

A Call 4 ALL

**Pitch Process
Q&A**

**4 ALL
THE UK**



4 All the UK

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We will do this by significantly increasing our Nations and Regions content spend from the current quota of 35% to a voluntary target of 50%, establishing three new Creative Hubs including a new National HQ in the Nations and Regions and by also expanding the footprint of Channel 4 News, opening new bureaux and co-anchoring the programme in the Nations and Regions.

A pitch process was launched in April in which cities and regions across the UK can pitch to become the home of the new Channel 4 National HQ and Creative Hubs, with the aim that a decision on the location of the hubs will be made in Q3 2018.

A brochure containing further detail on the pitch process and how to make a submission is available online [here](#).

Pitch process questions and answers

This document sets out answers to all of the questions that have been submitted to us regarding the '4 All the UK' pitch process. We have grouped common questions and our answers, in order to ensure that all locations considering making a submission have as much clarity as possible as they develop submissions.

Submissions to the pitch process

Any organisations wishing to enter into the 4 All the UK pitch process should provide a short, written submission (no longer than 5,000 words max), to be received no later than 11 May 2018, to allow us to shortlist a number of cities. Submissions should outline the strengths of your city and how it can help meet the vision for the National HQ or creative hubs, as well as address the entry requirements outlined in the pitch process brochure.

Please send submissions to the pitch process to
C4NationsandRegions@Channel4.co.uk

National HQ and Creative Hubs

Are there, in particular, any parts of C4's public service mission that you see as being imperative that the Creative Hubs help with?

The Creative Hubs should support all aspects of Channel 4's public service remit and will have a particular focus on commissioning.

Are there any key things that you need the 'local' / 'regional' supply chain(s) to be able to deliver to support a Creative Hub?

The local supply chain should be able to support all aspects of Channel 4's business, but particularly focusing on content production. One of the key requirements for the creative hubs will be proximity to a well-developed independent TV/Digital production community.

You have indicated that a pre-requisite for the Creative Hubs is proximity to a well-developed independent TV/Digital production community – is this also the case for the National HQ?

There is no requirement for the national HQ to be embedded within a well-developed independent TV/digital production community. Can this be confirmed?

Although there will be a broad base of roles across different business functions, the commissioning of TV and digital content will play a significant role in the National HQ. As noted in the pitch process brochure, one of the key considerations for us when making decisions will be the 'existing availability of talent and future pipeline including educational links'. The availability of talent with experience in the production sector and/or of commissioning content will therefore be an important consideration.

Is proximity to a significant out of London advertising market a benefit?

One of the key considerations is 'economic, demographic, diversity and environmental factors' – the local

advertising market would be encompassed within this criterion.

It would be useful to understand Channel 4's growth ambitions for the National HQ and Creative Hubs to ensure we can identify premises with growth potential at a level that would be required by yourselves.

A National HQ will be established outside London alongside two new smaller Creative Hubs in the Nations & Regions in 2019, home to 300 Channel 4 jobs including key creative decision makers. Our intention is to grow this number over time. We cannot confirm the level of growth at this time but understanding the potential for growth within any given location will be a factor for consideration within our decision-making process.

Will there be a different focus or theme for each of the Creative Hubs?

Do you envisage commissioners moving to all 3 locations and are there any particular genres that are more likely to move?

We will be looking for access to a broad talent pool at all three sites in order to support future growth and business needs. The Creative Hubs will begin with a focus on programme commissioning housing key creative decision makers such as Commissioning Editors. The National HQ will support a broad range of roles, including the commissioning of TV and digital content, support and technical functions.

Do you have any specific examples of the sort of digital production you want to see generated from the creative hubs?

The aim for the digital production unit is to build on our success with engaging audiences in social and digital media and we envisage that it will facilitate the production of short-form content, particularly targeted at young audiences, which reflects the diversity of UK culture and values.

Roles and relocation of staff

Is Channel 4 able to share at this stage a breakdown of the types of roles that will be located at the new National HQ versus the London HQ and Creative Hubs?

What job roles will be required for the National HQ and Creative Hubs and how many jobs will each facility potentially create? How many members of staff do you envisage will relocate from London for each facility?

How many staff does Channel 4 anticipate will be relocated in respect of the National HQ and the Creative Hubs? Can you provide any further information on specific departments/genre commissioners to be relocated?

Can you give an outline of how the 300 roles moving out of London are likely to break down by role?

Of the 300 jobs, how many people will be employed within the National HQ and Creative Hubs?

How many people do you see working from a creative hub?

Can it yet be clarified which sub-teams will be incorporated in to the National HQ and which will stay in London, or will this be decided as a consequence of bids submitted?

Apart from commissioning editors, who else would be relocated/located/working from a creative hub?

What % of the 300 staff do you expect to relocate?

We have committed to 300 Channel 4 jobs being based in the Nations & Regions. These will be jobs encompassing a variety of roles, including commissioning editors who will be commissioning new programmes and overseeing major existing shows, as well as supporting functions and technical roles and some partners from our contractors. The National HQ will be significantly bigger than the Creative Hubs.

At this stage, we are not able to provide further detail as to the exact type or number of roles that will be

based in the National HQ or Creative Hubs. We are in the process of developing our plans and decisions will be subject to the outcome of the pitch process, locations and consultation with Channel 4 staff.

We envision that office spaces at the National HQ and Creative Hubs will be used by Channel 4, as well as acting as creative hubs and accelerators in their own right by providing local creative and digital communities with facilities to drop in, work remotely and collaborate with us. Our office spaces will need to enable and encourage this to happen.

How many roles do you think will be recruited locally?

What opportunity will there be to recruit locally?

As noted above, we have not yet defined the number of roles that will be located at each site. However, we plan to recruit roles locally where we have vacancies. Therefore, the availability of talent will be a key consideration for us when making decisions on the location of the National HQ and Creative Hubs.

Do you envisage a phased approach in moving staff into the National HQ from 2019?

We have not yet developed any detailed plans on the approach to moving staff to the National HQ.

Talent and skills

How are you defining talent?

People with the right calibre, skills and experience to support Channel 4's strategic aims and work on and off screen.

Are there any specific talents or technical skills you would deem essential in the local labour force in making a decision to locate the National HQ and Hub in a city?

We will be looking for talent with skills across a range of business areas including creative, digital, technical and support functions. As all three sites will have a strong focus on commissioning, the availability of talent with experience in the production sector and/or of commissioning content will be an important consideration.

How many apprentices does Channel 4 currently employ? And what is the likely number of apprenticeships in both National HQ and Creative Hubs?

We currently employ 16 apprentices across a range of departments within Channel 4. We will look to employ apprentices in the National HQ and Creative Hubs once up and running.

Educational links

One of your key considerations for evaluating the National HQ locations includes reference to educational links. Can you clarify what kind of links and the particular educational bodies you are referring to?

Could you confirm at what levels will Channel 4 engage with the local education sector?

A key consideration for the National HQ and Creative Hubs will be the availability and future pipeline of talent and strong educational links will be essential in ensuring this pipeline.

We will be looking to work with local universities or specialist colleges, in order to grow our entry level talent pipeline across a range of business functions, including key creative and digital roles.

We have a track record of developing new and diverse talent on and off screen. Therefore, we will be looking for ways in which we can fully integrate ourselves and partner with the local area. For example, Channel 4 already runs a number of outreach programmes including one-day careers events called "Pop Ups" and a Production Training Scheme for entry level talent, in addition to a number of partnerships with universities, such as the Investigative Journalism MA, which we have developed in collaboration with De Montfort University.

Infrastructure

Can you please clarify what is meant by broadcast digital infrastructure, beyond digital connectivity available to customers, and whether Channel 4 has any requirements for digital infrastructure that we should address at this stage? What is the ideal broadband infrastructure and capacity/speed and products (if known) Channel 4 requires? What sort of broadband connectivity do you envisage will be required for the National HQ and hubs?

Digital infrastructure refers to:

- The broadband connectivity required for all sites for high speed IT communication with other Channel 4 offices, service providers and business clients.
- Additional requirements for the National HQ for high speed facility lines and up-and down-linking to satellite feeds. Therefore, the ability to position satellite dishes on or close to the premises should be considered.

Within your pre-requisite for the National HQ to have a high level of physical and digital connectivity / infrastructure are there any particular requirements? Are there any particular connectivity requirements from your suppliers / producers?

Physical connectivity refers to the accessibility of the site, incorporating considerations of travel time as well as practical access for employees and partners / deliveries. Digital connectivity includes satellite connectivity, as well as optical fibre connections. For fibre connectivity, we are likely to require multiple redundant path connections into each facility; for planning purposes assume multiple 1Gb/sec connections for the Hubs, and multiple 10Gb/s connections for the National HQ. There are no particular connectivity requirements from suppliers/producers at this stage.

Do you intend to be able to broadcast directly from the new HQ or maintain your current broadcasting arrangements?

We have no plans to alter our broadcast arrangements as part of this exercise. Whilst we may make the studio in our National HQ available as a base for the production of live programming, we would still expect to use our existing playout facility for broadcast transmission.

Space requirements

What is the property size requirement for the National HQ/Creative Hubs? Is there any indication of scale for HQ and the creative hubs (in sqm or headcount)? Is there any information available to date on the potential size of the office space required for the National HQ and Hubs in terms of square footage? Could you give us an indication of the space you require? It would be very helpful to understand the immediate floor space requirements for 2019. What is the property/land requirement for the National HQ and Creative Hubs—size, floorspace, tenure, age?

We will not be providing any further information on space requirements at this stage. We will provide further information on our requirements to locations that are shortlisted, in stage two of the process.

Can you please specify what the “defined set of space, technology and staffing requirements” are for the National HQ? Are there any “must have” facilities Channel 4 would expect in the office properties, e.g. IT requirements, car parking, air conditioning, number and size of floor plates? What would the essential ingredients be for the Hub building itself, e.g.:

- Is it principally an office building and meeting space?
- Do you have a feel for an approximate size (sq ft)?
- Any studio requirements?
- Extra space available for ‘sector companies’ and / or any form of ‘business incubator’?
- Do you want some scope for space for future expansion?
- Would you envisage a need for an outside area to hold / store broadcast vehicles, parking, equipment?
- What levels of parking is required?

We would expect our future spaces to be of a standard that can accommodate our needs and be of a similar standard to our London HQ. However, we are looking to include a

studio within the National HQ. At this stage, there is no requirement to address specific details such as parking or storing vehicles within submissions. Our focus is on determining the locations.

Can we have any information on any potential phasing of occupation of the both the national HQ and the Creative Hubs from 2019? Which quarter in 2019 will you look to open the new offices? What is the timeframe for occupancy for the National HQ and Creative Hubs – will it be early or late 2019 and is it possible to say which month? Is it known at this stage as to when during 2019, expected occupation is required?

We aim to open the new offices during 2019 - it is not possible to be more specific on our timeline as we are still in the process of developing our plans. Decisions will be subject to the outcome of the pitch process and discussion and consultation with Channel 4 staff.

Could this be a two stage deal - with temporary space being taken whilst the final location is designed with your team and then developed? Could a short-term option work for Channel 4 whilst a building is being prepare for 2020? Would Channel 4 consider utilising temporary office space in their chosen city while new accommodation is made available? In addition, what is the maximum amount of time Channel 4 would be prepared to spend in temporary accommodation prior to moving into the final office solution? Would short-term temporary premises be an option while a permanent site is completed to your specification?

Ideally, we would prefer to find the right city/region and home for our National HQ and Creative Hubs in the first instance to reduce the cost and impact of the relocation. However, we recognise that the ideal space may not be readily available and we would aim to be flexible if it made sense commercially and did not significantly disrupt our plans.

Could Channel 4 prefer a lease or freehold purchase for the proposed office space?

Would you like to purchase or to rent?

Are Channel 4 looking to purchase the National HQ site or is a leasehold option preferred?

We have not reached a preference at this stage.

How much detail do you require on the property options within the submission? Do you want a full specification of each building including rental figures, lease duration and incentives at this stage or just a high-level appraisal of each option?

At this stage, a high-level appraisal will be sufficient.

Is there a specification available for the proposed studio linked with the National HQ? We note that the daily programming and digital production activities in the studio will drive a defined set of space, technology and staffing requirements – is any further detail available at present?

There is no further information on space requirements for the studio at this stage.

Regarding the studio, does this need to be physically based in or close to the proposed office? If it can be separate but close to the proposed office, is there a maximum distance you would consider? Would Channel 4 be prepared to share their new studio with other businesses in the city? If there is existing studio space or studio infrastructure currently available in the city, would this be an option that Channel 4 may be prepared to consider?

At this stage, there is no requirement to identify a specific location for the studio. Our current expectation is that it would be situated within the National HQ, although we would consider other options.

Should the availability of incubator space be physically linked to the proposed office, or can it be situated close to the office? Any indication at this stage of how much space should be provided for the incubator space? Does Channel 4 anticipate leasing this space?

At this stage, there is no requirement to specifically address plans for the incubator space within submissions. However, our current expectation is that it would be situated within Channel 4 office space.

How much involvement will Channel 4 want in the design & development of the building?

Channel 4 will lead the design and fit out of the space. If a particular building is nearing completion and is suitable for our needs, then we can provide input as required.

Will the requirement just be for office accommodation and/or a production facility – will there be any loading access, eaves height restrictions, floor loading capacity or cranes?

Will there be any special energy requirements?

We will set out further requirements for the National HQ and Creative Hub office space during the second stage of the process, following shortlisting.

Channel 4 News

Do you know the rough timescale for the competition for location of the new Channel 4 News bureaux?

The timescale for the location of the new Channel 4 News bureaux runs alongside that of Channel 4's own pitch process, although does not form a part of it.

When will ITN start the process for identifying the three new news bureaux?

The process for determining the location of the new Channel 4 News bureaux will be led separately by ITN and will not form part of the pitch process. Whilst Channel 4 and ITN will work in partnership, they will each carry out a separate process and make their own decision relating to the ultimate location of the proposed National HQ, Creative Hubs and Channel 4 News bureaux (as relevant).

Channel 4 has been clear in indicating that the decision regarding the News Bureau will be a separate process, but do you see any advantages for the bureau to be co-located?

Whilst we envisage that there would be a number of advantages of the bureau being co-located with the Channel 4 National HQ, Channel 4 News has its own requirements that will need to be taken into account.

Guidelines and criteria

Can any further information be provided as to the entry guidelines at this stage, which are not already stated within the brief? Can C4 please clarify whether there are additional criteria published or unpublished and share what these are beyond what is in the brochure.

Are there any additional guidelines available for those cities which meet the entry guidelines for both the National HQ and Creative Hubs?

The entry guidelines which are referred to in the pitch brochure are the high level criteria, including travel time, working age population, connectivity and proximity to a well-developed independent TV/digital production community. Cities and regions should consider their submissions using the criteria outlined in the entry guidelines. As noted in the pitch brochure, if your area is shortlisted, we will provide additional information and requirements for the second stage of the pitch process.

What is the key decision-making factor for the new functions? Within the document you highlight 4 considerations – have you given any weighting to those factors?

Is there a weighting criteria for the key considerations (1-5 of page 19 of the call document)?

We have not applied any weighting to the entry guidelines at this stage.

If we fulfil the criteria if using rail or air, but not by road – would this fit your needs?

Yes.

Can Channel 4 share any findings from the external analysis, which has been commissioned?

The analysis produced by external advisers was intended for Channel 4 use only. We will not be making this publicly available as it contains commercially sensitive data.

Do population figures include working age population or working population?

The guidelines are based on working-age population not working population.

When can we be expected to be contacted by your external advisers? How will they be appointed? What's their scope?

We have appointed external advisers to assist us with the pitch process but do not envisage that they will be contacting cities or regions directly. We do not intend to provide further details on the scope of their work.

Do you have a preferred finance partner?

No.

Submission format

Could you please let me know if there is a specific format or pro-forma for submissions to follow?

Are there any further expectations on how the submissions should, or should not be presented?

Do you have a preferred format for the submission e.g. pdf?

Are email submissions acceptable or do submissions need to be sent by recorded delivery for example?

Are you expecting this submission to only be in electronic form or is a hardcopy also welcome?

Is it possible to put hyperlinks in the document to access other resources?

There is no specific format for the submissions to follow other than that outlined in the pitch brochure. Email submissions are acceptable, but you may also post them – in both cases you should ensure receipt of your submission by emailing c4nationsandregions@channel4.co.uk. It is possible to include hyperlinks within submissions but you should be aware of the 5,000-word count limit. We do not guarantee that we will read information contained in documents that do not form part of submissions.

Are there any exemptions to the 5,000-word count? I.e. text contained within boxes or infographics proving additional details? Does a covering letter, or letters of support for example, count as part of the 5,000-word count? Will the submission of accompanying videos be permissible and considered as part of the bid but not factored into the 5,000-word count? Are appendices allowed as part of the submission document to supplement the 5000-word limit?

The main submission document should have a maximum of 5,000 words (including text within boxes or infographics). Appendices are not included as part of the 5,000 word limit but it should be noted that the focus of the review will be on the content in the main document. Videos can be submitted in addition

to the submission document and will not affect the word count.

On the basis that submissions for the National HQ 'may' be considered for one of the smaller hubs, it is expected that separate submissions, from the same city, are provided for each of the opportunities? Could you confirm that a city can be on both the National HQ and the two Creative Hubs' shortlist? Is that via one submission or two?

Any city or region that is not shortlisted to become our new National HQ may still be considered as a potential location for a creative hub. There is no need to prepare two submissions (although if a city or region chooses to do so, they will both be considered).

Deadline: The deadline is 11th May for receipt of submissions, is there a time deadline?

Submissions can be received up to 23:59 on 11 May 2018.

Would you be able to supply a geographical breakdown of your content suppliers using the OFCOM geographical classifications?

This is not something we are able to provide at this stage.

Pitch process: Stage 2

Can you please confirm how many locations / cities are planned to be shortlisted for stage 2 of the bidding process?

We have not defined a set number of locations that will be shortlisted for the second stage of the pitch process. This will be dependent on the number and quality of submissions we receive. However, we will only shortlist the cities or regions that we believe will be viable locations, in order to ensure efficient use of resource both for those making submissions and for Channel 4.

Can you please clarify the two stage process for the bidding activity, specifically how will Channel 4 decide which bids to take forward between Stage 1 and stage 2?

The Channel 4 Executive team will make the final decision as to which cities or regions will be shortlisted for the second stage of the pitch process.

During the second stage, members of the Channel 4 team, led by Chief Commercial Officer, Jonathan Allan, will visit the shortlisted cities for presentations (currently envisaged to take place in June). At that stage there will be more detailed discussions relating to our requirements for the National HQ and creative hubs (e.g. property requirements). The final decision on the locations will be made by the Channel 4 Board based on a recommendation by the Executive team.

Within the indicative timeline, when will Channel 4 be making familiarisation visits to their shortlisted cities? Would it be during the period 11-29 June, or 29-31 August?

We aim to visit the shortlisted cities or regions in June, at which point, shortlisted locations will have the opportunity to present submissions and take questions. Subsequently, we may visit again in July/August as part of ongoing dialogue with certain cities or regions.

Can you please clarify if any of the submitted bid documents will be made public following the tender process?

We do not envisage publishing the submissions we receive from cities/regions.

Page 20 of the 'A Call 4 All' prospectus states that there should be no third party publicity regarding the pitch process. Can you please explain what you mean by this and what restrictions you envisage? i.e. you surely don't want us all checking whether it is okay to say that we are submitting a bid (or do you?)

We would expect that discussions between Channel 4 and shortlisted cities and regions would remain confidential, including that a city or region has been shortlisted for the next stage until such time as Channel 4 has made that information publicly available. However, we are happy for cities and regions to confirm that they have made a submission.

Are you ruling out groups of creatives and production companies working together on attracting one of the hubs?

Can a submission to the Channel 4 pitching process be made by an independent campaign group separate to any bid made a public regional body?

We are interested in hearing from any third party including interested groups. However, at the shortlist stage, we would not be expecting to engage with two different organisations or groups in relation to the same city or region, so would propose that interested parties look to work together. We would envisage that successful bids would have the support and backing of local or regional government.

Can C4 give an indication of what combination of cities may be pitching, or if there is an opportunity for multiple cities to co-bid, or are C4 at this stage looking for more general intercity connectivity evidence?

Cities and regions should develop their submissions in line with the entry guidelines and it is up to each city/region to decide how best to present their submission and as to whether they wish to collaborate with other areas.

At this stage we are looking for evidence of general connectivity, in addition to good local transport provision.

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