



**GOVERNMENT OF GIBRALTAR
NO 6 CONVENT PLACE
GIBRALTAR**

GIBRALTAR BROADCASTING CORPORATION (“GBC”)

“The Way Forward”.

29th January 2010

1. Introduction: The Government commissions an external Review.

As Gibraltar's only local broadcaster, GBC is an important entity in Gibraltar from the social, cultural and political perspective. It is one of two major sources of reliable information about local affairs for local residents; it has historically made (and continues to make) a significant contribution to the promotion of our culture, heritage and identity as a people, and it provides a vital platform for the democratic political process in Gibraltar, and the realisation of our political aspirations as a people.

Despite its importance to Gibraltar, GBC has (for a variety of reasons) not developed, reformed and modernised to maximise and reflect its continuing relevance and value to Gibraltar in a changing mediatic world and in a changed Gibraltar. Nor has it maintained the required degree of operating efficiency, creative output, motivation, an effective management structure, or the most appropriate programme mix and output.

The Government's view is that GBC is valuable to and valued by the community, but that it needs to change in order to survive and prosper in the future, and to retain and maximise its relevance to the Community, and serve its needs. Government believes that this view is widely shared in the community.

Accordingly, in June 2008 the Government commissioned Mr Allan King, well known (Sky TV) journalist, and media consultant to conduct a thorough Review of GBC on behalf of the Government in order to inform Government policy decisions about its future.

The purpose of the review was not to "point fingers" or "apportion blame" for any actual or perceived past shortcomings, but rather to constructively indicate the way forward. The King Report (dated November 2008) is thus entitled "Preparing GBC for the next 50 years". As part of the King Report, Mr King commissioned "An Independent Survey of Viewing and Listening" of GBC audiences.

GBC is not a happy, effective or sufficiently creative organisation, and it needs to change. Staff recognise, accept and welcome this. This view has wide expression in the community at large. The Audience Survey carried out as part of the King Report shows that while there is overwhelming support for GBC's continued existence, less than 30% believe it provides good value.

This Paper

- Outlines the Main findings and recommendations of the King Report;
- Sets out the Government's Plan for the future of GBC;
- Constitutes the consultation paper for stakeholders and members of the public;
- Deals with Implementation issues to take the reforms forward.

2. The Main Findings and Recommendations of the King Report.

Background.

- GBC is demoralised and suffers a beleaguered atmosphere, but there is a desire to improve through major change and to create an organisation to be proud of.
- Individual departments are operating in isolation and there is friction between them.

Management.

- There has been a serious breakdown in line management, human resources management and financial and sales management. This leads to lack of accountability. There is a lack of respect for management. The prevailing culture has eroded respect for management to the extent that it is virtually nonexistent. In many cases this also applies to colleagues and other departments.
- There are unacceptable restraints on management's ability to manage, due to informal inflexibility based on alleged historical rights, e.g. Shift changes, slot changes and working hours.

Staff Issues.

- There is an exceptional level of talent at GBC. It is important that creative and technical people are nurtured, properly trained, and that they realise that their abilities and contributions are valued. Sufficient core talent and enthusiasm exists to make the necessary changes.
- With the right business model, premises, training, equipment and strong leadership, GBC will succeed to offer a first class service.

- There is a job for life mentality, something that has no place in broadcasting. A small number of employees go to work to earn a living, with no interest in what they are producing. They are not held to account for their failures and shortcomings. There is undoubtedly some 'dead wood' amongst the staff, just marking time until retirement and this needs to be eliminated.
- A balance must be found whereby GBC is an efficient, lean operation, without being under staffed. Inadequate staffing levels lead to inferior programming. Sufficient staff levels are essential to produce a good quality product, and also maximise advertising revenue. Sufficient staff should be employed to cover programme, production and administrative tasks.
- An enhanced level of multi tasking would help to keep overall staffing within manageable levels.
- Working practices are, in many areas, poor. A fundamental change in attitudes and working practices is called for.
- There is a need to review job descriptions, grades and salaries. There are inconsistencies in many areas in relation to pay structure.
- Roles do not directly relate to BBC Regional Stations so there is no exact template on which parity could be based, even if it were desirable. GBC employees should be appropriately but not excessively remunerated.

A process fair to both staff and GBC should be undertaken to establish remuneration, but pay scales should take account of pay scales operating in Gibraltar, UK rates cannot simply be transposed.

- Additional funding should be provided to compensate staff who have genuine grievances, and draw a line under all the problems of the past, to facilitate a fresh start. Redundancy packages would also need to be discussed at Government level.

Radio.

- Radio suffers from trying to be all things to all people, targeting too wide an age range.

- Radio should broadcast via two stations to enable better audience targeting. One – Radio Gibraltar – as a news, current affairs, speech station and music aimed at older audiences, and another as a separate music station catering for younger audiences.
- Excessive allocation of frequencies to BFBS (1000 target audience) compared to GBC (whole community). This must be rebalanced to enable GBC to operate two stations.
- Radio should consider Digital broadcasting. “Digital Radio Mondiale, or “DRM”.

Facilities at Broadcasting House.

- There is a lack of facilities at Broadcasting House, e.g. “green room”, wardrobe and make-up, properly catalogued tape library, (a need to transfer to modern media and index).

Co-ordination of Tri-Media: TV, Radio & On-Line.

- GBC does not properly co-ordinate and integrate tri media, i.e. TV, Radio and online.
 - Insufficient cross-promotion of special programming.
 - Event coverage is severely limited.
 - GBC online does not promote or reflect TV or Radio. This vital promotional outlet is unused.
- The GBC website was poor at the time of the review. However, recent changes have been made which have improved the online service it provides. Further improvements are required which will maximise the tri-media output.

Branding of GBC.

- Effective branding of GBC is essential. GBC is a devalued brand. This must be corrected by improvement to the television, radio and online product, and properly integrating all three, to a high standard that must then be maintained. A re-branding exercise including a new logo and corporate identity is required.

Technology.

- GBC TV must convert from analogue to digital broadcasting technology by 2012. Only around 35% of existing equipment is suitable for digital broadcasting.
- GBC currently transmits in Standard Definition (SD) and in 4:3 aspect ratio. The new technology should broadcast in a 16:9 ratio (widescreen) and HD (High Definition). New premises must be wired accordingly.
- GBC should have back-up generator so that it can continue to broadcast through any power cut affecting the area of its premises.
- Outside broadcasting of events needs to be better equipped and resourced.

Premises.

- The current premises are unsatisfactory, due to:
 - Structure being shabby and run down with untidy and exposed wiring. Serious issues with building fabric.
 - Vehicular access is severely restricted.
 - By Gibraltar standards the location is too far from the main centre of activity.
 - Facilities for staff are poor.
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Training.

- A high standard of on-going training covering all creative and technical operations is a key requirement of any broadcasting organisation. This is especially vital to GBC, due to its geographical isolation and lack of migration of staff between broadcasting companies.
- Training must encompass a broad range of skills in Radio and TV, and in engineering, production and news.
- Individuals or organisation contracted to conduct training for GBC should be suitably qualified and experienced to do so.

Financing and Financial Management.

- Financing should be principally by either public financing or a licensing fee (or both) and advertising revenue and programme sponsorship (and possible overseas sales of locally produced programmes).
- Advertising must be better managed and exploited. Advertising sales should be by more in house staff, or outsourced.
- GBC needs a financial controller and more accounting staff. Billing and debt collection must be improved.

Programming.

- Politics are of great interest and importance to the people of Gibraltar, and this is an aspect of Gibraltarian life that should be covered regularly, frequently, and in detail. It is vital that coverage is scrupulous in maintaining absolute independence, and is demonstrably unbiased.
- But Public Service Broadcasting is about far more than politics; it must cover all aspects of its audience's life and interests.
- The Audience Survey shows a very clear preference for more locally produced television programmes. There is a need for more programmes directly relating to Gibraltar: more local events coverage, sports, heritage, culture, music, history, social etc.
- There should be more local special interest programming, and in depth documentary series and one off programmes and local "magazine" programmes separate from News Programmes.
- There is little justification for many of the current 'bought-in' programmes. They do not relate to Gibraltar, and are simply a cheap way of filling airtime. GBC's Raison d'être is its service to Gibraltar, i.e. its Public Service Broadcasting function. There is some justification for some bought in programmes where there is genuine local interest (providing they are cost effective), and for films.

- Programmes must have a modern format and fresh presentational style and sets, and there should be several potential formats.
- The newsroom should provide suitable material for radio, television and online service. The writing style must be suitably different for all three. The current practice whereby a script written for TV, is also read out on Radio or vice versa is inappropriate
- News is often the same on a Monday as on the previous Friday, because it is not updated over the week-end. This is unacceptable.

Business Model & Corporate Structure.

- The present structure is unwieldy and incapable of operating efficiently. It would be virtually impossible to remedy the manifold problems if GBC were to continue in its present form.
- GBC should be reformed as a new organisation operating as a business, fit for the new digital age. Significant change will be required, including a complete overhaul of working practices, management and staff structure.
- A new post of Chief Executive should be created.
- The aim should be to improve radio, television and online services to attract a viable audience, and for sales to be professionally organised and targeted.
- GBC can be a source of pride to Gibraltar, but only if it embraces the creative and technical standards and programming that viewers/listeners and advertisers expect and want. GBC is not viable and capable of doing so in its current form.
- A line needs to be drawn under the “old GBC” which should close down at midnight on a specific date, re-opening as a “New GBC” at 6.00 am the following morning. Strong marketing and promotion is required in advance of the changeover.

3. Blue Print for GBC’s Future : The Government’s Plan.

The remainder of this Paper sets out the Government’s plan for the future of GBC, and for managing the implementation of the necessary changes.

This Section deals with the Government's plan for GBC's future, which is set out under the following headings:-

- (1) Corporate Structure, Management & Business Model.
- (2) Statutory Framework.
- (3) Programming and Tri-Media.
- (4) Technology Issues.
- (5) Premises and Facilities.
- (6) Staffing Issues.
- (7) Re-branding and re-launch of GBC, and Implementation of Change.

3.1 Corporate Structure, Management & Business Model.

- GBC will retain its status as an independent Statutory Corporation.
- The existing 'GBC' Board/General Manager arrangement will be replaced by a two-tier Board/CEO arrangement. At the top level there will be a Board of Governors and beneath it there will be a Board of Management and a Chief Executive Officer.
- The functions of the Board of Governors will be:
 - To safeguard the editorial independence of GBC,
 - To ensure the impartiality of its programmes;
 - To establish high level operating policies and objectives for the CEO and the Management Board,
 - To consider strategic issues affecting GBC.

The Members of the Board of Governors will be appointed by the Government. To protect their independence, appointments will be for a fixed, non-renewable period of at least 3 years. To ensure continuity i.e. that not all Governors need to be replaced at the same time) some of the first batch of Governors will be appointed for 4 or 5 years.

- The functions of the Board of Management will be to support and advise the CEO in:
 - the day to day running of GBC,
 - the implementation of the high level policies established by the Board of Governors,
 - the co-ordination of the broadcasting, financial, technical and administration functions of GBC.

The Board of Management which will be accountable to the Board of Governors will comprise of:-

- The proposed New Chief Executive Officer (Chairman).
 - The Head of Operations (Finance, human resources, Estate Management, administration and Sales).
 - The Head of Programming.
 - The Head of Technology.
- All the functions of GBC will be carried out 'in house' by GBC staff, except the sale and administration of advertisements which will be outsourced.
 - GBC will be funded by Government subsidy, advertising revenue and programme sales. The Government will inform GBC's Management Board of the extent of the Government subsidy for the forthcoming year, by February each year to enable the GBC Management Board to prepare its own operating budgets.
 - The Chief Executive Officer will have overall Executive responsibility, and be accountable to the Board of Management, and to the Board of Governors (through the Chairman).
 - The Head of Programming will be responsible for all programme scheduling and production, and to ensure that the mix, quality and subject matter of programmes fulfils the Corporation's new public service broadcasting remit. He/she will be supported by a head of News and by a head of Production, and the appropriate journalistic and other production staff.
 - The Head of Technology will be responsible for all technology, equipment and all broadcasting engineering issues. He/she will be supported by a Chief Engineer and other appropriate technical staff.
 - The Head of Operations will be responsible for all non-production, non-broadcast, and non-technical issues, including finance, human resources, administration, estate and resources management and

sales (sales will be outsourced). He/she will be supported by appropriate staff.

- The Government will decide on a new annual operating subsidy level for GBC when all staffing and other issues required for the successful implementation of this Reform have been identified and worked through.
- The new GBC will focus on its commercial activities and revenue streams in order to maximise them. GBC will establish 'targets' for commercial revenue in the form of a percentage of total annual recurrent expenditure.

3.2 Statutory Framework.

- The Government proposes to legislate a new "GBC Act" to regulate all aspects of GBC, including its Constitution, Management structures, independence, mission statement, public service broadcasting remit and other issues.
- The Government will consult separately in respect of the new GBC Act, as part of the Implementation Action Plan.

3.3 Programming & Tri-Media.

- The new GBC operating model will require it to provide a high quality, co-ordinated service by TV, radio and online.
- GBC will be refocused as a dedicated local public service broadcaster. Its programming, during peak viewing hours (7.00 pm to 11.00 pm), will be limited to locally produced programmes, or imported programmes of specific and exceptional local interest. Films and other programming must be limited to non peak hours (i.e. 11 pm to 7 pm), or not broadcast at all.
- GBC's remit will oblige it to carry a balanced mix of local programming including:-
 - News and current affairs.
 - Political discussion programmes.
 - Magazines programmes.
 - Live and deferred coverage of significant local events.
 - Culture and heritage (inc arts & music).

- Society/Community.
 - Sports and leisure.
 - History and geography.
 - Development.
 - Economy and Finance.
 - Children's programmes.
 - Campo news and events.
- Programmes must have a modern format and fresh presentational style and sets. There should be several potential formats.
 - Production staff will be required to produce programming across the broad range of subject matter in the necessary quantity and of the necessary quality.
 - Radio should operate two separately targeted stations. One station will provide news, current affairs, speech and music targeting older listeners. The other station will provide music targeting younger listeners.
 - Consideration will be given to operating a second TV channel for occasional use, to enable special programming broadcasting without disrupting standard programme schedule.
 - Consideration will be given to allowing GBC to also operate as a 'cable TV' service provider of imported TV Channels, using modern, fibre optic cable/telephone technology.

3.4 Technology Issues.

- TV to convert to digital 16:9 ratio (widescreen) and HD (high definition) by 2012.
- Government should repossess all frequencies and redistribute them according to needs and scope of each broadcaster.
- Radio will also convert to digital broadcasting.
- GBC will have back-up generator.

3.5 Premises & Facilities.

- Broadcasting House will be relocated to a more central and easily accessible location.
- The new Broadcasting House should have appropriate studio and other facilities.

3.6 Staffing Issues.

- A review will need to be conducted to consider the staffing level, and skill mix implications of the new GBC operating and programming model.
- All jobs, grades, skills, duties, working practices, so called 'acquired rights' (which Government does not recognise) will be reviewed and reconsidered. What will emerge are new staff terms and conditions, job descriptions and pay, based on modern working practices, flexibility and multi tasking, and output and performance assessment. There must be an end of the 'job for life' culture, which so adversely affects management, discipline, standards and output. In return, staff will enjoy terms and facilities which will recognise their professional worth.
- The Government will (at its discretion) consider redundancy packages for employees whose profile skills or attitude are an obstacle to the successful future of GBC.
- Under the new GBC operating model, Management will be empowered to manage. This will be buttressed by powers of staff appraisal, discipline and dismissal.
- The new GBC operating model will make provision for the delivery of on-going training to staff.
- A Review will be conducted in relation to staff pay and condition issues. The Government does not accept the principle of parity at GBC where responsibility and roles are not similar. The re-launch of GBC must include 'wiping the slate clean' of all historical issues.

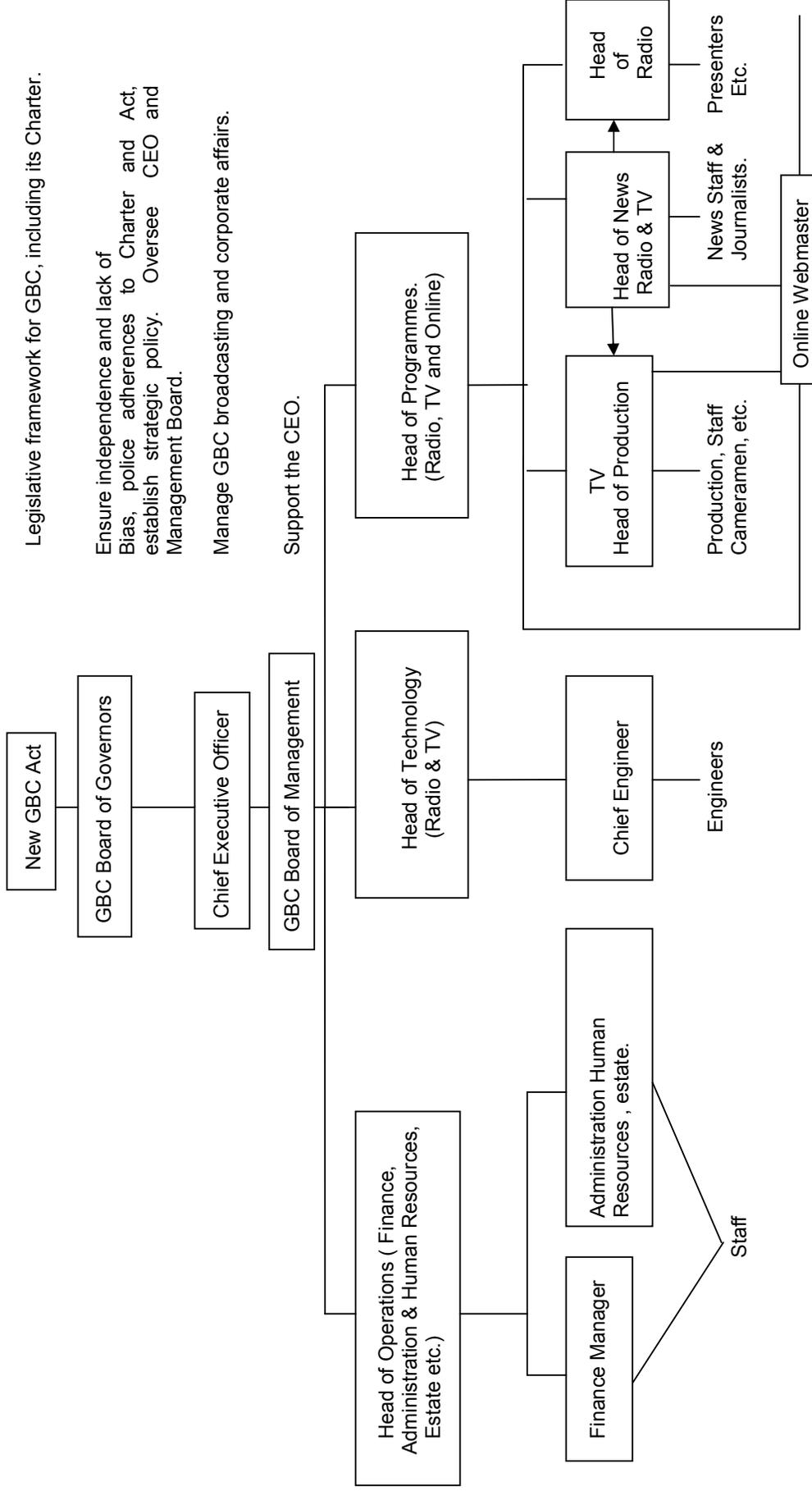
3.7 Re-branding, re-launch and Implementation.

- GBC will be re-branded and re-launched as a 'New' GBC. This will involve new programmes (focused on local productions), new sets and presentational style, new management, new logo etc. The re-launch will take place on a specific date (to be decided) during 2010.

- The re-branding marketing will be outsourced to a marketing agency.
- Implementation of the changes described above will necessarily take a period of time. Some aspects, such as the switch to digital broadcasting technology and the move to new premises could take between 2 to 3 years to complete. The Government sees the statutory framework, management, programming, staffing and rebranding aspects occurring sooner, perhaps during 2010.
- The Government envisages the establishment of an Implementation Steering Group to direct the implementation of these changes. This group will be chaired by the Minister for Telecommunications, Joe Holliday.
- Given the nature and extent of the issues affecting GBC, and the radical degree of change necessary, it is unrealistic to expect that the introduction of changes can be led from within by any of GBC's existing staff. There are serious issues of respect, authority, credibility and status amongst the staff itself. Accordingly, the Government proposes the recruitment of an external CEO, to manage and introduce the changes, for a maximum period of 3 years. The Government proposes to the Board of GBC that it considers the appointment of Mr Allan King, author of the GBC Review Report, to this post.

NEW GBC

Proposed Organogram



Legislative framework for GBC, including its Charter.

Ensure independence and lack of Bias, police adherences to Charter and Act, establish strategic policy. Oversee CEO and Management Board.

Manage GBC broadcasting and corporate affairs.

Support the CEO.