

# The Digital TV Switchover Programme

## Programme Structure

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**digitaluk**



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Version	Date	Changes
Version 1	January 2006	New
Version 2	March 2009	
Version 2a	June 2010	Annual Review
Version 2b	June 2011	Annual Review

## 1. Introduction

This document, first published in January 2006, sets out the objectives and scope of the Digital TV Switchover Programme, the roles and responsibilities of the Programme partners, and the Programme's governance structure.

It is jointly published by the four Programme partners: Digital UK, the Digital Switchover Help Scheme Ltd., (DSHS Ltd.), the Department for Culture, Media and Sport, and Ofcom. This is the second version (2b) of the document, revised in June 2011.

### 1.1 Background

In September 2005, the Government confirmed that the UK would switch from analogue to digital television between 2008 and 2012, and that practical support would be provided for those groups of people who were expected to have the most difficulty in making the switch. At that time, 66% of UK households were already taking advantage of the extra channels and services that digital TV brings, a figure that has risen continuously since, reaching 92.5% by December 2010<sup>1</sup>.

Digital TV Switchover will, for the first time, bring digital terrestrial television to almost every household and provide a more efficient way to transmit TV signals. It will free up spectrum that could be used for new services such as wireless broadband or extra TV channels in either standard or high definition.

To achieve switchover the analogue terrestrial television signal is being switched off TV region by TV region and the digital terrestrial signal is extended to all relay transmitters and its power boosted. Homes in many parts of the UK are currently unable to receive digital TV via an aerial, and switchover will extend digital terrestrial television to 98.5% of UK households, the same as pre-switchover analogue coverage. To continue to receive TV after switchover, viewers will need to have converted or upgraded their TV equipment to receive digital signals, whether through their aerial, by satellite, cable or broadband.

### 1.2 The TV Switchover Timetable

Each of the 15 TV regions switches at a different time between 2008 and 2012. Most TV regions have more than one transmitter group (a main transmitter and its relay transmitters), and each of the 67 transmitter groups also switches at a different time.

The Whitehaven transmitter serving the Copeland area in Cumbria was the first to switch in November 2007. It was brought forward in the switchover timetable in order to learn more about the process before the regional switchover programme began in November 2008<sup>2</sup>.

The first main transmitter group to switch was the Selkirk transmitter group, serving Scottish Borders in the Border TV region, in November 2008. As of June 2011 over one third of the UK has completed switchover.

The high-level timetable indicating when switchover would start in each TV region was announced by the Government in September 2005. The exact dates are announced at least 8 months before switchover.

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<sup>1</sup> Source: Ofcom, The Communications Market: Digital Progress Report. Q4 2010.

<sup>2</sup> The report on the Whitehaven / Copeland switchover can be found at [www.digitaluk.co.uk/press\\_office/reports](http://www.digitaluk.co.uk/press_office/reports)

Note that switchover is a two stage process, whereby the BBC Two analogue service is switched off, and one of the new high power digital terrestrial channel bundles (or 'multiplexes') is launched on one date; and the remaining analogue services are switched off and the remaining digital terrestrial multiplexes launched on a second date, 14 days later.

For the latest switchover dates, see [www.digitaluk.co.uk/when](http://www.digitaluk.co.uk/when).

### 1.3 The TV Switchover Programme Partners

Delivering switchover to meet the 2008-2012 timetable, in a way that is a positive experience for viewers, requires joint working by a wide range of interested parties.

The core partners are:

- **Government.** The Department for Culture, Media and Sport (DCMS) has responsibility for the policy of Digital TV switchover and the programme's Senior Responsible Owner. DCMS and the BBC agreed a revised Help Scheme Agreement in December 2008 (see DSHS Ltd. below). DCMS is accountable and the BBC is responsible for the delivery of the Help Scheme.
- **Digital UK.** An independent, not-for-profit organisation established by the BBC and other public service broadcasters and digital terrestrial multiplex operators in April 2005 to lead the implementation and programme management of TV switchover. Digital UK delivers the consumer communications programme; co-ordinates the transmitter network conversion programme; and works with the charities, and housing, retail, manufacturer and installer sectors. It also provides the generic communications for the Help Scheme, that is, communications to raise awareness of the Scheme (and not directed at a named eligible individual). Digital UK also operates the Switchover Programme Management Office.
- **DSHS Ltd.** This company directs the implementation of the Digital Switchover Help Scheme. The rules and scope of the Help Scheme are set out in the 'Scheme Agreement between DCMS and the BBC. The BBC set up DSHS Ltd., a wholly owned subsidiary, in 2007 to direct the Switchover Help Scheme. The Scheme Agreement describes how assistance will be provided to eligible households (where one or more person is 75 or over, or is entitled to certain disability benefits, is registered blind or partially sighted or is resident in a care home). In February 2008 DSHS Ltd. contracted Eaga plc to deliver the service. In April 2011, Carillion Energy Services Ltd acquired Eaga, who as a result, rebranded as Carillion Energy Services Ltd. The Help Scheme Project Board monitors the performance of DSHS Ltd and, in particular, the achievement of value for money. The Project Board comprises BBC members and observers from the BBC Trust, DCMS, DWP and Digital UK.
- **Ofcom.** The Office of Communications regulates all aspects of the UK frequency spectrum. Ofcom's responsibilities for the digital switchover programme include policy regulation, broadcast licensing, spectrum management and international co-ordination. Ofcom also manages the Joint Project Planning Team (JPP) that forms the basis of frequency planning for the DSO programme.
- Successful implementation of switchover also relies on contributions from a wide range of other interested parties, summarised in Annex G.

## 2. Objectives and Scope of the Programme

### 2.1 Goal

The goal of the digital TV switchover programme is to switch television in the UK to digital by the end of 2012, in a way that makes it a simple and positive experience for viewers, and provide assistance to older and vulnerable people.

### 2.2 Critical Success Factors

To achieve the Programme goal (see 2.1 above) and realise the benefits of the TV Switchover Programme (see 2.4 below) each Switchover Project must achieve the following four critical success factors:

1. Re-engineer 1,154+ transmitter sites, switch the analogue TV signal off, and launch the high power digital terrestrial television signal at the main transmitter and its relays successfully and on time;
2. Achieve universal awareness of switchover (95% or higher on the Digital UK Switchover Tracker survey) five months prior to the start of switchover;
3. Ensure that all those requesting assistance from the Switchover Help Scheme, and providing the necessary information and payment are helped in a timely manner (DSHS to confirm that the Help Scheme is delivering to the required standards as monitored by the Project Board).
4. All those choosing to convert their main television set to digital, and not inhibited by other factors, are able to do so by the second switchover date. All those with digital terrestrial television have successfully re-tuned at or after switchover to continue to receive their full range of channels.

CSFs 1 and 2 are monitored for each project in the monthly reports; CSFs 3 and 4 can only be determined after the switchover, and are assessed as part of the regional closure review.

### 2.3 Objectives

The Government is committed to:

- achieving digital TV switchover between 2008 and 2012 ensuring universal access to digital versions of the public service channels via a choice of digital platforms;
- ensuring that the interests of those people who are expected to have the most difficulty in making the switch to digital TV are protected, through the Digital Switchover Help Scheme; and
- clearing at least fourteen frequency channels for reuse.

Digital UK is committed to:

- implementing the Government policy of UK TV switchover within the agreed 2008-2012 timetable;

- making the public's experience of switchover as simple as possible by communicating early, clearly and effectively to raise awareness of switchover and explain when it is happening and what viewers need to do; and supporting consumers via the contact centre and website;
- leading the switchover process from the front: fostering a positive atmosphere for switchover, being the hub of switchover activity for the industry, and the trusted source of information on switchover to all;
- being independent, impartial and platform neutral: supporting all digital TV platforms and encouraging a diversity of digital TV options and services;
- project managing the delivery of the Programme, working in close co-ordination with other Programme partners, via the Switchover Programme Office;
- enabling the completion of the engineering programme, switching off of the analogue signal and the release of fourteen channels of spectrum in collaboration with Arqiva, Broadcasters and Ofcom; and
- co-ordinating with the Help Scheme on the delivery of the programme.

The DSHS Project Board, through DSHS Ltd., is committed to ensuring that:

- the Help Scheme is delivered in line with the Scheme Agreement between DCMS and the BBC;
- all aspects of the Help Scheme are operated in a manner that fully supports the needs of those people who are eligible to the Scheme;
- the Code of Service Standards containing the standards of service, including aftercare, is attained in the operation of the Scheme;
- DSHS Ltd.'s own activities and those of any contractors selected to manage the Scheme are operated in a way that ensures value for money is achieved; and
- there are arrangements for the co-ordination and (where appropriate) integration of Digital UK's generic communications with other communications connected with the Scheme.

Ofcom is committed to:

- ensuring that the regulatory regime provides certainty to its licensees regarding their obligations to implement TV switchover to the timetable set out by Government and other obligations as are set out in the Communications Act 2003;
- ensuring that the frequency plan for digital TV switchover is completed in time and that international agreements necessary for the successful implementation of the frequency plan (from the Radiocommunications Conference (RRC)) and through bilateral negotiations with neighbouring countries) are secured; and
- ensuring fair and effective competition between all digital TV platforms.

## 2.4 Benefits of TV Switchover

The main benefits of TV switchover are:

- Switchover will bring digital terrestrial TV to nearly all households for the first time, increasing choice of affordable digital TV options. It is only by switching off the analogue TV signal at the 1,154+ main and relay transmitters across the country, that the digital terrestrial television signal can be extended to all relay transmitters for the first time and the power increased. After switchover digital terrestrial TV will reach the same proportion of households (98.5%) as could receive analogue signals before switchover. It will also bring an end to broadcasters having to simulcast in both analogue and digital.
- One-third of the spectrum that is currently used for analogue TV services will be released and could be used for a range of services, such as more TV services in either standard or high definition, wireless broadband, local TV, wireless home hubs and many others.<sup>3</sup> Ofcom is managing the reallocation of spectrum through the Digital Dividend Review.
- The cost-benefit analysis conducted by DCMS and DTI (now BIS) economists<sup>4</sup> suggested that digital switchover in the UK will result in quantifiable benefits in the region of £1.1 to £2.2 billion in Net Present Value terms, with greater value the earlier that switchover takes place. In 2006, Ofcom estimated that economic benefits of £5-10billion<sup>5</sup> in NPV terms would be delivered by the re-use of spectrum. Digital switchover is in the economic interest of the UK. .

## 2.5 Costs of TV Switchover

The costs of TV switchover are met largely by the public service broadcasters (BBC, ITV, Channel 4, Channel Five, Teletext and S4C) and consumers. The key elements are:

- The Public Service Broadcasters, via contracts with Arqiva, are funding the upgrade to the television transmission network and Digital UK's running costs. The BBC, through a ring-fenced section of the licence fee settlement of up to £803 million, are funding the delivery of the Digital Switchover Help Scheme (which is being managed by DSHS Ltd) estimated at £603 million; and public communications (which is being managed by Digital UK) estimated at £200 million. Savings are forecast against both the Switchover Help Scheme and Digital UK communications.
- For consumers, the cost will vary depending on: the number of TVs and recorders to be converted; the energy efficiency of the equipment they purchase; whether their aerial needs to be upgraded (including shared aerials in blocks of flats); and the type of digital TV service they opt for.

## 2.6 The Scope of the Switchover Programme

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<sup>3</sup> <http://www.ofcom.org.uk/consult/condocs/ddr/ddrmain.pdf>

<sup>4</sup> The 10 February 2005 version of the CBA analysis can be found at:  
[http://www.digitaltelevision.gov.uk/pdf\\_documents/publications/CBA\\_Feb\\_2005.pdf](http://www.digitaltelevision.gov.uk/pdf_documents/publications/CBA_Feb_2005.pdf)

<sup>5</sup> <http://stakeholders.ofcom.org.uk/consultations/ddr/statement/>

- The digital TV switchover programme will aim to ensure that substantially the same proportion of UK households that currently receive analogue terrestrial TV services will continue to receive public service broadcasting in digital terrestrial form. It will not directly address bringing digital TV services to those who have not previously had access to analogue terrestrial services.
- Although the digital TV switchover programme includes work to clear 14 frequency channels for reuse at switchover, it does not include work on how this released spectrum is used. This is a spectrum management issue that remains Ofcom's responsibility and is being managed through the '*Digital Dividend Review*'.<sup>6</sup>
- Note that some of the partners in the TV Switchover Programme (DCMS, Ofcom, the Multiplex operators and Digital UK) are working together to implement the Channels 61:62 Clearance Project, which amends which frequency channels will be cleared. Digital UK is leading the delivery of this Project, which is integrated with the TV Switchover Programme (refer to Channels 61:62 Clearance Project Initiation Document).

There are a number of other issues which may inter-relate with the switchover programme, but are **not part of the delivery remit**:

#### **(i) DTT Network or Platform Upgrades**

Any other DTT network upgrades, or reorganisation of the DTT platform, not related to the goal of achieving digital switchover, are outside the scope of the Switchover Programme.

#### **(ii) The Proposed Digital Radio Switchover**

The TV Switchover Programme is separate and distinct from any future digital radio switchover programme.

#### **(iii) Broadband and Digital Participation**

The TV Switchover Programme plays no part on either the promotion of broadband services and digital participation or any programme of broadband network roll-out.

Lessons are shared with those engaged in both digital radio and broadband and open lines of communications between the various projects ensure co-ordination where necessary.

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<sup>6</sup> <http://www.ofcom.org.uk/radiocomms/ddr/documents/ddroverview/>

## 3. Responsibilities of Digital UK, DSHS Ltd., Ofcom & DCMS

### 3.1 Digital UK

Digital UK's mission is to create the conditions for all the UK's analogue terrestrial TV transmissions to cease by the end of 2012, in a way that makes it a positive and simple experience for consumers.

Digital UK will do this by:

- Co-ordinating the technical roll out of a high power digital terrestrial television network across the UK, TV region by TV region, to the timetable set by Government (2008 to 2012);
- Communicating with the public about digital TV switchover to help everyone know what they need to do and when; and raise awareness of the Help Scheme. Viewer support is provided via a contact centre and website. Digital UK has contracted with a charity consortium, Digital Outreach Ltd., to provide additional information and support to those outside the Help Scheme.
- Liaising with stakeholders including TV equipment manufacturers, retailers, installers; digital platform operators; local authorities, housing associations and other property landlords; consumer groups and charities; and many other interested stakeholders to ensure understanding of and support for the switchover programme.
- Project managing the programme: developing integrated plans for each regional switchover project, and working with the other programme partners (particularly DSHS Ltd) to monitor progress; identify and manage risks and issues that may arise; and report to the SPG.

Digital UK's shareholders, who jointly fund Digital UK's budget, are the public service broadcasters (the BBC, ITV, Channel 4, Channel Five, Teletext and S4C) and the commercial digital terrestrial multiplex operators (Arqiva and SDN). They in turn are accountable to various regulatory bodies including the DCMS and Ofcom. Each shareholder appoints a representative to the Digital UK Board (the BBC appoints two representatives). There are also three observer positions on the Digital UK Board for representatives of manufacturers and retailers from the Supply Chain Group, and the Chief Executive of the Help Scheme. In addition, an independent chair and the Digital UK Chief Executive are Board members.

### 3.2 The Digital Switchover Help Scheme

A Help Scheme Agreement, setting out the detailed eligibility criteria and governance rules under which the BBC will operate the Digital Switchover Help Scheme, was published on 4 May 2007. The BBC, as governed through the Project Board and managed through DSHS Ltd., will ensure that the Help Scheme is delivered in line with the Agreement. This agreement has since been revised with the latest version agreed in June 2011.

### 3.3 Ofcom

Ofcom's main role is to:

- ensure that the regulatory regime provides certainty to its licensees regarding their obligations to implement switchover to the timetable set out by Government and other obligations as are set out in the Communications Act 2003;
- ensuring that the frequency plan for digital TV switchover is completed in time and that international agreements necessary for the successful implementation of the frequency plan (from the RRC and through bilateral negotiations with neighbouring countries) are secured;
- provide regular and up to date figures concerning consumer take-up of, and attitudes towards, digital television services; and
- ensure fair and effective competition between all digital TV platforms.

Its activities come under the oversight of the Ofcom Board and associated governance arrangements.

### 3.4 Department of Culture, Media and Sport (DCMS)

DCMS finalised the overall switchover timetable, determined what help will be provided to those individuals who need it most and made funding available through the BBC licence fee for public communications (£201m) and the Help Scheme (£603m).

In terms of implementation, DCMS will:

- keep under review the policy underpinning the Help Scheme;
- ensure that statutory and regulatory developments are informed by, and inform, the switchover programme;
- ensure the BBC is enabled to play their full role in digital TV switchover through, for example, the BBC Charter; and
- work with partners across the programme to support delivery.

## 4. The Structure of the Digital TV Switchover Programme

Achieving Digital TV Switchover requires co-ordinated activities by Digital UK, DSHS Ltd., DCMS, and Ofcom, working in conjunction with a number of important stakeholders such as Arqiva, the Broadcasters, charities and consumer representatives, the digital equipment supply chain, and digital platforms. It is for this reason that the 'Digital TV Switchover Programme' was formed.

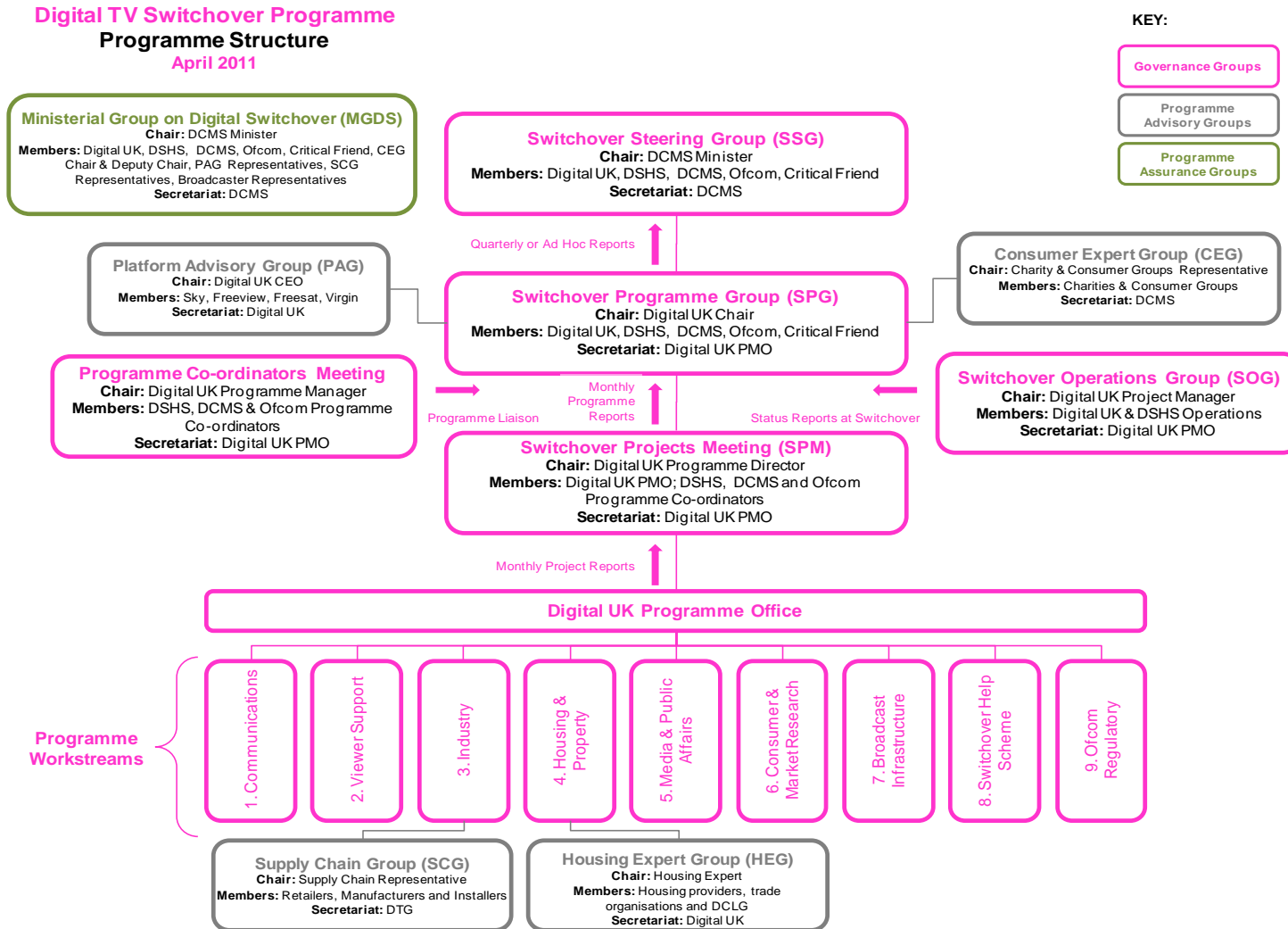
The programme structure aims to:

- Enable Digital UK, DSHS Ltd., DCMS, and Ofcom to work in partnership to deliver switchover, through creating clarity of responsibility for the different areas of work and operating with a single Switchover Programme Office (operated by Digital UK), which can assess and manage dependencies between workstreams.
- Enable clear and timely decisions to be made about the direction of the programme, including situations where decisions are needed rapidly.
- Provide assurance that:
  - (i) the management of the programme is enabling successful delivery of the regional switchover projects; and that
  - (ii) the activities are enabling successful delivery of the regional switchover projects.

The structure of the programme is set out in Figure 1 below.

Note that each organisation also has its own reporting and governance structures. For example, Digital UK reports to its shareholders on the Digital UK Board; the Help Scheme Project Board monitors the performance of DSHS Ltd.; and Ofcom reports to the Ofcom Board.

**FIGURE 1 THE PROGRAMME STRUCTURE**



## 4.1 Programme Governance

The Switchover Programme is comprised of five governance functions: the Switchover Programme Office, Switchover Projects Meeting (SPM), Switchover Operations Group (SOG), Switchover Programme Group (SPG), and Switchover Steering Group (SSG). Each of these meetings or functions forms part of the overall governance and co-ordination structure for the Programme.

The Programme is supported by four advisory groups: the Platform Advisory Group, Consumer Expert Group, Supply Chain Group and Housing Expert Group. The first two of these interact at a programme level; the last two interact at a workstream level.

The Ministerial Group on Digital TV Switchover (MGDS) brings members of the governance functions and representatives of specific sectors together. It provides the minister with an overview of progress, and fulfils an assurance role for the Programme.

The role of each of the five governance functions and the Ministerial Group on Digital TV Switchover is described below.

### 4.1.1 The Switchover Programme Office

The Switchover Programme Office sits within and is funded by Digital UK, but is a resource for the co-ordination of the whole TV Switchover Programme. It is led by the Digital UK Programme Director, who oversees the project management of the regional switchover projects.

The Switchover Project Managers manage a series of regional switchover projects and provide project management support to the workstreams (see Section 6 for further explanation of the nine workstreams).

The Programme Manager is responsible for the running of the Programme Management Office, including programme reporting, assurance, and cross-programme liaison with nominated 'Programme Co-ordinators' in DSHS Ltd., DCMS and Ofcom.

The Switchover Programme Office is responsible for the overall project and programme management of the Digital TV Switchover Programme, including:

- Developing, maintaining and project managing an agreed integrated plan of activities for each regional switchover project;
- Identifying and alerting workstreams to dependencies, and brokering delivery schedules between workstreams;
- Facilitating communication between workstreams and partner organisations;
- Acting as point of escalation and support to the workstreams;
- Maintaining and reporting on the Switchover Programme risks and issues management
- Facilitating resolution of issues and risk mitigation;
- Contingency planning;
- Providing programme assurance and supporting external programme assurance processes;

- Reporting monthly to the Switchover Projects Meeting (SPM) on project progress, and to the Switchover Programme Group (SPG) on project and programme matters;
- Reporting quarterly to the Ministerial Group on Digital Switchover (MGDS); and
- Closing projects and capturing learning to be applied internally to future projects.

The structure, roles and responsibilities of the Switchover Programme Office (as of June 2011) are described on Figure 2 on the following page.

The Switchover Programme Office reports on progress, risks and issues to the Switchover Projects Meeting, chaired by the Digital UK Programme Director (see 4.1.2 below), and to the Switchover Programme Group, chaired by the Digital UK Chair (see 4.1.4 below).

#### **4.1.2 Switchover Projects Meeting (SPM)**

The Switchover Projects Meeting is a working meeting to actively manage risks, resolve issues and review the progress of all workstreams towards the milestones of the regional switchover projects. It is chaired by the Digital UK Programme Director and its members are the Switchover Programme Office, Programme Co-ordinators, and Help Scheme Project Managers.

The terms of reference of the Switchover Projects Meeting are at Annex A.

#### **4.1.3 Switchover Operations Group (SOG)**

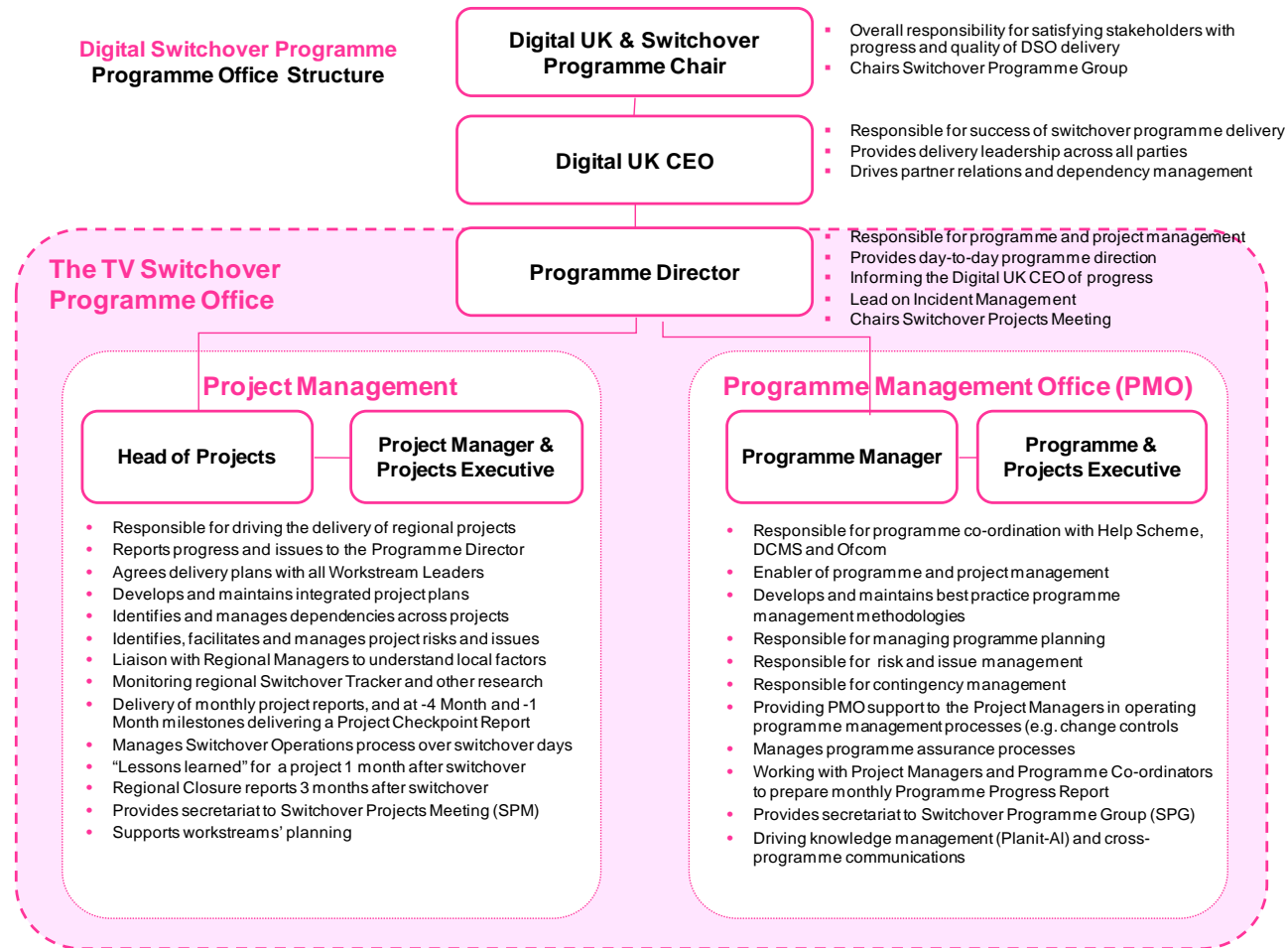
The Switchover Operations Group is formed of representatives of those workstreams responsible for managing operational activity on the days of switchover. It convenes only on the days around each switchover to monitor and report on the technical success of switchover, consumer support functions (including contact centres and face-to-face support in the area), consumer research, and press and media handling.

It can be convened at short notice if an operational issue arises around the days of switchover. Serious issues are escalated to the Switchover Programme Group and upwards through normal escalation procedures. It is chaired by the relevant Digital UK Project Manager.

On the day of DSO, the Switchover Programme Office issues, to other Programme members, the confirmation of technical completion and on the day after each switchover issues a Consumer and Media Response report

The terms of reference of the Switchover Operations Group are at Annex B.

**FIGURE 2 THE PROGRAMME OFFICE STRUCTURE**



#### **4.1.4 Switchover Programme Group (SPG)**

The Switchover Programme Group lies at the heart of the joint working across the core partners in the switchover programme. It brings Digital UK, DCMS, Ofcom, BBC and DSHS Ltd. together to monitor the progress of the programme, hold parties to account and agree actions, by:

- reviewing and acting on monthly Programme Progress reports;
- ensuring that the programme is on course to deliver future milestones for each regional switchover project; and
- actively managing risks and resolving or escalating issues.

The terms of reference for the Switchover Programme Group are at Annex C.

#### **4.1.5 The Switchover Steering Group (SSG)**

The Switchover Steering Group sits above the Switchover Programme Group and meets on an ad hoc basis, chaired by ministers and involving senior executives from DCMS, Ofcom, DSHS Ltd and Digital UK.

It has a high-level governance and assurance role, reviewing progress across the programme and taking decisions to resolve significant issues (i.e. those that cannot be resolved at the Switchover Programme Group or would have a major impact on the programme).

It will also be convened where a high-level decision is needed before the next scheduled meeting (e.g. in the event of a ‘crisis’).

The terms of reference for the Switchover Steering Group are at Annex D.

#### **4.1.6 The Ministerial Group on Digital TV Switchover (MGDS)**

The Ministerial Group on Digital TV Switchover (MGDS) has an overview and advice role, providing assurance across the digital switchover programme. It brings Ministers and officials of DCMS, Digital UK, Ofcom, DSHS Ltd and representatives of the Programme’s advisory groups together to review progress discuss issues and consider options for refining the project.

The terms of reference for the Ministerial Group are at Annex E.

### **4.2 Programme Escalation Procedures**

In the event of a significant or imminent risk or issue being identified outside the normal monthly reporting cycles, the Switchover Programme Office issues a briefing to members of

the SPG. This should scope the risk or issue, rate it, identify the risk or issue owner, and set out steps for resolution or mitigation.

In the event of a major issue emerging that cannot be resolve at lower governance levels, it would be escalated up through this governance structure, and ultimately to the Switchover Steering Group.

## 5. Programme and Project Management

A 'Switchover Project' is a transmitter group or series of transmitter groups that are geographically proximate and switch at a similar time, so that delivery timescales can be managed together. The 67 individual switchovers are grouped into 23 Switchover Projects. Each Switchover Project requires delivery inputs from every Workstream in order to be successful. The plans for each project are very similar, varying only to account for local factors.

The full list of 23 Switchover Projects is attached at Annex H.

The 'Switchover Programme' is focused on the delivery of this series of Switchover Projects. However, there may be programme-level matters that cut across multiple workstreams or multiple Projects (for example, international co-ordination of frequencies). Workstreams may also have national projects (for example, a national communications campaign, and contact centre management).

Project Management is focused on the successful delivery of each regional Switchover Project; while the Programme is concerned with this as well as wider cross-Programme or strategic matters.

### 5.1 Switchover Projects

The 67 transmitter group switchovers are grouped into 23 Switchover Projects (see Annex G).

A project is active (i.e. regional-level activity starts) two years prior to the start of switchover in that area (or "-2 Years"). At this point a project milestone plan is agreed with the workstreams, consumer readiness monitoring begins, local liaison work commences, and it is added to the monthly project reports.

Each project plan is based on a generic activity template, which can be adapted to account for local factors.

As a project moves through its lifecycle towards switchover activity drops down from regional (e.g. 5 transmitter groups) to project (e.g. 2 transmitter groups) to individual transmitter group level. Activity therefore becomes increasingly local, tailored and sensitive to the precise switchover date as it approaches switchover.

All projects are reviewed monthly as part of the Switchover Projects Meeting.

Each project also goes through two in-depth reviews, or 'Checkpoints':

- The -4 Month Checkpoint Report: ensuring that the project is on track
- The -1 Month Checkpoint Report: confirming pre-switchover operational readiness

Checkpoint Reports are reviewed by the Switchover Projects Meeting and then presented to the Switchover Programme Group.

A project is closed one month after switchover with “lessons learned” and 3 months after the last switchover in the region the regional closure report is carried out.

## 5.2 The Programme Co-ordinators

This group brings together representatives from all the core partner organisations to support and facilitate working across the programme. It meets on a fortnightly basis, but as importantly, members keep in informal and regular contact to:

- Update on progress and priorities;
- Identify interdependencies between workstreams;
- Liaise across the programme to achieve a consensus where possible;
- Agree Programme-wide Contingency planning;
- Facilitate communication between workstreams and organisations; and
- Contribute to Risk management and mitigation strategies.

The Programme Co-ordinators attend the Switchover Projects Meeting (SPM) and Switchover Programme Group (SPG). The Programme Manager and Programme Co-ordinators meet on a fortnightly basis, and are encouraged to have regular offline contact.

## 6. The Workstreams

The programme consists of nine functional workstreams. Each has a Workstream Leader from the relevant organisation.

Workstream Leaders are responsible for:

- developing and agreeing their deliverables for each Switchover Project with the Project Manager;
- reporting progress, risks and issues to the Programme Office;
- actively managing risks;
- reporting any exceptions to the Programme Office;
- managing inward and outward dependencies with other workstreams;
- liaising with stakeholders with whom they need to engage; and
- ensuring timely, high quality and cost effective delivery of their milestones to support the success of each Switchover Project.

Workstream Leaders will recognise the limits of their organisation's authority. They will not be able to direct workstream members belonging to different organisations to carry out any activities **but can request and seek agreement from others.**

The nine workstreams and their objectives are as follows:

1. **Communications:** To ensure that all users of analogue television are smoothly converted to digital TV by creating awareness, providing support and cultivating the right climate for switchover.
2. **Viewer Support:** To provide timely, relevant and platform neutral advice about switchover to consumers and trade audiences, including technical advice, via the website and contact centre.
3. **Industry:** To supply the information and resources to the supply chain to enable them to supply the right product or service, in the right quantity at the right time, in the right place, to meet 100% of the required consumer demand and satisfy the demand for related services as a result of digital switchover.
4. **Housing & Property:** To ensure that owners, managers, tenants and residents of all properties, where there is a communal TV aerial system or those receiving television services outside of the home are able to continue to receive services after switchover.
5. **Media & Public Affairs:** To manage relationships with key political and media stakeholders, nationally and regionally. To work with the voluntary sector and local government to reach out to the hard to reach and potentially vulnerable. To secure a common approach to consumer protection across all relevant agencies.
6. **Consumer & Market Research:** To support the Digital Switchover Programme by providing consumer and market information which can be used to monitor the progress

of the programme, inform communications strategies, and assist the equipment supply chain's logistics planning.

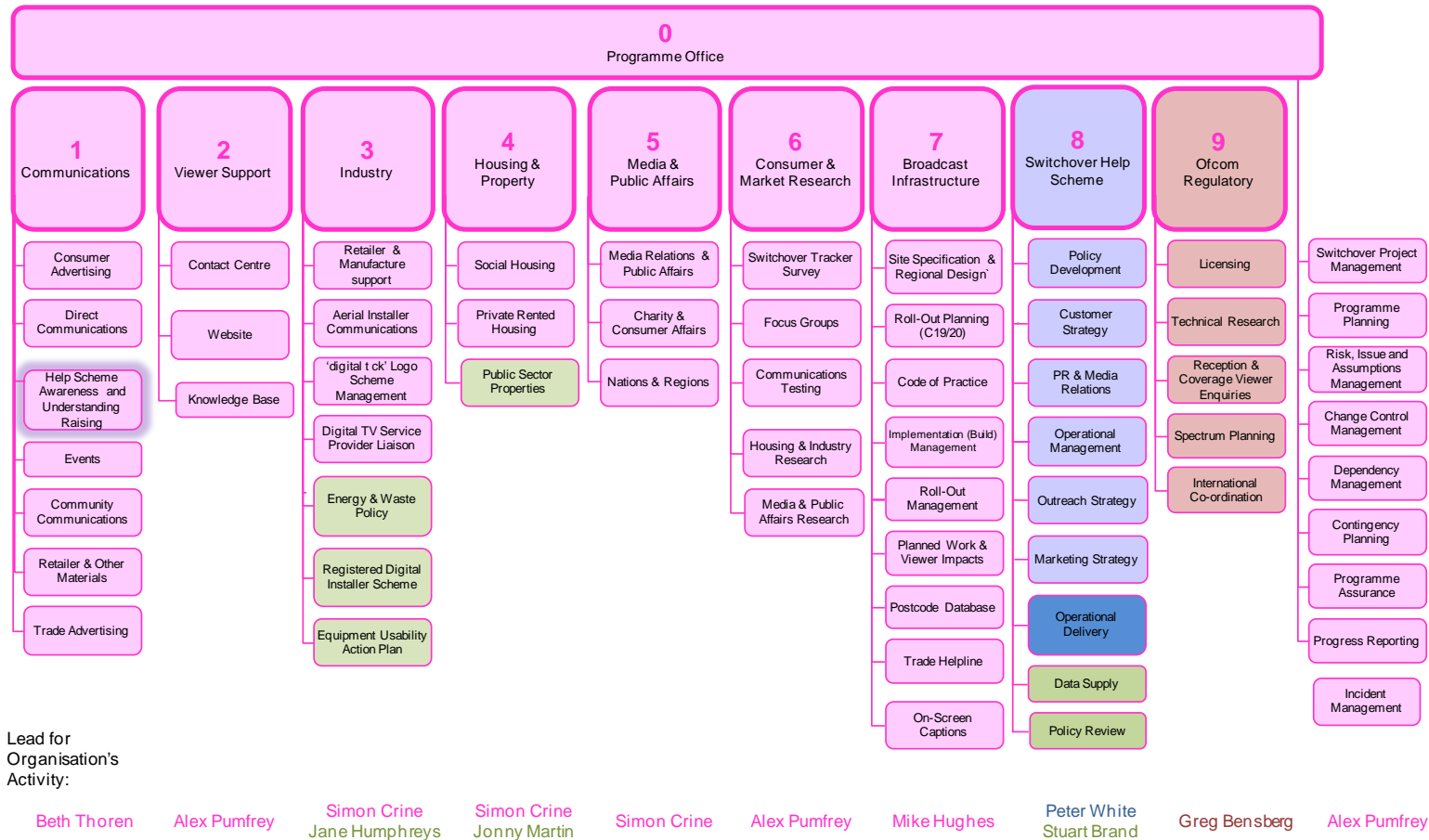
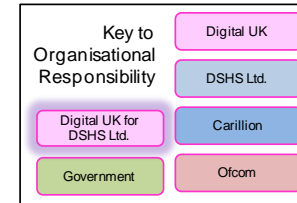
7. **Broadcast Infrastructure:** To enable the completion of the engineering programme, switching off of the analogue signal and the release of fourteen channels of spectrum in collaboration with Arqiva, Broadcasters and Ofcom; within the 2008-2012 timeframe agreed with Government.
8. **Ofcom Regulatory:** To ensure that the programme is informed and engaged where appropriate in Ofcom's regulatory activities including licensing; spectrum management; international co-ordination, research and policy development in areas relating to digital switchover.
9. **Switchover Help Scheme:** To provide practical assistance with switchover to Help Scheme eligible households (where one or more person is 75 or over, or is entitled to certain disability benefits, or is registered blind or partially sighted, or has been resident in a care home for six months or more).

The Programme also recognises a 'Workstream 0' for Programme Office activity.

The functional activity and Leaders of the nine workstreams (as of June 2011) are shown in below.

FIGURE 3.

**Digital Switchover Programme  
 Workstream Structure**



## 7. Broadcast Infrastructure Workstream

The Broadcast Infrastructure workstream is responsible for coordinating the MuxCo contracts with Arqiva in accordance with Ofcom requirements, planning, co-ordination and direction of the Digital TV Switchover engineering programme. Further, to provide technical liaison, briefings and technical issue resolution to all other Digital UK workstreams and give input to policy and process specifically relating to the technical aspects of Digital Switchover delivery.

The core objective is to ensure the transmitter re-engineering programme is completed within the required switchover timetable, while meeting 98.5% coverage for DTT services post switchover. To deliver this significant engineering programme they work closely with their key stakeholders, consisting of:

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Arqiva	Responsible for delivery of the re-engineering of the transmitter network, consisting of 1,154+ sites across the UK.
Broadcasters and Multiplex Operators	Consisting of BBC, ITV, Channel 4, Channel 5, Digital 3and4, SDN and Arqiva MuxCos; together steering, with Digital UK, on all matters relating to Broadcast and the re-engineering activities of switchover.
Ofcom	Regulator and Chair of Joint Project Planning (JPP) Management Board which is a decision making steering group on matters specifically related to frequency planning for the DSO.

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**Broadcast infrastructure delivery groups:** Delivery of the transmitter re-engineering programme is multi-faceted, with the key stakeholders providing a unique skilled resource for each of the groups required to deliver the programme as a whole. Delivery can be broadly categorised into the following key areas:

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Spectrum Planning	<ul style="list-style-type: none"><li>Multiple delivery aspects and groups. Overall responsibility for delivering a spectrum plan that meets the end requirements of 98.5% coverage, whilst minimising viewer impact throughout the engineering programme.</li><li>Make recommendations for antenna requirements and co-ordinate with European neighbours on spectrum usage to maximise UK coverage.</li></ul>
Design and Specification	<ul style="list-style-type: none"><li>With input from Spectrum Planning and consideration of broadcaster requirements on network resiliency.</li><li>Provide proposals and specification on a site by site basis which forms the deliverables of the engineering programme.</li></ul>
Build and Roll Out	<ul style="list-style-type: none"><li>Arqiva delivery according to agreed specification and roll-out plan. Re-engineering of the whole network with significant air-works and antenna replacement at 80+ sites.</li><li>Progress and exception reporting into Broadcast workstream.</li></ul>
DSO Timetable	<ul style="list-style-type: none"><li>Responsible for proposing transmitter group specific DSO dates to the Digital UK Board.</li></ul>
Oversight and Steering	Collaboration across all key deliverables, decision making across spectrum planning, design & specification and issues arising.

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## 8. Regional Activity

The switchover programme and its workstreams are managed centrally (Digital UK, DSHS Ltd., Ofcom and DCMS are based in London; and Carillion Energy Services Ltd in Newcastle-upon-Tyne).

All workstreams supply a series of deliverables to each regional switchover project (for example, a piece of consumer communications, a retail training programme, or a Help Scheme installation) and as such the workstreams are responsible for the delivery and success of switchover.

However, both Digital UK and the Help Scheme have a local presence in the regions, responsible for managing local stakeholder relationships and disseminating switchover messages amongst the community.

For general switchover matters, the Digital UK regional manager is responsible for co-ordinating local activity between all parties. The Digital UK Regional Manager also convenes a regular 'Regional Steering Group' formally brings together all Programme parties active in the area. Help Scheme matters are the responsibility of the Help Scheme Regional Manager. All parties work closely together to provide consistent messages about all aspects of switchover.

### 8.1 Digital UK Regional Teams

Digital UK appoints regional teams of two to four people in each region (or nation) from 12-18 months prior to switchover.

The regional teams are responsible for representing switchover in their region, establishing good working relationships with local stakeholders, developing relationships with the local press and other opinion formers, and liaising with the central office workstreams to support the delivery of switchover (for example, meeting with local housing providers on behalf of the housing workstream).

The Regional or National Manager is also responsible for co-ordinating local activity between all parties for general switchover matters, and works closely with the Help Scheme Regional Manager in communicating clear and consistent messages for both switchover generally and the Help Scheme.

This 'Nations and Regions' function forms part of the stakeholder management of the Media & Public Affairs workstream, and Regional or National Managers report to Simon Crine.

### 8.2 Help Scheme Regional Activity

The Help Scheme Regional Manager acts as the custodian of region-wide service and quality to eligible people. They gather local and regional intelligence to improve DSHS' overall understanding of Help Scheme activity in the region, and ensure timely and accurate two way communication of the identification and resolution of complaints or wider issues or concerns. The objective of this activity to enhance the reputation and profile of the Help Scheme in the region.

### 8.3 Digital Outreach

Digital UK holds a contract with Digital Outreach Ltd. (DOL) a consortium of national charities that have come together to mobilise existing local charities in the community and their contact with the vulnerable to disseminate switchover information and advice. The DOL contract is managed through the Media & Public Affairs Workstream by Simon Crine. DOL is based in Glossop, Derbyshire.

It is contracted to provide advice and support to potentially vulnerable consumers who are not eligible for the Help Scheme and may need some extra help in managing the switchover process; and to signpost the Help Scheme to vulnerable consumers who may be eligible for the Help Scheme.

The DOL central organisation in turn nominates a 'lead charity' within a region, which utilises its existing charity network and develops it further to spread switchover information.

Digital Outreach is responsible for:

- developing a lead charity network in the area;
- distributing switchover materials including a switchover pack;
- jointly with Digital UK and the Carillion Energy Services Ltd Network Co-ordinators (see 8.2 above) providing switchover training sessions for local charity staff and volunteers;
- encouraging local charities to apply for grants to provide special switchover activities for potentially vulnerable individuals (for example, a 'Switchover Coffee Morning'); and
- hosting switchover events in the six months before and at switchover to provide face-to-face support and advice to those in the community.

### 8.4 Digital UK Retail Support Executives

The Digital UK led Industry workstream appoints a 'Retail Support Executive' one year out from the start of switchover in each region, to work directly with electrical retailers. They are responsible for ensuring that the stores are well stocked with switchover materials, are using the digital tick logo correctly, advise on stock requirements, and provide training modules. They report to the London-based Trade Marketing Manager, but will also liaise with the Digital UK Regional Manager to co-ordinate activity. The number of Retail Support Executives in a region varies depending on size, geography and number of retailers.

### 8.5 Co-ordination of Regional Activity

The Digital UK Regional Manager takes responsibility for co-ordinating local activity for general switchover matters, and work closely with the Help Scheme Regional Manager in communicating clear and consistent messages for both switchover generally and the Help Scheme.

He or she will:

- Introduce themselves to new members of the local team as they join, and brief them on switchover activity in the area;
- Liaise with them on a day-to-day basis to co-ordinate activity;

- Convene a regular 'Regional Steering Group' to formally bring together all Programme parties active in the area;
- Organise a 'Regional Briefing' session in the area at -1 Year, inviting all Digital UK, Digital Outreach, DSHS Ltd., Carillion Energy Services Ltd Networker and other relevant staff, to share plans and identify dependencies in local activity; and
- Work closely with the Help Scheme Regional Manager who has the responsibility to coordinate and be the focal point of DSHS' external relations, regional communications activity, and networking activity in the region.

The Switchover Programme Office supports co-ordination by maintaining integrated regional activity plans for sharing between parties.

## ANNEX A: Terms of Reference for Switchover Projects Meeting

### Purpose

To ensure effective project management and co-ordination of regional project delivery across all partners. All live projects will be assessed to ensure they are on track to deliver to the agreed timescales and ensuring critical success factors are met.

### Membership

**Chair** Alex Pumfrey, Digital UK Switchover Programme Director

### Members:

Digital UK Michelle Brownrigg, Kamla Patel, Diana Cashin, Claire Cooper, Gill Kelly  
DCMS Jonny Martin  
Ofcom Alan Hills  
Help Scheme Andrea Cooper, Sam Beeby

Nominated alternatives may attend meetings on behalf of the members

### Mode of Operation

The Switchover Projects Meeting will convene monthly in advance of the Switchover Programme Group (SPG) meeting.

The Programme Office will co-ordinate

- a list of topics for discussion, including a log of live issues, change and critical upcoming activity;
- review risks;
- Help Scheme Project Statistics;
- Milestone exception report; and
- Project Checkpoint Reports and Closure Reports (as relevant)

The primary focus of the meeting is to

- manage any exceptions across regional project delivery
- ensure the timely resolution of project issues and effective mitigation or resolution of project risks; and
- support effective cross workstream communication and co-ordination.

It also facilitates a more detailed review of individual Projects via the cycle of - 4 months and -1 month Checkpoint reports which will be presented and discussed at this meeting.

The discussions at SPM may inform the monthly SPG Programme Progress Report. Members will be required to input into the drafting of Project Checkpoints and Closure Reports and are requested to submit any topics for discussion.

### Working Methods

Draft papers will be issued 2 days in advance of the meeting with a list of topics for discussion. A log of live issues and outstanding actions will be issued 2 days after the meeting.

## ANNEX B: Terms of Reference for Switchover Operations Group

### Purpose

The Switchover Operations Group (SOG) is convened only around switchover days to review the status of the Project at the point of switchover.

The group is responsible for:

1. ensuring the necessary plans are in place for the switchover days;
2. managing the operational functions over the switchover days;
3. co-ordinating feedback from the operational functions;
4. reporting on progress, risks and issues to the Project Manager;
5. resolving immediate issues; and
6. convening and managing major issues as needed (see below for crisis management).

The Switchover Operations Group usually meets at approximately 4.30 pm:

- the day before switchover – reviewing operational readiness;
- the day of switchover – confirming technical success of switchover;
- the day after switchover – review the media and consumer response.

A technical confirmation is issued on DSO and the Consumer and Media Response on DSO+1 to the Switchover Programme Group and other key stakeholders.

### Membership

SOG meetings are chaired by the relevant Digital UK Project Manager and core members include Regional Managers from Digital UK and the Help Scheme and representatives<sup>7</sup> of the five functions active on the days of switchover, providing updates on:

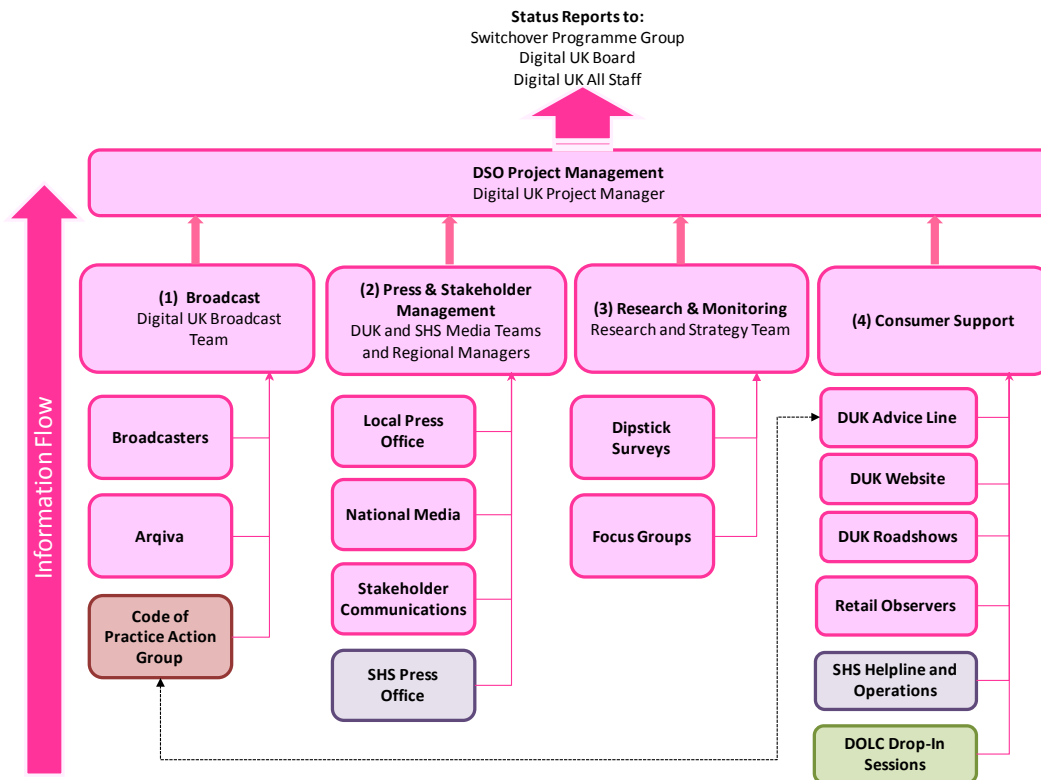
1. **Broadcast:** Transmitter group readiness and confirmation of technical switch.
2. **Press & Stakeholder Management:** Regional Managers' local progress reports; press and media arrangements, media and political climate and stakeholder communications.
3. **Research & Monitoring:** Readiness assessments from three pre/during/post-switchover dipstick surveys and transition period focus group.
4. **Viewer Support:** Volume and FAQ data from Digital UK and Help Scheme contact centres and websites, Help Scheme operations, Digital UK Roadshows and Digital Outreach drop-in sessions and feedback from the local Retail Support Executives of retail activity on the ground.
5. **Help Scheme Operations:** Report on operational readiness, call volumes at Help Scheme Helpline, progress of installations and media environment.

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<sup>7</sup> Optional members (including all Digital UK Directors and Help Scheme Senior Managers) are invited to attend as appropriate.

Each function representative provides status updates to the Project Manager prior to the SOG meetings, as illustrated in the following diagram below.

**FIGURE 4.**



### Incident Management

The Group will additionally convene at short notice in the event of a major issue arising. Any major issues should be alerted immediately to the Project Manager, who will issue a request for an immediate meeting of the SOG. Any significant issues affecting other parties will be escalated to the SPG as appropriate.

## ANNEX C: Terms of Reference for the Switchover Programme Group

### Purpose

The Switchover Programme Group brings Digital UK, DCMS, Ofcom and DSHS Ltd together to monitor the progress of the programme, holds parties to account and agree actions, by:

- reviewing and acting on monthly Programme Progress reports ensuring that the programme is on course to deliver future milestones; and
- actively managing risks and resolving or escalating issues to the Switchover Steering Group.

### Membership

The chair of the Programme group is the Chair of Digital UK, Barry Cox.  
The other members are:

DCMS Representatives	Rita Patel, Stuart Brand, Jane Humphreys
DCMS Co-ordinator	Jonny Martin
Ofcom Representatives	Greg Bensberg, Chris Adams
Digital UK Representatives	David Scott, Alex Pumfrey, Diana Cashin, Simon Crine, Michelle Brownrigg, Mike Hughes
DSHS Ltd.	Peter White, Wilf White, Andrea Cooper
BBC	Alix Pryde
Critical Friend	Andrew Pinder

In addition, the Programme's Senior Responsible Owner (Jon Zeff, DCMS), and the Ofcom Senior partner (Chris Woolard) are invited to attend meetings and are copied papers.

Others may be invited to attend the group with observer status, at the discretion of the Chair. Not all members of each organisation are obliged to attend meetings, but at least one member from each organisation is required to attend each meeting.

### Mode of Operation

The Switchover Programme Group meets once every month.

The role of the Chair is both to facilitate consensus agreement across the Group and to hold parties to account, demanding action where it is required.

Digital UK, DCMS, DSHS Ltd and Ofcom are responsible for driving their own contributions to the Programme, and are expected to take action on decisions that are agreed and assigned to their organisation by the Group.

Where an issue that would have a significant impact on the programme cannot be resolved by the Group it will be escalated to the Switchover Steering Group.

The critical friend provides independent and constructive challenge to the Group.

### **Working Methods**

The Programme Office provides the Secretariat for meetings.

The Secretariat will circulate agendas and papers at least 4 working days in advance of each meeting and summarises key decisions and action points within 10 working days of each meeting. All documents considered by the group will be confidential to group members and the organisations that they represent.

## ANNEX D: Terms of Reference for the Switchover Steering Group

### Purpose

The Switchover Steering Group has a high-level governance and assurance role, reviewing progress across the programme and taking decisions to resolve significant issues.

### Membership

DCMS minister	Ed Vaizey
Digital UK Chair and CEO	Barry Cox, David Scott
Ofcom Senior Partner	Chris Woolard
DCMS Senior Responsible Owner	Jon Zeff
DSHS Ltd CEO	Peter White
Critical Friend	Andrew Pinder

### Mode of operation

The Switchover Steering Group will meet on an ad hoc basis, reviewing progress on the programme at key milestones and resolving any issues that have been escalated by the Switchover Programme Group.

The Switchover Steering Group will be convened where a high-level decision involving multiple partners is needed before the next scheduled meeting. This group can, where the circumstances require, conduct business via email or conference calls.

### Working Methods

DCMS officials provide the Secretariat for meetings.

## **ANNEX E: Terms of Reference for the Ministerial Group on Digital TV Switchover**

### **Purpose**

The Ministerial Group on Digital TV Switchover (MGDS) has an overview and advice role, providing assurance across the digital TV switchover programme. It brings Ministers, Digital UK, Ofcom, DSHS Ltd and representatives of key stakeholders together to review progress, discuss issues and consider the way forward.

### **Membership**

The Ministerial Group is chaired by the DCMS Minister.

The other members are:

- the Chair, CEO, Programme Director and Programme Manager of Digital UK
- the CEO of DSHS Ltd.
- the Senior Responsible Owner
- the CEO, Senior Partner or other representatives from Ofcom as required
- two representatives in total from the non-terrestrial digital platform operators: satellite, cable and broadband/DSL
- two representatives of UK public service broadcasters
- one representative from manufacturers
- one representative from retailers
- two representatives from the Consumer Bodies

Ministers and officials from other government departments and others from Digital UK or DSHS attend where relevant items are on the agenda.

### **Mode of Operation**

The Ministerial Group meets no less than four times a year, at DCMS (2-4 Cockspur Street).

Members of the Group are expected to express the views of the organisations/groups that they represent in all relevant discussions.

### **Working Methods**

DCMS officials provide the Secretariat for meetings.

No less than five working days before each meeting members will receive a draft agenda from the Secretariat. No more than ten working days after each meeting the Secretariat will circulate a note of the meeting.

## ANNEX F: Terms of Reference for the Programme Co-ordinators Meeting

### Purpose

To support and facilitate working across the switchover programme by:

- reviewing emerging issues
- supporting Incident Management
- sharing current priorities
- reviewing programme risks and issues
- Contingency Planning
- programme reporting (MGDS, SPG reporting)
- cross programme communications
- programme methodologies and best practice
- Quality Assurance of the programme
- supporting external programme reviews (Gateway Review, NAO and others)

### Membership

The Programme Co-ordinators' is chaired by Diana Cashin, Digital UK Programme Manager.

Members are:

- Jonny Martin, Government Programme Co-ordinator (DCMS)
- Andrea Cooper, DSHS Ltd., Programme Co-ordinator
- Alan Hills, Ofcom Programme Co-ordinator

### Mode of Operation

The Programme Co-ordinators meets every fortnight. Members of the group are expected to express the views of their organisation that they represent and give updates on progress.

The Programme Co-ordinators attend the Switchover Projects Meeting (SPM) and Switchover Programme Group (SPG). The Programme Manager and Programme Co-ordinators are encouraged to have regular offline contact.

### Working Methods

Secretariat is provided by Claire Cooper, Digital UK Programme Management Office (PMO).

## ANNEX G: Key Programme Stakeholders

Key stakeholders in the switchover programme are:

- The public service broadcasters (PSBs) who will end analogue terrestrial transmissions in accordance with obligations in their Digital Replacement Licences (for commercial PSBs) or equivalent obligations for the BBC in the BBC Charter;
- The DTT multiplex operators who will fund the roll-out of the digital terrestrial network;
- Stakeholders from within the supply chain industry, including electrical retailers, digital equipment manufacturers and installers, play a crucial role in ensuring appropriate and adequate reception equipment is available to consumers, although they are under no legal obligations to do so;
- Digital television service providers across all platforms (satellite, cable, terrestrial and broadband DSL) are instrumental in providing access to, and promoting, the range of digital television options available;
- Consumer organisations and groups are playing a key role in both advising the digital switchover programme and providing advice to their members;
- A number of Government departments, agencies and other bodies have roles to implement digital switchover in the public sector (e.g. in social housing, on public estates and where television services are provided in support of public services);and
- All those who own or maintain television systems will need to ensure that they have been adapted/upgraded in preparation for digital switchover; including landlords and hoteliers.

## ANNEX H: The Switchover Projects

Project Name	Transmitter Groups	hh	Switch Over	
Copeland	Whitehaven	21	DSO1	17-Oct-07
			DSO2	14-Nov-07
Scottish Borders	Selkirk	52	DSO1	06-Nov-08
			DSO2	20-Nov-08
West Country A	Beacon Hill	132	DSO1	08-Apr-09
			DSO2	22-Apr-09
	Stockland Hill	206	DSO1	06-May-09
			DSO2	20-May-09
Granada	Douglas	38	DSO1	18-Jun-09
			DSO2	16-Jul-09
	Winter Hill	3041	DSO1	04-Nov-09
			DSO2	02-Dec-09
Border B	Caldbeck	308	DSO1	24-Jun-09
			DSO2	22-Jul-09
West Country B	Huntshaw Cross	66	DSO1	01-Jul-09
			DSO2	29-Jul-09
	Redruth	122	DSO1	08-Jul-09
			DSO2	05-Aug-09
	Caradon Hill	255	DSO1	12-Aug-09
			DSO2	09-Sep-09
West Wales	Kilvey Hill	132	DSO1	12-Aug-09
			DSO2	09-Sep-09
	Preseli	83	DSO1	19-Aug-09
			DSO2	16-Sep-09
	Carmel	110	DSO1	26-Aug-09
			DSO2	23-Sep-09
North Wales	Llanddona	95	DSO1	21-Oct-09
			DSO2	18-Nov-09
	Moel y Parc	179	DSO1	28-Oct-09
			DSO2	25-Nov-09
	Long Mountain	24	DSO1	04-Nov-09
			DSO2	03-Dec-09
South Wales (+Blaenplwyf)	Blaenplwyf	26	DSO1	10-Feb-10
			DSO2	10-Mar-10
	Wenvoe	649	DSO1	03-Mar-10
			DSO2	31-Mar-10
West	Mendip	913	DSO1	24-Mar-10
			DSO2	07-Apr-10
STV North A	Bressay	9	DSO1	05-May-10
			DSO2	19-May-10
	Keelyleang Hill	10	DSO1	12-May-10
			DSO2	26-May-10
	Rumster Forest	23	DSO1	02-Jun-10
			DSO2	16-Jun-10
	Eitshal	12	DSO1	07-Jul-10
			DSO2	21-Jul-10
	Skriaig	8	DSO1	14-Jul-10
			DSO2	28-Jul-10
STV North B	Angus	210	DSO1	04-Aug-10
			DSO2	18-Aug-10
	Durriss	221	DSO1	01-Sep-10
			DSO2	15-Sep-10
	Knockmore	39	DSO1	08-Sep-10
			DSO2	22-Sep-10
	Rosemarkie	70	DSO1	06-Oct-10
			DSO2	20-Oct-10
Torosay	Torosay	17	DSO1	13-Oct-10
			DSO2	27-Oct-10
Channel Isles	Fremont Point	50	DSO1	17-Nov-10
			DSO2	17-Nov-10
Anglia	Sandy Heath	966	DSO1	30-Mar-11
			DSO2	13-Apr-11
	Sudbury	523	DSO1	06-Jul-11
			DSO2	20-Jul-11
	Tacolneston	408	DSO1	09-Nov-11
			DSO2	23-Nov-11

Project Name	Transmitter Groups	hh	Switch Over	
Central A	Nottingham	74	DSO1	30-Mar-11
			DSO2	13-Apr-11
	The Wrekin	282	DSO1	06-Apr-11
			DSO2	20-Apr-11
	Bromsgrove	30	DSO1	06-Apr-11
			DSO2	20-Apr-11
	Lark Stoke	38	DSO1	06-Apr-11
			DSO2	20-Apr-11
	Ridge Hill	286	DSO1	06-Apr-11
			DSO2	20-Apr-11
STV Central B	Darvel	197	DSO1	11-May-11
			DSO2	25-May-11
	Rosneath	44	DSO1	11-May-11
			DSO2	25-May-11
	Craigkelly	455	DSO1	01-Jun-11
			DSO2	15-Jun-11
	Black Hill	1020	DSO1	08-Jun-11
			DSO2	22-Jun-11
Yorkshire	Belmont	712	DSO1	03-Aug-11
			DSO2	17-Aug-11
	Olivers Mount	31	DSO1	03-Aug-11
			DSO2	17-Aug-11
	Sheffield	119	DSO1	10-Aug-11
			DSO2	24-Aug-11
	Chesterfield	34	DSO1	10-Aug-11
			DSO2	24-Aug-11
	Emley Moor	1756	DSO1	07-Sep-11
			DSO2	21-Sep-11
Central B	Waltham	815	DSO1	17-Aug-11
			DSO2	31-Aug-11
	Fenton	128	DSO1	07-Sep-11
			DSO2	21-Sep-11
	Sutton Coldfield	2121	DSO1	07-Sep-11
			DSO2	21-Sep-11
Oxford	415	DSO1	14-Sep-11	
		DSO2	28-Sep-11	
Meridian	Hannington	481	DSO1	08-Feb-12
			DSO2	22-Feb-12
	Midhurst	99	DSO1	29-Feb-12
			DSO2	14-Mar-12
	Rowridge	733	DSO1	07-Mar-12
			DSO2	21-Mar-12
	Whitehawk Hill	114	DSO1	07-Mar-12
			DSO2	21-Mar-12
	Tunbridge Wells	54	DSO1	30-May-12
			DSO2	13-Jun-12
	Heathfield	216	DSO1	30-May-12
			DSO2	13-Jun-12
Hastings	18	DSO1	30-May-12	
		DSO2	13-Jun-12	
Bluebell Hill	217	DSO1	13-Jun-12	
		DSO2	27-Jun-12	
Dover	240	DSO1	13-Jun-12	
		DSO2	27-Jun-12	
London	Crystal Palace	4858	DSO1	04-Apr-12
			DSO2	18-Apr-12
Tyne Tees	Bilsdale	595	DSO1	2012
			DSO2	2012
	Chatton	33	DSO1	2012
			DSO2	2012
	Pontop Pike	790	DSO1	2012
			DSO2	2012
UTV	Limavady	104	DSO1	2012
			DSO2	2012
	Brougher Mountain	37	DSO1	2012
			DSO2	2012
	Divis	508	DSO1	2012
			DSO2	2012