

I. Introduction from the Chairman

The public has high expectations of the BBC – and rightly so. They expect landmark programmes; vigorous and impartial journalism; the highest standards of distinctive, independent broadcasting. They expect it to offer everyone something they love and do things that others can't or won't attempt. In short, they expect the BBC to be special and to stay special. Our job as BBC Trustees is to make sure the BBC lives up to those high expectations.



The Trust does not manage the day-to-day operations of the BBC. But we make sure that those who do – BBC management – do their jobs properly and in line with the strategy we set, and we hold them to account for their performance. The Trust, in other words, plays a crucial shaping role - ensuring that the BBC the public pays for is the BBC the public wants.

The independence of the BBC is something we know the public values highly. A key part of what we do is to protect this independence against undue political or commercial pressures. But of course independence does not mean the BBC should escape proper scrutiny. The Trust has important work to do here, for example through our programmes of regular and searching reviews of every aspect of BBC activity. This rigorous scrutiny we exercise on behalf of the public is a guarantee that public money is being spent properly – and it underpins the independence of the BBC and the great privilege of licence fee funding. We test, challenge and support the BBC's management to deliver the highest quality and the greatest efficiency to all licence fee payers from the many and diverse communities across the UK. We also take account of the potential market impact of the BBC to ensure it doesn't stifle innovation and enterprise from elsewhere or do anything that might restrict licence fee payers' media choices beyond the BBC.

In our second year, we have continued to ensure the BBC delivers its services efficiently and we have held BBC management to account when they have not met the high standards we expect of them. Our work has been dominated by three themes:

- *Making sure the BBC serves the whole UK:* We commissioned a major study of how events in the Nations of the UK are represented in BBC network journalism. The study revealed shortcomings that are now being rectified by BBC management. We have kept up the challenge to management to move significant amounts of programme making out of London, resulting in significant plans for change. We established through an economic impact study how the BBC contributes to the wider national broadcasting and creative sectors across the UK.
- *Editorial standards:* We took decisive action following the very serious breach of editorial standards during an edition of the Russell Brand show on BBC Radio 2. As a result management is implementing strengthened editorial controls and compliance processes – and we will independently validate the effectiveness of the results. We have also been active in developing measures to improve public trust in broadcasting.
- *The BBC and the wider market:* We turned down management proposal to launch an online local news service after conducting a Public Value Test (PVT) that showed limited public enthusiasm for such a service and potentially negative market impact – a final decision on this awaits the outcome of our consultation on the PVT outcome. Following public controversy over high salaries paid to some BBC on-air talent we commissioned an independent study of this complex and sensitive issue. We also took a close look at the

BBC's use of sponsorship money in staging events, and as a result management will operate under much stricter rules.

In all our work we focus on placing audiences at the centre of what we do. They expect the best from the BBC and they expect the Trust to act when things go wrong. Through open consultations and extensive research we have developed our own strong understanding of BBC audiences, and through our work on value for money, we seek to ensure that licence fee payers get the best possible value from their licence fees.

Into the Trust's third year: the work plan for 2009/10

In the year to come, we aim to improve our own performance by concentrating on a smaller number of issues, but in greater depth. We want to consolidate the work we've done in our first two years and improve our ability to respond to those issues the public believe to be of the greatest importance. In all our work we will continue to draw strength and insight from the valuable contribution made by the network of BBC Audience Councils that inform our work.

We will also continue to play a full and active role in the unfolding debate about the future of public service broadcasting. We will assess the Partnership Proposals submitted to us by management on ways the BBC can use its strengths to the benefit of the whole UK broadcasting sector.

Our work plan for 2009/10 will help us ensure the BBC remains focused on delivering maximum value to audiences across the UK. As well as more intensive work on editorial standards, we will also be reviewing some of BBC's most popular services including BBC One, BBC Two and Radio 2.

In this document we have grouped the Trust's planned work by reference to the three main duties of the Trust: stewardship of the licence fee and other resources; upholding the public interest in the BBC; and the effective promotion of the public purposes.

We have also highlighted work the Trust has in train or regularly performs as context for any new work we plan, since some of our work will involve following through and ensuring outcomes from research or other work commenced last year.

As we did last year we are opening this draft plan for public representations. More details of how to give us your views are at the back of this document.

Sir Michael Lyons
Chairman, BBC Trust

2. Summary work plan

This is an indicative plan for some of the Trust's main activities mentioned in this document

	Work scheduled to start	Work scheduled to complete
Spring 2009	Talent Costs Follow-Up	Younger Audiences Service Review*
	Film Strategy Review	Board Performance Evaluation
	Radio 2 and 6 Music Service Reviews*	World Service Research Programme (08/09)
Summer 2009	Sports Rights	Partnership Proposals*
	Mystery Shopping Complaints Framework	VFM Study Major Events
Autumn 2009	iPlayer Review (incl. Pre-booking and Syndication Policy Reviews)	
	Boundaries/ Generally Accepted Standards Review*	VFM Study PQ, BH and Salford
	BBC One, Two, Four and Red Button services reviews*	
	BBC Alba Review*	
	World Service Research Programme (09/10)	

* Denotes activities which are likely to include forthcoming consultation or periods for representation

3. Stewardship of the Licence Fee and other resources

Summary

It is the Trust's role to ensure the public gets the very best value from its licence fee. We are the body charged with ensuring the BBC delivers value for money, the guardians of the licence fee.

2007/08 saw the Trust approve the six-year plan for the future of the BBC. This year, we will continue to monitor implementation of the plan by the Executive, including both the quality of the BBC's services, and achievement of efficiency savings to allow reinvestment in new services. We will pay close attention to the effects of a more challenging economic environment for the BBC.

The Trust will continue its programme of value for money studies, with assistance from the National Audit Office, to ensure licence fee payers get the best possible return for their money.

Priorities for the licence fee, value for money and efficiency

In October 2007, the Trust approved the six-year plan for the BBC. The aim of that plan was to make the BBC fit for a digital future, where audiences will demand more services to be delivered online in ways that suit them. The plan was designed to ensure that existing services are managed in the most efficient way possible in order to release funds for the new investment required without compromising the quality of existing services.

In order to do this the Trust designed key measures that are published as part of the Annual Report. These are designed to help the Trust make an informed judgement as to how well the BBC is delivering against the strategic objectives set out in the six-year plan and also to assess the BBC's effectiveness in driving efficiency whilst maintaining quality. The Trust developed the performance management framework for measuring efficiencies after discussions with the National Audit Office (NAO). Achievement of efficiency is tracked against measures set in line with that framework. The BBC's external auditors will continue to report each year on the Executive's achievement.

STRATEGIC GOAL/AMBITION

Reach

1. The BBC should maintain the maximum reach consistent with its purposes and values – the BBC is paid for by everyone so we must ensure that everyone gets something of value from the BBC. "Reach" is a measure that tells us how many people are consuming the BBC's services.

Quality

2. The BBC should seek to increase the distinctiveness and quality of its output. Audiences have told us clearly that their top priority is to see more quality programming from the BBC that is fresh and original and does not duplicate what is done elsewhere. We will measure how well the BBC meets the audience's expectations.
 3. The BBC should restore trust in its output. Trust emerged as a key issue for all broadcasters in 2007. Trust lies at the heart of the BBC's public service mission so it is vital we track public perceptions of this.
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	<p>4. The BBC should maintain perceived value among higher approvers.</p> <p>5. The BBC should increase perceived value among middle and lower approvers. The Trust has set the BBC the goal of improving programme provision for those who do not greatly use or value the BBC, while at the same time ensuring those who currently value the BBC continue to do so.</p> <p>It is a challenging task but one that the BBC has a duty to achieve.</p>
Impact	<p>6. The BBC should improve delivery of its public purposes. The BBC exists to promote its public purposes. These have been subject to extensive public consultation and the Trust will now monitor how well the BBC is doing in delivering these purposes, particularly in areas where licence fee payers say that it can – and should – do better.</p>
Value for money	<p>7. Three per cent net efficiency target – measured separately and independently verified. As a publicly funded organisation the BBC has a duty to show that it is delivering its services in ways that maximise value for money for licence fee payers.</p>

We expect the broad direction set by the six-year plan to endure for this licence fee settlement period but, of course, detailed plans will adapt and change over time and will be influenced by external events such as the economic downturn.

Although the licence fee provides considerable security for the BBC, the current settlement is not index-linked and the BBC is not immune to the wider pressures in the economy. These include the effect of falling property values on our plans to make the BBC estate more efficient, lower growth in the number of new households paying the licence fee and the trading environment for BBC Worldwide. In addition to approval of a high-level rolling three year budget, the Trust is working with the Executive on the evolution of the BBC's long-term strategic plans to meet these pressures.

Value for money studies

The Trust has responsibility for ensuring the BBC delivers value for money. As part of this the Trust commissions value for money studies. These studies provide an independent check on the activities of management, highlighting areas where the BBC performs well and also where it can do better. The forward plan for VFM studies is developed with the assistance of the NAO, and the Trust has agreed its VFM programme for 2009-10, after discussions with the Comptroller and Auditor General. The studies for 2009-10 are:

VFM study of investments in Pacific Quay, Broadcasting House and Salford Quays

The BBC has a significant capital investment programme, including the redevelopment of Broadcasting House, the Pacific Quay project and the forthcoming move to Salford Quays. The study will seek to examine the development of the projects, how lessons learned have been applied in Salford and whether the BBC has secured the technology benefits it anticipated from these investments.

VFM study of Major Events

The BBC covers a wide variety of major external events, from the Olympics to Glastonbury, with associated financial, logistical, technical and organisational challenges. The study would examine the financial and project management of a number of such events through case studies, evaluating performance against best practice in financial management.

In addition to these studies the Trust considers value for money as part of its service reviews and a range of other ways. We will be undertaking the following work:

Talent Costs Follow Up

As promised, we will review the progress BBC management have made in acting on the recommendations set out in the Trust's report into the talent market conducted by Oliver & Ohlbaum in 2008 and include this within our annual report.

Preparation for switchover and Targeted Help Scheme

The Government and Ofcom have responsibility for the switchover of the UK to digital broadcasting. The Government has asked the BBC to deliver assistance to those most vulnerable in society at the time of digital switchover. Last year, the Trust approved the appointment of a main scheme contractor to run the targeted help scheme, along with measures to ensure the delivery of value for money. We shall continue to monitor progress throughout the year ahead.

4. Upholding the public interest in the BBC

Summary

The Trust has an ongoing commitment to ensuring audiences always get programmes they can trust, and holding the BBC's senior management to account when things go wrong. In the coming year the Trust will oversee over the review of the Editorial Guidelines. As part of this work, and following an unacceptable breach of standards in the Russell Brand show, it will look at the boundaries of generally accepted standards in BBC programmes and commission an independent review into compliance in Audio and Music. We will continue to monitor closely the activities of the BBC's operations on the wider markets and help to ensure the BBC trades fairly.

The Trust has been an active participant in the Digital Britain review and regards it as vital that the interests of audiences are placed first and foremost in the outcome. We will be returning as promised to the decisions reached on the Gaelic and iPlayer public value tests to examine how the services are operating. We will also be conducting a range of work linked to our equalities duties.

Editorial standards and impartiality

2007 saw many broadcasters face serious editorial issues across a range of programming. Last year, the Trust challenged the Executive to take action to help restore public trust in the BBC's output and there is, despite a number high profile setbacks, some evidence of success. The Trust, however, remains concerned that serious editorial breaches have occurred and will be working closely with the Executive to ensure follow up actions identified as part of the Trust's finding on the Russell Brand show on Radio 2 are implemented properly. As part of this it will commission a review to independently validate the effectiveness of the Executive's measures to strengthen editorial controls and compliance in the Audio & Music division.

The Trust maintains oversight of the BBC's editorial standards. In the coming year it will oversee the review of the BBC's Editorial Guidelines. This is a significant review and has been brought forward as a result of a review commissioned by the Trust of the Executive's plan to improve compliance.

The Trust considers reports on complaints and comments from the public through the monthly work of its Editorial Standards Committee (ESC). The Trust consulted on a new complaints framework for the BBC which was implemented last year. The Committee adjudicates on appeals by complainants who are not satisfied with decisions reached by the BBC Executive.

A new review covering the boundaries of acceptable standards will commence in the coming year to further inform the BBC's editorial approach. We will also conduct a follow on study regarding the impartiality of network news coverage of the devolved nations to check progress and ensure the BBC's output in this respect is duly impartial. The Trust does not propose to launch a further impartiality or editorial review this year, but will be exploring possible subjects for future reviews including the coverage of science.

The Trust has a Charter duty to represent the interests of everyone, and continues to make every effort to ensure that its decision-making appropriately considers the many different attitudes and

behaviours among different communities of licence fee payers. As part of this, the Trust believes the BBC should reflect the lives of those it serves throughout the UK. The on-air portrayal of the diverse communities of the UK is a complex and potentially controversial subject. Through the coming year the Trust will be working with our Audience Councils to examine questions of portrayal.

Public Service Broadcasting and Digital Britain

The UK broadcasting sector has seen a number of reviews in the past three years or so, central to which have been Ofcom's second review of PSB and now the Government's Digital Britain review. The Trust has been an active participant in these reviews and regards it as vital that the interests of audiences are placed first and foremost in the outcome of these reviews. The Trust also serves to protect the integrity and independence of the BBC including the accountability the BBC has to the public for spending the licence fee.

The Trust also has a formal role in the approval of the new Partnership proposals from the Executive to work in closer partnership with the wider industry. We expect to conduct approvals processes in the spring and summer of this year.

Coverage and distribution of services

The BBC will face some difficult budgetary decisions within the next year. Reflecting the concerns of our Audience Councils, however the Trust attaches priority to ensuring that as well as producing programming for the whole nation, the BBC should deliver services to the whole nation insofar as financial, technological and physical constraints allow. We will be asking the Executive to review their distribution plans taking into account any proposals in the Government's Digital Britain review, and report back to the Trust.

Follow up to Public Value Tests

Review of BBC Alba

In publishing its conclusions on the Public Value Test for Gaelic television, the Trust decided it would review the operations of BBC Alba before digital switchover in Scotland. One of the considerations to be dealt with by this review will be whether to carry BBC Alba on Freeview. The Trust will publish its terms of reference for the review and be open to stakeholder comment.

iPlayer Review including Pre-booking and Syndication Policy

When the BBC's on-demand television proposals were approved by the Trust after conducting its first Public Value Test, the Trust committed to reviewing iPlayer against the criteria agreed as part of the conditions of its approval. The Trust also committed to reviewing subsequent developments such as pre-booking and the BBC's syndication policy in making iPlayer content available via other platforms and broadcasters. In order to streamline these reviews and improve the Trust's efficiency, we will be launching a single project to examine these three issues together and will be open to representations from audiences and industry on a number of points.

Equalities

Single Equality Scheme

Our published Equality schemes are updated annually, and thoroughly reviewed every three years. They are due for a full review by the beginning of 2010. In addition, the Government is expected to introduce equality legislation during 2009 which will require organisations to publish a single equality scheme, rather than separate schemes, and so our 2010 work must take this into account. Legislation requires us to consult with those affected by the schemes, and so we will carry out a consultation with stakeholders

Equal Opportunities Report

The Agreement (Clause 85) states that the Executive Board must at least once a year make a report to the Trust on the current operation and effectiveness of the arrangements for promoting equality of opportunity in employment. The BBC Trust is required to publish its observations and will expect to do this in July 2009.

Fair trading and market impact

The Trust has significant duties in relation to the potential market impact of the BBC and to ensure it trades fairly. In 2007, we put in place a comprehensive new system of policies and procedures for fair trading. Last year there was a rise in the number of fair trading complaints made to the BBC Executive, albeit from a low base. There was also a small rise in appeals to the Trust. While this may suggest both better awareness of the new complaints and appeals system and that the system is working properly so that most complaints are being resolved at the first stage, this is an area the Trust will continue to scrutinise closely.

Review of Sports Rights – ‘The Crown Jewels’

The Trust will oversee work to deliver a response to the Department for Culture, Media and Sport (DCMS) consultation on the so-called ‘crown jewels’ of the UK sporting calendar, such as Wimbledon. The DCMS review will result in an updated list of sporting events which public service broadcasters will have a right to broadcast free-to-air.

BBC Training Report

The Agreement (Clauses 84 & 85) states that the Executive Board must at least once a year make a report to the Trust on the current operation and effectiveness of the arrangements for the training and retraining of staff. The BBC Trust is required to publish its observations and will expect to do this by July 2009.

5. The effective promotion of the public purposes

Summary

A key role for the Trust is ensuring the BBC meets the public purposes set out in the Charter. More broadly, the Trust also seeks to ensure the BBC delivers value for the public in all its activities.

At its inception the Trust concentrated on building a detailed picture of what the audience thought about the importance of the BBC's public purposes and how well it was living up to them. When we agreed the BBC's six-year plan in 2007, we directed the Executive towards those areas where the public was concerned there were gaps: in innovation and distinctiveness (or, put another way, fresh and imaginative programming), services for the young and local services. At the same time we expect services to be maintained for existing audiences who already benefit from and enjoy the BBC. Under the Charter, the Trust must review all the BBC's major services at least once every five years. Taking into account wider developments in the market, not least the loss of children's programming from ITV1 and reduced local news output on television, this year's reviews will focus on aspects of the BBC's core services – including BBC One, BBC Two and Radio 2.

The BBC's public purposes

The Public Purposes of the BBC are:

- *sustaining citizenship and civil society;*
- *promoting education and learning;*
- *stimulating creativity and cultural excellence;*
- *representing the UK, its nations, regions and communities;*
- *bringing the UK to the world and the world to the UK;*
- *in promoting its other purposes, helping to deliver to the public the benefit of emerging communications technologies and services and, in addition, taking a leading role in the switchover to digital television.*

A central plank of the Trust's routine work is to monitor how the BBC's services are delivering the public purposes of the BBC. During 2007 we undertook a major study into the public purposes of the BBC, asking a representative cross-sample of 4,500 members of the public what they really thought about the importance of the Purposes and how well the BBC was performing against them.

The Trust used what it learnt from that study to challenge the BBC Executive to bring forward plans to meet the purposes and fill any gaps – particularly in respect of innovation and distinctive programming, or fresh and imaginative programming as licence fee payers think of it.

Our research showed that audiences look to the BBC to avoid taking well-trodden paths and instead to provide programming that is fresh and that demonstrates new ideas. Our study into talent costs last year amplified this view in certain key areas. The BBC's performance in addressing

this issue will continue to be the focus of the Trust's work in monitoring the BBC's performance over the next four years remaining in its six year plan.

Other key gaps identified included the provision of news and current affairs to underserved audiences; formal education for children; and how effectively the BBC represents different nations, regions and communities and its provision for them. In addition to tracking the delivery of the BBC's purposes through audience research, the Trust also monitors the performance of the BBC's services on a regular basis and reports its conclusions in the Annual Report and Accounts. In doing so the Trust ensures that services are continuing to create public value by performing appropriately according to the measures and commitments set out in their Service Licences. A more in-depth consideration of the services is afforded by the regular service reviews.

Service reviews

The Trust has a duty to review every BBC service at least once in five years. Service reviews offer the Trust the opportunity to ensure that each BBC service is delivering the right output for the public and if necessary the Trust can instruct management to make changes. The knowledge gained from our audience research has led the Trust to set its programme of service reviews for 2009/10 to focus on key services for television and radio with a mix of niche and mainstream programming.

The studies will cover reviews of BBC One, Two and Four television and the Red Button services as well as Radio 2 and 6 Music. Taken together, the reviews will cover an area of broadcasting where the BBC serves much of the audience with a wide range of programmes and makes its biggest financial investment in content. We will want to be sure that the full range of public purposes are being delivered by these services through distinctive and high quality content.

Television Service Review

This is the full five year review of BBC One, Two, Four and Red Button looking at their performance against service licence criteria and likely future development in light of market, technological and audience changes. BBC Three was covered in 2008-9 as part of the young audience's review.

Popular Radio Service Review

This is the full five year review of Radio 2 and Radio 6 Music looking at a range of performance criteria as set out in the relevant service licences. It will assess likely future direction mapped against market, technology and audience developments.

Film Strategy Review

The Charter and Agreement require the Trust to agree a Film Strategy with the Executive. We will bring the review to a conclusion alongside the television service reviews.

World Service Research Programme

The Trust will continue to undertake regular reviews of how the World Service is performing with audiences overseas.

Purpose Remit Monitoring

This is ongoing activity looking at how well the Trust is discharging its duties under the Charter and Agreement which draws on a wide range of evidence, including the Trust's own bespoke audience research.

6. Audience Council Priorities

Summary

The Trust is advised and supported by Audience Councils for each of the four UK nations and an additional network of regional audience councils in England. The Audience Councils comprise volunteers from a diverse range of backgrounds and play a key role especially in flagging emerging issues and adding outreach activities to complement the Trust's research.

We will continue to ensure we make the most effective use of the Audience Councils as advisory bodies to the Trust.

Audience Council Priorities

The Audience Councils advise the Trust each year of the key issues they see for audiences that the Trust should address. Consideration of these priorities forms part of the process for planning this forward work plan and they are reflected within the Trust's planned actions. The priorities agreed by Audience Councils and approved by the Trust are listed below:

1. Digital and other access issues

The BBC should ask the Executive to develop plans to work towards greater access for all BBC content on digital platforms. In particular Audience Councils attach importance to DAB radio across the UK; in Scotland for BBC Alba on DTT; in Northern Ireland, DAB carriage for BBC Radio Foyle; and carriage for BBC Radio Cymru and BBC Radio Wales on DAB and FM across the whole of Wales.

2. Network commissioning outside London

That the Trust should monitor the delivery, within the timescale which it set, of the proposals announced by BBC management arising from the TV Network Supply Review. That in monitoring the roll out of the plans it ensures that the BBC maintains and develops sustainable production centres across the UK.

Within this it was of particular priority for Audience Council England that whilst welcoming the creation of a new hub in Salford, particular attention should be paid to the sustainability of Bristol and Birmingham. Audience Councils welcome the commitment to undertake a Network Supply Review for Audio and Music in 2009 and request that the Trust keep Councils informed of the progress of this review.

3. Portrayal

That the Trust should investigate ways in which the BBC might better portray the full diversity of the UK's nations and communities in the regions of England, across its Network services, significantly enhancing the cultural representation of the English regions, Scotland, Wales and Northern Ireland.

4. Impartiality Review of the Coverage of Devolved Matters

That the Trust should carefully monitor the implementation of the BBC management's actions regarding the Impartiality Review of Network News and Current Affairs coverage of devolved matters.

5. Audience Councils operation and communications

That the Trust should strengthen its relationship with the Audience Councils through the implementation of the outcomes of the Maximising Audience Council Effectiveness project, and seek to achieve more visible participation of the Audience Councils in its work to ensure the widest audience participation in the processes leading to its decisions. This should include a review of a communication strategy for the Trust and Audience Councils.

6. Editorial standards and complaints handling

That the Trust should undertake work to gather audience views on acceptable editorial standards and improve audience understanding of the BBC's complaints procedures.

7. National, Regional and Local news services

That the Trust should keep in mind that Audience Councils continue to attach importance to ensuring the BBC delivers high quality services to its audiences at a national, regional and local level, including ensuring sufficient investment in the infrastructure of local and regional radio services and seeking ways to improve the range and depth of regional and local news coverage.

The Trust will consider all these priorities in its work and there are numerous actions contained within this plan. In respect of the priority identified around news, the Trust will consider this in the light of the BBC Executive's response to the Trust's interim decision on the local video public value test.

7. The operation of the Trust

Summary

The BBC Trust and our supporting unit were established in 2007 and, after a period of initial growth during the set-up phase, last year we reached what we believe to be a broadly stable state. The coming year will see a consolidation of our role as guardian of the licence fee, maintaining the BBC's independence and ensuring BBC management are held to account for the services they deliver on behalf of licence fee payers. Although the Trust is small in comparison to the wider BBC, we must continue to strive to reach the right balance between making sure there is an effective challenge on behalf of the audience and not imposing undue costs and distracting management efforts.

Although the Trust was structured with value for money considerations in mind, it should be subject to similar financial discipline as the rest of the BBC. In line with good practice we review the performance of the board annually.

Operation of the Trust

The Trust regularly reviews its operation and procedures with the aim of working as effectively and openly as possible. In 2008, for example, the Trust started publishing detailed six monthly reports of expenses incurred by Trustees in carrying out their duties. We have also introduced a formal hospitality register, which is published on our website together with the Trustees' registers of interests.

The Trust has redesigned its annual business cycle to enable audience priorities proposed by the Audience Councils to inform the Trust's annual work plan. From January 2009, we have also implemented a revised committee structure to strengthen the Trust's oversight of key issues and streamline its business. Terms of reference for all the committees are published on our website.

Board Performance Evaluation

The Trust undertakes a formal board evaluation exercise annually in accordance with its Standing Orders and best practice in the Combined Code, and publishes a summary of its findings in the Annual Report. Each committee is also required under its terms of reference to review its performance annually.

Mystery Shopping the Complaints Framework

This exercise will test the editorial and general complaints framework during 2009 and 2010 using both desktop sampling audit and an independent research agency to investigate specific complaint scenarios. The aim of conducting this work will be to ensure that the new complaints framework and procedures introduced in 2008 have been correctly implemented across all departments.

We will report back against the achievement of this plan in the 2009/10 Annual Report highlighting the action we have taken.