an organisation that can liaise with other organisations”</i>
Employment		Whilst local employment has been directly supported through Kent TV and commercial activities, we have not proven that it has <i>“created employment by stimulating the local creative industry”</i> ¹	<ul style="list-style-type: none"> ▪ <i>“By the end of the pilot we will have spent £260,000 on 27 independent film companies, all of whom are exclusively in Kent”</i>
Reduce paper use²		In 2008/9 there was a £200,000 saving target in the publication budget for KCC. Kent TV will have contributed significantly to this. However, we have not measured its specific impact	

There is a strong link between improving performance in ‘Employment’ and ‘Commercial Benefits’.

1) Taken from Objective 1 in the Cabinet Paper; 2) No interviewees could provide more information on this category than that that shown in this panel. Therefore, no further analysis has been done.

Whilst initial progress in education was slow, Kent TV is now a media diploma partner and will benefit from the future 'Youth Channel'

Education

Strengths

- There *"has been lots of work in this space since the new MD moved here"*:
 - Animate / Create
 - Housing Debate with Canterbury University
 - Work experience placements for college students with Kent TV
- In addition, Kent TV has become an industry partner for the media diploma which will be awarded through work experience placements. Currently, Kent TV is working with 12 schools in this area
- The educational videos on the website *"enhance what they're learning"* rather than provide specific content around the schools' curriculum

Weaknesses

- There is a feeling of having to make up for lost time in this area given *"we struggled to engage with schools at the beginning"*
- There is a perceived need for *"greater interactivity and debate around educational issues"*

Opportunities

- This area is seen as one of the *"biggest opportunities for Kent TV"*
- The Youth Channel pilot that will be launched in October. It will involve the Schools Network and Youth Centres and so is expected to increase youth awareness of Kent TV and encourage them to upload videos. In the pilot phase it will be run with 10 schools
- Engagement may improve by having *"champions in the sector who would highlight the potential of Kent TV"*
- There is scope for greater focus on *"those going down the vocational route - vocational colleges and apprenticeships"*
- There may be scope for greater involvement with "Teachers' TV"

Concerns

- There is a concern that those involved in Adult education *"haven't cottoned on at all"*

Kent TV has successfully engaged with the under 30s and there is perceived potential for further engagement with the retired population

Widening Participation

Strengths

- There have been a number of very positive events aimed at the under 30s:
 - Sound Clash a "battle of the bands" competition
 - A housing debate featuring local university students
 - Coverage of the Radio 1 festival at Maidstone
 - Animate / Create
- In addition, a new serial "Holly Would..." where people can select alternative endings to stories should increase appeal
 - There is an embedded educational message in the content
- The embedded links with YouTube, Twitter and Facebook have helped signpost Kent TV from these popular sites

Weaknesses

- Engagement with this section of the population has been adversely affected by the limited impact on schools

Opportunities

- Develop our presence in and targeting of schools
- The plan for Kent TV to work in Youth Centres to give young people a platform in which they can upload their own work and network with one another in a safe environment
- Given that Kent is becoming a "*destination for retired people*", there is an opportunity to target them with information on what is available to "*entertain and support them*"

Concerns

- We can never be certain "*who is on the other end*" and therefore accurately measuring our impact in this area is difficult
- There is still a suspicion amongst some that "*we're just propaganda for KCC*" which may limit our appeal to young people

The site has been very successful in using local content; the limiting factor will be the size of the team in covering local issues and events

Local Content

Strengths

- All commissioned films are made using local production companies and actors
- In the year to June 2009, over 80% of all uploaded videos were locally produced
- Planet Thanet was a success at overcoming local resistance by using locally produced media to create jobs in a “green company” and relatively deprived area
- In addition, some of the news coverage around new power stations was good and got picked up by the BBC

Weaknesses

- Whilst recognising that the majority of material is locally produced, one interviewee suggested that it “lacks imagination” because of a “lack of involvement of the independent sector” and no regime of “bold, new measures”

Opportunities

- Work more closely with community liaison managers and local county council committees in the periphery of Kent to ensure that they are aware of Kent TV and are encouraging its use
- Work more closely with independent production companies for support in coming up with new ideas
- Improve the ease with which local people can upload videos
 - This may extend as far as Kent TV providing training sessions for the community at large on making and distributing videos
- The demise of analogue local current affairs programmes may provide scope for Kent TV to increase its focus in these areas

Concerns

- The small scale of Kent TV means that it is impossible to cover all areas in Kent and their many events: “with only four editors we can’t do everything”
- The high quality of Kent TV videos (“far better than You Tube”) may deter some more amateur film makers from uploading their content

Whilst there are mixed views on board performance, common concerns are its constitution and the lack of a defined role

Governance

Strengths

- The board does provide a “good check and balance”

Weaknesses

- The main weaknesses with the current system were described as:
 - Lack of clarity on what is the role of the Board: “we need a really clear focus and coherent direction on what is the board’s purpose”
 - Low attendance: typically running at 50%
 - Inappropriate constitution which contributes to the “political bickering” and “not getting the idea of Kent TV”
 - The chair should not also be the CEO of KCC¹
 - Whilst Kent TV may listen to the recommendations of the Board, there is a feeling that “the debates are dominated by those with a background in media but no challenge or action taken by Kent TV on our recommendations”

Opportunities

- The opportunities suggested include:
 - Make the chair independent
 - Employ more people with a media background and be more representative of the county: “the county is not all white middle aged males”
 - Introduce more people from academics and business
 - Provide a clearer remit
 - Should it have an executive function?
 - Should it monitor performance?
 - Should it set strategy?
 - Should it act as a place of final dispute resolution?
 - Should members be independent (and therefore require payment)
 - Should the board be paid?

Concerns

- The main concern was the lack of readily available “best practice” governance model for this type of organisation that they can work towards

The BBC model of Board of Governors and Executive Committee has been mooted as a possible option

1) It is important to note that the CEO of KCC offered to stand down as Chair during this pilot phase but at the request of other Board members continued his dual role. He will not Chair the Board should Kent TV continue after the pilot.

Kent TV has fully embraced the potential of technology and is linked to a number of external websites and launched itself on a mobile platform

Technological Innovation

Strengths

- Successful development of Kent TV player which can be used by external sites (such as the Kent Wildlife Trust) but is branded 'Kent TV' and contains a link back to the site
- Particularly strong progress was made in the second and third quarters of 2008:
 - Launch of Kent TV on a mobile platform: www.kenttv.mobi
 - Successful embedding of content in a range of external sites: YouTube, MetaCafe, Daily Motion, Yahoo, MySpace, Facebook, Twitter
 - Launch of Blue Fox which allows venues to automatically upload information about their events

Weaknesses

- N / A

Opportunities

- The main areas of opportunity include:
 - Devise a voting system, e.g. for Sound Clash and "Holly Would..."
 - Make more material available on a big screen: *"this requires some technical ingenuity"*
 - Improve the sophistication with which viewers are measured and tracked
 - Incorporate developments in broadband technology (e.g. through Digital TV set top boxes and games consoles) whilst still maintaining simple user operability)
- Digital Britain is seen as a good source of ideas for planning the next two years of Kent TV. Indeed, *"we are interested in piloting anything that the government thinks is worth piloting"*

Concerns

- The main consideration for future innovation is to ensure that the *"site is mainstream and elegant; there is no need to be overly hi tech"*

Events such as Backing Kent Business have engaged local business and there is a clear appetite for such support in similar events

Commercial Benefits

Strengths

- Tourism is a major source of revenue for Kent. To support this, Kent TV has worked with Visit Kent to publicise the “Big Day Out” and subsequently host videos of people visiting the attractions.
 - In addition, it has shown Kent TV videos on 'big screen TV' in Dover and a tourism video is shown on Norfolk Line Ferries to show what's on in the county
- It has also supported local businesses through specific events such as Backing Kent Business and 20:20. In supporting these events, Kent TV has been described as “superb, 5/5”
- There is progress being made towards attracting 2012 athletes to stay and train in Kent, as well as encouraging the Olympic torch to pass through Dover

Weaknesses

- Whilst justified and deliberate decision, Kent TV has not generated the sponsorship and advertising revenue that was proposed in the Cabinet paper¹
- There is a feeling that Kent TV is currently “very insular” and should “be more gregarious” in its interaction with the local business community

Opportunities

- Introduce Webinars focussing on business perspectives or topics that people can discuss and come to with pre-prepared questions
- Work more closely with Visit Kent to better realise the synergies between the two web sites and sources of information
- Optimise search results by identifying the top 5 buzz words from each dept and ensuring a Kent TV video is shown on the first results page of this search

Concerns

- Future commercial decisions will need to address the question of whether Kent TV should show news: “it is not advisable to half do news”
- There will need to be a strong focus on fully integrating the technology of KCC web site with that of Kent TV
- There may be need to be a greater focus on the level of “appointment viewing” on the web site in order to maximise commercial benefits
 - This would involve introducing regular updates of certain themes / channels that people become familiar with and so know when to look for new events in area x, for example.

1) The decision not to pursue sponsorship and advertising revenues was taken to avoid competing with existing local media companies and reducing their potential advertising revenue

The impact on the voluntary sector has been significant and there is scope for greater partnership with large public and private organisations

Partnership Working

Strengths

- Effective partnership working with a range of partners from the voluntary sector, including Demelza and Porch Light: *"Voluntary Sectors videos are not always the most popular but their impact on the charities is huge"*
- There is also strong working with other council organisations such as the Fire and Health services: *"We want to pitch ourselves as an organisation that can liaise with other organisations"*
- Whilst there are rival organisations such as *"Your Kent"*, there is a certain loyalty to Kent TV as it is free of charge and seen more as a partner than supplier: *"its just another job to them [alternative media partners]"*

Weaknesses

- There is scope for working more closely with Chambers of Commerce: *"I was thinking over the weekend, here is an organisation [Kent TV] that we have not been taking advantage of..."*. It is recognised that the responsibility for developing this closer working lies with both the Chambers of Commerce and Kent TV
- Work with large public sector organisations is seen as suboptimal but *"discussions will be in place to help move this along"*.
 - The potential to develop these relationships has been understandably limited by Kent TV's status as a 'pilot'

Opportunities

- Increase the recorded footfall of Kent TV videos by providing its content free of charge to *"reputable external organisations"* such as the BBC, Sky News etc
- Discuss with departments such as Fire, Police, Health etc, the possibility of allocating some of their marketing budget to Kent TV who can then develop suitable videos to host on the web site. In the longer term this could reduce the overall marketing spend of the council
- There is scope to work more effectively with media partners such as Kent on Sunday, Heart Kent FM and Visit Kent
- There may also be scope for international working with the twinned cities and organisations or KCC

Concerns

- The negative publicity of Kent TV from other media companies may deter some organisations from proactively seeking partnership

Employment has benefited from the exclusive use of Kent based production companies but indirect impact is difficult to track

Employment

Strengths

- Kent TV has let 42 short term or day contracts since its launch
 - 11 of these have been work experience students
- By the end of the pilot, it will have spent £260k on 27 independent film companies, all of whom are exclusively in Kent
- All bar one employee of Kent TV lives in Kent
- Anecdotally, there is evidence of stimulating the local economy.
 - A Korean company using the What's On" section to understand more about the county when deciding where to invest
- Measuring the indirect effect is more difficult.

Weaknesses

- The 11 actual FTEs created has been described by one interviewee as *"unimpressive"*

Opportunities

- It is expected that as the awareness of Kent TV increases amongst the community, its impact on job creation will increase; in part since it *"differentiates Kent from other counties"*.

Concerns

- The difficulty in measuring indirect employment creation means that tracking progress against this objective will be heavily estimated

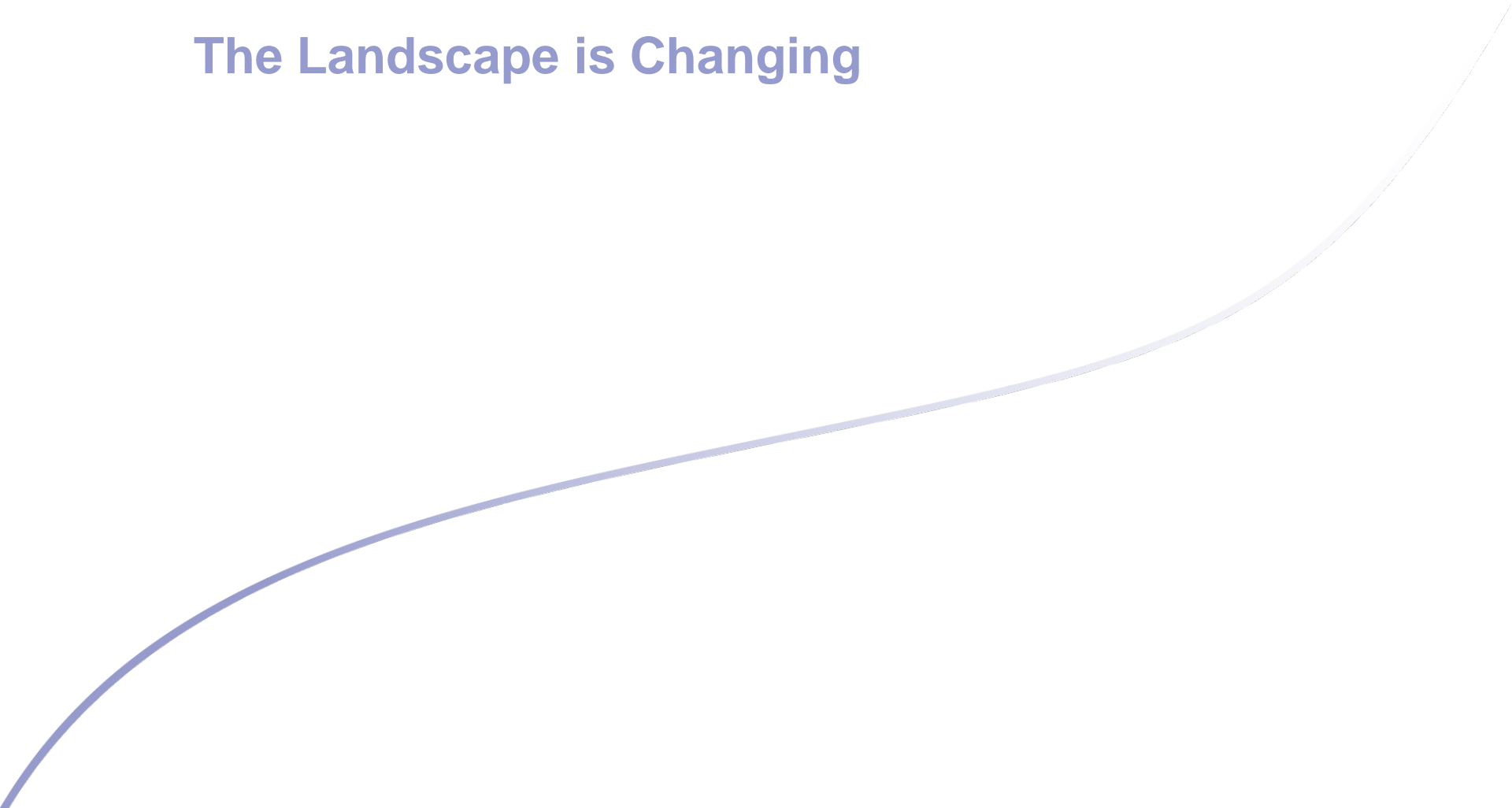
At the level of each objective, the opportunities centre on partnership, governance and tracking economic impact

Objective	RAG ¹
1. Kent TV will create employment both directly by the provider company and by stimulating the local creative industry, there will be indirect employment. The successful company delivering Kent TV will employ mainly local residents.	Green
2. The opportunities for Kent TV to enhance the democratic process are significant. KCC will be able to reach out to the people of Kent with information, particularly those in the younger age-bracket of 18-32, where the voting percentage is lowest and explore new ways of engaging in council processes	Green
3. The channel will maximise local produced content, e.g. from schools, universities and colleges as well as user-generated content from individuals, community groups etc.	Green
4. Kent TV can provide an outlet for a range of local talent, from music to acting and from journalism to presenting.	Green
5. Kent TV will showcase the best of Kent, particularly for tourism and inward investment purposes, working closely with organisations such as Kent Tourism Alliance and Locate in Kent. This medium will enable us to reach out to Kent residents and to people all over the world.	Green
6. It will enable us to maximise the benefits to Kent of major events, such as 2012 Olympics.	Green
7. Kent TV will provide a showcase opportunity for local businesses.	Green
8. Increased educational opportunities are key to this channel. With over 600 schools, the potential for shared learning and master-classes focussing on particular topics is being explored with education colleagues. This medium can open up a whole new range of opportunities for children at school and outside school.	Amber
9. Sharing professional training opportunities is also possible, e.g. social work or teaching.	Green
10. Critical to the longer-term funding of Kent TV, over time it will reduce KCC's reliance on paper communications, thereby saving money and supporting our green agenda.	Amber
11. The potential for advertising and sponsorship revenue is significant.	Amber
12. Viewing figures are hard to predict accurately with such a new channel, but 50,000 viewers per month is felt to be achievable within the first few months, increasing thereafter. The channel is aimed at all ages.	Green
13. The schedule will be varied but will focus on tourism, education, information, news, user-generated content, democratic participation etc. Any news element will be delivered independently from KCC. The channel will also maximise existing content where possible, both from KCC and other organisations where this is appropriate.	Green
14. As well as a live streaming option, viewers will be able to utilise a range of video on demand options from an archive that will increase over time.	Green
15. The channel will maximise the use of current and emerging technologies, such as podcasts on mobile phones, ipods and other MP4 players. There is also the potential for Kent TV to be streamed on television screens in KCC buildings that the public access, e.g. libraries and schools, and in public places, such as shopping malls.	Green
16. There will also be a moderating process for all user-generated content, which will be run by the provider company.	Green
17. To ensure the independence of the channel, particularly in terms of content, a Board of Governors will be established that will consist of representatives with an interest or level of expertise in Kent and/or the media. The role of the Board will be to essentially represent the interests of everyone in the county by monitoring the channel's performance against targets and standards, ensuring the channel delivers good value to the people of Kent, ensuring the channel is impartial and arbitrating on complaints from viewers in the last resort.	Amber
18. KCC will work with a range of partners in order to deliver Kent TV and maximise its benefits to Kent and beyond, including other public sector organisations such as Kent Police, Kent Fire & Rescue, NHS, voluntary organisations, district and borough councils etc., along with private sector partners.	Amber

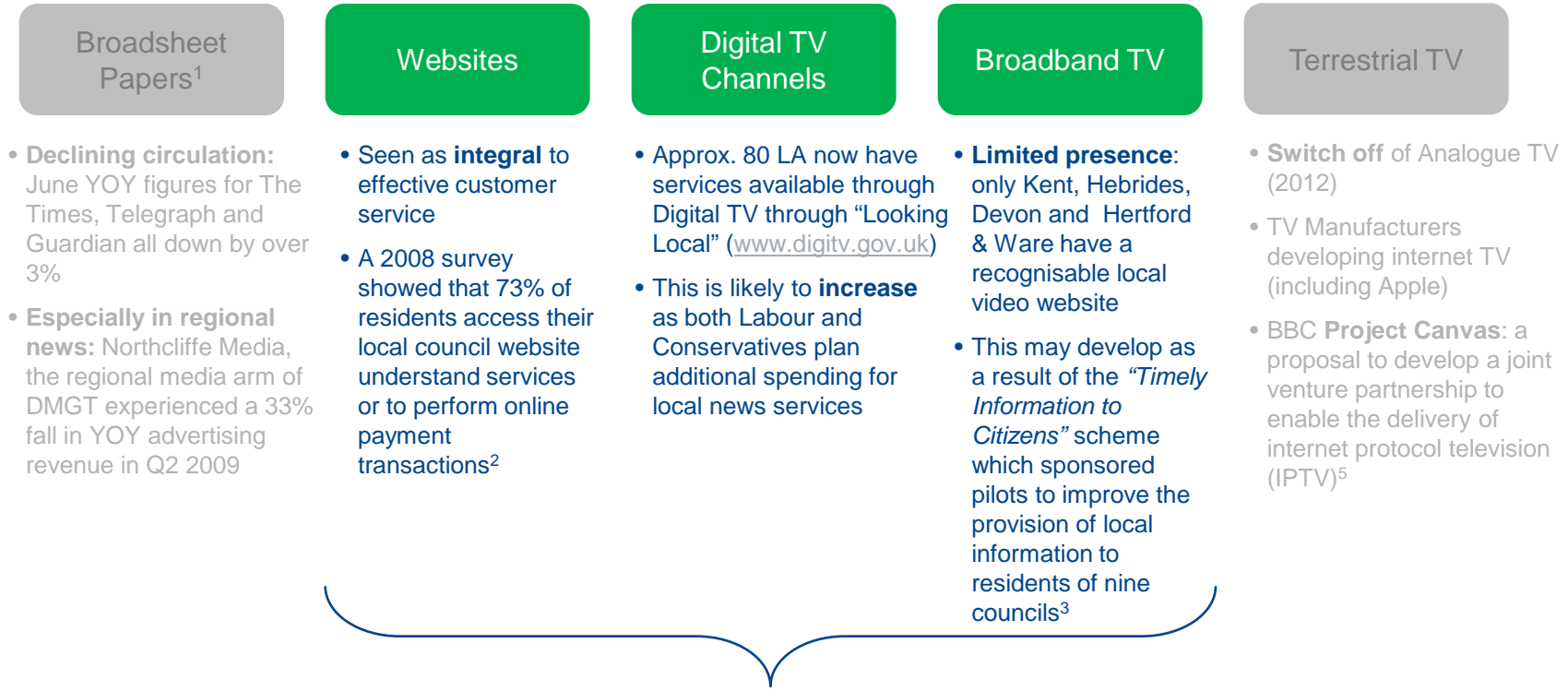
- Quantified evidence or strong qualitative evidence of the objective having been achieved
- Some evidence of progress having been made towards this objective but not sufficient for it to be achieved
- Quantified evidence or strong qualitative evidence that the objective has not been achieved

Notes: (1) RAG; Red, Amber, Green

The Landscape is Changing



The next 'big thing' in media channel development is the convergence of Broadband and Digital TV



Outcome expected to be fully integrated Broadband and Digital TV
"You can watch your soap on ITV and then switch to surf YouTube"⁴

1) www.pressgazette.co.uk; 2) <http://www.webcredible.co.uk/about-us/pdfs/townhall-jun08.pdf>; 3) This project is the result of the July 2008 Communities and Local Government launch of Communities in Control: Real People, Real Power; 4) Expected around 2014 – 2015, Discussion with Capgemini Subject Matter Expert; 5) http://www.bbc.co.uk/bbctrust/news/press_releases/2009/project_canvas.html

The rise of Broadband and Digital TV is being fuelled by the decline of analogue TV channels and greater acceptance among the public

Drivers of new media channel

- Imminent shut down of analogue TV
- Growing diversity of media channels: *"We live in the e-mail and YouTube age so it's only right that we should try any technology that might help us improve the way we communicate with citizens."*¹
- Increasing appetite from the public: *"The trial is in response to public surveys showing how a large majority of residents wanted to be kept better informed about what their local council was doing and would welcome more experimental forms of communication which make use of the latest technology."*¹

Digital TV Channels

- Approximately 80 councils in the UK have taken on Digital TV
- Local Digital TV is supported by the Conservatives who claim it is possible to *"set up 81 new television stations covering four fifths of the country after 2012"*²
- These would be run by new local multi-media companies (LMCs) could be created in the UK, likely to be owned or part-owned by a handful of existing newspaper groups. A typical LMC would cover a single city or group of towns and would combine the media formats of television, radio, print and websites.

Community Broadband

- A significant proportion of the Digital TV stations have online functionality, either through associated websites or access to the TV station through IPTV
- The Government's Timely Information to Citizens scheme³ provided £620,000 to pilot schemes that provide better local information to residents of nine local councils.
- These pilots are expected to involve community websites *"that will enable local people to influence the planning and delivering of services"*³

1) Brian Greenslade, Devon Council Leader; 2) "Tories plan 80 city-based TV stations for local news", The Times, 16 July 2009; 3) This project is the result of the July 2008 Communities and Local Government launch of Communities in Control: Real People, Real Power, which set out the case for improving citizens' access to, and use of, information on local services and performance, to empower them to hold local service providers to account

Digital TV is seen as a way to provide services 24/7 and target those who do not have access to broadband

Local Digital TV

One Plymouth TV1

- A local TV station dedicated to local entertainment, sport and major events.
 - It received its broadcasting license in Feb 2007 and broadcasting started in Sept 2007
 - *"Two half-hour programmes a night and ten minutes of local news will be produced at the studios and as many as 25 outside broadcasts a year are planned"*

Digi TV (South Somerset)2

- A digital TV channel where people *"can find out answers to popular questions such as what needs planning permission and how to apply for benefits, request for leaflets to be sent to their home address and search for local bus times or job vacancies"*
- The site received over 8,000 hits in 2008

Birmingham Looking Local3

- The channel, developed by Digital Birmingham and available through interactive digital television (idTV), allows residents to access a range of council and other local services
 - The service, launched in 2007, is the most popular council TV service in the country
 - *"The new service will revolutionise the way people deal with the council and provide support for citizens who need it most."*

Bracknell Forest4

- Through the service, users can find out what's on, search for a job, check bus and train timetables and book a doctor's appointment
 - The service is available on Sky, cable, broadband and Freeview.
 - *"We hope this digital TV channel will help more residents [i.e. those without broadband] to access our services when it is convenient to them."*

Looking Local is a national portal offering access to LG and related services on digital TV and currently has 80 LA on board www.digitv.gov.uk

1) "Launch of City's very own television station", Western Morning News, 5 February 2007; 2) "Improved digital TV service launched by council", Yeovil Express, 3 July 2009; 3) "Birmingham's digi-TV service is most popular in the country", Birmingham Post, 4 August 2008; 4) BRACKNELL FOREST GETS NEW TV SERVICE, Press Association Regional Newswire - South East, 21 September 2007

A visit to hertsWeb.tv, which covers Hertfordshire and Ware, indicates a far more limited breadth and depth of coverage than Kent TV



- Launch Date: N / A
- Viewing Figures: N / A
- It shows content produced by local individuals or groups covering local issues and will support the community in the production of content
- Training is given in the use of standard industry equipment and it will help people make professional looking productions. It will host news stories, short films or animations.
- Equipment and editing facilities are offered to community groups to encourage production of interesting, local films.

myDevon.tv is more focussed on public service provision than cultural and entertainment video hosting



- Launched in May 2008
- Viewing Figures N / A
- According to press releases at the time:
 - *"The trial of a video-bulletin is in response to public surveys showing how a large majority of residents wanted to be kept better informed about what their local council was doing and would welcome more experimental forms of communication which make use of the latest technology."*
 - *"Council Leader Brian Greenslade said "We live in the e-mail and YouTube age so it's only right that we should try any technology that might help us improve the way we communicate with citizens."*
- In the July edition of the bulletin, the video selection included nine videos covering 'Post Offices' to 'Boundary Committees'

Hebrides.TV is more to Kent TV in content but it lacks regular contribution and “What’s On” features



- Launched in summer of 2007 with an £80,000 grant from the European Union, Western Isles Council and Western Isles Enterprise.
- Its mission statements is to “provide a positive and friendly place to post “Hebridean” content”
- It is seen as “an opportunity for young people to demonstrate their creativity through video content. It is an opportunity for local creative businesses to promote there creative products. It is an opportunity to really showcase the islands as a creative place emphasizing Gaelic language and cultural heritage.”¹
- It now contains 16 categories of video covering “Arts and Culture” through to “Public Information”
- Whilst this content is more similar to Kent TV than that of *myDevon.tv* and *hertsWeb.tv*, there is no “What’s On” feature
- There is no date tag of the videos hosted, but a small sample of those that do have dates provided in the commentary or description are from 2007

Focus on Management Information (MI):

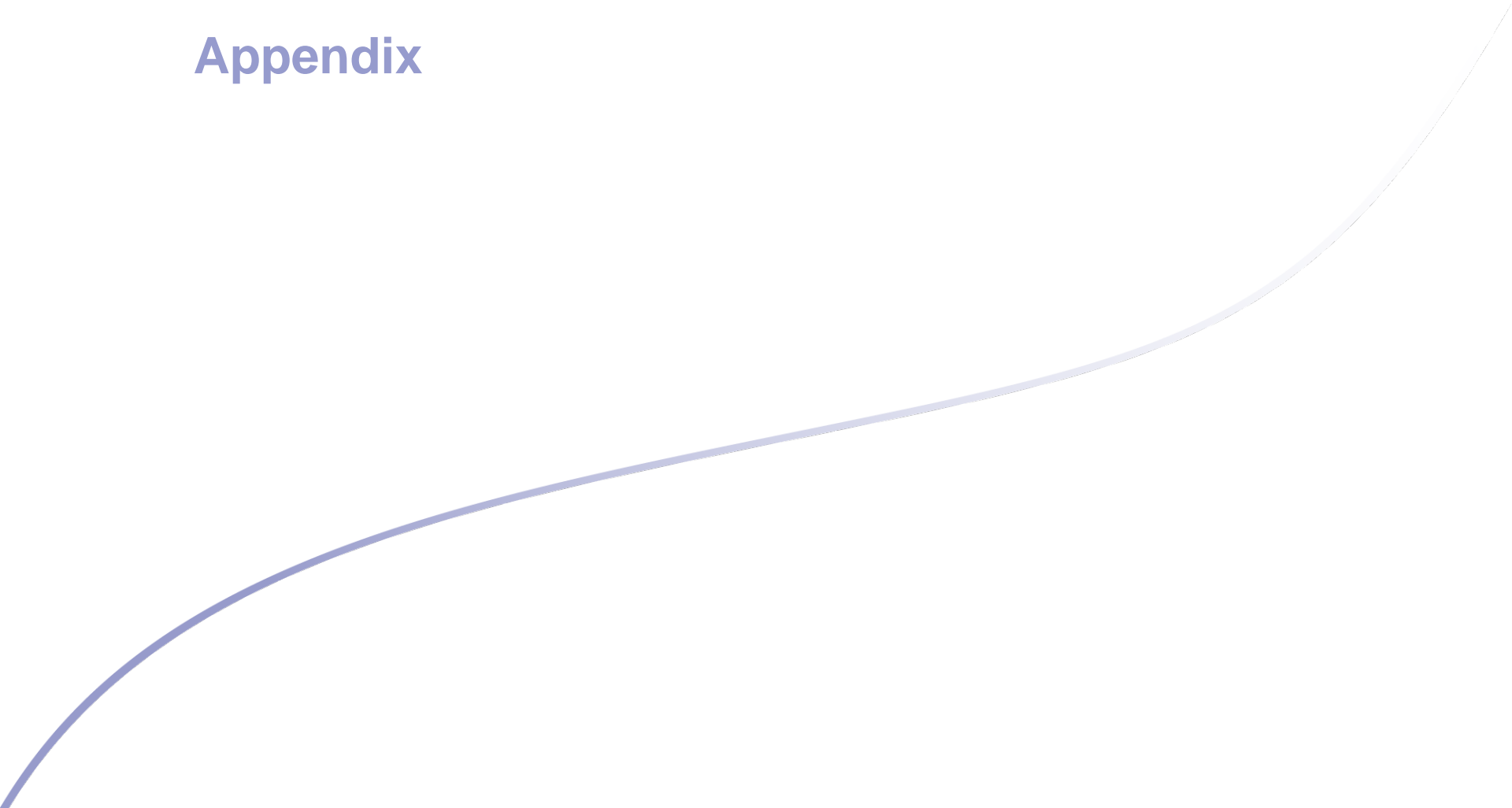
- Google Analytics creates a regular 6 page report for Hebrides TV, graphically outlining key MI in a structured template
- For example, it shows continuous tracking of visits over time and counts page views, views per visit, % of new visits and average time on site. In addition, it provides the source of visit (e.g. search engine, referring site or direct traffic) and the geographic location of the user
- Post pilot, Kent TV may wish to consider introducing a similarly structured report, albeit using different data sources that shows the key information graphically

Visitor comparison to Kent TV²

- Between July 2008 and 2009 Hebrides TV recorded 4,560 visits and Kent TV 1,476,323
- Per head of local population, this equates to 0.17 and 0.9 visits respectively and so highlights the greater momentum behind Kent TV

1) “Creative Industries in the Outer Hebrides”, Presentation to the Community Cultural Network event, Tarbert, Isle of Harris, 1 December 2007; 2) Population of Kent 1,646,900 (2007), Population of Outer Hebrides 26,502 (2001), Kent TV visits measured using AWStats, Hebrides TV measured using Google Analytics

Appendix



How the 18 objectives were categorised into nine categories

Theme	Objective
Employment	1. Kent TV will create employment both directly by the provider company and by stimulating the local creative industry, there will be indirect employment. The successful company delivering Kent TV will employ mainly local residents.
Widening Participation	2. The opportunities for Kent TV to enhance the democratic process are significant. KCC will be able to reach out to the people of Kent with information, particularly those in the younger age-bracket of 18-32, where the voting percentage is lowest and explore new ways of engaging in council processes 4. Kent TV can provide an outlet for a range of local talent, from music to acting and from journalism to presenting.
Local Content	3. The channel will maximise local produced content, e.g. from schools, universities and colleges as well as user-generated content from individuals, community groups etc. 16. There will also be a moderating process for all user-generated content, which will be run by the provider company.
Commercial Benefits	5. Kent TV will showcase the best of Kent, particularly for tourism and inward investment purposes, working closely with organisations such as Kent Tourism Alliance and Locate in Kent. This medium will enable us to reach out to Kent residents and to people all over the world. 6. It will enable us to maximise the benefits to Kent of major events, such as 2012 Olympics. 7. Kent TV will provide a showcase opportunity for local businesses. 11. The potential for advertising and sponsorship revenue is significant. 12. Viewing figures are hard to predict accurately with such a new channel, but 50,000 viewers per month is felt to be achievable within the first few months, increasing thereafter. The channel is aimed at all ages.
Education	8. Increased educational opportunities are key to this channel. With over 600 schools, the potential for shared learning and master-classes focussing on particular topics is being explored with education colleagues. This medium can open up a whole new range of opportunities for children at school and outside school. 9. Sharing professional training opportunities is also possible, e.g. social work or teaching.
Reduce Paper Consumption	10. Critical to the longer-term funding of Kent TV, over time it will reduce KCC's reliance on paper communications, thereby saving money and supporting our green agenda.
Partnership Working	13. The schedule will be varied but will focus on tourism, education, information, news, user-generated content, democratic participation etc. Any news element will be delivered independently from KCC. The channel will also maximise existing content where possible, both from KCC and other organisations where this is appropriate. 18. KCC will work with a range of partners in order to deliver Kent TV and maximise its benefits to Kent and beyond, including other public sector organisations such as Kent Police, Kent Fire & Rescue, NHS, voluntary organisations, district and borough councils etc., along with private sector partners.
Governance	17. To ensure the independence of the channel, particularly in terms of content, a Board of Governors will be established that will consist of representatives with an interest or level of expertise in Kent and/or the media. The role of the Board will be to essentially represent the interests of everyone in the county by monitoring the channel's performance against targets and standards, ensuring the channel delivers good value to the people of Kent, ensuring the channel is impartial and arbitrating on complaints from viewers in the last resort.
Technological Innovation	14. As well as a live streaming option, viewers will be able to utilise a range of video on demand options from an archive that will increase over time. 15. The channel will maximise the use of current and emerging technologies, such as podcasts on mobile phones, ipods and other MP4 players. There is also the potential for Kent TV to be streamed on television screens in KCC buildings that the public access, e.g. libraries and schools, and in public places, such as shopping malls.

Limitations of “Channel Button Hit” metrics

- The figures on Panel 6 are sourced from Google Analytics. It simply records the number of clicks on each channel button on the left hand side of the homepage
- Limitations include:
 - Google analytics does not record viewers with cookies turned off. It is widely accepted that this underreports statistics by up to ten percent and for a site the size of Kent TV we suspect this percentage will be a lot higher.
 - In addition, it does not record traffic arriving into channels from:
 - **The Kent TV search facility:** Most web users are now familiar with on site search and this is increasingly the way people are finding films on the site. Each film when published is allocated a set of keywords that allow people to find the films easier by using the Kent TV search facility.
 - **Search engine traffic:** Each film is search optimised for the web using the metadata and outbound links within the synopses. This helps search engines such as Google pick up the films and recommend to their search users. However, hits coming directly from search results from, e.g. Google, will not be recorded in this data
 - **Inbound links:** There have been approx. 22,393 inbound links to the site since February 2008. This includes regular text hyperlinks, the embed players hyperlinked dog and more recently shortened URL's which with the introduction of social media network such as Twitter, which allows people to easily pass on our films in a viral manner.
- Despite these limitations, it is currently the only means by which the relative popularity of channels can be estimated