



chapter 4

ownership control and staffing

Ownership Control and Staffing

4.1 Board of Directors

(i) The following people are Directors on the board of Dublin Rock Radio (Classic) Limited:

Mr. Gerard Roe
5 Garden Village Drive
Kilpedder
Co. Wicklow

Gerard is 43 years of age and is an Irish citizen. He is CEO of Phantom FM and worked through the protracted legal delays to launch the station on October 31st 2006. Gerard previously worked in the telecommunications industry for 20 years holding a range of technical and managerial positions. Gerard has been involved in Dublin radio since 1980 and is a recognised authority on Irish radio history having contributed to several published works and also an RTÉ TV documentary on the development of Irish radio.

Gerard is a Director and secretary of Dublin Rock Radio Limited and a Director/shareholder in Wireless Media Limited (shareholding interest in Dublin Rock Radio Limited). He is also a Director of the non trading entity Alcatraz Communications Limited and has no other interests, substantial or otherwise, in media or non-media operators.

Mr. Simon Maher
42 Marlfield Green
Kiltipper Way
Dublin 24

Simon is 36 years of age and is an Irish citizen. He has an honours degree in Media Management and Production and is a part-time lecturer in media developments and programming skills at Ballyfermot College of Further Education. Simon is General Manager and Head of News for PHANTOM 102.5. He also presents the station's mid-afternoon talk programme, 'Phantom Daily'.

Simon is also a Director of Dublin Rock Radio Limited and a Director/shareholder in Wireless Media Limited (shareholding interest in Dublin Rock Radio Limited). He is also a Director of the non trading entity Alcatraz Communications Limited and has no other interests, substantial or otherwise, in media or non-media operators.

Mr Brian Daly
Clonross
Drumree
Co. Meath

Brian is 39 years of age and is an Irish citizen. He is Marketing and Promotions Manager for PHANTOM 105.2. Previously he was Operations Manager with Setanta Screens Ltd, Ireland's largest LED screen-hire company. Setanta provide 'big screens' for some of Ireland's best known outdoor events such as Oxegen and Slane Castle concerts. Brian graduated from DIT in 1991 with an honours B.Sc. (Mngt.), specialising in advanced marketing techniques.

Brian has been broadcasting since 1988 on both community and commercial radio and his experience includes co-presenting the groundbreaking City Limits on Anna Livia FM and also Planet X on FM104.

Brian is also a Director /shareholder of Dublin Rock Radio Limited and a Director/shareholder of Wireless Media Limited (shareholding interest in Dublin Rock Radio Limited). He is also a Director of the non trading entity Alcatraz Communications Limited and has no other interests, substantial or otherwise, in media or non-media operators.

Mr. Paul McGuinness
Avonmore House
Annamoe
Co Wicklow

Paul is 57 years of age and he is an Irish citizen. He is the founder and main shareholder of Principle Management and is a well known figure in the music and entertainment industry worldwide, perhaps most notably for the management of U2 over the past 30 years.

Paul holds 80% of the issued share capital of Principle Management. He also holds numerous non-executive directorships including Dublin Rock Radio Limited and Ardmore Studios, of which he has a 35% shareholding which is held through Ardmore International Limited. He also owns 37.5% of the ordinary share capital of McGuinness Whelan Publishing Limited, the company that publishes the music of Bill Whelan's Riverdance.

Paul also has an investment in Sun 3 Media Plc – a media company operating in China. He also is an investor in Elevation Partners (a private equity partnership) which invests in various media assets.

Paul has no other interests, substantial or otherwise in media or non-media operators.

Mr. Trevor Bowen
Glenamuck
Ballycorus Road
Kiltiernan
Co Dublin

Trevor is 59 and he is an Irish citizen. He is Paul McGuinness's partner in Principle Management and he was formerly a partner at KPMG. Trevor joined Paul in 1996 and holds 20% of the issued share capital of Principle Management. Trevor holds a number of non-executive directorships including Dublin Rock Radio Limited, Ardmore Studios Limited, The Point, Spencer Dock and Ulster Bank. He also is an investor in Elevation Partners (a private equity partnership) which invests in various media assets.

Trevor has no other interests, substantial or otherwise, in media or non-media operators.

Mr. Paul Kavanagh
127 Rathgar Road
Rathgar
Dublin 6

Paul is 41 years of age and is married to Sarah Kavanagh. Paul is an Irish citizen and has over 20 years direct experience in radio presentation and management. Paul has operated and consulted for over 29 stations in six different countries. He has worked with some of the leading radio stations in Ireland, UK, France, Sweden, Germany and USA. Paul has developed some very well respected radio businesses such as Live 95, 96fm, Newstalk 106, Atlantic 252, Sunshine 101, Kiss 100 and Magic 105.4 in London. Key 103 Manchester, Radio City Liverpool Metro Radio Newcastle and RTL France. He has also presented training and development sessions for ÉIST and has spoken at BCI conferences. In 2001 Paul was part of the application 'The City' who applied for a classic rock station in Dublin following research that identified the opportunity in the market. On Atlantic 252 Paul presented Classic Rock Sunday.

Paul is chief executive of Kavanagh Media, based in Dublin and consulting for media companies in Ireland, Britain and France, he is also a director of Riviera Radio, Monaco and a Director/shareholder in Dublin Rock Radio (Classic) Limited.

Paul has no other interests, substantial or otherwise in media or non-media operators.

Ms. Sarah Kavanagh
127 Rathgar Road
Rathgar
Dublin 6

Sarah is 40 years of age and is married to Paul Kavanagh. Sarah is an Irish citizen and holds a degree in Human Resources and Recruitment; she has worked in sales and human resources with Aer Lingus and with Kelly Recruitment in the UK. Sarah is currently taking a career break after recently having a baby, but plans to return to work soon.

Sarah is a Director of Dublin Rock Radio Limited and has no other interests, substantial or otherwise in media, or non-media operators.

Mr. Frank Gleeson
4 Deerpark Drive
Castleknock
Dublin 15

Frank is 47 years old and an Irish citizen. Frank owns Whelan's and The Village venues under the corporate entities Coxstone Limited and Miniato Mills Limited, respectively. Coxstone Limited has operated a temporary broadcast license from March to June 2004 providing an alternative rock music service for Dublin at the weekends, branded as Phantom FM.

Over the past six years Frank has re-developed Whelans and The Village into popular concert locations for many of the local artists played on, and associated with, Phantom FM. Frank has also re-developed Andrew's Lane Theatre into a new live music venue and he is committed to providing affordable performance opportunities for local music artists. He is also a founder member of The Village Quarter, a street rejuvenation project for Wexford Street and the surrounding areas.

Frank also owns a number of licensed premises, commercial properties and residential properties within the greater Dublin area.

Franks is a Director/shareholder in Dublin Rock Radio Limited and has no other interests, substantial or otherwise, in media or non-media operators.

Mr. Paul Rooney
5 Old Mount Pleasant
Ranelagh
Dublin 6

Paul is 42 years old and an Irish Citizen. Paul has been working in the live music business for the past 15 years. During this time he has worked as a promoter, agent and venue manager. He is currently the general manager for several businesses in Dublin including Whelan's, The Village and Andrew's Lane Theatre.

Paul is a director of Dublin Rock Radio Limited and has no other interests, substantial or otherwise, in media or non-media operators.

Mr. Denis Desmond
Vartry Lodge
Killiney
Co. Dublin

Denis is 54 years old and is an Irish citizen. He founded MCD (concert promotions) in the early 1980's, when he began to promote small gigs in venues throughout the country. MCD is now the premier concert promotion agency in Ireland and one of the biggest operators in the European sector; it also operates major entertainment venues in Dublin such as The Gaiety Theatre, The Olympia Theatre, The Ambassador and the Academy. Denis also founded the Solid record label, signing Irish artists such as The Saw Doctor's and The Stunning. Denis was also a founder investor of Radio Ireland / Today FM and is a Director of Dublin Rock Radio (Classic) Limited.

Denis is also a director of the following companies:

MCD Management Services Limited, Evolving Music Company Limited, Solid Records Limited, Olympia Productions Limited, SFX Theatre Limited, Gaiety Theatre Limited, Gaiety Investments Limited, Artwave Investments Limited, MCD Management Services.ie Limited, Gaiety Entertainments Limited, Ambassador Productions Limited, Abrakababra Investments Limited, Greenash Limited, Santa's Kingdom Limited, MCD Productions Limited, South Productions Limited, DRG Limited.

Denis and his wife, Caroline Downey-Desmond, own Gaiety Investments limited (shareholding interest in Dublin Rock Radio Limited).

Within the shareholding portfolio of Gaiety Investments Limited, Denis has interests in the following companies operating in the entertainment and related sectors:

Gaiety Theatre Ltd	DF Concerts Ltd
Gaiety Entertainments Ltd	Deadwood Tickets Ltd
Olympia Productions Ltd	Bar None Ltd
Ambassador Productions Ltd	Big Day Out Ltd
Abrakababra Investments Ltd	The Yard Broadcast Network
Aspace Cabins Ltd	Pacesoft Ltd
MKG Group	Maztec Ltd
Artwave Investments Ltd	Roseclaim Ltd

Having examined the definition of "media operators" as defined under BCI definitions we are of the opinion that none of the above companies in which Gaiety Investments Ltd has an interest would be classified as such.

It is our understanding that the following are the relevant companies in which Gaiety Investments Ltd has a "substantial interest" as defined by the BCI:

Gaiety Theatre Ltd	DF Concerts Ltd
Gaiety Entertainments Ltd	Deadwood Tickets Ltd
Olympia Productions Ltd	Bar None Ltd
Ambassador Productions Ltd	Big Day Out Ltd
Gaiety Theatre Ltd	Ambassador Productions Ltd
Abrakababra Investments Ltd	Gaiety Entertainments Ltd
Artwave Investments Ltd	Olympia Productions Ltd

Ms. Caroline Downey-Desmond
Vartry Lodge
Killiney
Co. Dublin

Caroline is 46 years of age and is married to Denis Desmond. Caroline is active in the management of The Olympia and The Gaiety Theatres, she is also a fundraiser for the I.S.P.C.C. and has produced the annual 'Childline' concert for the past eleven years. Caroline also produces the annual Meteor Irish Music Awards (both are televised events).

Caroline is a director of Dublin Rock Radio Limited and of the following companies:

MCD Management Services Limited, MCD Productions Limited, Evolving Music Company Limited, Solid Records Limited, Olympia Productions Limited, SFX Theatre Limited, Gaiety Theatre Limited, Gaiety Investments Limited, MCD Management Services.ie Limited, Gaiety Entertainments Limited, Abrakababra Investments Limited, South Productions Limited.

Denis and Caroline Downey-Desmond own Gaiety Investments limited (shareholding interest in Dublin Rock Radio Limited).

Within the shareholding portfolio of Gaiety Investments Limited, Caroline has interests in the following companies operating in the entertainment and related sectors:

Gaiety Theatre Ltd	DF Concerts Ltd
Gaiety Entertainments Ltd	Deadwood Tickets Ltd
Olympia Productions Ltd	Bar None Ltd
Ambassador Productions Ltd	Big Day Out Ltd
Abakababra Investments Ltd	The Yard Broadcast Network
Aspace Cabins Ltd	Pacesoft Ltd
MKG Group	Maztec Ltd
Artwave Investments Ltd	Roseclaim Ltd

Having examined the definition of “media operators” as defined under BCI definitions we are of the opinion that none of the above companies in which Gaiety Investments Ltd has an interest would be classified as such.

It is our understanding that the following are the relevant companies in which Gaiety Investments Ltd has a “substantial interest” as defined by the BCI:

Gaiety Theatre Ltd	DF Concerts Ltd
Gaiety Entertainments Ltd	Deadwood Tickets Ltd
Olympia Productions Ltd	Bar None Ltd
Ambassador Productions Ltd	Big Day Out Ltd
Gaiety Theatre Ltd	Ambassador Productions Ltd
Abakababra Investments Ltd	Gaiety Entertainments Ltd
Artwave Investments Ltd	Olympia Productions Ltd

Mr Graham Molloy
68 Fosterbrook
Stillorgan Road
Co Dublin

Graham is 36 years of age, and is an Irish citizen. Graham runs his own business (Evolution) in the marketing and PR areas of the music and entertainment industry and had previously worked for Sony Music Ireland as press and promotions manager. Graham is a member of the Public Relations Institute of Ireland and has been involved in the promotion and marketing of major outdoor events, artists and projects including Slane 1998-2003, Oxegen (formerly Witness – 1999-2004), Voices & Poetry of Ireland, Tom Dunne’s Best Irish Hits and a previous radio license application. Graham has also served as a judge for the PPI Radio Awards.

Graham is a director of Graham Molloy Limited (trading as Evolution), Avila Burke Ltd (trading as Insight Executive Search), Folk Promotions Limited (trading as Lunar Records) and Westland Studios Ltd. Graham is also a Director/shareholder in Dublin Rock Radio Limited but has no other interests, substantial or otherwise, in media or non-media operators.

(ii) Board Chairperson

It is envisaged that Trevor Bowen will be appointed as board Chairperson for Dublin Rock Radio (Classic) Limited.

(iii) Additional Appointments

We do not envisage additional director appointments at this time.

4.2 Proposed shareholding structure

(i) Number and Class of Shares

Dublin Rock Radio (Classic) Limited will be capitalised to an initial level of €1,500,000 comprising of one million five hundred thousand ordinary shares (voting) valued at €1 each.

(ii) Value of Loan Stock

€800,000 subordinated loan stock will be provided by shareholders on a proportional basis to the shareholdings held by them.

(iii) Shareholder names

The names of the intended shareholders in Dublin Rock Radio (Classic) Limited and their percentage holding, quantity of shares held and value, are as listed below.

Note: All shares are ordinary class with standard voting rights.

Name	%	Qty	Value (€)
Wireless Media Limited	25	375,000	375,000
Gaiety Investments Limited	15	225,000	225,000
Principle Management Limited	15	225,000	225,000
Mr. Graham Molloy	15	225,000	225,000
Mr. Frank Gleeson	15	225,000	225,000
Mr. Paul Kavanagh	15	225,000	225,000
Total	100%	1,500,000	€1,500,000

Note: If Dublin Rock Radio (Classic) Limited is successful in winning this license, then there may be a re-allocation of shareholdings within the existing group.

(a) Shareholders Name, Address, Recent Financial History and Other Interests

Mr. Simon Maher (Wireless Media Limited)
42 Marlfield Green
Kiltipper Way
Dublin 24

Simon is a director of the non-trading entity Alcatraz Communications Limited and he is also a director of Wireless Media Limited. Simon holds less than €500 worth of shares in Vodafone Group plc but has no other interests, substantial or otherwise, in media or non media operators. Simon has a good recent financial history (details available on request).

Mr. Gerard Roe (Wireless Media Limited)
5 Garden Village Drive
Kilpedder
Co Wicklow

Gerard is a director of the non-trading entity Alcatraz Communications Limited he is also a director of Wireless Media Limited. Gerard holds 165 shares in Vodafone Group plc and is signatory for a trust holding of 81 Vodafone shares for his eight year old son. He has no other interests, substantial or otherwise, in media or non-media operators. Gerard has a good recent financial history (details available on request).

Mr. Brian Daly (Wireless Media Limited)
Clonross
Drumree
Co. Meath

Brian is a director of the non-trading entity Alcatraz Communications Limited, he is also a director of Wireless Media Limited. Brian holds less than €1,000 worth of shares in Vodafone Group plc, but has no other interests, substantial or otherwise, in media or non-media operators. Brian has a good recent financial history (details available on request).

Mr. Peter Vamos (Wireless Media Limited)
15B Windsor Lane
Fairview Avenue
Fairview
Dublin 3

Peter is a director of the non-trading entity Alcatraz Communications Limited, he is also a director of Wireless Media Limited. Peter has no other interests, substantial or otherwise, in

media or non-media operators. Peter has a good recent financial history (details available on request).

Mr. Neill Austin (Wireless Media Limited)
219 Temple Court
Northwood
Santry
Dublin 9

Neill is a director of Wireless Media Limited, he has no other interests, substantial or otherwise, in media or non-media operators. Neill has a good recent financial history (details available on request).

Mr. John Caddell (Wireless Media Limited)
Apartment 24
Crescent House
Clontarf
Dublin 3

John is a director of Wireless Media Limited, he has no other interests, substantial or otherwise, in media or non-media operators. John has a good financial history (details available on request)

Mr. Tomás (Moss) Breathnach (Wireless Media Limited)
4 Landscape Avenue
Churchtown
Dublin 14

Moss is a director of Wireless Media Limited, he has no other interests, substantial or otherwise, in media or non-media operators. Moss has a good recent financial history (details available on request).

Mr. Aidan Lynch (Wireless Media Limited)
Il Villa Bank
Phibsboro
Dublin 11

Aidan is a director of the non-trading entity Alcatraz Communications Limited, he is also a director of Wireless Media Limited. Aidan holds 1440 shares in Crannog Software Limited (current employer), representing 0.3% of the issued share capital. He has no other interests, substantial or otherwise, in media or non-media operators. Aidan has a good recent financial history (details available on request).

Mr. Stephen Foley (Wireless Media Limited)
5 St. Martins Park
Lower Kimmage Road
Dublin 6w

Stephen is a shareholder in Wireless Media Limited and is owner of Foothold Communications, an engineering consultancy. He has no other interests, substantial or otherwise, in media or non-media operators. Stephen has a good recent financial history (details available on request).

Mr. Paul Kavanagh
127 Rathgar Road
Rathgar
Dublin 6

Paul is chief executive of Kavanagh Media, based in Dublin and consulting for media companies Ireland, Britain and France, he is also a director of Riviera Radio, Monaco. Paul has no other interests, substantial or otherwise in media or non-media interests.

Paul has a good recent financial history (details available on request).

Mr. Graham Molloy
68 Fosterbrook
Stillorgan Road
Co Dublin

Graham is a director of Graham Molloy Ltd t/a Evolution, Avila Burke Ltd t/a Insight Executive Search, Folk Promotions Ltd t/a Lunar Records and Westland Studios Ltd. Graham has no other interests, substantial or otherwise, in media or non-media operators. Graham has a good recent financial history (details available on request).

Mr. Paul McGuinness (Principle Management)
Avonmore House
Annamoe
Co Wicklow

Paul is 57 years of age and he is an Irish citizen. He is the founder and main shareholder of Principle Management and is a well known figure in the music and entertainment industry worldwide, perhaps most notably for the management of U2 over the past 30 years.

Paul holds 80% of the issued share capital of Principle Management. He also holds numerous non-executive directorships including Dublin Rock Radio (Phantom) and Ardmore Studios, of which he has a 35% shareholding which is held through Ardmore International Limited. He also owns 37.5% of the ordinary share capital of McGuinness

Whelan Publishing Limited, the company that publishes the music of Bill Whelan's Riverdance. Paul also has an investment in Sun 3 Media Plc – a media company operating in China. He also is an investor in Elevation Partners (a private equity partnership) which invests in various media assets.

Paul has no other interests, substantial or otherwise in media or non-media operators.

Paul has a good recent financial history (details available on request)

Mr. Trevor Bowen (Principle Management)
Glenamuck
Ballycorus Road
Kiltarnan
Co Dublin

Trevor is 59 and he is an Irish citizen. He is Paul McGuinness's partner in Principle Management and he was formerly a partner at KPMG. Trevor joined Paul in 1996 and holds 20% of the issued share capital of Principle Management. Trevor holds a number of non-executive directorships including Dublin Rock Radio (Phantom), Ardmore Studios Limited, The Point, Spencer Dock and Ulster Bank. He also is an investor in Elevation Partners (a private equity partnership) which invests in various media assets.

Trevor has no other interests, substantial or otherwise, in media or non-media operators.

Trevor has a good recent financial history (details available on request).

Mr. Denis Desmond (Gaiety Investments Limited)
Vartry Lodge
Killiney
Co. Dublin

Denis and his wife Caroline own Gaiety Investments Limited, he is also a director of the following companies :

MCD Management Services Limited, Evolving Music Company Limited, Solid Records Limited, Olympia Productions Limited, SFX Theatre Limited, Gaiety Theatre Limited, Gaiety Investments Limited, Artwave Investments Limited, MCD Management Services.ie Limited, Gaiety Entertainments Limited, Ambassador Productions Limited, Abrakebabra Investments Limited, Greenash Limited, Santa's Kingdom Limited, MCD Productions Limited, South Productions Limited, DRG Limited.

Denis holds no other interests substantial or otherwise, in media or non-media operators and has a good recent financial history (details available on request).

Ms. Caroline Downey - Desmond (Gaiety Investments Limited)
 Vartry Lodge
 Killiney
 Co Dublin

Caroline is co-owner of Gaiety Investments Limited, she is also a director of the following companies:

MCD Management Services Limited, MCD Productions Limited, Evolving Music Company Limited, Solid Records Limited, Olympia Productions Limited, SFX Theatre Limited, Gaiety Theatre Limited, Gaiety Investments Limited, MCD Management Services.ie Limited, Gaiety Entertainments Limited, Abarakebabra Investments Limited, South Productions Limited.

Caroline holds no other interests substantial or otherwise, in media or non-media operators and has a good recent financial history (details available on request).

Mr. Frank Gleeson
 4 Deerpark Drive
 Castleknock
 Dublin 15

Frank owns Whelans and The Village Venue on Wexford Street. He is a director of Coxstone Limited and Minato Mills Limited, operating Whelans and The Village Venue, respectively. Frank also owns a number of licensed premises, commercial properties and residential properties within the greater Dublin area.

He holds no other interests substantial or otherwise, in media or non-media operators and has a good recent financial history (details available on request).

(b) Beneficial Ownership

The beneficial owners of Dublin Rock Radio (Classic) Limited will be the individuals previously listed in this section.

(c) Number and Class of Shares Held

The number and class of shares held by each individual will be as indicated previously in the shareholders names list (section 4.2 iii) (a)

(d) Voting Rights

All shares are ordinary and hold equal voting rights.

(e) Loan Stock Subscribed By Each Shareholder

€800,000 subordinated loan stock will be provided by the shareholders proportional to

the shareholding percentages illustrated in the table above.

(f) As per table above

(vi) Exit Mechanisms:

All investors in Dublin Rock Radio (Classic) Limited are fully committed to the ROCK RADIO 100.3 proposal for the long term. It is our intention to invest time and resources as is necessary to develop the station as a viable commercial entity. We expect ROCK RADIO 100.3 to be considered as a driving force within the radio and local music industry, operating under our direction for many years to come.

If it becomes necessary for any member to leave the consortium then their shareholding will be offered to the other existing members, on a basis proportional to current holdings. Full shareholding agreements including exit mechanism aspects will be formally drafted and implemented in due course (with the agreement of the Commission).

4.3 Management Structure

(i) Management Structure of the Company

The ROCK RADIO 100.3 management group will be made up of five principal management staff. Several of these management personnel will be shared with PHANTOM 105.2. In order to ensure the smooth running of the company there will be two Managers charged with overall day-to-day operation of the company and the radio station comprising:

Chief Executive: The Chief Executive Officer, will have overall responsibility for the strategic development of ROCK RADIO 100.3, along with ensuring business and broadcasting regulatory compliance. The Financial Controller and Sales and Marketing Managers will report directly to the Chief Executive. The Chief Executive Officer will sit on the board of Dublin Rock Radio (Classic) Limited.

Programme Director: The Programme Director will have direct responsibility for all the programmers working on the station. He will be responsible for ensuring that ROCK RADIO 100.3's broadcasting policies and programming commitments are adhered to and he will also take responsibility for broadcast training and staff development.

Marketing Manager: The Marketing Manager will be responsible for the station's promotional and marketing strategies and will work with other members of the management team on strategies to increase the station's profile, audience share and revenue. The Marketing manager will also be responsible for the stations outside broadcast and on-street presence.

Sales Manager: The Sales Manager will have responsibility for airtime sales, sponsorship and other revenue streams for ROCK RADIO 100.3. While agency sales will be handled by a sales house, all direct sales will be handled by stations own sales executives.

Financial Controller: A Financial Controller will be appointed on a contract basis to oversee the financial performance of ROCK RADIO 100.3 and to assist the radio station's Administrator/Day Accounts and Sales Departments.

All members of the ROCK RADIO 100.3 management team will meet formally on a weekly basis to assess progress and work on any issues arising, or due to arise, during a broadcasting week. The senior management team will also be responsible for reporting to the board of Dublin Rock Radio (Classic) Limited.

(ii) Rock Radio 100.3 Management Team

(a) Chief Executive Officer:

The proposed Chief Executive Officer for ROCK RADIO 100.3 is named in the Confidential Annex to this document. He has many years of experience in broadcasting and in successfully developing radio formats.

(b) Programme Controller:

In the pre-launch phase of ROCK RADIO 100.3, Peter Vamos and Paul Kavanagh will act as joint Programme Controllers for the station. Peter Vamos of 15B Windsor Lane, Fairview Avenue, Fairview, Dublin 3 is a Canadian citizen and is 43 years of age. He currently holds the position of Programme Director at Phantom 105.2.

Paul Kavanagh of 127 Rathgar Road, Dublin 6 is 42 years of age. Paul is an Irish citizen and has over 20 years direct experience in radio presentation and management. Paul has operated and consulted for over 29 stations in six different countries. Paul has developed some very well respected radio businesses such as Live 95, 96fm, Newstalk 106, Atlantic 252, Sunshine 101, Kiss 100 and Magic 105.4 in London.

Both Paul and Peter have extensive experience in the Commercial Radio sector with combined experience of over 40 years. Paul and Peter will be working to secure the best possible Programme Director for the station and have already approached a number of candidates. After the appointment they will continue to be available to the new Programme Director on an advisory basis.

(c) Financial Controller:

The proposed Financial Controller of ROCK RADIO 100.3 is Joe Moreau. Joe Moreau FCA is a senior partner at Byrne Moreau and Connell (BMC) Chartered Accountants, Harmony Court, Harmony Row, Dublin 2. Joe, of 45 St Lawrence Road, Clontarf, Dublin 3 is 52 years of age and has over 25 years of experience as a Chartered Accountant and

business consultant. He is also a founding shareholder and former director of Today FM.

(iii) Policy with regard to management

(a) Management Remuneration

Management working for ROCK RADIO 100.3 will be salaried staff. The salary scales are set out in the relevant section below. Salaries will increase as the radio station becomes more established in the market.

(b) Employment Contracts

All members of ROCK RADIO 100.3's management team will be employed on a contract basis. These contracts will be drawn up by the company's solicitor Carl Haughton of Haughton's Solicitors and will be in adherence with all workplace legislation and regulations.

(c) Share Options

Several members of the management team are shareholders in the applicant company. It is intended to offer a share incentive scheme to senior members of staff after three year's of the station's operation.

(d) Pensions and Benefits

A company pension scheme will be established for senior members of management in Year 2 of the stations operation and for other staff members in Year 4.

(e) Any other relevant commitments

It is in the stations interest to ensure that all staff take on as much training as they can and partake in self development. The company will do everything they can to facilitate all staff development.

4.4 Staffing Matters

(i) Staffing Structure

It is envisaged that from commencement of operation ROCK RADIO 100.3 will have a full time staff of 24 with a contract/ freelance/part-time staff of 14. This will rise to 26 full time and 19 contract/freelance/part-time staff after year three of the stations operation.

NOTE: Some members of the staff will be shared between ROCK RADIO 100.3 and Phantom 105.2. These are marked in the staffing list set out below and on the staffing diagram in Appendix 4.

Chief Executive Officer	
Classic Rock Programme Director	
Marketing Director	
Head of Music	
Classic Rock Head of Production	
Head of News	
Full Time Presenter 1 – Breakfast	
Full Time Presenter 2 – Mid Morning	
Full Time Presenter 3 – Lunch	
Full Time Presenter 4 – Drive	
Full Time Presenter 5 – Rock Talk	
Full Time Producer 1 – Breakfast	
Full Time Producer 2 – Rock Talk	
Full Time Production Assistant	
Full Time Production Assistant 2	
Full Time Journalist 1	
Full Time Journalist 2	
Sales Manager	
Sales Executive 1 – Shared	
Sales Executive 2 – Shared	
Contract Financial Controller – Shared	
Accounts Administrator – Shared	
Traffic Manager – Shared	
Reception – Shared	
Promotions Assistants 2	
Part Time Presenters/Researchers	

All staff will be employed on a contract basis. These contracts will be drawn up by the company's solicitor Carl Haughton of Haughton's Solicitors and will be in adherence with all workplace legislation and regulations.

As members of the applicant group, management staff within the station will hold a percentage shareholding within the company. However, further management appointees will not be entitled to a shareholding within the company.

(ii) Proposed Salary Levels

Chief Executive Officer	€80,000
Classic Rock Programme Director	€45,000

Marketing Director	€60,000
Head of Music	€45,000
Classic Rock Head of Production	€40,000
Head of News	€41,000
Full Time Presenter 1 – Breakfast	€45,000
Full Time Presenter 2 – Mid Morning	€40,000
Full Time Presenter 3 – Lunch	€45,000
Full Time Presenter 4 – Drive	€40,000
Full Time Presenter 5 – Rock Talk	€35,000
Full Time Producer 1 – Breakfast	€30,000
Full Time Producer 2 – Rock Talk	€30,000
Full Time Production Assistant	€28,000
Full Time Production Assistant 2	€28,000
Full Time Journalist 1	€30,000
Full Time Journalist 2	€30,000
Sales Manager	€50,000
Sales Executive 1 – Shared	€32,000
Sales Executive 2 – Shared	€32,000
Contract Financial Controller – Shared	€40,000
Accounts Administrator – Shared	€35,000
Traffic Manager – Shared	€35,000
Reception – Shared	€24,000
Promotions Assistants	€25,000
Part Time Presenters/Researchers	€140,000

Note: A Contingency Fund will be available to cover for staff on holidays or absent through illness etc. This fund will be €50,000 in year one.

(iii) Recruitment of Staff

It is envisaged that posts within ROCK RADIO 100.3 will be publicly advertised in both the national press and relevant trade magazines and newspapers such as Broadcast, Radio World and the Radio Magazine.

In keeping with its policy of giving young talent a chance to show their skills on ROCK RADIO 100.3 the company will also approach colleges such as Dublin City University, Dublin Institute of Technology, Colaiste Dhulaigh and Ballyfermot College of Further Education with a view to employing graduates of their radio related courses.

(iv) Industrial Relations

ROCK RADIO 100.3's industrial policy will be in accordance with normal industrial policy and regulations. All staff members will be permitted to be members of their relevant union.

(v) Pay Agreements and Pension Schemes

All staff contracts in terms of remuneration will be reviewed every year and increases commensurate with experience and productivity will be granted. An Employee Pension Scheme within the company is planned for the future.

(vi) Staff Training and Development

Dublin Rock Radio (Classic) Limited has set aside €35,000 for training in year one and this figure will increase over the following years.

It is intended that the training budget will be spent on industry-recognised courses relevant to all aspects of station operation covering the areas of Broadcast Skills, Management, Technical, and Health & Safety. It will be station policy to develop required skills within the organisation to maximum effect using appropriate training methods. Employees will be actively encouraged to broaden their skills-base through participation on recommended courses. This policy will also be highlighted in the proposed employee induction pack and each employee will have their own individual training plan set out and documented according to their specific requirements. Dublin Classic Rock Radio will participate fully in the Learning Waves courses and initiative.

(vii) Share Option Scheme

It is envisaged that an employee share option scheme is to be established after year three of ROCK RADIO 100.3's operation in order to reward staff for their work and commitment to the company.

4.5 Character of the Applicant**(i) Has the applicant ever been convicted of an offence involving fraud or dishonesty?**

Answer – No

(ii) Has the applicant ever been restricted or disqualified as a Company Director, or convicted of any offence under the Companies Acts 1963-2006 (as amended) in this jurisdiction or under equivalent legislation in any other jurisdiction?

Answer – No

(iii) Has the applicant ever been adjudicated a bankrupt, become insolvent or entered into a voluntary arrangement with creditors, or had a receiver appointed to any of his assets, in this or any jurisdiction?

Answer – No

(iv) Has the applicant ever been a director of a company to which a receiver was appointed, which went into compulsory liquidation, creditors' voluntary liquidation, examinership or which made any arrangement with its creditors or class of creditors?

Answer – No

(v) Has the applicant ever been convicted of an offence under any legislation by which Broadcasting and/or Wireless Telegraphy is regulated in this or any other jurisdiction?

Answer – No

(vi) Has the applicant ever had a license or contract issued by a broadcasting licensing body or any other statutory body suspended or revoked in this or any other jurisdiction?

Answer – No

(vii) Is the applicant aware of any reason why it may not be a fit and proper person to be awarded a contract?

Answer – No