



ARTEMIS

Achieving Rehabilitation Through Establishing a Media Ingest Service

Serco in Media

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Bringing service to life

Delivering public value through prisoner rehabilitation and archive digitisation

ARTEMIS is a service that would enable the BBC and Serco to collaborate in unlocking the value of the BBC archive through digitising the back-catalogue and at the same time providing valuable rehabilitation activity for prisoners in a socially responsible way.

This paper is an outline proposal for the creation of a Media Ingest Service to be delivered by prisoners in a secure environment which would provide the BBC with digitised and annotated content.

Introduction

Serco is an international service provider that was originally part of RCA and as such, has a past heritage in media. RCA Photophone manufactured film and sound production equipment from the late 1920s through to the 1960s, during which time we supplied the BBC. Following a period of diversification the company was renamed as Serco and evolved into a predominantly public sector service provider, operating in defence, education, transport, central, local and civil government.

In particular, we have a Home Affairs division that specialise in the delivery of government contracts in the criminal justice field and manage facilities such as adult prisons, young offenders institutions and secure training centres.

A key measure in the successful delivery of our custodial contracts is a contribution towards the reduction of national re-offending rates. To achieve this, we work within the National Offender Management Services (NOMS) strategy for reducing re-offending and promote the concept of "The Responsible Prisoner". At the heart of this concept and the NOMS strategy is the rehabilitation of prisoners through education, training and employment.

As a result, Serco are continually exploring innovative ways to ensure their prisoners are provided with meaningful and relevant education and employment opportunities. The Reithian mission to inform and educate can most certainly be applied to this community.

Through our current relationship with the BBC, Serco understand that there are a number of key challenges facing the Archive, which include the cost of storing and managing the physical tape formats and the threat of decay and obsolescence. The potential loss of content is not only a commercial issue but also one of possibly failing to preserve the Archive and meet a Royal Charter obligation.

There is also a commitment to make as much of the Archive available to licence fee payers as possible via new digital delivery platforms. Resolving these issues is both complex and expensive and although the digitisation process has begun, the back-catalogue is enormous and potential costs are prohibitive.

Project ARTEMIS would enable both the BBC and Serco to address their own individual challenges through the use of the Archive, in a way which benefits society on many fronts.

An overview of the proposed media ingest service

The diagram below shows a high level overview of the service which includes the management of tape transportation to and from Serco prison locations, ingest of media and the application

of metadata to the digital files created. The BBC would select the appropriate tapes for ingest and Serco's Evidence Management and Logistics service would

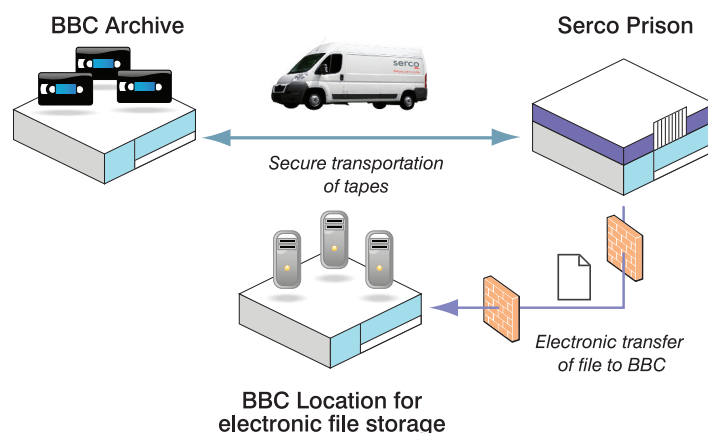


Diagram showing an overview of the service.

manage the secure transportation of tapes between the BBC and prison locations. It is anticipated that in the early days only non-problematic tapes would be selected for digitisation, with a view to enhancing the service to include tape and content restoration at a later date.

On arrival at the prison, tapes would be placed under a secure management regime for the entire duration of the ingest process. Prisoners would be trained to operate the ingest service and use a BBC selected software application to add metadata using suitable annotation templates, cataloguing language, and any automatic metadata derived from the digitisation process itself.

Serco manages long term prisoners many of whom are serving a minimum four year sentence. As a result we can provide a stable workforce that would grow in competence and technical capability

over time. An NVQ level qualification would be designed in conjunction with the BBC for prisoners to work towards. Embedded education in the work place is a key Ofsted requirement in all of Serco's custodial contracts.

Rigorous quality assurance controls would be implemented with regular sampling and potentially 100% scrutiny at each step of the process, including inspection of the original tape stock.

It is envisaged that the service would be operated collaboratively on a not-for-profit basis with the BBC being an integral part of establishing the operation, training, performance management and quality control.

In addition to ingest of the Archive, a tape dubbing service could also be established within the ARTEMIS operation.

ARTEMIS will deliver significant benefits to Prisoners, the BBC, Serco and the licence fee payer

Prisoners would benefit from the provision of high-quality employment which educates, stimulates, trains and provides a formal qualification. They would also receive a modest income with which to save for release, provide for their families or donate to such charities as Victim Support. All of these factors help towards the better re-integration of prisoners into society and reduce the chance of re-offending.

The BBC would be part of a socially responsible enterprise that significantly accelerated the ability to digitise the Archive, resolve issues of physical tape storage and maximise the value delivered to licence fee payers. Due to the nature of the service and the environment in which it would be delivered, BBC staff would also gain valuable knowledge, experience and insight. If it should be deemed appropriate, they could even be seconded to assist in

the implementation and operation of the service.

There would also be a benefit to the production community as it would provide more access and availability of digitised content to aid the creative production of television, radio, interactive and online content. Improved access to more digital content could also provide BBC Worldwide with new commercial opportunities.

Serco would benefit from the implementation of such an innovative project as it would facilitate prisoner rehabilitation, further demonstrate the value of "The Responsible Prisoner" concept and show compliance with the NOMS strategic pathways.

Licence fee payers would benefit from the service enabling the archive to be made available at a relatively low cost.

Serco proposes that a feasibility study is conducted to test the viability of the concept

In order to test the practicality of the concept, estimate operating costs and identify key risks and benefits, we propose that a feasibility study is conducted. This would examine five elements of the proposed service and determine all aspects of its viability, which are:

1. Operational:

To determine the key process components required for delivery of the service and an assessment of the practicality, required governance arrangements and major risks.

2. Ingest and logistics technology:

To create a high level design for the technical architecture of the ingest and logistics service and estimate the costs required to implement and operate it.

3. People:

To identify the skills required for the delivery of the service, its

organisational structure, the training required by the prisoners and the key people needed to implement and operate the service.

4. Policy and Legal:

To explore policy and legal issues relating to operation of the service, rights management and intellectual property

5. Business case:

To explore the social and commercial benefits of implementing ARTEMIS and assess its viability against the estimated operating costs and key risks.

The feasibility study would be conducted collaboratively and delivered within three months at a cost in the region of £100k. The study would determine the viability of service and recommend whether or not to proceed to a pilot implementation of ARTEMIS.

Serco would be very keen to discuss this exciting possibility with the BBC. Should this be of interest or if you have any further questions please contact David Crocker – Director of Media Sector Consulting on 0771 800 4305 or david.crocker@serco.com.