



CORPORATE RESPONSIBILITY & PARTNERSHIPS

2006 REVIEW



**CORPORATE RESPONSIBILITY AND PARTNERSHIPS 2006**

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This is our first online review of Corporate Responsibility and Partnerships at the BBC. We hope it will give a flavour of what we are doing and the importance that we place on the key issues. We have a strong tradition of Corporate Responsibility; in fact our responsibilities are explicitly stated in our new Charter. The new title we have given to this work is BBC Outreach.

This review will aim to shine a spotlight on some of the best examples of outreach during 2006. We have divided it into sections that we think are most relevant to our business. It will certainly not address every subject and every story, but there are plenty of links provided if you want to get some more detailed information.

We will be updating the content on a regular basis to make sure it always reflects what we are doing. We hope this review is engaging and informative, but we also hope it is honest and realistic. Where we fail to meet the targets we set or the expectations of our stakeholders we will say so. Where we know we must do better, then we will also say so openly.

Read the 2004/05 interim CSR report

[2004/05 Interim CSR Report \(PDF file: 453kb\)](#)

[2004/05 Interim Environmental Report \(PDF file: 388kb\)](#)

[Text only](#)

[Text only](#)

Previous reports

[2003/04 CSR Report \(PDF file: 743kb\)](#)

[2003/04 CSR Report in Welsh \(PDF file: 900kb\)](#)

[2003/04 Environment Annual Report \(PDF file: 2mb\)](#)

[2002/03 Environment Annual Report \(PDF file: 1.3mb\)](#)

[2001/02 Environment Annual Report Part 1 \(PDF file: 708kb\)](#)

[2001/02 Environment Annual Report Part 2 \(PDF file: 237kb\)](#)

[2000/01 Environment Annual Report \(PDF file: 4.14mb\)](#)



SERVING AUDIENCES

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We make programmes which entertain, enthral, educate, inspire and touch peoples' lives.

For us to stay relevant to our audiences we need to continue to make innovative and creative programmes. But we also want to provide our audiences with opportunities to learn and to explore what it means to be an active citizen.

Objectives

We want our programmes to meet these objectives:

- Promote learning
- Stimulate creativity
- Represent the UK's communities
- Sustain citizenship
- Reflect the world and the UK
- Deliver the benefits of digital technology

In this section, we'll look at how we respond to our audiences to meet their needs in new and innovative ways.

We'll show how we help to sustain citizenship. We'll explain how we try to reflect the diversity of the nation in the programmes we make. And we'll show how we listen and react to audience complaints.

We have a privileged position in people's homes. We know we must use that unique position to address the issues audiences care about, to help bring people together and to reflect the world that we live in.



BRINGING PEOPLE TOGETHER

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Our role goes much further than simply making programmes that people find enjoyable or stimulating. We think it is important to respond to the things that people care about, to react to the things that people are talking about. Our aim is to connect communities and bring people together. We want to help people have a better understanding of the world around them and encourage them to participate in that world.

Here are two examples of programmes which have responded, in different ways, to contemporary issues that matter to our audiences. And further down the page, there are some examples of how we are using new technology to find new ways to connect with new audiences.

The voice of youth

How do you explain to children events like the 7/7 bombings in London in 2005? How do you help them make sense of what happened?

In the hours and weeks following the explosions, the BBC Children website was flooded with thousands of messages from children struggling to come to terms with what happened. Our response was to make a breakthrough television drama called *That Summer Day*, a sensitive portrayal of the reactions of young people to the terrible events.

Director Jon East said:

"Shortly after the bombings, in fact within minutes, we had an overwhelming response from children on our message boards."

"They turned to us to help them understand what kind of person would do something like this. We felt we had to respond, and the film was an attempt to explore children's experiences as well as their hopes and fears. We spoke to children, got their views of what happened, how they felt, and that's how the main themes of the drama started to emerge."



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Watch



▶ [That Summer Day](#)

Courtesy of Hat Trick Productions

Audio and Video links on this page require [Real Player](#).

Read the children's comments from the [CBBC message boards](#)

The production team visited five secondary schools in multi-cultural areas of London, and spoke to more than 500 pupils aged 11 to 15. The producers also spoke at length to survivor support groups, psychologists and medical associations, who all backed the programme for giving children the chance to talk openly about their feelings.

In addition, the BBC set up a helpline to take calls after the programme, and [bbc.co.uk/cbbc](#) also offered links to helplines and provided advice on dealing with their memories and feelings.

The film was also shown at the London Children's Film Festival in November 2006.

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A passion for everything

We want to lead the way in engaging audiences in new and controversial ways.

BBC Three marked Easter 2006 with a major event broadcast live from Manchester. Thousands of people were invited to converge on the city to take part in a contemporary retelling of the last days of Jesus's life. The Manchester Passion mixed the words of the Bible with classic music from local bands such as Oasis, New Order and The Stone Roses. The city centre provided the main focus of the hour-long performance where a 16-strong orchestra accompanied the songs, and a giant screen relayed scenes from across the city.

Feedback

"It is great to see you investing time and money in bringing this life changing story into today's language. Very thought provoking."

"It was simply awesome - one of the most original, creative and innovative pieces of television I have seen for a long time."

This was the passing and resurrection of Christ with a difference - a last supper of fish and chips, Judas played by a pop star, 250 people marching through the streets carrying an 8-metre cross, and Christ crucified to the sound of The Smiths.

The Passion was produced with the support of the Church of England and the Catholic Church. It was bold and innovative – an attempt to present a well known story to a new audience in a fresh way.



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In all, more than half a million people tuned in and the Manchester Passion received the highest percentage of positive comments from unsolicited calls of any programme in 2006.

Moving with the times

The BBC is leading the way in using new technology to help make our content easier to access and more convenient. BBC One's Breakfast's video podcast The Breakfast Takeaway is just one example: 10 minutes of news and information ideally suited for the morning commute. We want to give information to people in the way they want it and when they want it.

Feedback

"Some people really like it.
Some people just hate it."

Mark Barlex, StoryFix
Editor

StoryFix is an experimental round-up of the week's news. It's irreverent, occasionally absurd and absolutely designed to appeal to people who find traditional news a turn off.

In BBC Sport, we have given broadband viewers even more choice over what they want to watch.

In 2006, for the first time, every match in the World Cup was available live on broadband, viewers could select any game live at Wimbledon and they could follow every shot of The Open (including a unique ball-tracking feature).

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SUSTAINING CITIZENSHIP

The BBC wants to get people more involved in their local community. We want to help people take responsibility for their own lives and get them thinking about how they can take part in the democratic debate.

The media can play a significant role in helping communities come together. Here are several examples of what we have done to encourage people to become more active citizens, and a summary of a conference on citizenship we held in the spring of 2006.

Schools Question Time



The editor of Question Time was asked to step aside in 2006 for a special edition of the programme, produced and edited by the winners of the third Schools Question Time. Pupils from four winning schools joined David Dimbleby and the regular team to research, produce and edit their own version of the BBC One programme.

Feedback

"Schools Question Time Challenge is our chance to voice our opinions. This is our chance to be heard."

Meryen Tufeki,
Northumberland Park
Community School,
London

"We've shown that democracy is still alive. Young people can be politically active, despite what people think."

Chris Bone, Whitby
College, Whitby

passionate about politics and particularly the issues that affect their lives."

The programme is actually part of a wider education initiative, supported by the Institute for Citizenship. It aims to help schools with the citizenship curriculum, improve students' public speaking and engage young people in society and politics.

Between September and November of 2006, 3,990 schools downloaded the free resource pack to support the teaching of citizenship in the classroom. That's more than half the secondary schools in the UK.

David Dimbleby, the Question Time presenter said: "Once again young people have shown they are

passionate about politics and particularly the issues that affect their lives."

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Building public participation

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We held our second conference on citizenship in March 2006 as part of our ongoing attempt to find out how we can encourage people to participate more in society.

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The aim was to discuss our strategy on everything from volunteering to voting. More than a hundred people took part, including representatives from charities, policy groups and voluntary organisations. There were discussions on practical ideas for programmes and updates on previous projects.

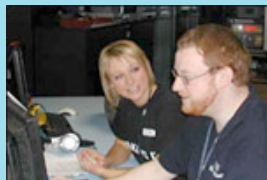
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Listen



[BBC Radio Kent](#)

Listen to Karen Burke's thoughts on her stint as a guest presenter

Audio and Video links page require [Real Player](#).

One of the best ideas to come out of

the conferences was Making It!, an initiative where we recruited audiences across the South East of England to take over running BBC Radio Kent, produce the local website and edit the local evening news. Hundreds of people applied to take part and 14 were eventually let loose for a day in March 2006. They were responsible for writing and researching, producing and presenting, all with a little help from the normal team.

Making It! is happening again in 2007. This year Radio Berkshire has taken on the initiative as part of their Stringers project. BBC Stringers encourages anyone in Berkshire to approach the station with stories by placing adverts around the city anywhere from a taxi cab to a hospital bed. The idea is that anyone who happens to come across one of these can find themselves part of the local BBC reporting team -and all under the watchful eye of Director-General Mark Thompson.

In the classroom

In Northern Ireland we have a unique education project. A Diversity and Inclusion website is used by schools to teach citizenship throughout the country. It's tied directly to the school curriculum to help foster greater mutual understanding and bring a divided community together.

Bob Collins from the Northern Ireland Equality Commission praised the site: "It's intelligently constructed, not patronising. It will be a remarkably good resource for teachers".



REFLECTING DIVERSITY



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How often do you see a major drama with a disabled actor in the lead role? Things may be changing but not quickly enough in our view. When it comes to reflecting all aspects of life in the UK, we know that we need to do more. We need to cater to the tastes of all our audiences and deliver content that can be enjoyed by an increasingly diverse population.

The BBC has set tough targets to improve the representation of disabled people and we think things are getting better. Magnificent 7, broadcast on BBC Two at the end of 2005, was a drama about a family of autistic children, while the thriller Soundproof, also on BBC Two, broke new ground by bringing deaf and hearing actors together. Desperados will air on CBBC early in 2007, following the fortunes of a soccer-mad boy who joins a wheelchair basketball team after suffering a horrific injury.

Did you know?

35,000 deaf children watch television and want to watch the same programmes as their peers. On the basis of groundbreaking research into the use and experience of deaf people's access to television, BBC Children commissioned the National Deaf Children's Society to produce a simple guide to help producers throughout the industry consider the needs of their deaf viewers.

Grange Hill now has a deaf character and one of the new faces on EastEnders is hard-of-hearing 10 year old Ben Mitchell.

Fans of the soap are also following the ongoing story of Billy and Honey's baby Janet, who has Down's syndrome. When the producers first started working on the plot line, they liaised closely with Down's syndrome charities and couples who had been through the same experience. The Down's Syndrome Association has praised the "thoughtful and responsible" handling of the story.

More than a thousand users of bbc.co.uk/ouch, the disability

website, started an online petition when its podcast chat show came to the end of its pilot run. As a result, the podcast is now back on air.



REFLECTING DIVERSITY (cont'd)

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Watch



▶ [Mary Fitzpatrick](#),
Editorial Executive,
Diversity

Audio and Video links on this page require [Real Player](#).

We have had success too. The BBC won half of the 20 awards at the Commission for Racial Equality's annual Race in Media Awards in 2006. We also took the prestigious Media Organisation of the Year prize for the second year running in recognition of our significant contribution to public appreciation and understanding of race relations, integration and diversity in Britain.

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Meeting our targets

Did you know?

A pan-BBC project has started to help improve access to the BBC's 3 million website pages for those who are blind, deaf or dyslexic or cannot read.

The BBC has a responsibility to promote greater understanding between the UK's many groups and communities. BBC Two's Race: Changing Attitudes looked at racism in schools, while BBC Asian Network won an award for its radio soap Silver Street.

We are currently reviewing our targets for the portrayal of black and minority ethnic and disabled people on screen. We will continue to focus on reflecting the cultural diversity of our UK and global audiences.

We have met the majority of our targets for portraying people with disabilities. These include:

- One regular disabled character in a drama series on BBC One - Paul Henshall in *Holby City*
- Three key entertainment series on BBC One and BBC Two to feature one disabled contestant in *50 - Weakest Link*, *Jet Set* and *Mastermind*
- BBC Three to broadcast one drama or entertainment series featuring a regular disabled character - *I'm With Stupid*.



LISTENING TO OUR AUDIENCES

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Every day, BBC Information collates all the unsolicited calls and emails we receive about our programmes, whether they are comments, complaints or praise. In 2005, we received 870,979 calls in total, an average of 2,386 per day.

To help us understand our audiences better, this information is sent to key managers and programme makers around the organisation to give them a daily snapshot of what people think about the content we produce.

Did you know?

We received 150,000 complaints in 2005/2006. That was up 13,000 from the previous year. The increase was largely due to changes which have made it easier for people to complain.

A survey by MORI in 2005/2006 showed we are also getting better at dealing with complaints. In all, 38% of people felt the response they received from the BBC was better than they expected, while a further 47% thought it was at least as good as expected.

We also make it easy for people to give their feedback. Points of View on BBC One has been running weekly on and off since 1961. Feedback is weekly on BBC Radio 4 and there's the Contact Us website on bbc.co.uk. In 2006, BBC News started the Editors' Blog to explain how we make high-level editorial decisions. And on BBC News 24, NewsWatch continues to allow viewers the chance to quiz BBC executives on air.

Handling complaints

In an ideal world, the audience would have nothing but praise for our content. But when we fall below the standards expected, it is important that we show we are willing to admit to mistakes and put things right.

Most contacts are straightforward enquiries, and around 75% are answered immediately. But we also get calls covering everything from bias, taste and decency to factual error. Again, most of these are dealt with by BBC Information, but viewers unhappy with the response can ask for their complaint to be investigated by our independent Editorial Complaints Unit (ECU). Our output



LISTENING TO OUR AUDIENCES (cont'd)

The ECU dealt with 206 complaints in 2005/2006, of which 40 (19.5%) were upheld wholly or partially.

The ECU aims to respond to 80% of complaints within 20 days (or 35 days in more complicated cases), but failed to meet this target. New procedures which should improve turnaround times are being introduced from January 2007.

Getting it wrong

On 13 July 2006, BBC News at 6pm and 10pm broadcast a story about open-air cremations, claiming that this was a Sikh tradition and reporting that demands from the Sikh community for more open-air funeral pyres were likely to exacerbate racial and religious tensions.

A complaint was made - and subsequently upheld as being in breach of the standards set out in the BBC's editorial guidelines. Put simply, we got it wrong - our story was seriously inaccurate.

Our enquiries led us to conclude that it was wrong to suggest that open-air cremation is a requirement of the Sikh religion or actively sought after by Sikhs, wrong to claim that the deceased and his family were Sikhs, and wrong to suggest that Sikhs follow Hindu funeral rites.

An apology was broadcast on BBC News at 6pm and 10pm on 12 January 2007.

Weathering the storm



We received over 8,000 complaints relating to the new BBC TV weather format. There was an instant surge in complaints when the new format was introduced, including 557 complaints that it did not display Scotland sufficiently.

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LISTENING TO OUR AUDIENCES (cont'd)

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“Scotland has shrunk overnight as a result of the stupid perspective.”

“The land is brown, looks unappealing and unclear.”

“Well done for trying to make the weather map easier to understand.”

We altered the new TV weather forecasts and introduced a change to the perspective of the map after carefully assessing this feedback. The change to the 'tilt' of the map allows viewers to see more of the north of England and Scotland.

5,642 people out of more than 8,000 were generally unhappy with the new weather format, and a further thousand viewers complained about the lack of information on wind

speed and direction. In response to this feedback, we made an additional change to the forecasting graphics and introduced new wind speed and direction symbols on 21 June 2005.

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COMMUNITIES



We believe the BBC has a significant contribution to make in helping the UK's many communities gain a better understanding of what they have in common, as well as celebrating their important cultural differences. We want our output to bring people together and foster closer ties.

We are constantly looking for ways in which our audiences can actively participate in what we do. In this section we will highlight the ways in which we:

- encourage people to learn new skills
- help with fundraising
- get people involved in volunteering
- work with children
- play a greater role in supporting local communities
- encourage people to get involved in making a difference

This helps the BBC build close community ties. And perhaps more importantly, it might make us think twice about how and what we do – seeing things through someone else's eyes.

We monitor community projects to make sure they continue to deliver public value and also bring value back to the BBC by enhancing our output.

We gauge our performance against the London Benchmarking Group, which is used by more than 100 leading companies in the UK. It employs an internationally accepted standard to measure the value and impact of corporate community involvement.



In 2005, we invested £26.2million in community initiatives, a 19% increase from 2004. As a result of our contribution, whether financial or in services or resources, a further £237million was generated from other sources for good causes, and this went directly back into community projects.

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The Big Screen project is one example of how local communities benefit from the BBC working with other groups. There are currently seven giant television screens in locations across the UK, broadcasting news, sport, weather, music and a broad range of local content. We provide the content free of charge, while the screen and associated hardware are financed by a consortium which generally includes the electrical company Philips, the local authority and the screen sponsor.

**PROMOTING LEARNING**

We offer a wide range of accessible programmes and services that stimulate curiosity and help people to learn throughout their lifetime. This is one of our primary purposes and central to the BBC's educational role.

Watch

▶ Liz Cleaver, BBC Learning

Audio and Video links on this page require [Real Player](#).

In this section you can hear about our strategy from the Controller of BBC Learning and read several case studies where we have helped to promote learning.

Liz Cleaver, Controller of BBC Learning, is responsible for helping the BBC inspire adults and children to learn.

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Voice of the people

Video Nation is just one of the ways we use latest technology to allow people to talk about anything from poverty to poetry. It's a film project which gives people an opportunity to share their views and experiences with others and talk directly to local and national audiences. We make around 800 films a year with the help of more than 3,000 contributors.

Watch

▶ Life in Norwich

Two young members of the Muslim community in Norwich give us an insight into what life is like for them and the importance of their faith.

Audio and Video links on this page require [Real Player](#).

Members of the public come up with ideas and the BBC helps them make a short film which is then posted on the internet. Some films also appear on interactive TV and on BBC regional television. We have over 30 BBC producers based around England and Wales who offer technical and creative advice, as well as running a variety of workshops. We also edit the tapes – but give film makers the final say on content.

In 2006, the Video Nation team ran a special project called 30 Days, 30 Communities, It was a chance for audiences to talk about the life of their community in the UK and how this is affected by their cultural and

ethnic background.



PROMOTING LEARNING (cont'd)

Informal and fun

BBC Blast is an ongoing project for 13 to 19 year olds. It gives them the chance to develop their creative ideas, whether in art, film, music, writing or dance. So far half a million teenagers have been involved since the scheme started in 2002.

We have hundreds of young people acting as Blast reporters up and down the country who all get support and encouragement from BBC volunteers.

So far 200 BBC employees have signed up as mentors and we have project workers around the UK who provide training and resources.

Case Study

A day in 1956

Ivan is an engineer and married with four children and five grandchildren. He's also dyslexic. Read a story he wrote with the help of his Skillswise tutor.

▶ [A day in 1956](#)

Skillswise is a service for adults who want to improve their reading, writing and maths. It aims to become a thriving web community bringing together learners and teachers in a stimulating and creative way, sharing experiences and great ideas. It has been specifically designed for use in the further education sector.

On average, 410,000 people used the site every month in 2006. That is up more by over 60% on 2005. We

think that figure is probably even higher because many people work in groups using the same computer.

In a survey of users in autumn 2006, 87% responded favourably, praising the site's content and ease of use.

BBC RaW (Reading and Writing) is our biggest ever adult literacy campaign. It is an entertainment-led, three-year drive to engage the passions and interests of the nation.

With activity throughout the UK and broadcast content on every platform, bbc.co.uk/raw is a dynamic campaign that aims to engage the nation's 12 million intermediate readers.

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CHARITY APPEALS



Our Charter does not allow us to make direct charitable donations, but that doesn't stop us making a huge difference to people's lives. We play an active role by providing broadcast opportunities for charitable organisations. This supports fundraising and raises public awareness of their work.

Every year, BBC Children in Need, the BBC's official charity, changes the lives and prospects of young people and children across the UK. In 2006, we raised a massive £18.3million on the night – a figure which will continue to rise as more donations come in.

Did you know?

Since 1980, the BBC Children in Need television appeal has raised over £400million.

The charity provides practical and lasting support to thousands who have experienced homelessness, abuse or poverty, or those who are fighting serious illness, disabilities or addictions. We give grants to charities or voluntary organisations and target the money to the areas of

greatest need across the UK.

In 2006, grants included:

- £24,000 to a playgroup in Wiltshire to pay for a specialist worker to help children with communication difficulties
- £39,848 to a football project in Birmingham which helps children at risk from drug dealers and gangs: the money will go towards coaching equipment
- £52,852 to a drug prevention charity in Northumberland to improve its drop-in and outreach services.

We have been using broadcast appeals to raise money since 1927. They raise much needed funds for a range of featured charities.

Many of our radio stations have their own unique links to local charities.

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Did you know?

The weekly Radio 4 Appeal raised £1,207,795 between August 2005 and July 2006.

Lifeline on BBC One raised £279,664.

BBC Radio Solent's Daisy Appeal has already raised over £100,000 for the Wessex Cancer Trust and expects to reach a quarter of a million pounds by April 2007.

St Mary's Hospital in Newport on the Isle of Wight received £50,000 from the Trust to refurbish its chemotherapy unit. It means that many patients will no longer need to

travel to Southampton for treatment.

Wessex Cancer Trust chief Paul Herington said: "This will make such a difference. In the past people had to queue in the corridor for treatment - now we have a new waiting area and can deal with twice as many patients. The Daisy Appeal has raised awareness and made a real difference for people."



Another £50,000 is going to pay for a holiday home in Weymouth. It will offer much needed respite for both patients and carers. A third donation, hopefully for more than £100,000, will be made to help purchase a new state-of-the-art Gamma-CT scanner at Southampton General.

Welcome relief

The BBC has a unique partnership with Comic/Sport Relief, an independent charity which is committed to helping end poverty and social injustice.

We have been working with Comic Relief for 21 years. In that time we have raised half a billion pounds for charitable projects. The aim is to deliver lasting benefits to poor and marginalised people throughout the UK and the world.

- In 2006, Sport Relief raised a record £18million
- A record 423,000 people took part in the Sport Relief Mile
- Actor David Walliams raised £1million by swimming the English Channel
- Nearly £800,000 was raised from telephone voting for BBC shows.

Funding future fame

Unlike other television channels, the BBC does not make a profit from using premium line telephone voting on programmes like How Do You Solve a Problem Like Maria? Once we have covered our overheads, all the proceeds go to good causes.

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Listen

[▶ Mary Afonja](#)

Mary Afonja explains what she learned from taking part in the Urban Music workshop and how it will help her career in artist management.

Audio and Video links on this page require [Real Player](#).

Fame Academy is no longer on the air but it has left an important legacy. The Fame Academy Bursary was set up with the money raised from telephone voting during the series and from other reality shows. So far £2.6million has been raised. In 2006, that helped to pay for new musical instruments for 155 children aged between 11 and 15, as well as providing bursaries worth £37,500 over three years to help five classically trained musicians. As part of our desire to help aspiring musicians from all walks of life, the Fame Academy money also funded 21 Urban Music Awards for young people. They received between £5,000 and £10,000 each, as well as

the chance to take part in music workshops and build contacts with key players in the industry.

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WORKING WITH CHILDREN



The BBC invests time and money into building strong links with communities and no group is more important than children. We are constantly looking at innovative ways to provide young people with new opportunities and new experiences.

In addition to all the programmes we make, we have dozens of projects and initiatives for children. There are educational websites like BBC Bitesize and BBC Jam, as well as creative opportunities such as BBC Blast and MusicLab. In this section you can read about a few of things we offer for children.

School Report is a scheme run by BBC News giving 12 and 13 year olds the chance to make their own news bulletins and broadcast them via the internet.

Watch



[BBC News School Report](#)

Yusrah and Joanna discuss the problem of under-age drinking.

Audio and Video links on this page require [Real Player](#).

We are providing materials on our website to help students develop their journalism skills and get a real flavour of what it's like to be a reporter.

"It's a fantastic opportunity which adds to students' self-esteem and self-confidence. It increases their work-related learning while developing skills linked to the curriculum," said Chris Modi, headteacher of Northolt High School.

We are sharing top tips from professionals such as Huw Edwards, providing real news material and

supplying lesson plans tested and approved by teachers. Everything is mapped to the curriculum and the children are encouraged to cover local stories from their schools and communities.

So far 60 schools are taking part in a pilot scheme. Each one has a dedicated mentor, who is a BBC journalist, and many have already practised making the news. One report from Northolt High School, London, investigated the problem of supermarkets selling alcohol to under-age children.

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Watch



▶ Young Film-Makers

Students from Bishops Park College in Clacton-on-Sea talk about regeneration plans for their local area of Jaywick.

Audio and Video links on this page require [Real Player](#).

Our Young Film-Makers' project gives students aged 12 to 15 the chance to get behind the camera to produce their own short films.

The aim is to encourage creativity and confidence in young people by giving them the chance to learn film-making skills, particularly where these opportunities would not normally exist. The project is small but significant. In 2005/2006 we worked intensively with six schools from across England.

The City Halls Sound

January 2006 saw the newly restored Glasgow City Halls become home to the BBC Scottish Symphony Orchestra; providing the orchestra with a modern, state of the art broadcasting, performing and administrative base. The City Halls are also home to Glasgow City Council's Musical Education Services.

The BBC and Glasgow Council are working in partnership to provide an extensive and innovative music learning programme. As part of this programme dozens of Experience Days have already taken place. These give young people access to the Halls' facilities and also to orchestral rehearsals; an opportunity to meet the players, soloists, composers and conductors; and to hear the orchestra close up.

Connecting with children

BBC Bitesize is our exam revision website. In 2006, it reached record figures with more than two and a half million teenagers using the site to prepare for their exams (70% of students). That's up half a million from the previous year.

In 2006 we made more content available for mobile phones and interactive TV. New elements included MP3 files for English that pupils could download, and a multi-player revision game.



WORKING WITH CHILDREN (cont'd)

In 2006 we also launched BBC jam, a new broadband learning service for five to 16 year olds. The service is an innovative combination of curriculum-based activities, video games, audio and animation.

There are currently 20 different sections covering different subjects for different age groups. Another 47 are due in 2007. Some of the resources are available in Welsh, Irish and Gaelic, and there's additional information on the Maths, Science and English sections in Somali, Bengali and Urdu. Some of the site will also specifically be tailored for people with learning difficulties, and other disabilities.

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GOING LOCAL



The BBC recognises that it has a key role to play both as a good neighbour to the immediate local communities in which its workforce is based; and as focal point for wider community engagement.

A good neighbour

The Media Village at White City forms part of a major regeneration project of a disadvantaged and neglected area of West London. During the planning stages, it was acknowledged that there was a need to ensure that the site was as integrated as possible with the community surrounding it, and that new buildings, including the Media Centre, would provide much needed services to poorly served local residents.

The ground floor of the Media Centre now includes a post office and supermarket, which are well used by members of the public as well as BBC staff.

The BBC has also made connections with the local community through its W12 Student Mentoring Scheme. Working with the local Education Business Partnership, members of staff regularly go into nearby schools and colleges as volunteers to support young people and share their skills and experience.

An example of our focus on local partnerships is our relationship with the Lyric Theatre in Hammersmith, which promises to bring more young people, often from disadvantaged backgrounds, into contact with BBC staff in West London.

We recognise that there is still work to be done to improve links between BBC staff and the local community. In response to this, the BBC Outreach team are putting together a local community plan, which will be reviewed throughout the year with the help of representatives of local organisations and residents.

Our main aim is to communicate regular information to residents on relevant topics such as BBC careers and events, as well as working to improve local people's access to BBC facilities and resources.

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Being open

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2006 was a further growth year for BBC Open Centres with new centres opening in Coventry and Leicester, giving a total of 8 Open Centres in England and 1 in Wales.

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Work at the Open Centres has concentrated on four key aims - connecting with communities; reaching new audiences; developing media literacy and promoting the BBC.

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The Open Centres are core funded by the BBC (English Regions and BBC Factual and Learning) and work in partnership with external educational and not-for-profit organisations in each of our locations around the country.

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New listeners

A new radio show for travellers and gypsies in the east of England was launched in 2006.

Rokker Radio is presented by Jake Bowers, Britain's only Romani journalist. The weekly show focuses on issues affecting the whole of the travelling community and gives an opportunity to talk about subjects that are rarely aired.

It aims to report their stories in a balanced way, and to dispel some of the myths about travelling communities.



TAKING TO THE STREETS

Through volunteer schemes, outreach work, open centres and roadshows, we are creating new ways of connecting with communities, particularly those that are underserved and isolated. We encourage and support all our staff to become involved in their local communities so they can generate creative ideas, develop and hone their professional skills and help us to maintain the public's trust.

Did you know?

40.2% of BBC staff undertook some kind of community activity during 2006.

In 2007, BBC Training & Development launched a new scheme to encourage members of staff to volunteer to work in the community with recognised charities. The aim of Connect and Create is to build a network of strong and effective partnerships between BBC staff and organisations working directly on community projects. Our partners were chosen using criteria to measure the impact they would have in the community. We also wanted to make sure that BBC volunteers would be able to learn new skills which they could bring back to their day-to-day jobs. The organisations selected came from all across the UK, working with groups such as the homeless, the long-term unemployed and people with learning difficulties.

The scheme brings together the best of the BBC's previous volunteer activities, while providing a new incentive for staff to get involved. It will also allow the BBC to build new charity partnerships and provide a more comprehensive range of activities to bring staff closer to our audiences.

News and Sport on Tour

Take six sites, add 35,000 visitors, mix in a fully functional TV and radio studio, sprinkle in a chance to present the weather or commentate on a football match, and what do you have?

The answer is BBC News and Sport on Tour, another example of how the BBC reaches out to communities to offer them a real "behind the scenes" look at what really goes on to produce the hours of news and sport on the BBC.

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**TAKING TO THE STREETS (cont'd)**[Back to Index](#)**Watch**[▶ BBC News & Sport on Tour](#)

Watch Geraint Hopkins' report on why Wales is a recruitment hotspot for the army.

Audio and Video links on this page require [Real Player](#).

Audiences are given the chance to operate a camera or autocue, read the news or sport or create online stories, all with the help and guidance of experts from the BBC. At each venue, a member of the public is given the chance to be a 'rookie' reporter producing an item for the local TV station.

In 2006, in a departure from previous years, BBC Radio 4 Today reporter Polly Billington invited listeners of the programme to email suggestions for stories at the next location. She then followed them up and reported on the things that mattered to local people.

In this section[Introduction](#)[Promoting learning](#)[Charity appeals](#)[Working with Children](#)[Going local](#)[Taking to the streets](#)[Building bridges](#)**Driving force**

There are 10 BBC Buses in England, two in Wales and one in Northern Ireland, all of which tour their area offering free computer lessons to local people, and also help us to reach new audiences. Our trained teams teach people to find their way round the internet with

confidence, as well as offering them the chance to learn multimedia skills, or have a go at writing and recording for radio.

The BBC bus in Merseyside is a partnership with the Department for Education and specifically targets 14-25 year olds from disadvantaged backgrounds and helps them improve their media skills. In the East Midlands, the BBC Derby bus - jointly financed with the local authority - works to bring digital facilities and training to some of the area's more remote communities.

Listen[▶ Pet hate](#)

Listen to Andre-Paul talk about his pet hate.

Audio and Video links on this page require [Real Player](#).

We also have eight Open Centres dotted around England and another in Wales. They offer a range of courses, free internet access and a reception area where people can just pop in for a coffee.

In all, 370,000 people visited a BBC Bus or Open Centre in 2005/2006.

Andre-Paul was one of many who took part in an Open Centre workshop run by BBC Radio Wales to find the future broadcasters of Newport. Have a listen to his views on one of life's great unsolved

mysteries.



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Here for you

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BBC Wales was on the road throughout the nation during 2006 with its Here for You roadshow. The roadshow sets up camp in a new community every few months for an extended series of special BBC Wales programmes, events and activities.

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The aim is to engage with the local community and to encourage people of all ages to become more actively involved with their BBC.

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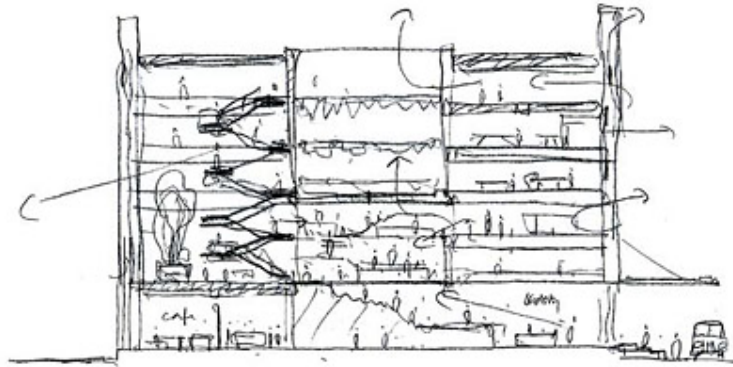
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The BBC has made no secret of the fact that it has underserved its audiences outside London. The vast majority of our staff live and work in London (62%) and we are very conscious that we need to improve our profile across the rest of the UK.

That is why we aspire to have a BBC Bus or Open Centre in every local radio area in England, where people can come and meet staff and use our computers for free. And that is why we are investing in new, state-of-the-art premises which bring the BBC closer to the people who live nearby.

Laying the foundations

Feedback



"This magnificent building offers us a unique opportunity to create a working environment which will shape the future of broadcasting, inspire our staff and welcome our audiences to come in and see their BBC."

Ken MacQuarrie, BBC Scotland Controller

The new headquarters for BBC Scotland at Pacific Quay has been built on the banks of the Clyde beside the Science Centre and opposite the Scottish Exhibition and Conference Centre, to make it both accessible and visible.

It has a large public reception area complete with leading-edge interactive displays open to all audiences. It will open in April 2007.



BUILDING BRIDGES (cont'd)[Back to Index](#)**Heading north**

In this section

The proposal to move some BBC areas to a new media centre in Salford has also been inspired by the need to strengthen our connection with audiences across the North of England. One of the driving factors is a desire to have a far stronger BBC presence in the north. We hope the move will draw in more local talent, transform the region's creative industries and encourage other media organisations to join us.

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There are expected to be huge economic and cultural benefits if the project is given the go-ahead.

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"We will draw on more northern talent. There will be more northern faces and voices on the air. A generation of children will grow up watching children's channels and websites that clearly come from Manchester rather than London.", said Mark Thompson, BBC Director-General.

[Building bridges](#)

We are working closely with the North West Development Agency to develop our plans. The NWDA believes the centre will create an additional 4,400 jobs in total and add a further £1.5billion to the regional economy over ten years.

We have also established a Northern Forum to develop relationships with future partners and to help maximise the impact of the project across the North of England. Members include the CBI, Manchester Airport and Skillset.



THE BBC & THE WORLD[Back to Index](#)**In this section**[World Service Trust](#)[Bringing countries together](#)[Bringing the world to the UK](#)

The BBC reaches hundreds of millions of homes throughout the world with television, radio and online services. Our aim is to bring the world to the UK and the UK to the world.

We have an unrivalled reputation for accuracy and impartiality in reporting around the globe despite the rapid changes in audience expectations. The BBC's Global News services comprise the BBC World Service in English and 32 languages, our internet news site accessible overseas and BBC World TV news. We are investing new money in an Arabic TV channel and better internet services. In 2008 we plan to open a TV news and information channel for Iran, broadcasting in Farsi.

We also have our own charity, the BBC World Service Trust. This aims to improve the lives of people in third-world and transitional countries through the innovative use of the media.



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The BBC World Service Trust works with people in developing and transitional countries to improve the quality of their lives through the innovative use of the media. It was established as an independent charity in 1999 and draws on the BBC's wealth of creative and technical resources to tackle poverty around the world.

Achievements

- Reaches audiences of 119 million
- Broadcasts in 28 languages
- Produces 1,043 hours of education and health programming
- Has trained 1,538 journalists, broadcasters and support staff.

The Trust currently works in more than 50 countries through a wide range of partnerships with local bodies and international development agencies, working specifically to improve health, education and local media.

Current projects include an HIV campaign in Afghanistan called New Home New Life and a new radio show for young people in Iran, Shabe Sheshom. The Trust is training broadcasters in Morocco. In Cambodia, a new radio programme called Hip Hop Girl is helping to give teenage girls their say on health and

education.

Here are more details of two projects the Trust has been working on in 2006.

Darfur Lifeline

Nearly two million displaced people live in camps in Darfur, Sudan, unable to return home because of the ongoing conflict. For many, radio is a lifeline - the only link to each other and the outside world. The Trust's project, Darfur Lifeline, has been serving this essential purpose. The Department for International Development has extended the funding for the scheme until March 2007.



WORLD SERVICE TRUST (cont'd)

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Your Place On Earth), the twice-weekly children's show, recently won first prize in the youth category of the 2006 Radio for Peacebuilding Awards.

"Every day we are exposed to one horror or another," says the show's producer, Lina Aatallah. "We have broadcast discussions about post-traumatic stress disorder, emergency nutrition, rape and child mortality amongst others."

Two thousand solar-powered wind-up radios are being distributed to ensure that as many people as possible can hear the Trust's programmes, which originally started in 2006. The idea is that people listen in large groups and then, prompted by outreach workers, discuss the issues raised.

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Independence and trust

In southern Iraq, we are helping local people run their own independent television and radio station. Al Mirbad launched in 2005 and broadcasts to around four million people in Basra, Dhi-Qar and Maysan provinces. It has 160 locally recruited staff, of whom nearly 100 had no prior broadcasting experience and have been trained by the BBC.

The team produce 10 hours of radio programmes a day and six hours of television. The output is founded on the core principles of editorial independence, trustworthy journalism and content which is relevant to the people of southern Iraq. Such principles are crucial in a divided country troubled by continued violence.

One of the key successes of the BBC World Service Trust has been ~~to develop a self-sufficient local team who manage the station on a day-to-day basis.~~ We are helping to strengthen their commercial and business expertise, which is a big step towards securing the long-term future of the station.



BRINGING COUNTRIES TOGETHER

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Everybody knows that children love to email each other. But we helped to take that a stage further as part of School Day South Africa to mark the 30th anniversary of the Soweto uprising.

Pupils from the Phefeni Secondary School in Soweto and Hesketh Fletcher C of E High School in Wigan took part in a live laptop link-up, emailing each other thousands of questions and swapping stories and experiences.

The day gave children the chance to learn more about the uprising and to discuss the broader issues of racism. There was also time to talk about favourite music, families and homework, as well as to compare how strict their teachers were and argue over which school had the worst dinners.

School link-up

See what the pupils from Wigan and Soweto had to say.

[▶ Read the comments](#)

This was a unique experiment to encourage understanding and awareness and stimulate a global conversation. Reporters were sent to both schools and they provided regular updates for BBC News 24 and BBC World.

Hundreds more schools in the UK watched live reports from both schools online. In all, there were 3,000 downloads, 15,000 hits to a special interactive website and 5,500 visits to the Have Your Say Soweto website.

The day was part of the BBC's World Class scheme, designed to foster closer links between people around the globe, and particularly to engage a whole new audience for world affairs.

World Class has been twinning schools in the UK with schools in Africa and Asia since 2004. And it's all thanks to one BBC radio producer, Virginia Crompton, who came back from a trip to Africa with requests to find some penpals in this country for boys in Uganda. More than 2,000 schools in the UK have now signed up and the scheme has gone from strength to strength.



BRINGING COUNTRIES TOGETHER (cont'd)[Back to Index](#)**The next generation**

How do young people see the world? What are the things they care about? Do they care about global issues or are they only interested in what's happening down their street?

On 6 December 2006, schools around the world came together for 24 hours on BBC World Service. Young people gave their thoughts on conflict, religion and political and cultural barriers in the biggest ever schools conversation between young people. Audiences were able to listen in and send in their own questions.

It was another outstanding example of how the BBC brings people together from around the world.

We aim to develop the legacy of this event, building on a British Council initiative and the World Class scheme, to enable any school, anywhere in the world, to search for a partner school in any other part of the globe.

The next big thing

In 2006, BBC World Service launched The Next Big Thing - a competition to find the best young group or solo artist on the planet.

The contest was open to anyone as long as they were 18 or under, unsigned and performing original music.

Music by the entrants was played on BBC World Service throughout the autumn, and the winner was chosen by listeners and music industry experts in December 2006 during a one-hour special broadcast.

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The reach of the BBC around the world continues to grow. The total weekly audience of BBC World is over 65 million and BBC World Service is estimated to reach 163 million people every week. But just as important for the BBC is to use our global presence to improve the coverage of international news for audiences here in the UK.

One of our stated purposes is to bring the world to the UK and to help the people of multicultural Britain to connect with their international roots. That means reflecting the lives of people in the round as well as when they hit the headlines.

BBC Asian Network covered the terrible earthquakes in South Asia in 2005 in which more than 73,000 died and three million were made homeless. But one year on, the station returned to find out how survivors were coping. While the story had slipped off the national news agenda, it was still a major topic of conversation among Muslims in cities like Bradford.

"Our listeners tell us it's one of the defining stories for a whole generation with big repercussions for Asians back here," says assistant editor Jonathan Aspinwall.

We also aim to reflect the impact of new arrivals coming to Britain. In 2006, BBC Scotland won an Amnesty International UK Media Award for its documentary about the lives of young asylum seekers. *Tales From the Edge: Glasgow Girls* was praised for its significant contribution to the UK public's awareness and understanding of human rights issues.

It also provided the catalyst for a huge public and Scottish Parliament campaign to oppose "dawn raids" on asylum-seeker children resident in Scotland.



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The BBC recognises the power of great partnerships and we want to make building new working relationships one of the defining characteristics of a more open BBC of the future. We want to discover new avenues of creative opportunity.

In recent years the BBC has recognised the potential for achieving greater impact, and for generating greater public value, by creating formal relationships and networks with other non-commercial organisations that share complementary goals. Through these partnerships, we strengthen our connections with the wider community and help realise the full potential of many programmes and projects.

For example, in 2006 we continued our Breathing Places campaign, which aims to inspire a million people to get actively involved in improving their local natural environment.

Working with a host of partners including the Countryside Agency, the National Trust and the Forestry Commission, we have already created dozens of 'breathing places' around the UK with help from grants from the Big Lottery Fund.

We are planning a range of programmes through 2007 which will encourage people to work together to improve their local neighbourhoods, schools and public spaces.

The BBC introduced a new Partnership Code in 2005 which outlined our commitments to dealing fairly and equitably with partners and spelt out our new approach to collaborative working.

Partnership Code

* The BBC seeks to work with partners who wish to share its commitment to building public value for the people of the UK, and in some instances for the BBC's international audiences, through the work that they undertake together.

* The BBC will enter into partnerships in a spirit of exploration, equity and openness to ideas, recognising that partnerships can take many directions and forms.



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* The BBC will need to ensure that its editorial impartiality and integrity are not compromised by any partnership arrangements and that it retains editorial control of its output.

* We will communicate the BBC's partnering objectives clearly and widely. Up-to-date guidance about partnership opportunities will be made available on bbc.co.uk. This information will include a relevant named contact within the BBC.

* We will respond to all solicited and unsolicited approaches from potential partners in a timely and appropriate manner. Every partnership opportunity will be considered against fair criteria and, if an approach is deemed unsuitable, the BBC will explain why.

* We will work with potential partners to identify mutually acceptable objectives, timetables, value and outcomes before committing to a partnership. We will continue to engage in debate with partners and to work to ensure that all parties remain clear about each other's expectations and commitments.

* We will work equitably with all partners to review objectives, timetables, value and outcomes on a regular basis. Where necessary, we will also review and make improvements to the BBC's own performance in managing its partnerships and adhering to the Partnership Code.

* We will work to ensure that all partnerships undertaken are mutually beneficial, that recognition for the partnership is shared equitably with the partner and that, where editorially appropriate, the profile of the partnership is highlighted to both internal and external audiences.

* We will aim continually to improve the BBC's internal management of partnerships by offering guidance and training to staff and by endeavouring to work with partners to identify and develop the structures, skills and people to support our partnerships.

* All partnerships will be carried out under written and signed terms. After discussion and agreement between the partners, these terms will reflect the aspiration and nature of the partnership and will set out each of the partner's contributions, obligations and remedies as well as safeguards for their respective rights and interests.

* Partnerships must reflect the BBC values, are subject to compliance with competition law and must conform to the BBC's Editorial Guidelines, Fair Trading Guidelines, Branding Guidelines and all other applicable law and regulation.

* The BBC is committed to working closely with partners to resolve any differences promptly. However, should any unresolved grievances from partners occur, they will be handled by a named senior individual inside the BBC who, in collaboration with a named representative nominated by the partner, will review and act upon complaints as necessary.

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SPORT

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You don't need a sheepskin coat like John Motson's to be a good sports commentator and you don't have to wear outrageous trousers like golfer Ian Poulter in order to perfect your putting. But if you're passionate about sport, then they are just two of the experts offering tips and advice on how to follow in the footsteps of the stars at BBC Sport Academy.

Launched by BBC Sport in 2002, the website is a unique grassroots development initiative combining the BBC's top quality entertainment and production values with in-depth sporting knowledge from more than 60 sports bodies.

We have joined forces with the likes of the Football Association, the Rugby Football Union, British Swimming and the Lawn Tennis Association to encourage kids of all ages to discover new sports and get even better at the ones they already love.

Now boasting more than 2,000 pages full of hints, tips and films from top sports stars, the site regularly attracts more than 7 million page impressions a month. There are basics to help people get started, as well as specialised training and video masterclasses.

The website also features successful disabled stars, and a host of competitions and games designed to help motivate youngsters who might not play much sport to get involved.

Playing the game

Partnerships are central to our plan to create lasting campaigns to get young people involved in sport.

In April and May of 2006, we teamed up with the FA, the Premiership, the Football Foundation, Kick It Out!, Street League and the Professional Footballers' Association for a football tournament with a difference, called Your Game.

It was a five-a-side competition which brought together over 1,200 young people from diverse communities and more than 30 different nationalities.

Rastafarians came up against Kosovan refugees, while teams from homeless projects took the field against ex-offenders.

In all, 150 teams took part, with the finalists going head to head at St James's Park, the home of Newcastle United.



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Watch



▶ [Sport Academy: Your Game](#)

Watch the story of Liverpool Muslim Ladies FC.

Audio and Video links on this page require [Real Player](#).

At each of the eight venues where games were held, the FA offered free coaching places, while the BBC provided the chance to be a sports commentator. It was a chance for us, and the other organisations, to connect with people we don't normally reach.

We have already secured around £1million of additional funding to run Your Game for a further two years, in partnership with the Football Foundation. In 2007, we will have 10 events in April and May. There will also be greater emphasis on music with 1Xtra BBC and BBC Asian

Network providing DJs at all the events.

Hundreds of current Your Game participants will achieve a Football Association Level One coaching certificate, giving them a real qualification to help in a future career.

Sport England

Another development is our formal partnership with Sport England, the organisation responsible for getting all of us more active through sport or general physical exercise.

The BBC and Sport England will be sharing resources and expertise to maximise the impact of both organisations on sport and our audiences. High on the priority list will be working on a plan for each English region focusing on the build-up to the Olympic Games in 2012.

Raise your game



BBC Wales is encouraging people to aim high in their sporting achievements with its educational project - Raise your Game. Sporting superstars, like Colin Jackson and Lee Sharpe, give advice and share their sources of inspiration alongside contributions from sporting mortals on what works to motivate them.

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In 1966, the BBC screened the ground-breaking social drama *Cathy Come Home*. This brought the full impact of poverty and homelessness into the public eye. It was a damning portrayal of squalid and overcrowded conditions, caused by a shortage of affordable housing and a failure of the benefits system.

Forty years on, over 100,000 families are still living in temporary accommodation and, according to the homeless charity Shelter, more than one million children in Britain are living in inadequate housing.

To mark the anniversary of the programme, the BBC formed a unique partnership with a variety of charities which support homeless people. For a week in November 2006, we broadcast a range of programmes highlighting the issues, including a repeat showing of *Cathy Come Home* on BBC Four. BBC One broadcast *Evicted*, a documentary looking at the plight of families facing homelessness through the eyes of three young girls, there was a special storyline on *Casualty* and a range of features and local initiatives on BBC Local Radio.

Through 2007, we will continue to work with our partners to achieve three key aims:

- To update the public's view of homelessness
- To establish an ongoing recruitment campaign for volunteers
- To stimulate national debate about homelessness

Our partners will take the lead co-ordinating and delivering projects to help the homeless. But we'll encourage people to donate their time and skills. Helping out is no longer simply about taking soup and blankets to people living under railway bridges. Instead charities need people with a range of skills they can share, whether it's a dentist offering free treatment, an IT expert offering computer training or a worker who can advise a homeless person going for a job interview.

We have set up a website with some of our partner charities, which will help people to search for skill-sharing opportunities near to where they live or work. We are also providing inspirational information about volunteering, films about the issues and interactive material to help audiences find out how they can help.



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Watch

[▶ Watch Video](#)

Stephen Hawman was kicked out of his home at the age of 17.

Audio and Video links on this page require Real Player.

We are using our Video Nation project to allow homeless people to tell their own stories. Many were broadcast on regional television and you can see them all on the Video Nation website.

On national and local radio, we will continue to host a series of debates and discussions on homeless issues such as building new social housing or converting derelict homes in urban areas.

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The BBC and Arts Council England have been working together since 2005 to develop the arts and arts broadcasting.

As the largest patrons of the arts in England, we are committed to supporting and nurturing artists, providing new commissions and encouraging creativity and innovation. The partnership, which is backed by the Department for Culture, Media and Sport, aims to share resources and expertise to encourage greater public participation in the arts.

Our shared objectives with Arts Council England

- To encourage public participation in the arts
- To develop audiences for the live arts and broadcast arts
- To support new artistic work and artists in England
- To promote cultural diversity across the arts in England
- To support arts education and learning
- To support the role of arts and culture in building social capital and community cohesion, especially in areas of socio-economic deprivation
- To strengthen investment in the creative industries and arts training
- To make the case for the arts, demonstrating and building its public value

In 2006, we came together in a unique partnership to support BBC Two's Simon Schama's Power of Art. The series recounted the high drama as eight artists, including Picasso and Caravaggio, each struggled to complete one of their famous masterpieces.

Combining our expertise, we came up with a host of ideas using interactive TV and the internet to encourage viewers to get out and visit galleries and museums across the country.

Information included:

- **Interactive maps:** a series of interactive maps featured tours for each of the eight artists from the TV series, revealing where audiences could view their works in UK galleries



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- **City art tours:** online guides for 14 cities provided details of exciting art to view in museums, galleries and public spaces
- **Mobile content:** when visiting featured artworks, viewers were able to text for more information about them, including commentary from Simon Schama

Together with Arts Council England, we also commissioned 10 contemporary artists to create a tour that explored and documented the cultural power of their chosen UK city.

Feedback

"Our partnership with the BBC is extremely important to the work which the Arts Council is doing to extend and develop audiences and encourage greater participation in the arts. We have already seen success in reaching wide audiences through collaborations such as the Big Dance and the Power of Art and we look forward to building on these in the future"

Peter Hewitt, Chief Executive of Arts Council England

These alternative tour guides were then distributed via the internet, mobile phones and public screens and were designed to encourage people to experience local art at first hand.

Adele Prince, for example, set off in a random direction from Nottingham train station and asked people she met on the way to tell her which way to go. Armed with the latest GPS tracking technology, she uploaded photographs in real time onto an online 'meander map', encouraging visitors to track her down and join in.

Dancing in the street



Big Dance was a truly record-breaking partnership to celebrate the popularity and diversity of dance. We organised over 700 events during a week in July 2006 and got thousands of people taking part in dance classes co-ordinated by BBC Local Radio.

It was all designed to introduce people to the enjoyment of dance. In all, six world records were broken, including getting nearly 9,000 dancers to smash the record for the biggest number of people taking part in a dance class in different places.

The highlight was a thousand dancers gathering in London's Trafalgar Square for a programme on BBC One called Dancing in the Street, which was watched by more than four million viewers.



BROADCASTING

We want to make an even bigger contribution to broadcasting that has a positive impact on people's lives. To do this we have had a strategic partnership with the Community Channel since 2004.



The Community Channel, which is part of the charity Media Trust, is the UK's only national digital television station dedicated to highlighting issues from both local and international communities, as well as the voluntary and charitable sector. It shows a range of programmes, including many originally broadcast on the BBC, gives a platform for over 250 charities and helps people to get involved in volunteering and fundraising.

Did you know?

More than 1.2 million viewers tune in each month to the free-to-air Community Channel.

Our partnership has enabled us to reach an even wider audience and have a greater impact. Series such as Restoration, Coast and Groundforce Africa have all been successfully cross-promoted. We encourage people to tune into the Community Channel, which

broadcasts complementary programmes providing people with more information about how to make a difference and actively encouraging people to get involved.

Shooting heroes

In 2006 *Unsung Sporting Heroes* was just one of the projects we worked on with the Community Channel. This was a 30-minute documentary about the dedicated coaches who give up their time to help young people get involved in sport. It was funded by the BBC but broadcast on the Community Channel.

Feedback

"We were involved in all the preparation, like hiring cameras and getting film permits, as well as shooting new footage."

Elin Wyn Rowlands,
BBC Wales

It was made by BBC staff from around the country, most of whom had no experience of television production. They got an opportunity to learn some new skills, while the Community Channel got a half-hour programme and the chance to encourage new coaches to volunteer.

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BROADCASTING (cont'd)[Back to Index](#)**New opportunities****In this section**

We aim to build on the partnership with the Community Channel in a number of ways:

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* Media mentoring: a project supported by the Department for Culture, Media and Sport where professionals in the media industry mentor young, disadvantaged people

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* Media matching: offering media, marketing and PR advice to voluntary organisations

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* Youth Media Fund: a scheme to help young people make, distribute and exhibit their own media projects

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VOLUNTEERING

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We have always encouraged the public to help out in schools, community centres and local charities. We want to make it easier for them to share their skills and give something back to their local community. Nowhere has that aim been more successful than our long-standing partnership with Community Service Volunteers (CSV), the UK's largest volunteering and training charity.

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Since 2001, CSV Action Desks based at 37 BBC local radio stations across England have encouraged people to play a more active role in the well-being of their community. The desks are staffed by CSV volunteers who use our resources to broadcast daily bulletins on BBC local radio publicising the latest projects. We use our website to support appeals and host message boards to allow people to raise issues or simply tell their own stories about volunteering.

Read



▶ [Read Moby's Guide Dog Diary](#)

Over the past five years (2001-2006), CSV Action Desks have had over 300,000 responses from listeners, handled 170,000 calls in reply to volunteer appeals and helped 145,000 people get involved in life-long learning.

Whether it's BBC Radio Northampton cashing in on the renewed popularity of knitting to raise money for Age Concern or BBC Radio Stoke's

campaign to recycle mobile phones to pay to train local guide dog Moby, we have helped thousands of people to help their communities.

"The partnership between the BBC and CSV has shown how broadcasting can encourage tens of thousands of people to engage in their communities. I'm extremely proud of what we've managed to achieve together," said Mark Thompson, BBC Director-General.



In October 2006, the CSV Action Desk at BBC Radio Gloucestershire staged a week of activities which attracted over 1,700 volunteers. Work included building a sensory garden in Cheltenham for adults with learning disabilities. One woman heard about the work on the radio, baked some cakes and brought them along - and ended up helping out with some digging.

Other successful CSV Action Desk campaigns include:

- BBC Southern Counties' foster care campaign which resulted in 55 families offering homes for young people in care
- BBC Radio Humberside recruiting volunteers to give a makeover to a lifeboat station
- The BBC Radio York community team and local listeners planting trees at the St Nicholas Fields nature reserve site in York.



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We make thousands of radio and television programmes every year. We recognise that this does have an impact on the environment, but the impact of what we do - our environmental footprint - is actually not as great as that of organisations of a similar size in other industries. That's because most of the resources we use are creative.

We have an existing environmental policy which commits us to reducing waste and energy use. However, we have decided to develop a medium-term strategy, with clearly defined objectives, to ensure that the BBC is run in an environmentally friendly and sustainable manner.

BBC Environmental Policy

The BBC exists to enrich people's lives with great programmes and services that inform, educate and entertain. Our vision is to be the most creative and trusted organisation in the world. Environmental management is integral to this vision and our performance.

The BBC recognises that our environmental footprint arises from our business operations including our buildings and infrastructure, programme making and commercial activities. Our environmental impacts include air emissions, waste generation, land use, energy use, and water use, along with those associated with the procurement of goods and services.

The BBC's overall objective is to carry out our business operations in a way which manages, minimises and continually reduces our adverse environmental impacts and demonstrates pollution prevention. Our ambition is to become a sector leader in environmental management.



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We will achieve this by:

- * compliance, as a minimum, with all applicable legislation, BBC requirements and any other adopted requirements which relate to our significant environmental impacts
- * implementation and continued improvement of an occupational risk management system that meets the requirements of the International Standards Organisation, ISO 14001:2004
- * continual and effective improvement of environmental performance through the setting and review of environmental objectives and targets which relate to our significant environmental impacts
- * effective monitoring, measuring and reporting in relation to our significant environmental impacts
- * reviewing the management system and policy to ensure their suitability, adequacy and effectiveness
- * provision of suitable and sufficient environmental information. instruction and training to enable all staff to carry out their jobs competently
- * selection and monitoring of competent third parties to ensure appropriate standards of environmental management are achieved
- * effective communication and cooperation with third parties so that they are aware of our environmental management expectations.

Environmental management is everyone's responsibility, and a prime responsibility of all levels of management, and I expect everyone to contribute to achieving our overall objective.

We will provide adequate and appropriate resources to implement this policy and will ensure it is properly communicated and understood.

The Executive and I aim to encourage initiative and the adoption of best practice in a culture where employees and managers are aware of their individual responsibilities for the environment and where they are actively engaged and committed to improving standards of environmental management.

Mark Thompson
Director-General
Authorised February 2007



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The strategy is being developed jointly with our Occupational Risk Management team, BBC Workplace and BBC Outreach, and with the help of expert environmentalists.

In this section[Our output](#)**Business** in the

In 2005, the BBC was ranked 53rd equal out of 145 companies in the Business in the Community Environment Index. That was up from 61st in 2004.

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We are also a member of Forum for the Future, an organisation which works to promote a sustainable way of life.

[Going green](#)

In this section of the review, we set out what we are already doing in the workplace to make the BBC a greener organisation. We show how we are raising awareness of environmental issues through the programmes we make. And we take a look at how well we have performed against the key environmental targets we have set ourselves so far.



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A polar bear makes his way slowly across the breaking ice. He is tired and increasingly hungry. His world is literally melting beneath him. The effects of global warming mean his hunting ground is disappearing and his situation is becoming increasingly desperate.

This was just one of the many dramatic images captured by Planet Earth on BBC One. Four years in the making, the programmes featured some of the most spectacular and breathtaking footage of our natural world. It was the biggest series our Natural History Unit has ever done - but the incredible pictures and stories were just a part of the programme's impact.

Alongside the series, we produced a whole range of complementary programmes to raise awareness of the environment and the issues surrounding global warming, and to give audiences a chance to get involved themselves.

- BBC Radio 4 broadcast Planet Earth Under Threat, a series about global warming and conservation, complete with a blog for listeners
- BBC Four looked at conservation with Planet Earth: The Future
- Mobile phone users could get facts and video clips sent direct to their mobile phones

Raising awareness

Did you know?

The environment was the top priority of children who took part in CBBC's Children's General Election in 2006. It got 20.27% of the votes.

Television and radio can play a significant role in raising awareness of the environment and issues such as global warming. But we also want to encourage people to take responsibility for preserving the environment where they live and to get involved in making a difference.

In the rest of this section, we showcase not only ground-breaking programmes such as Planet Earth, but also the literally ground-breaking projects such as Breathing Places that we run in local communities.

Thousands of people who want to make a difference to the wildlife and to their community, have rolled up their sleeves and got stuck into creating local havens, inspired and supported by our Breathing



OUR OUTPUT (cont'd)

Places campaign. Thirty-seven major projects received money from the Big Lottery Fund in 2006:

- Troopers Hill in Bristol was cleared and the fencing renovated to turn it into a beautiful open space for families
- Bog Meadow, an ancient wetland in the heart of Belfast has been preserved and now hosts a variety of educational schemes for local schools
- Pupils at Abermorddu School in north-west Wales built their own wildlife haven, including a pond and some bat boxes

Throughout 2006, we produced a wide and diverse range of programmes covering topics such as global warming, conservation and energy efficiency. Radio 1 dedicated two weeks to its Global Challenge, encouraging young people to think about environmental issues. 1Xtra BBC's G-Money opened his home for a carbon energy audit (and scored a less than impressive 3 out of 10). BBC Four produced eight short films on the impact of climate change as part of its Climate Chaos series.

Watching the wildlife

Did you know?

The BBC is backing the Great Apes Film Initiative. This aims to make programmes about great apes freely available to audiences in their countries of origin to raise awareness and educate people about the importance of conservation.

High-quality wildlife programmes such as Planet Earth give our audiences a unique and stunning insight into the natural world. But we are aware that people are increasingly concerned about the possible impact such filming might have on the wildlife and their surroundings.

Our Natural History Unit's ethical guidelines on filming animals stress that "the welfare of the subject is more important than the sequence".

The growing use of high-definition cameras means we can often film from much further away, limiting disturbance. And we take special precautions when we do have to get up close.

In 2007, Springwatch on BBC One will spend three weeks watching the wildlife on an organic farm in Devon. Over 100 crew will be involved and they have come up with some ingenious ideas to avoid disrupting the permanent residents:

- Specially constructed bird boxes housing cameras have been installed over the winter so the birds have time to get used to them
- Once eggs have hatched, camera lights are brought up slowly over several days to avoid spooking the birds
- Cameras have been installed in the badger setts all year to minimise disturbance; cables will be left behind afterwards for the same reason

We believe that programmes like Springwatch raise the audience's awareness of the world around them and teach them about the environment. We know there is a balance to strike between such benefits and any negative impact on the environment, but we believe we have got the balance right.

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You probably wouldn't expect a broadcaster like the BBC to encourage people to switch off. Our staff have consistently said they want us to be more environmentally friendly, and we have responded with a range of initiatives to make sure we recycle more, use less power and reduce waste.

In November 2006 we held a Big Switch Off Day, asking all staff to turn off unused equipment such as photocopiers and shut down their computer monitors overnight. The results proved that significant savings can be made.

Did you know?

81% of waste is recovered and/or recycled at BBC Bush House in central London.

Across BBC buildings in London and Scotland, where the vast majority of staff work, we saved the equivalent of 2.6 tonnes of carbon dioxide. That's an overall saving of 1.8% on a normal day - or multiplied across a year, enough CO₂ to fill 833 hot air balloons.

Lights out

Saving energy is not just about one day. Our facilities management company in London and Scotland has been set a target of reducing energy consumption by 3% year on year. It also has to bring the BBC up to the ISO 14001 international environmental standard by September 2008.

Did you know?

Lighting accounts for 10-15% of our overall energy bill.

The company has already introduced some key changes. We now have a new tracking system to monitor our energy consumption, enabling us to spot unusual peaks and surges. We also monitor gas and water use.



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In the Media Village in London, we are reducing energy use by optimising the lighting control system. The lights are now only on automatically during normal office hours and out of these hours lights activated by movement now go off after eight minutes rather than half an hour. In ancillary areas, such as meeting rooms, toilet and breakout areas, these automatic turn-off times apply all day.

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Additional types of light source are under review and energy efficient lamps are being used wherever possible. Examples include using LED lights in the stairwells and part of the White City building. Low energy alternatives are also being used in some communal areas as part of an ongoing Energy Efficiency programme looking at a range of initiatives.

A load of rubbish

We aim to recycle an extra 5% of our waste every year. We are looking at everything from replacing polystyrene cups to introducing wooden cutlery (although that is still under review following mixed feedback from users).

In 2007, we are running a month-by-month campaign to encourage people to do more to help the environment. In January, staff were encouraged to 'de-junk' their lives, recycling old papers and documents and taking up healthy eating. February's message is 'recycle it', and by May we will be encouraging people to help turn areas of BBC buildings into greener, better places to be.

Even greener

As a leading broadcaster, we are using an increasingly large number of CDs and DVDs in our day to day work. That has created a recycling challenge and led to an innovative solution. Once we have finished with a disc, it is now sent off to be chipped and turned into plastic fencing - so it's possible that your garden fence could once have been an episode of EastEnders.

But even sending the CDs off for recycling is not as straightforward as it sounds. In 2006 we discovered that one company was sending the waste CDs all the way to the Far East to be processed, creating a huge and unnecessary increase in transport carbon emissions. As a result we have reviewed the criteria for choosing the companies that recycle for us. Other environmental issues include:

- * Waste oil from catering outlets collected for transformation into Bio Fuel
- * Reducing the number of supply deliveries to the BBC to cut the impact through transport
- * Looking at biodegradable and recyclable packaging in our catering outlets
- * Used coffee granules are bagged for compost, available free to all staff

**Sustainable buildings**

We are committed to creating and maintaining buildings that are green and sustainable. More than 95% of the electricity used by the BBC, for example, comes from green power sources such as hydroelectric power stations and wind farms.

All our new building projects, such as Pacific Quay in Glasgow and our proposed new site in Salford, are part of much larger regeneration projects. They are developed on brownfield sites and include green transport and landscaping policies as a matter of course.

The BBC Mailbox building in Birmingham, BBC Radio Humberside in Hull and our Media Village in west London all won awards from the British Council for Offices in 2005. The judges praised the Mailbox for a range of green initiatives, such as increased use of natural light and solar shading, despite the restrictions of developing an existing building.

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We are committed to getting greener every year and have set ourselves some tough targets to make sure that we monitor how we are doing. We are also demanding better performance from our service providers by setting them targets which will be monitored on a regular basis.

Did you know?

We aim to reduce our total energy consumption by 3% year on year for our London & Scotland properties.

We have made real improvements in the amount of waste that we recycle, increasing the total for the third year running. In 2005, 38% of our total waste was recycled. This was achieved through changes made to our waste management arrangements by our service partners. It has included the

greater use of materials recovery facilities and increasing the range of materials that can be recycled at our offices.

A combination of factors including switching contractors, staff changes and the vacation of buildings has resulted in an increase in the total waste per person produced at our premises. We hope that the introduction of tapeless production technology, corporate electronic filling systems and staff training will reduce the amount of waste generated in future.

In 2005, our emissions went up slightly. The reason for the rise was due to a change in electricity suppliers following a competitive procurement process where we tried to strike a balance between value for money and environmental considerations. We switched from one supplying renewable electricity to one providing low carbon electricity from CHP plant (Combined Heat and Power).

We need to improve our performance on emissions. First and foremost we will reduce energy consumption. We have implemented an Energy Efficiency programme that commenced in July 2006. We have a target, in conjunction with our facilities management partner for London and Scotland, to reduce energy consumption by 3% year on year for the duration of the contract.

As part of our environmental strategy review, due for completion later in 2007, we will set even tougher targets for reducing our carbon footprint.



GOING GREEN (cont'd)

[Back to Index](#)**Paper cuts****In this section****Did you know?**

We used 22,000 tonnes of FSC paper in 2005.

We use a huge amount of timber every year, almost all of which (95%) comes as wood pulp for our magazines and books.

BBC Magazines is a leader in promoting and delivering the use of Forest Stewardship Council (FSC)

certified paper for our magazines. Using FSC-certified paper means that it is guaranteed to have come from well-managed forests.

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The UK's biggest magazine, Radio Times, which has a circulation of over a million, is published on FSC-labelled paper. And we were the first company to publish an FSC-labelled consumer title (BBC Wildlife, in 2000). Currently 49% of BBC Magazines paper is FSC-labelled. These figures have been independently verified by the WWF UK Forest and Trade Network.



OUR BUSINESS

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We employ nearly 24,500 people across the globe. They work in a whole range of professions from cameramen to accountants, from editors to engineers. We also work with hundreds of external companies.

In this section of the review, we will explain how we try to work with our staff to build an organisation where talent and ability are rewarded. In particular, we will concentrate on two key areas: training and diversity. And we will also show how we try to build strong relationships with our external suppliers.

Did you know?

- 85% of staff are proud to work for the BBC
- 83% of staff understand the need for change at the BBC
- But only 33% of staff feel communication within the BBC is open and honest

The annual staff survey, carried out by MORI, is one of the ways we try to listen to our staff. It helps us to work out what we do well and what we need to do better.

11,337 people responded to the 2005 staff survey, a response rate of 44%. There was some good news but there were also some concerns. The results suggest that we don't always get the best from our staff and that we need to listen more.

The BBC Executive Board has therefore, identified three key areas

for action:

- Unlocking the incredible talent inside the BBC and getting the best performance out of everyone
- Making sure top teams listen to and engage more effectively with the concerns of their colleagues
- Giving everyone the means and the opportunity to make a clear contribution to the future of the BBC



DIVERSITY IN THE WORKPLACE

We are committed to making sure that our employees are representative of the audiences we serve. We have set some tough targets and there is plenty of work to be done if we are to meet them by the end of 2007.

At present the number of disabled people working at the BBC is 2.6%; 10.4% of our staff are from ethnic minority communities, and 5.1% of our senior managers are from ethnic minority backgrounds. These figures have not changed recently so it is clear we have more to do.

We have established a three-year strategy to the end of 2008, which has included creating a Diversity Board to guide strategy, chaired by our Director-General. Divisional Directors are now directly accountable for meeting our workforce diversity targets.

Each division within the BBC has its own diversity action plan. These include finding ways to make people feel valued, such as providing personal mentors. The BBC continues to have a dedicated team to provide reasonable adjustments for people with disabilities.

Diversity in the workforce 2006

Female staff	49.9%
Female senior management	39.1%
Ethnic minority staff	10.6%
Ethnic minorities in senior management	5.1%
Disabled staff	2.6%

Performance

In 2005, the BBC was ranked 39th out of 113 organisations by Race for Opportunity (RfO) and third in the Media/IT sector. RfO is a network of companies promoting race and diversity through employment, marketing and community involvement.

While our recruitment targets are proving successful, that is not the case with staff retention. We face a challenge with both the progression and retention of ethnic minority staff. We believe there are a variety of reasons, some of which are not unique to ethnic minorities, and we have held a series of focus groups to start to unpick some of the issues.

A different view

So why does diversity matter? Because in a changing world we need to ensure that we reflect the changing nature of our audience. This means having a wider range of voices contributing to key decisions such as the programmes we make and how we report the news.

In 2006, every news organisation in the UK covered the story of a 12-year-old girl from Scotland who went to live with her father in Pakistan. Initially the story seemed clear: a schoolgirl kidnapped by her father in defiance of a court order. Fears were raised of an arranged marriage. Twenty-four hours later it was apparent the story was somewhat different; the girl had chosen to go to live with her father and now wished to be known by her Muslim name.

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DIVERSITY IN THE WORKPLACE (cont'd)

The Controller of BBC News 24, Kevin Bakhurst, admits that we made assumptions without checking the facts. "I think we now feel that we probably didn't show enough sophistication in covering the story on the first day. We accepted on face value the words of the girl's mother and her grandmother. I don't think in hindsight we should necessarily have accepted this so readily and we should have tried to find out more about the father as the day went on."

Disability forum

A new disability forum was launched by staff in 2006 to provide support and advice for colleagues with disabilities. It wants managers to provide more ongoing training and more outreach work to encourage disabled people to apply for BBC jobs.

The BBC is a member of the Broadcast and Creative Industries Disability Network (BCIDN), the Cultural Diversity Network (CDN), Opportunity Now, Employers' Forum on Disability and the Employers' Forum on Age.

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Understanding our audience

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We are also committed to supporting and encouraging our staff to be more creative. In 2006 we launched two initiatives, the Audience Festival and the Storytelling Festival, to give us a better insight into what our audiences want from the BBC. They were both opportunities to help our staff understand the kind of programmes people want. They gave us a chance to talk directly to audiences, to understand them better and to hear directly their views on the subjects they care most about.

In 2006 we surveyed 1,317 members of the audience and 5,323 members of staff to find out how similar we are (or not).

Question	Staff	Audiences
Worried about money?	51%	42%
Enjoy your job?	62%	38%
Eat out regularly?	40%	14%
Disillusioned by politicians?	45%	44%

In the past, we have reported on some of the initiatives in place to make the BBC a better place to work. These include improving work life balance, introducing childcare vouchers and offering people the opportunity to buy or sell entitlement to holiday. We continue to promote such schemes.

In 2007, for example, we are backing a dynamic environmental campaign urging all staff to help make the BBC a greener workplace. We began with Big Switch Off day in November 2006, when staff were encouraged to turn off electrical appliances overnight and the subsequent power savings were recorded.



TRAINING



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BBC Training & Development delivered 4,785 courses and trained a total of 23,107 individuals between April and November 2006.

We also introduced some major changes to make sure our training was more effective and better value for money.

This was achieved through greater use of online learning courses, increased capacity and more efficient use of staff and resources. Overall, we have reduced the cost of delivering one day of training by 20%.

The BBC also plays a major role in nurturing the industry by making our training widely available to people outside the corporation. Some of our online courses are free to anyone who logs on to our training website.

We work hand in hand with Skillset and other funding bodies to help freelancers who don't work for the BBC get affordable access to skills training. We offer a substantial subsidy on some of our face-to-face courses, which cover a complete range of broadcast skills, from working as a Production Assistant in a gallery to producing television programmes in high definition. In this way, we make a significant contribution to the UK media industry as a whole, helping it to remain a world leader.

We also provide training for more than 150 companies across the broadcast and media sector. The income from this is reinvested to fund new and better programmes, to benefit the BBC and licence fee payers.

Training feedback

We are constantly trying to improve our training evaluation - this year we introduced an additional level of evaluation that measures how far delegates are able to transfer their learning into their day-to-day jobs. Data from this is just starting to be collected and preliminary results indicate that, so far, 81% of the respondents to the evaluation are actively using their new learning in their roles.



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Running the BBC is a multi-billion pound business. We spend £1.2 billion annually on goods and services from around 8,000 regular third party suppliers.

Our aim is to achieve real value for money from the licence fee. We balance this with placing importance on corporate responsibility in our procurement process. We ask all potential suppliers to complete an environmental and CSR questionnaire to ensure that they meet best employment practices, such as equal opportunities and health and safety.

We also assess companies on their ability to produce goods from sustainable sources. For example, all our stationary suppliers must have the industry recognised ISO 14001 environmental standard for recycling.

In 2006, the BBC awarded a new facilities management contract for our key properties in Scotland and London. For the first time, we introduced a new requirement on the supplier to reduce the cost of running our buildings and reduce energy consumption by 3% year on year. That's already led to an improved automatic 'lights out' policy in two of our London buildings which will reduce energy consumption and is expected to save £30,000 a year.

BBC Procurement has been awarded the Chartered Institute of Purchasing and Supply (CIPS) Corporate Partnership Programme Gold accreditation, the first media sector and first public sector organisation to achieve this. CIPS is an international organisation dedicated to promoting best business practice. The Gold Award tells our customers and suppliers that the BBC's procurement process meets a world class standard.



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The BBC has set itself tough savings targets as part of its plans to provide better value for money. By 2007/2008, regrettably more than three and a half thousand jobs will have been lost in three years. However, we will have made annual gross savings of £355million.

There have been other significant changes to the way the BBC does business. In August 2005, BBC Broadcast was sold to the Australian group Macquarie for £166million. Eleven hundred former BBC employees were transferred to the new company, Red Bee Media, as a result.

More than 250 posts in our Human Resources department were outsourced to Capita in April 2006, including those responsible for recruitment and remuneration. The move led to considerable anger when staff found out that 100 jobs were being relocated to Belfast. It is estimated that the contract with Capita will save the BBC in excess of £50million over ten years.

We are trying to take advantage of the global economy by awarding the contract for our financial services to Xansa. This is the first time we have outsourced work overseas. Xansa will base much of its operation in India and that has led to criticism from unions concerned that jobs could be lost in the UK. The deal is expected to save the BBC £20million a year.