



BBC Corporate Responsibility Performance Review 2013

For more information see bbc.co.uk/outreach

WELCOME



The BBC is an extraordinary place. Over the last six months, I've seen for myself the great work our teams are doing up and down the country.

We're educating, entertaining and inspiring millions to get involved; giving people opportunities to pursue a new interest, follow a passion or come together in a great collaborative adventure.

I've seen the difference we can make to young people - from the ambitious piece of theatre we staged with our partners in Lincolnshire, commemorating the 70th anniversary of the Dambusters raid, to the vital role played by our volunteers at the Edinburgh Festival.

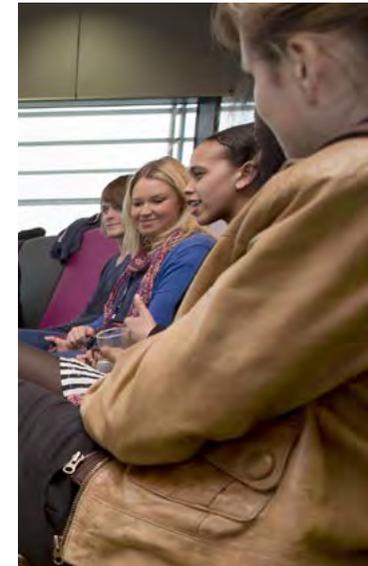
I also met a talented team of apprentices and ambassadors working in Salford; their contribution to the programmes we're producing there feels necessary and exciting. And, there's more we can do. I want us to lead the way in opening

up the industry to all the talents the UK has to offer. As a start, we're doubling the number of apprentice places we offer; and doubling that number again next September.

Thanks to your generous support, we're able to touch the lives of millions less fortunate than ourselves. This year saw record donations to our BBC Children in Need and Comic Relief appeals programmes. Thank you to everyone who contributed.

Working closely with the people we serve really matters to me. It's what you'd expect of a world-class public service broadcaster – and something only the BBC can do. There are some outstanding projects in this report. I urge you to read it.

Tony Hall
Director-General





■ CONTENTS

	Page
■ Introduction	4
■ Outreach and the BBC's Public Purposes	7
■ Extending the BBC's reach to its audiences	11
■ Working with Charities	19
■ Sustainability	31
■ The Way We Work	36
■ Jimmy Savile, Newsnight and the aftermath: a challenge to BBC culture and management	49
■ Looking Ahead	50

INTRODUCTION

by Diane Reid, Head of BBC Outreach

This report, which is produced by the BBC Outreach department, is a summary of the BBC's work in the area of corporate responsibility during the period from April 2012 to March 2013. It is produced for the licence fee payer as part of the BBC's accountability process.

It is published in addition to the BBC Annual Report and Accounts and, in highlighting our corporate responsibility work during the period under review, we also aim to demonstrate how a wide-ranging set of projects

and initiatives play a key role in helping us to meet the six Public Purposes set out by our Royal Charter and Agreement – the constitutional basis for the BBC as presented to Parliament.

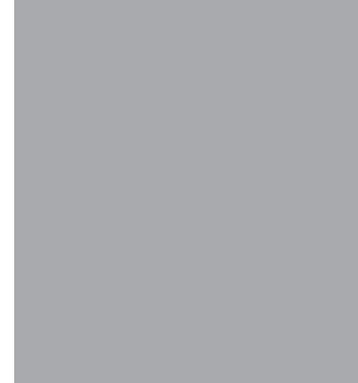
In our review last year we asked Acona Partners LLP (now Carnstone Partners LLP) – an independent management consultancy specialising in corporate responsibility and sustainability – to comment on the process by which the data and other information had been collated.

Acona Partners LLP concluded that in general the BBC has a robust process for collating information, for doing so at regular intervals where

appropriate, and for ensuring data is reported both to the BBC's senior management and to external bodies.

The consultancy made suggestions for improving the collecting and reporting of information and we believe we have made progress against many of these recommendations during 2012/2013. We will seek a further independent evaluation of our work in this area in 2014.

This year the BBC again achieved Platinum status in the Business in the Community Corporate Responsibility Index, reflecting the commitment we have made to run our business transparently and ethically.



INTRODUCTION

The past year has been a significant one for the UK and for the BBC. We brought the Queen's Diamond Jubilee and the London 2012 Olympic Games to audiences across the country and, in the case of the Games, made them the most inclusive and accessible to date for viewers and listeners as well as delivering the first truly digital Olympics.

The work we do face-to-face with our audiences reaches them in a way that broadcasting alone does not.

BBC News School Report involved more than 1,000 schools in news and news making; Radio 1 & 1Xtra

delivered the biggest social action campaign in the network's history; the BBC National Orchestra of Wales worked with 3000 pupils from 79 schools as part of one of the biggest outreach projects ever staged by BBC Cymru Wales; and Stargazing LIVE again encouraged a broad audience to explore and learn about the night sky across three evenings of programming, hundreds of associated events and a breadth of supporting materials and resources.

We supported the development of key STEM (Science, Technology, Engineering and Mathematics) skills in young people. The current shortage of a trained

workforce in this area is something that will not only impact on the BBC and the broadcast sector in the decade ahead, it will affect the UK's ability to remain competitive and equipped with the right skills.

The BBC Academy's Women in Engineering group, the STEM Ambassador programme run by BBC Cymru Wales, and the launch of the BBC's new technology apprenticeship scheme are all designed to ensure the BBC plays its part. Further details of the BBC's outreach work in this area can be found in an edition of our CR Updates at bbc.co.uk/outreach/reports.



INTRODUCTION

During the year under review, BBC Children in Need, Comic Relief's Red Nose Day and the Radio 4 Christmas Appeal all raised huge sums, with record breaking on-the-night Appeal totals. And the BBC Performing Arts Fund and BBC Media Action delivered impressive programmes of work: respectively developing and supporting new performing talent and empowering some of the poorest people in the world to take part in community life and hold those in power accountable.

Internally, this has been a year of change and of challenges. BBC News and BBC World Service completed moves into New Broadcasting House;

Television Centre closed its doors as part of the BBC's overall property strategy and BBC Outreach completed its move to MediaCityUK in Salford.

And, we have made significant steps forward in outreach activity with our audiences, whether that is inspiring the next generation of journalists, engineers and technicians; improving our accessibility and diversity; enabling individuals to donate to causes they have learned about through our appeals; or encouraging staff to learn and share skills through volunteering in communities.

The BBC must also operate in a sustainable and environmentally

responsible way. The way in which it does this is described in the Sustainability section of this review, and includes work to enhance the environmental sustainability of the TV production process as well as wider business operations.

This report is part of the BBC's commitment to transparency in the way we work. BBC Outreach will continue to produce regular updates on how we run our business, our support for charities and the work we do to engage, inspire and support audiences of all ages across the UK.

Full details can be found at bbc.co.uk/outreach



A member of



OUTREACH AND THE BBC'S PUBLIC PURPOSES

This report is produced by BBC Outreach – the department responsible for work that focuses on engagement with audiences who have been traditionally more difficult to reach with our broadcast content.

Everything we do at the BBC - every programme we make, every website page that goes live and every event, activity or campaign we mount - is designed to fulfil at least one of the BBC's six Public Purposes.

These are set out by the BBC's Royal Charter and Agreement and they apply equally to the vast range of work we do face-to-face with our audiences, which we describe as outreach and which goes beyond broadcasting.

This work is extensive, constantly evolving and currently ranges from our Women in Engineering initiative to the launch of a new technology apprenticeship scheme, and from work with schools on technological advances to a scheme in BBC Cymru Wales that sees our staff act as STEM (Science, Technology, Engineering and Mathematics) ambassadors in schools and within the educational community.

The BBC's Public Purposes are:

- Sustaining **citizenship** and civil society
- Promoting education and **learning**
- Stimulating **creativity** and cultural excellence
- Representing the UK, its nations, regions and **communities**
- Bringing the UK to the **world** and the world to the UK
- Delivering to the public the benefit of emerging **communications** technologies and services



OUTREACH AND THE BBC'S PUBLIC PURPOSES

BBC Outreach encourages BBC staff to volunteer and runs a number of activities that help our workforce connect more closely with our audiences and communities across the UK.

Employees share their skills, experience and enthusiasm with charity and voluntary sector partners on a range of projects. Mainly delivered in work time, they are designed to ensure that staff get to meet audiences - often those who are considered hard to reach - and also be of benefit to the charities and individuals involved.

During the period covered by this review (April 2012 to March 2013) more than 800 staff volunteered with a number of third sector

organisations, including those working with children and teenagers, the homeless, prisoners, people with disabilities and individuals or families who wish to foster or adopt a child.

The activities and projects the volunteers have helped deliver are diverse and include film-making, mentoring, voluntary board membership, skills workshops, audio recordings, supporting 'careers in media' events, and environmental regeneration challenges.

By volunteering, staff have made an important contribution to the work of charities and community groups whilst at the same time getting closer to the

audiences they serve. They are then able to use these insights and experiences, as well as new skills, to inform the work they do in their roles at the BBC.

Much of our work is focused in geographical areas where we have large numbers of staff as part of our responsibility to be a good neighbour in local communities.

In Hammersmith & Fulham and Westminster - the two London boroughs where we have large sites with almost 10,000 members of staff - we run projects and activities to open up the BBC, inviting people through our doors and encouraging staff to meet their neighbours.



OUTREACH AND THE BBC'S PUBLIC PURPOSES

During the summer of 2012, nine year 12 students from schools in Hammersmith & Fulham undertook work experience placements in BBC buildings in the borough as part of a scheme designed to find young talent who might not otherwise consider the BBC as a career option. Placements were organised to demonstrate the variety of career options available at the BBC, with opportunities offered in Television, Strategy and Technology.

Another project designed to help young people in London understand the roles involved in creating broadcast programmes

is Programme Maker for a Day, which works with well-known BBC brands to create one-day workshops where the participants experience first-hand what is involved in producing our content.

Sixty young people learned directly from our production staff what it takes to succeed in the industry while giving our staff valuable insights into the way their products are perceived. During each workshop, the participants were asked to create a short version of the programme they had learned about, helping them to develop confidence and a deeper understanding of the production process.

BBC programmes that took part included *Eastenders*, *Match of the Day* and *Daily Politics*.

At MediaCityUK in Salford, where we employ 2,300 staff, volunteering work has focused on sharing the skills we have in the organisation with the people living closest to us.

Eighty pupils from 13 schools across Greater Manchester were given the chance to pitch their digital ideas to a panel of senior BBC managers at a BBC Outreach facilitated Design an App Challenge at MediaCityUK. BBC Outreach and BBC Future Media hosted the one-day creative challenge during which teams of pupils were





OUTREACH AND THE BBC'S PUBLIC PURPOSES

asked to create the best new digital experience for one of a choice of audience groups and on behalf of a range of BBC departments, including BBC Sport, BBC Children's and BBC Entertainment.

Minahil (aged 13), a member of the winning team from Whalley Range 11-18 High School, said: "This was such an amazing experience and I felt privileged to be a part of it. The whole day was fun and I was so proud that we won." As part of their prize Minahil and the rest of the team were presented with their trophy by Professor Brian Cox at a follow-on BBC event.

Outreach is integral to the BBC's partnership with the City of Bristol. This year, BBC Outreach delivered 130 career themed workshops to 1,800 Year 9 students in advance of them taking their exam options. At each of the 11 schools involved, we worked with the entire school year with workshops on subjects such as news making, sports reporting and animation. Organised in partnership with the University of the West of England (UWE), the intention was to help the students understand the variety of roles at the BBC and inspire them to follow these career paths.

Finally, BBC Outreach work has enabled regional teams across the North of England to get closer to their audiences while producing creative content.

In the North East and Cumbria, the *100 Faces* film screened on December 20, 2012, featured 100 people from the region – one born every year over the last century – talking about what had made 2012 an important year for them. This moving film featured themes of love, loss and adversity through very individual stories.

EXTENDING THE BBC'S REACH TO ITS AUDIENCES

In this section we look at examples of the work the BBC does with the public and partners in education, industry and the broadcast sector which help us to reach new audiences. This work is rooted in our content and production activities. Its scope is huge and features a broad range of important and ambitious projects and initiatives, just a few of which are highlighted here.

BBC National Orchestra of Wales

BBC National Orchestra of Wales has a long history of education and community outreach work. As part of this programme it has been delivering accessible orchestral concerts for pupils in primary schools and special schools with creative musician Andy Pidcock and conductor Grant Llewellyn.

During February 2013 four concerts for more than 3,000 children from 79 schools across south, west and mid Wales took place at Sport Wales National Centre, Cardiff. The concerts were devised to be inclusive for everyone and as appropriate as possible for deaf, deafened or hard of hearing adults and children. An additional evening concert also took place targeting individuals, families and groups from the local communities.

The primary aims were to share an enjoyable and informative music experience, to help raise deaf awareness and to provide a platform for stimulating creativity and promoting learning. The concerts were presented and signed by Dr. Paul Whittaker OBE (Artistic Director of Music and the Deaf) along with creative musician Andy Pidcock and conductor Grant Llewellyn.



EXTENDING THE BBC'S REACH TO ITS AUDIENCES

Communication methods included British Sign Language interpretation and speech-to-text relay. Widget symbols, graphic representation of the music and live pictures of the musicians, conductor and presenters were also displayed via three large screens. Large bass speaker cabinets placed under the raked seating enabled the audience to feel the vibrations of the music.

The audience was also invited to sit inside the orchestra and touch the instruments to feel the effect of the music as the musicians played. The audience could also sit, lie, touch or stand on vibrating sound boxes allowing the opportunity to feel the sound and vibrations

created by the orchestra. The concerts highlighted the building blocks of music – pitch, volume, rhythm and tempo and demonstrated the instruments of the orchestra. The sections were also visually identifiable through colour-coded shirts.

Music featured popular classical works as well as interactive music by Andy Pidcock.

Opportunities for audience participation included 'A.E.I.O.U.' - a fun, rhythmic introduction to finger spelling and a catalyst for lessons on deaf awareness. Grant Llewellyn also demonstrated his role as conductor and encouraged members of the audience to join him on the podium to try controlling the volume of the orchestra.

Andy Pidcock and musicians from the BBC National Orchestra of Wales worked with deaf and hearing impaired pupils from Ysgol Maes Dyfan in Barry in preparation for the concerts. The children created their own sound-scape which they later performed in front of their peers.

One of the highlights of the concerts was the performance by Katherine Mount of 'Ethan's Song'. The song describes the relationship with music that Katherine shares with her profoundly deaf son Ethan. The performance was signed by the Llantarnam Deaf Choir featuring pupils from the Hearing Impaired Unit at Llantarnam High School, Cwmbran.

Feedback from the concerts:

"My pupils were totally captivated and it was particularly enjoyable for our hearing impaired children who were able to join in completely as it was so accessible to them...It presented deafness in a very positive light and helped children understand the range of communication strategies that can support deaf children - accessible to all which is normally very rare."

Teachers, Coed Glas Primary School Hearing Impaired Resource Base, Cardiff



EXTENDING THE BBC'S REACH TO ITS AUDIENCES

BBC News School Report

BBC News School Report is a project that allows 11 to 16 year olds across the UK to report on the news that matters to them. Students choose their own stories to broadcast, and give voice to the issues that affect them.

Each year in March there is a designated School Report News Day. On this day, all participating schools across the UK work to a deadline to create and upload their news reports onto their school websites.

The BBC links to the students' content from the School Report map, thus providing the young reporters with a real audience for their stories.

The day provides many exciting opportunities as many students' stories are featured on various BBC News platforms throughout the day, last year School Reporters appeared on

the News Channel, the *Today Programme* and *Woman's Hour* to name but a few.

More than 1,000 schools took part in 2013, with students covering a wide range of topics for their broadcasts. Stories ranged from litter issues in school, to explorations of job prospects for young people.

The project is designed so that all schools can take part in News Day without extra support, but in some cases schools have a BBC mentor to assist them. Mentors work with the young reporters by offering journalistic advice or by helping



EXTENDING THE BBC'S REACH TO ITS AUDIENCES

them to conduct interviews and film, record or write the story ready for broadcast. In addition, the BBC may set up a major guest for a school or support them on a story that is of particular interest to them.

BBC News School Report is a partnership between schools and BBC News. Projects this year were funded by departments including BBC Learning, BBC North and BBC Outreach. The overall aim is to ensure young people are given an opportunity to engage with news by making and broadcasting it for real.

Many of our young reporters have engaged in wide variety of journalism from filing backstage reports at the London 2012 Olympic Opening Ceremony to interviewing David Cameron.

The project provides tangible opportunities for the young reporters to express their creativity while learning about the world of news and news making. By giving students the chance to take editorial leadership on news stories, the project helps them to gain an understanding about the issues that affect society and the world around them. Through taking part in the project, School

Reporters also enhance their confidence, and gain greater communication skills.

In 2013, BBC News School Report also worked with some schools in Australia: students there were invited to broadcast some of their news to the UK. This partnership, it is hoped, will be developed in the build-up to the Commonwealth Games 2014, to be hosted in Glasgow.

School Report News Day 2014 will take place on March 27. For further information visit: bbc.co.uk/schoolreport

Huw Edwards, BBC News presenter, says:

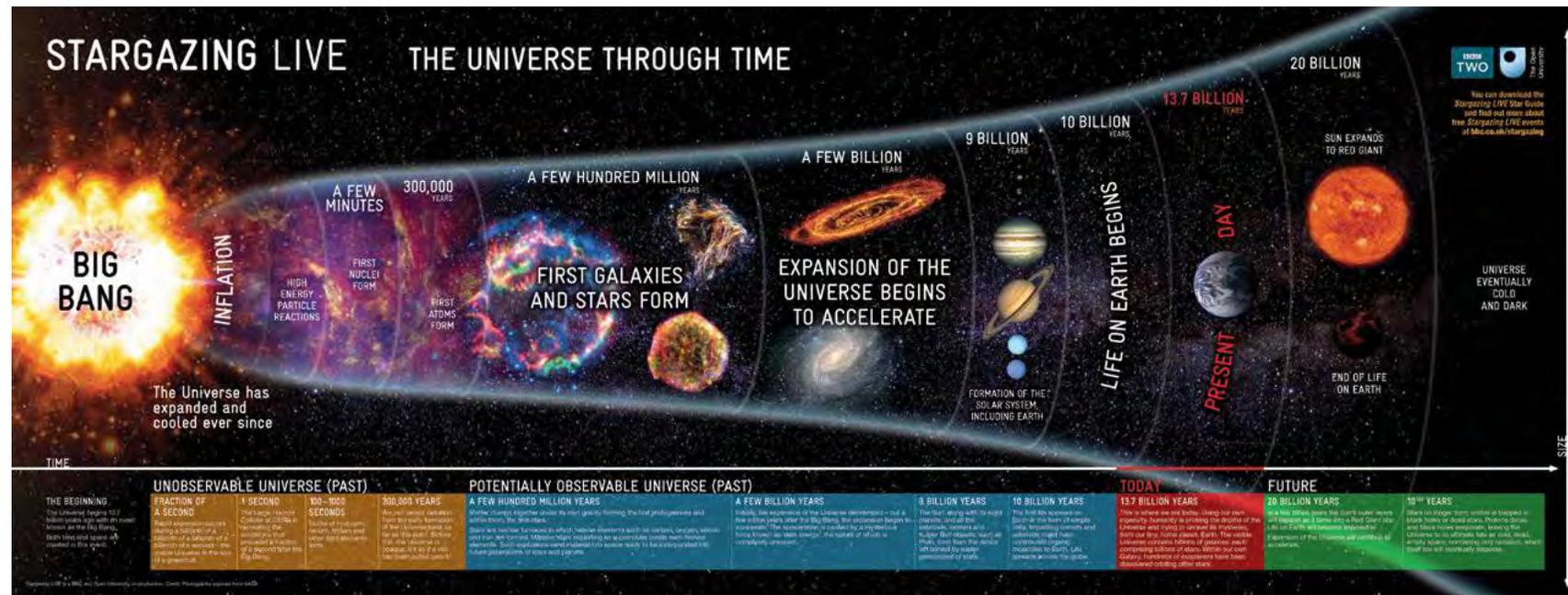
“Over the years I’ve run many journalism workshops in schools so I’ve seen how much fun it can be and how much can be learnt when there are real audiences and real deadlines to meet. I’m involved because I want to give young people the chance to make the news themselves – and I want to share the principles of good journalism.”



EXTENDING THE BBC'S REACH TO ITS AUDIENCES

Stargazing LIVE

Now in its third year, *Stargazing LIVE* is a great example of how the BBC can maximise the impact of a television event that goes beyond broadcasting to reach audiences in creative and engaging ways. It is also a good example of how the BBC fulfils its six Public Purposes: **Citizenship, Communications, Communities, Creativity, Global and Learning.**



Stargazing LIVE encourages a broad audience to explore and learn about the night sky and to have their own “wow moment” through engagement in content

on television, online and at associated events across the UK. The objective is to make basic astronomy accessible and to give audiences skills to observe the



EXTENDING THE BBC'S REACH TO ITS AUDIENCES

skies by providing information and resources to encourage a greater understanding of the universe, as well as inspiring and motivating the audience to take their learning experience further by looking at additional content provided by the BBC and external partners.

Three one-hour broadcasts on BBC2 in January 2013 were each followed by live chats in the *Back to Earth* programmes. Professor Brian Cox and Dara O'Briain brought the wonders of the stars into viewers' homes from the control room of Jodrell Bank Observatory in Cheshire.

The programmes focused on the themes of leaving Earth and space travel; Supernova; Mars; the history of the universe; and

telescopes, with the presenters interacting live with audiences and calling on an impressive collection of the country's finest astronomical minds to explore the wonders of the cosmos.

Out in communities, online and in schools, *Stargazing LIVE* reached beyond television to involve viewers across a rich range of projects and initiatives.

For example, in Glasgow would-be stargazers learned about black holes in space and all about the theory of the big bang. More than 4,000 people took part at the Botanic Gardens and Oran Mor Auditorium with activities including making comets out of dry ice, using mini hand held electronic robots for

interplanetary exploration, interactive talks about space flights and the Mission to Mars as well as outdoor stargazing sessions with local astronomy experts.

Project Highlights

In the week of the first programme, 32,000 people attended BBC Learning events across the UK. These were aimed at encouraging everyone from the complete beginner to the enthusiastic amateur to make the most of the night sky.

Bringing together astronomical societies, museums, discovery centres, country parks and local authorities, the events featured planetarium shows, rocket making, star parties

Quote from attendee at Stargazing LIVE Event in Glasgow

"It is the best event me and my son have ever been to...very well organised and never seen so many interesting and educational activities for all the family"





EXTENDING THE BBC'S REACH TO ITS AUDIENCES

and alien-themed activities as well as topical talks and discussions contributing to another national stargazing celebration.

Over the course of *Stargazing LIVE* 2013, around 170 partners ran some 520 events via bbc.co.uk/thingstodo

New for 2013, *Stargazing LIVE* took on the challenge of re-building an historical Herschel Telescope in Derby. A collaboration between the production team and BBC Learning, the aim was to create a working replica of William Herschel's 20ft telescope.

The replica telescope has now been taken on by the University of Derby and will continue to

be used by students, as well as the local astronomy society and community who were all involved in making it possible.

An essential component of *Stargazing LIVE* is to encourage learning, so that anyone who felt inspired by the programmes could visit the *Stargazing LIVE* website and find details of associated events taking place in their local area as well as resources produced by BBC Learning. These included:

- A new Star Guide with informative star maps and exciting facts about the stars and planets. Ninety thousand guides were printed for distribution at *Stargazing LIVE* events and, in addition, the

Open University funded a further 40,000 copies which they distributed via its website and through phone line requests.

- A *Stargazing LIVE* Star Party Pack received 7,296 downloads from the website and offered inspiration for music playlists, menus and activities to be used to help the audience plan their own Star Party.
- A pack was produced for those partners running a *Stargazing* activity, containing a mix of practical advice on how to run a safe and successful event with suggestions and instructions.
- *The Sky at Night* magazine was commissioned to write a guide for those interested in

EXTENDING THE BBC'S REACH TO ITS AUDIENCES

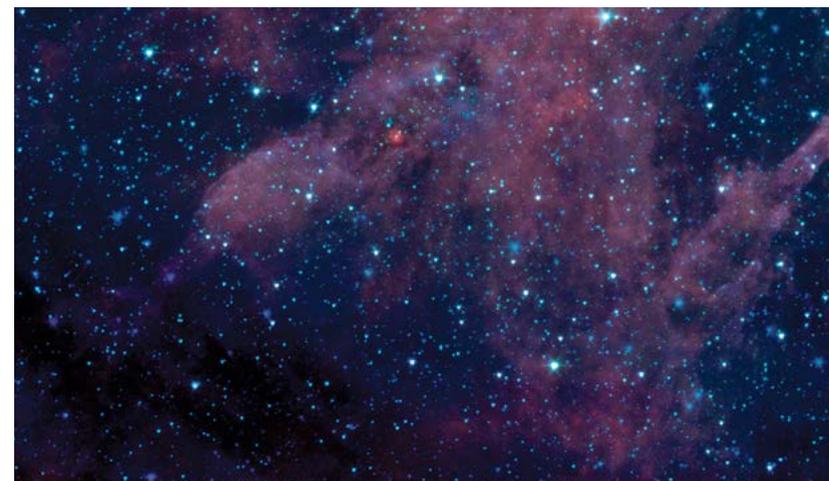
buying their first telescope; a poster was produced tracing the development of the universe from the big bang to the present day; short audio guides were made available for downloading from the *Stargazing LIVE* website to help people locate points of interest in the night sky during the different seasons of 2013 direct from their MP3 player; and, with help from the Royal Observatory Greenwich, we updated resources outlining the range of mobile and desktop apps available for people to use to help them navigate the night skies.

- A poster was also produced detailing the history of the universe and which was included as a special cover fold-out in the Radio Times (900,000 print run).

Project Successes

- 14,208 page views were recorded for the schools page of the *Stargazing LIVE* website.
 - 32,000 people attended *Stargazing LIVE* events hosted by BBC Learning.
 - Around 170 *Stargazing LIVE* partners staged some 520 events.
 - Both *Stargazing LIVE* and *Back to Earth* were in the top 10 most talked about television programmes on Twitter over the three days of broadcast.
- 66,594 Tweets in total during the three days of transmission via Twitter (according to data from Second Sync)
 - During the three nights of transmission the *Stargazing LIVE* website welcomed a total of 265,984 unique UK browsers.
 - There were 79,616 downloads of the Star Guide.
 - The Things to Do Stargazing activities page received 64,512 browsers in a five-week period.

For further information visit bbc.co.uk/learning and bbc.co.uk/stargazing



WORKING WITH CHARITIES

We know charitable giving is important to the British public and the BBC has broadcast appeals for individual charities since 1923.

These are an important part of our remit as a public service broadcaster and help underpin the BBC's six Public Purposes. They also form part of the BBC's broader involvement in social action broadcasting and coverage of the work of the voluntary sector.

Many of the causes we encourage the British public to support are now an integral part of the fundraising activities of individuals, communities and organisations across the country.

Appeals use creative programming to engage the widest possible audiences in the work of UK and international charities and, despite being in the midst of an economic downturn, BBC audiences helped raise well over £100m.

An increase in the on-the-night fundraising total for BBC Children in Need is evidence of the degree to which BBC broadcast appeals continue to resonate with viewers and listeners. This was further demonstrated by Comic Relief's Red Nose Day in March 2013, which also had an increase on the 2011 fundraising total.

Support for our three corporate charities (BBC Children in Need, BBC Media Action and the BBC Performing Arts Fund) also helps us fulfil our Public Purposes.



WORKING WITH CHARITIES

Comic Relief & Red Nose Day 2013

Comic Relief is a major charity based in the UK which strives to create a just world free from poverty. Since it was launched in 1985, Comic Relief has raised more than £900 million and worked in 70 countries on almost 16,000 projects.

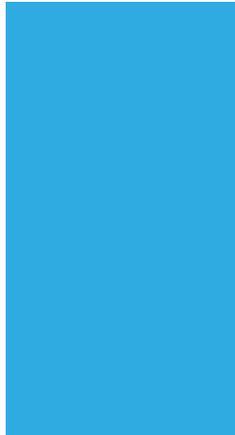
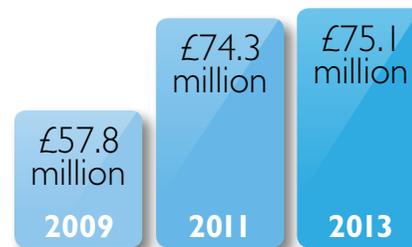
Comic Relief holds two biennial fundraising campaigns in alternate years, *Sport Relief* and Red Nose Day. The most recent of these was Red Nose Day, which took place on March 15, 2013. First staged in 1988, the basic premise is that everyone has a laugh whilst raising money to help change lives across the UK and Africa. Ever since the first Red Nose Day, the BBC has played its part by giving comedians and celebrities an evening to entertain the nation whilst at the same time encouraging people to donate.

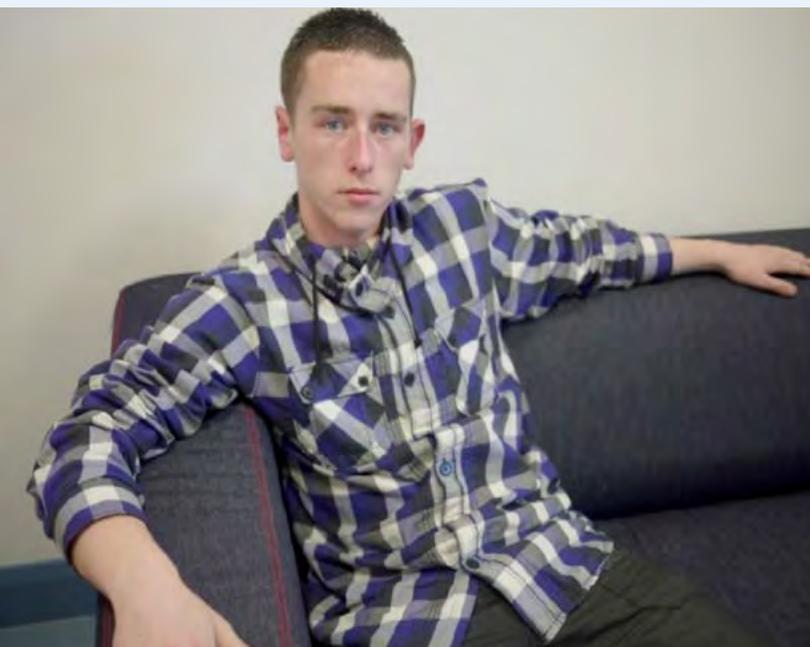
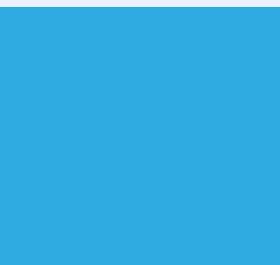
In the run-up and on the day of Red Nose Day 2013, the BBC broadcast television and radio programmes about the work

of the charity, encouraging and inspiring viewers and listeners to join fundraising activities.

Red Nose Day 2013 attracted an average of 10.3 million viewers with almost 40 per cent of the available audience tuning in to watch an evening of entertainment, fundraising activities and thought-provoking and inspiring stories showcasing the work of the charity.

On the night totals





WORKING WITH CHARITIES

Case study

Mum Louisa, 32, daughter Alice, 3 - Uganda

Mother Louisa, 32, managed to get her three-year-old daughter Alice to Mbale Hospital just in time to receive lifesaving medical care. This was Alice's fifth hospital stay for malaria and Louisa understood all too well the urgency of getting treatment for her young daughter, having already lost two sons to this cruel disease. The doctors and nurses were able to give Alice the vital medical assistance she needed thanks to the Malaria Consortium, a project that uses cash raised through Red Nose Day to work in partnership with Mbale's local health authority, providing medical supplies that are crucial to saving the lives of children and babies infected with malaria.

Case study

Shaun - Glasgow

Shaun joined one of Glasgow's most notorious teenage gangs when he was just 14. But it wasn't the harsh beatings he received or the violence he inflicted on rival gang members that eventually made him quit. It was FARE, one of the most successful gang-focused youth projects in Scotland, which uses cash raised by Red Nose Day. Now a paid youth worker for FARE, Shaun has become a role model for the young people of Glasgow.

WORKING WITH CHARITIES

BBC Children in Need

In its 33rd year, the BBC Children in Need appeal raised £26,757,446 through donations and fundraising on appeal night, with millions more continuing to come in throughout the year.

Through the appeal night and hundreds of hours of associated coverage across BBC services, we provided BBC Children in Need with a platform to support projects reaching disadvantaged children and young people across the UK.

Programmes that were entertaining, factual or featured personalities and comedy entertainers were all designed to inform and inspire audiences by telling the stories of the challenges children face and how the work of the organisations that receive funding from BBC Children in Need are able to make a real difference.

Fundraising is a year-round activity but the main focus is the appeal night each November – now a major fixture in the UK calendar and one that brings together the UK's communities, regions and nations.

The 2012 appeal night total exceeded that of the previous year by £425,000 and, by October 2013, the charity aims to distribute £45 million.



WORKING WITH CHARITIES

Monies raised on the night of BBC Children in Need annual appeal

■ On the night
 ■ Total distributed



BBC Children in Need grant distribution across the UK from the 2012 appeal.



*BBC Children in Need aims each year to award grants to an amount at least equal to the funds raised. The final Appeal 2012 total was £43.3 million and £1.7 million was allocated from the Charity's reserves to give a final grant budget of £45 million.



WORKING WITH CHARITIES

BBC Media Action

BBC Media Action is the BBC's international development charity. It uses media to transform lives around the world and works closely with governments, non-governmental organisations and broadcasters to ensure efforts are co-ordinated to bring lasting change in developing countries.

Since BBC Media Action was formed 14 years ago, the charity has worked in less stable countries marked by conflict. In Afghanistan, Iraq, Libya, South Sudan, Burma and Somalia, the charity has delivered projects ranging from radio programmes providing mothers with life-saving health information through to TV shows where people can hold their leaders to account, often for the first time.

In Afghanistan, one recording of the radio and TV debate show *Open Jirga* saw President Karzai answer audience questions about topics such as corruption, his government's record over the past decade and peace with the Taliban.

In Iraq, Radio Al Mirbad, the country's only independent radio station providing public service broadcasting, now attracts 1.7 million listeners each week across the country's nine southern provinces and in the past year has launched a popular website.

In Burma, BBC Media Action has provided online and face-to-face journalism training and impartial and relevant information to young people through the radio

programme *Lin Lat Kyair Sin* (*Bright Young Stars*) since 2011. Then in September 2012, the charity was given unprecedented permission by the Burmese government to open a project office to train and offer long-term support to state and independent broadcasters. The impact of the training on the state broadcaster's output is already evident.

BBC Media Action is funded by a range of donors including the UK's Department for International Development (DFID), the Foreign and Commonwealth Office, the Bill and Melinda Gates Foundation, European Union and United Nations' agencies. It also receives voluntary contributions, including





WORKING WITH CHARITIES

donations from philanthropic institutions and corporate partners. The BBC offers core support in skills and technical resources.

In the first year of a global grant awarded by the Department for International Development (DFID) in November 2011, BBC Media Action reached 49.2 million people and was awarded an A+ rating by DFID for its work improving governance, health, resilience and humanitarian response, and policy and evidence. Other sizeable projects continuing in 2012/13 included a maternal and child health communication project in Bihar, India, funded by the Bill and Melinda Gates Foundation.

Further information on the work of the charity can be found at bbc.co.uk/mediaaction

BBC Media Action year

During the year, the charity ran 81 projects on multiple platforms (TV radio, online, mobile, print) including:

- TV and radio debate show *Sema Kenya (Kenya Speaks)*, which gave Kenyans the chance to call their leaders to account in a vital election year for the country. “*Sema Kenya* has kept leaders on their toes,” said one viewer.
- Radio drama *Dareemo* and magazine show *Tiiraarka Qoyska (Pillars Of The Family)*, which inform people in Somalia about what they can do to stop the preventable deaths of mothers and babies. One listener, a poor widow and mother, called the show “a teacher in my home”.

- Climate Asia, a research project investigating people’s everyday experiences of climate change which has spanned seven countries and involved interviews with more than 30,000 people.

Total spend for 2012/2013: £39m

WORKING WITH CHARITIES

BBC Performing Arts Fund

When 15-year-old Adele applied to the BBC Performing Arts Fund for home recording equipment, Academy Award® glory was possibly the last thing on her mind. But the chart topping singer who has since won an Oscar for 'Skyfall', the latest Bond theme, is just one example of how the registered charity, which operates all over the UK, works to ensure the creativity of individual artists and of communities across the country.

Set up in 2003 following the success of the BBC One series *Fame Academy*, the Fund has so far awarded £4 million of grants to more than 1,200 individuals and in excess of 230 community groups.

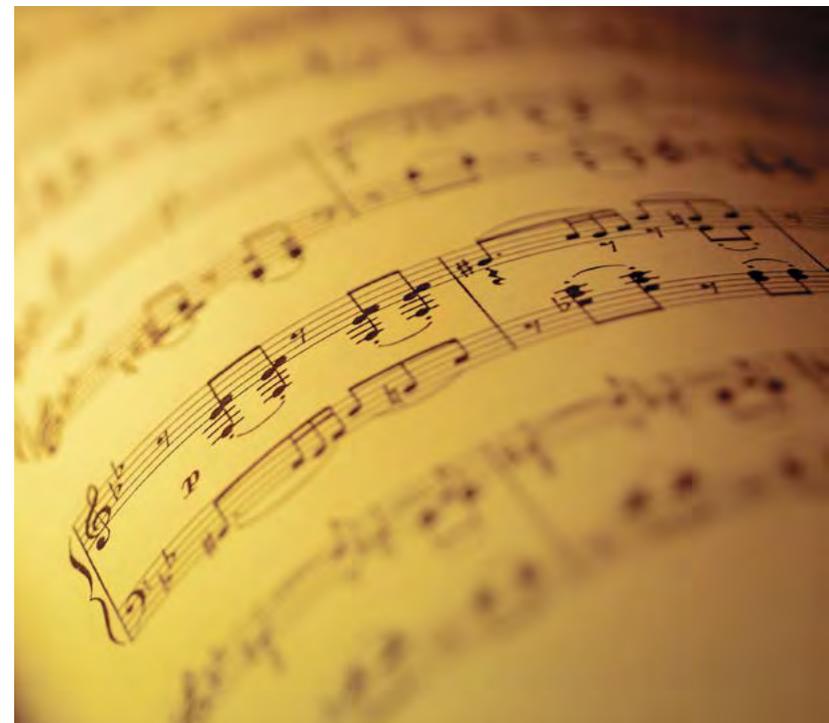
It successfully delivers the BBC's Public Purposes to stimulate creativity, promote education and learning, and to cater for diverse, UK-wide audiences. It also believes long-term careers in the performing arts are achievable and that community groups have a key role to play in development of new talent.

The BBC Performing Arts Fund is not licence fee-funded. Instead it receives income from the voting lines used in BBC One entertainment programmes. In 2012 the Fund became the official charity for the new BBC One programme *The Voice UK* which had a premium voting line that raised money for the Fund (a minimum of 10p per call).

The Fund has a rotating grants portfolio and each year a different art form is the focus for funding (2011 Dance; 2012 Music, and 2013 Theatre).

Usually two schemes will run for each art form – one that awards grants to community groups and one that supports individuals.

In addition to the global success of Adele, previous grant recipients have gone on to produce a Mercury Prize winning album, perform at the Glastonbury Festival, appear on *Later with Jools Holland*, compose for the BBC Proms and land starring roles in both the West End and in Hollywood films.



WORKING WITH CHARITIES

The Fund recognises the impact small grants can have on community groups. For example, through the Community Dance Project in 2012, Integr8 Youth Dance Company from Preston received a grant of £1,920 that enabled the group to double in size and bring contemporary dance to new audiences with over 500 people attending their performances.

Highlights from BBC Performing Arts Fund 2012/3

- The BBC Performing Arts Fund celebrates its 10th anniversary in 2013
- To date the Fund has awarded over £4 million in grants
- 2012 was the year of music and in 2013 we celebrate the world of theatre.
- The BBC Performing Arts Fund awarded 19 fellowships to support talent development to a range of organisations across the UK from an assistant conductor with Birmingham Royal Ballet to a singer working with the English Folk Dance and Song Society. Other organisations hosting fellowships include Scottish Chamber Orchestra, Drake Music, Grimsby Minster and Urban Development.
- The Fund also awarded over £250,000 in grants to community music organisations. Choirs, brass bands, drumming circles, jazz bands and youth orchestras were amongst the successful applicants. Funding was awarded to commission new music, undergo training and development and support ambitious performances.
- In 2013, the Fund will be awarding approx £450k in grants to the theatre sector.

Further information can be found at bbc.co.uk/performingartsfund



WORKING WITH CHARITIES

Charity Appeals

In addition to appeals for BBC Children in Need and Comic Relief's Red Nose Day, national, regional and local broadcasts on the BBC have again helped raise the profile of a wide range of charities and, as a result, generated millions of pounds in charitable income.

During the year under review, the long-running Radio 4 weekly appeal supported charities including Refugee Action, Contact the Elderly, SolarAid and Macular Disease Society. In addition, the monthly BBC One *Lifeline* programmes made appeals on behalf of

British Stammering Association, Research Autism, Centrepont, and The Sick Children's Trust.

The traditional Radio 4 Christmas appeal for St Martin-in-the Fields raised £2.06 million* - a new record. And the *Blue Peter* Go Pyjamas appeal again raised money for BBC Children in Need (£56,000).

Appeals and associated programming and events by four BBC English local radio stations: BBC Coventry and Warwickshire, BBC Cornwall, BBC Merseyside and BBC WM generated £756,072 for their chosen charity partners, including

Myton Nurse Appeal, Phoenix Stroke Appeal, Alzheimer Society Befriending Service, Red Alert Cure Leukaemia.

Further information of the BBC's work in this area can be found by visiting bbc.co.uk/charityappeals

* subject to final audit



WORKING WITH CHARITIES

BBC Radio 4's St Martin-in-the-Fields Christmas Appeal 2012

Thanks to the generosity of Radio 4 listeners, the network's 2012 Christmas appeal raised £2.06 million* - a new record.

First broadcast by the BBC in 1927, the most recent appeal was the 86th, and benefits the work done by St Martin-in-the-Fields in helping homeless and vulnerable people across the UK.

The Connection at St Martin's, located next to St Martin-in-the-Fields church in Trafalgar Square, helps thousands of homeless people in central London every year. It is the UK's largest centre of its kind and, as pressures on funding increase, the Radio 4

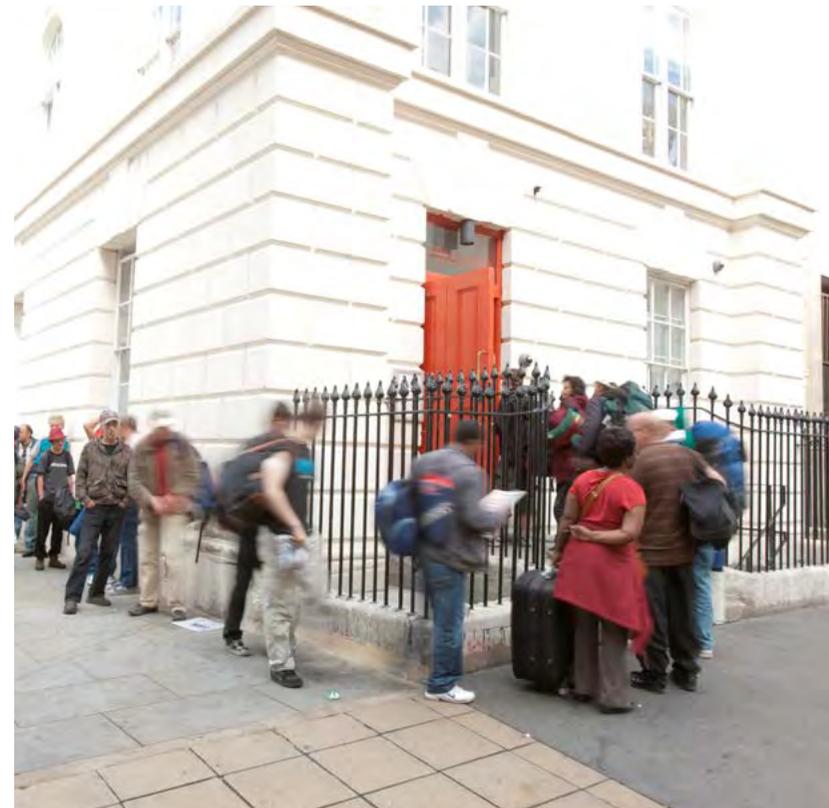
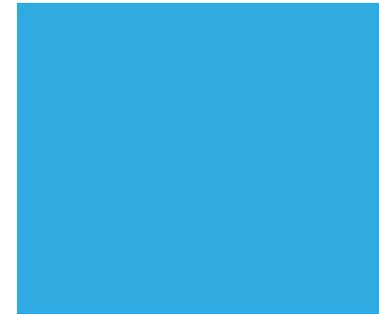
Christmas Appeal is vital in enabling The Connection to provide core services which make a life-changing difference to homeless and vulnerable people.

Services include a Street Outreach team providing proactive support for people sleeping rough, a Day Centre with showers, computers and café serving nutritious hot meals, a Night Centre providing short term emergency accommodation, Workspace service helping people find training and employment, and an Advice & Housing team helping people at risk of becoming homeless.

The appeal also helps support the work of the Vicar's Relief Fund that awards more than 2,500 grants each year to individuals and families in need across the UK. Although grants from this Fund are relatively small (around £200 on average), these are often people facing urgent crisis and the key is to award them as quickly as possible. This year more than four out of every five grants have been made within 24 hours.

The funds awarded are often used to prevent someone with rent arrears from being made homeless; enable a person to move away from the streets by helping towards a rent deposit;

* subject to final audit





WORKING WITH CHARITIES

provide someone who has been homeless with assistance in furnishing a new home or help with everyday living expenses for people who are destitute.

The annual appeal is launched on Radio 4 in early December with a feature highlighting some of those whose lives have been transformed by the money raised.

People like Natasha, mother of three children who was about to be made homeless when she found the landlord of a private rented property wouldn't accept her without a £250 rent advance. Natasha was able to pay this with the grant she was given by the Vicar's Relief Fund.

She says: "Without this support we would have become homeless, had to go into a hostel and probably would have to have taken a much poorer quality accommodation than the lovely home we now have. I cannot thank you enough, from both me and my children."



SUSTAINABILITY

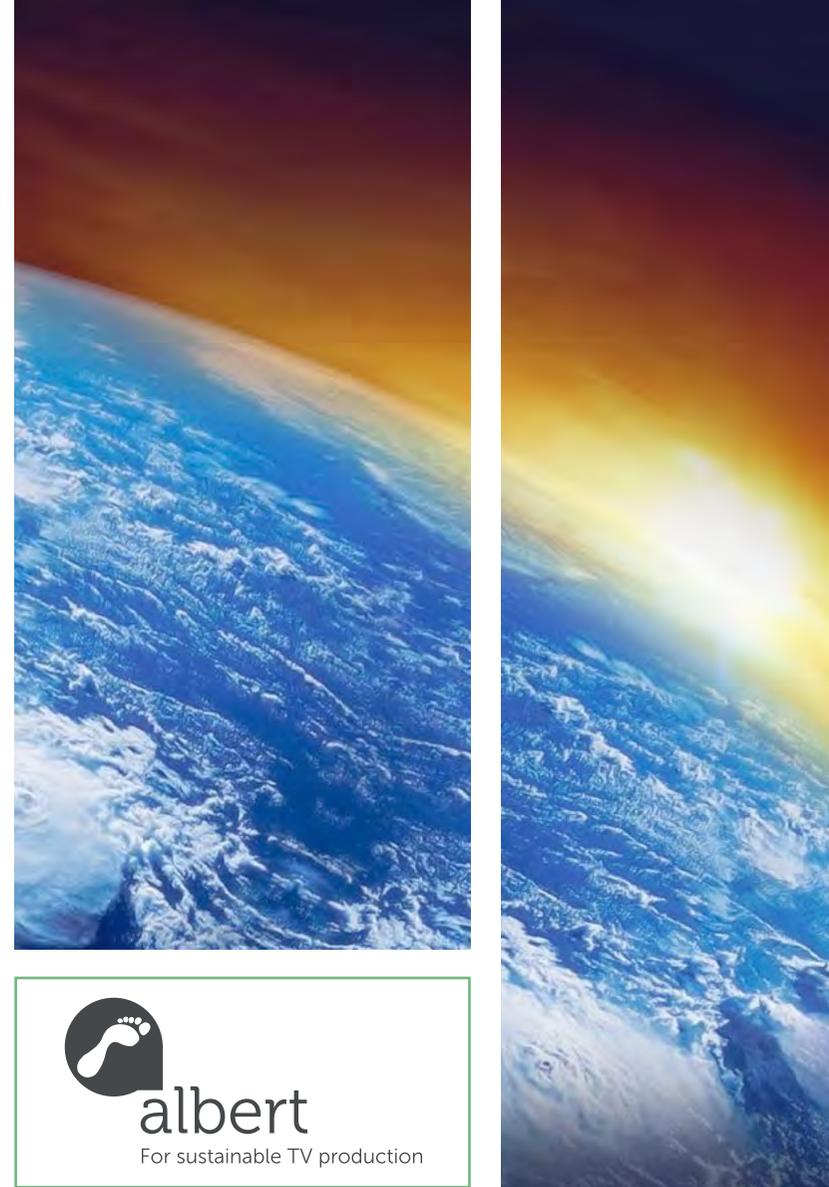
Sustainability at the BBC means being a responsible steward of environmental, human and financial resources, and reflecting this in the way we operate. It's also about the decisions we make for the future. We want to ensure our actions have a positive impact on local communities and minimise any negative impact on the natural environment.

The BBC has long helped raise public awareness of environmental and sustainability issues through TV, radio and online content and will continue to do so. Operationally, we aim to become a more sustainable organisation by focusing on three areas: innovating and embedding sustainability in our programme making process; working to targets to reduce our environmental impacts; and enabling and encouraging BBC staff to exemplify sustainability in everything they do.

Sustainable production

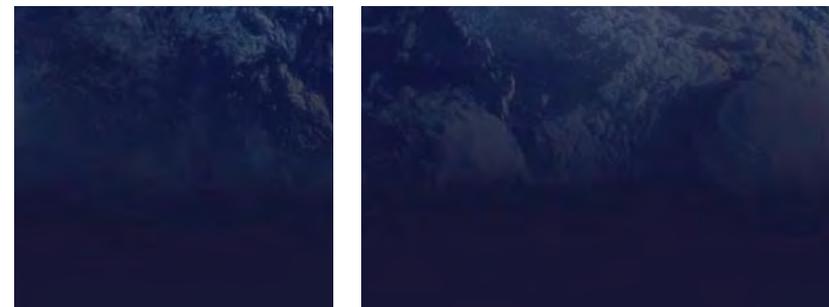
We continue to measure the carbon footprint involved in making television programmes using albert - the carbon calculator for production. And as a founding member of the BAFTA albert consortium we collaborate with partners in the TV production industry to promote and share best practice.

albert enables production teams to measure the carbon emissions along the various stages of the production process and our next product, albert+, which we are piloting at the moment, is a tool to help make reductions and encourage wider communication of the aims of sustainable production to all those involved in the process.



albert

For sustainable TV production



SUSTAINABILITY

Collaboration and education is fundamental to the evolution of our work in sustainable production and we recently produced a short film with the BBC Academy to show examples of the steps productions can take and which is available to all in the broadcast sector:

Targets to reduce the environmental impacts of our operations

We have a series of targets to address our environmental impacts, which arise primarily from CO₂ emissions due to energy required to power our operations, water use, CO₂ emissions from travel and waste generated.

Our strategic approach combines the sustainable production focus described above, our corporate property strategy to reduce the size of our overall property estate, and investment in energy and water efficiency measures. As an example of the latter, a system in Salford remotely monitors utility use, diagnoses operational anomalies and identifies savings.

Television Centre remains operational, mitigating energy and water savings elsewhere. It is challenging to reduce energy consumption in absolute terms while responding to the need for technology updates to enable the production and playout of our content.

This year more than 5,500 staff moved across London from Bush House and Television Centre, primarily relocating to New Broadcasting House. Bush House held auctions to ensure resources were reused and reuse was also the preferred option for furniture cleared from Television Centre.

Overall across our estate we're pleased to see that recycling rates have improved to an average of 65 per cent, as changes previously made to processes continue to deliver positive results.

Reducing emissions from travel is a challenge. As a national and international broadcaster, we will always need to travel to locations to make programmes, film events, and bring our audiences inspiring and informative coverage of current affairs and world news.

We have introduced improved video conferencing facilities to encourage staff to cut down on unnecessary travel, and we're introducing lower emissions vehicles for staff to use. However, we are aware that there is more work to do to reverse this upward trend.



SUSTAINABILITY

Environment data

Energy

	Baseline 07/08	08/09	09/10	10/11	11/12	12/13	Target (2015/16)
Equivalent total energy kWh	401,120,193	399,720,232	373,118,617	379,095,514	398,905,380	385,429,728	
Absolute reduction against baseline year		0%	-7%	-5%	-1%	-4%	-20%
Consumption per BBC staff (FTE) kWh	18,575	18,691	17,776	18,368	18,989	18,557	
Per FTE Performance against baseline		0.6%	-4%	-1%	2%	0%	
Total CO ₂ emissions - tonnes	161,394	158,653	150,185	150,380	152,613	151,316	-20%
Absolute change in CO ₂ against baseline		-2%	-7%	-7%	-5%	-6%	

Transport

	Baseline 07/08	08/09	09/10	10/11	11/12	12/13	Target (2015/16)
Total CO ₂ emissions from business travel - tonnes	22,121	20,863	18,955	19,646	19,399	19,634	
Total CO ₂ emissions from fleet - tonnes	2,755	2,926	3,194	3,210	2,933	2,985	
Total CO ₂ emissions from travel	24,876	23,789	22,149	22,856	22,332	22,619	
CO ₂ emissions per BBC user - tonnes	0.79	0.76	0.72	0.76	0.73	0.75	-20%
Per user performance against previous year		-3%	-5%	5%	-4%	2%	
Per user performance against baseline		-3%	-8%	-4%	-8%	-5%	



SUSTAINABILITY

Water

	Baseline 07/08	08/09	09/10	10/11	11/12	12/13	Target (2015/16)
Equivalent overall water consumption - m3	541,422	565,328	510,423	503,933	508,853	485,263	
Water consumption per BBC staff (FTE) - m3	25.1	26.4	24.3	24.4	24.2	23.4	-25%
Per FTE Performance against previous year		5%	-8%	0%	-1%	-4%	
Per FTE Performance against baseline		5%	-3%	-3%	-3%	-7%	
Absolute change against baseline		4%	-6%	-7%	-6%	-10%	

Waste and recycling

Total and amount to landfill	Baseline 07/08	08/09	09/10	10/11	11/12	12/13	Target (2015/16)
Equivalent overall waste - tonnes	7,694	6,435	6,029	5,914	6,322	5,867	
Equivalent overall waste to landfill - tonnes	3,950	3,156	2,357	844	1,443	726	
Waste to landfill per BBC FTE - kg	182.9	147.6	112.3	40.9	68.7	35.0	-25%
Per FTE Performance against previous year		-19%	-24%	-64%	68%	-49%	
Per FTE Performance against baseline		-19%	-39%	-78%	-62%	-81%	

Recycled or recovered	Baseline 07/08	08/09	09/10	10/11	11/12	12/13	Target (2015/16)
Waste recycled - % kg	49%	51%	51%	55%	51%	65%	70%
Change (+ / -) against previous year		2%	0%	4%	-4%	14%	
Change (+ / -) against baseline		2%	2%	6%	2%	16%	
Waste recovered - tonnes	N/A	N/A	598	2083	1659	1317	
Waste recovered as % of total waste			10%	35%	26%	22%	



Case study



Wizards vs Aliens – the science fantasy television series broadcast on CBBC and produced by BBC Cymru Wales and FreemantleMedia Enterprises - took part in the pilot of albert+, using hybrid generators on location to reduce CO₂ emissions. albert+, which is currently being piloted by the BBC, is a tool to identify potential CO₂ reductions and encourage wider communication of the aims of sustainable production to all those involved in the process.

SUSTAINABILITY

Distribution and Transmission

	08/09	09/10	10/11	11/12	12/13
Total kWh consumption	137,667,688	128,243,294	118,949,709	111,092,216	101,924,735
CO ₂ emissions (tonnes)	73,782	67,433	61,898	57,809	53,039
% Change in CO ₂ emissions vs 08/09		-9%	-16%	-22%	-28%

Next steps

We will continue our pilot of albert+ by introducing the concept to more BBC productions, and by working with our external partners in the BAFTA albert consortium we will adjust and evolve the tool based on feedback and results from the pilot. We will describe the albert+ process in more detail in a Corporate Responsibility Update to be published during the next year.

A significant area of work for us over the long term will be the sustainability of broadcast technology. Building on a BBC conference held in March, we will help establish and participate in an industry group to articulate and tackle the main challenges facing the broadcast industry.

We are aware we have further to go but remain fully committed to doing as much as we can to reduce our

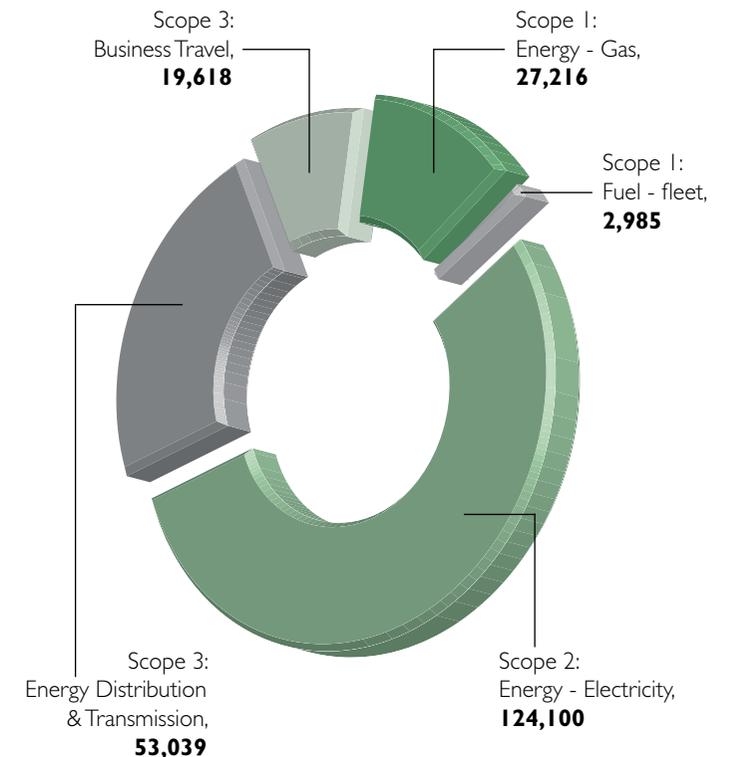
environmental impacts, working with and learning from others – updates will be posted on the BBC sustainability website bbc.co.uk/sustainability

Notes to accompany the environmental data can be found on page 51



Emissions by Scope

2012/13 CO₂ emissions - (tonnes, scopes 1, 2, 3)



THE WAY WE WORK

The BBC is committed to managing its business in an ethically sound manner and in a way that impacts positively on our employees and wider society. We also aim at all times to ensure everything we do relates back to our six Public Purposes. The work of BBC Outreach plays an important role in helping us to meet these objectives.

The Executive and Divisional boards are advised by the BBC's Diversity Centre with the aim of ensuring we embed equality and diversity consideration into our business and strategic planning processes, recruit and develop a diverse workforce that reflects the UK's changing demographic, and provide an accessible and inclusive working environment.

The BBC Academy delivers industry-leading training and development in important areas such as its Women in Engineering initiative – a scheme designed to encourage and inspire more women to consider careers in technology and engineering and to help address severe skills shortages

in the UK's STEM (Science, Technology, Engineering, Mathematics) sector.

We also aim to have a positive impact on communities in areas where we have a large number of staff – and to provide information about and access to careers within the organisation for people from diverse backgrounds. And we recognise that we have a responsibility to people who supply us with services or work with us as independent programme makers or contributors.

The BBC employs 16,534 equivalent full-time staff in its public service broadcasting divisions and with their input we have implemented a

programme called Delivering Quality First (DQF) in order to ensure fundamental change in preparation for the next licence fee settlement in 2016/2017. DQF represents an overall 20 per cent reduction and target savings of £700 million a year over a six-year period and aims to make the BBC fit for the future in an increasingly competitive market.

During the year under review, the BBC Trust appointed Tony Hall as the new BBC Director-General. Tony took up his post shortly after year-end (April 2, 2013) and has committed to building a senior team that will define the BBC and public service broadcasting for the next decade.





THE WAY WE WORK

Developing Young Talent – Radio 1 & 1Xtra

BBC Radio 1 & 1Xtra are passionate about giving their young audiences a voice, regardless of their background. They are also committed to demonstrating that the UK has a wealth of young people with huge amounts of potential, talent and passion.

As a result, the networks have delivered a number of schemes and projects designed to allow young voices to broadcast as well as creating opportunities to give them a chance to pursue a media career by getting experience at the heart of the programmes that make up the Radio 1 & 1Xtra schedules. This is just one example of the work the BBC is doing to encourage young talent.

Hackney Academy at Radio 1's Hackney Weekend 2012

Radio 1 & 1Xtra's Hackney Academy in June 2012 was the biggest social action campaign in Radio 1's history. Working in partnership with BBC Learning, the aim was to connect the BBC with the young people of east London to create a lasting legacy. Radio 1 & 1Xtra established working partnerships with 15 youth groups and a wider connection with 45 other organisations in the local area.





THE WAY WE WORK

Prior to the start of Radio 1's Hackney Weekend 2012, the Hackney Academy opened for business with three weeks of free workshops in radio, music, film, journalism and fashion as well as in business and career development. Many of these sessions featured the involvement of big name guests and people from the local community with inspirational advice or stories to tell.

Over 5,000 young people visited the Academy and the Academy's work reached more than 9.5 million listeners through related content broadcast on Radio 1 & IExtra.

Take it On Interns

In January 2013, Radio 1 & IExtra's first Take It On interns joined the networks. More than 800 people applied for the four places through a selection process

that included uploading creative content and coming up with a creative brief and ideas for programmes.

Radio 1 & IExtra were looking for creative young people with an understanding of the digital environment who could inform programming with ideas and insight, whilst gaining hands-on media experience across the networks during their eight-week paid placements.

By working with community groups, projects and charities and harnessing the power of social media, Radio 1 & IExtra ensured these opportunities were extensively promoted to give talented young people the chance to showcase their skills. The creative content produced ranged from short films to music blogs and radio shows produced in a contributor's bedroom to comedy routines.



THE WAY WE WORK

The first interns were challenged to produce from scratch a two-hour live show to be broadcast as part of Radio 1's Access All Areas month in February 2013.

The Take it On internship scheme will continue during 2013.

Community Reporters

In April 2012, BBC London 2012 working in partnership with Radio 1 & IExtra recruited 14 young people from east London with no previous paid media experience to make, from end-to-end, two documentaries on their local area to be broadcast on Radio 1 & IExtra in the run up to Radio 1's Hackney Big Weekend.

Trained by in-house producers and the BBC's Colleges of Production and Journalism, the Community Reporters had control of all aspects of the production process from choosing the subjects to explore, scripting, researching and sourcing contributors, to interviewing, editing, play listing and promotion.

As well as making brilliant, authentic content, many of our Radio 1 & IExtra London 2012 Community Reporters used this unique experience as a springboard into radio and media careers in the BBC and the wider media industry. This project, now the Radio 1 & IExtra Take It On Stories project, continues, travelling to Derry-Londonderry in 2013.



THE WAY WE WORK

Developing Young Talent – BBC North

BBC North has remained committed to its Young Ambassador Scheme, which has just marked its second anniversary.

It is designed to engage 16 to 19 year-olds on six-month paid contracts and to enable them to gain a thorough grounding in core capabilities to increase skills, confidence and general employability – they also gain an NVQ qualification.

The scheme is part of BBC North's commitment to the local economy and young people, and previous Young Ambassadors have gone on to apprenticeships, other paid work and college.

BBC apprentice from Bristol takes national award

An 18-year-old apprentice at the BBC Natural History Unit in Bristol has received a national accolade, being awarded the title of Outstanding BTEC Apprentice of the Year for his age group.

James Wall had his first taste of the creative industries at the age of 11 when he joined Digital Fish, the young filmmakers' group based at Knowle West Media Centre (KWMC) – a scheme supported by Bristol City Council that uses funding from Arts Council England.

He went on to take part in a range of creative projects with KWMC, including presenting the film 'Wild West Going Green', working with artist and musician

Kid Carpet on a music project, and formally welcoming HRH The Earl of Wessex on his visit to KWMC in 2011.

In 2011, James won an apprenticeship in Creative and Digital Media at BBC Bristol. As one of four apprentices, James has worked on a variety of programmes including new CBeebies show, *Andy's Wild Adventures*, which was filmed at a studio in Avonmouth, *Planet Earth Live* and *DIY SOS*.

James received his award at a ceremony held in London in July 2012. The National BTEC Awards recognise vocational excellence and reward and celebrate outstanding BTEC students and the centres that support them. BBC Bristol took on six new apprentices in the spring of 2013.



THE WAY WE WORK

Diversity

The diversity of the programmes we make, the people we employ and the services we offer are essential for the BBC's originality and distinctiveness. We know sharing diverse perspectives and ideas and listening to our audiences results in the very best in creativity, innovative programming and technology.

During the past year we have undertaken a range of activity to help ensure a more accurate and authentic portrayal of the audiences we serve. This has included work to measure and analyse how we portray those audiences across our network TV channels and the findings will

be used to help inform decisions we take editorially and creatively.

We have developed a training programme to encourage more women who are experts in fields such as politics, engineering, history and science to appear on BBC radio and television. More than 2,000 applications were received, a number of participants have already appeared on-air and we are running further sessions during 2013.

The BBC continued to chair the Creative Diversity Network (CDN), co-ordinating a range of cross-sector activities including a workshop to explore the reporting of mental health issues across BBC news and current affairs and how to

manage mental health at work. The main event of the year was the CDN Diversity Awards, hosted in Hackney, east London and showcasing the very best in new and emerging diverse talent.

We conducted a major review of our workforce diversity targets, setting new and more stretching targets for employment of disabled and Black and Ethnic Minority (BME) staff (see below) and introducing gender targets in our Technology and Future Media departments.

A key focus of our work during 2012 was targeted engagement with disabled staff. Designed to understand their experiences of working at the BBC, this consultation helped inform an action plan

to support the retention and progression of disabled staff.

We have also developed schemes across BBC Television to identify and develop disabled presenters and actors and, in BBC Radio, to provide training and mentoring opportunities for disadvantaged young people.

We routinely monitor the broad profile of our workforce to help ensure we look and sound like the audiences we serve. The information contained in the following table records the progress against previous targets as well as new targets agreed in January 2013.



THE WAY WE WORK

Employee group	Old target to be met by Dec 2012	Actual as at Dec 2012	New target to be met by end 2017	Actual as at March 2013	% point change between March 2012 & March 2013
BME – all staff	12.5%	12.4%	14.2% (NEW average corporate figure)	12.4%	0.1% up
BME - senior managers (SM)	7%	6.9%	10% (NEW wider senior leadership group)	6.6% (based on old SM only data)	0.2% down
Disabled – all staff	5.5%	3.8%	5.4%	3.7%	0.1% up
Disabled – senior manager (SM)	4.5%	3.1%	10% (NEW wider senior leadership group)	3.2% (based on old SM only data)	0.1% down

During 2013-14 we will continue to focus on the retention and development of disabled staff and will, in addition, seek to find creative and practical ways to increase

the portrayal of women on-air and on-screen and build on existing activity to improve access to the BBC for those from diverse socio-economic backgrounds.

Staff with and without disabilities across the organisation produced a film showing accessible working at the BBC.

For more information about the BBC's diversity policy visit bbc.co.uk/diversity



THE WAY WE WORK

Staff Engagement

The year brought a number of challenges and opportunities for staff engagement at the BBC. Beginning with a large campaign to ensure all areas of the organisation were involved in the BBC's coverage of the London 2012 Olympic Games and ending with the appointment of Tony Hall as Director-General.

The Games were brought to life for staff across the BBC through workshops, training days, work with local communities and schools, lectures, special screenings (including demonstrations of Super HD) and involvement with the Olympic Torch Relay which visited or passed by a number of BBC buildings.

In the autumn of 2012 the results of the pan-BBC staff

survey on engagement (carried out June - July 2012) were also made available. A fresh approach was taken to measuring staff engagement this year, focusing attention on the aspects of working life that drive engagement and, as a result, organisational performance. Following receipt of the results, all divisional leadership teams have now begun to implement action plans to improve areas which will make a difference to the engagement of their people and, as a consequence, their services to our audiences.

The beginning of George Entwistle's time as Director-General in September 2012 also saw a number of structural changes within the organisation and a programme of engagement activity, that was quickly followed

by a requirement to explain to staff how they could assist in the BBC and other investigations into Jimmy Savile and inappropriate behaviour at the organisation.

One of these reviews, Respect at Work was set up to assess the extent to which sexual harassment is an issue in today's BBC, as well as broader issues of behaviour in the BBC workplace. There was an extensive staff engagement and consultation processes throughout the review. Dinah Rose QC, a barrister with expertise in human rights, discrimination and employment law, was engaged to advise throughout, and to offer an independent perspective, and assisted in the authorship of the report and recommendations.



THE WAY WE WORK

In mid-December 2012 the BBC published the Pollard and McQuarrie reports into the organisation's editorial processes around the *Newsnight* investigation into Jimmy Savile and the broadcast of the *Newsnight* programme of November 2, 2012. These resulted in a number of other significant communications challenges as staff were kept up to date with both investigations and their outcome.

Meanwhile, during Tim Davie's period as Acting Director-General there was an active programme of staff visits across the BBC and a series of workshops with managers to examine issues arising out of the implementation of the Delivering Quality First (DQF) programme.

As the year ended the new Director-General, Tony Hall, made a number of new appointments to the BBC Executive Board. On taking up his role at the beginning of April 2013 he began a programme of visits across the BBC to hear from staff across the corporation.

Shortly after year-end, the BBC published its Respect at Work review. As a result, a number of its recommendations have been agreed by the Management Board and the BBC is working with staff and unions to discuss these and begin implementing them across the organisation.

Supplying the BBC

Licence fee payers expect the BBC to achieve value for money in everything we buy and every service we commission. They also expect the BBC to act ethically, ensure fairness and encourage diversity in its supply chain.

BBC Procurement is committed to those aims so, for instance, a member of the Procurement Board has a specific responsibility to ensure all proposed tender business cases have considered any potential opportunities to further promote diversity. We ask suppliers to demonstrate their compliance with our equality and diversity policies as well as our ethical policy.



THE WAY WE WORK

We published our Code of Ethical Policy in 2011 setting out the core requirements BBC suppliers must meet, including fair and safe employment practices. We understand that not all of our suppliers will be able to reach these standards immediately so we do engage with businesses that commit to improving their working and ethical standards over time.

The BBC has put in place a Small and Local Suppliers Policy which sets out the parameters and circumstances through which small and local organisations can work with the BBC.

We encourage new sources of supply and innovation from all suppliers capable of and wishing to supply to us, and we

select suppliers on the basis of their ability to provide on-going value for money. We support small organisations that may have potential to become key suppliers of the future and/or local suppliers where we have a presence in the community.

All BBC suppliers are now encouraged to sign up for electronic invoicing, allowing them to check the status of their payments online and speeding up the payment process. Nearly 50 per cent of our incoming invoices are now electronic and over 90 per cent of our payments are made electronically. The BBC is an approved signatory of the Prompt Payment Code. Reports and further information can be found at bbc.co.uk/supplying

Access Services

As a public service broadcaster, the BBC is aware that truly inclusive services ultimately lead to better services for everyone. They are also more cost-effective in the long-run so, as a result, form an important part of our equality and diversity agenda which is focused on greater access for disabled staff and disabled licence fee payers – specifically addressing accessibility right from the start.

This year we developed a corporate Access Policy Statement that now acts as a standard against which all access related policies and guidelines are set. Individual BBC divisions are already using the new access policy framework to review and develop policy.



THE WAY WE WORK

We have developed a new guide for programme makers and journalists on how to deliver an accessible environment to disabled contributors and audiences. Our new Production Access Guide is available at bbc.co.uk/diversity

Our Future Media department is working with colleagues in Public Policy and BBC Worldwide to develop an accessibility policy for all partnership projects and commercial products. And BBC Workplace has developed a set of Access Standards for BBC buildings supported by a rolling programme of access audits with 20 audits conducted during the year under review.

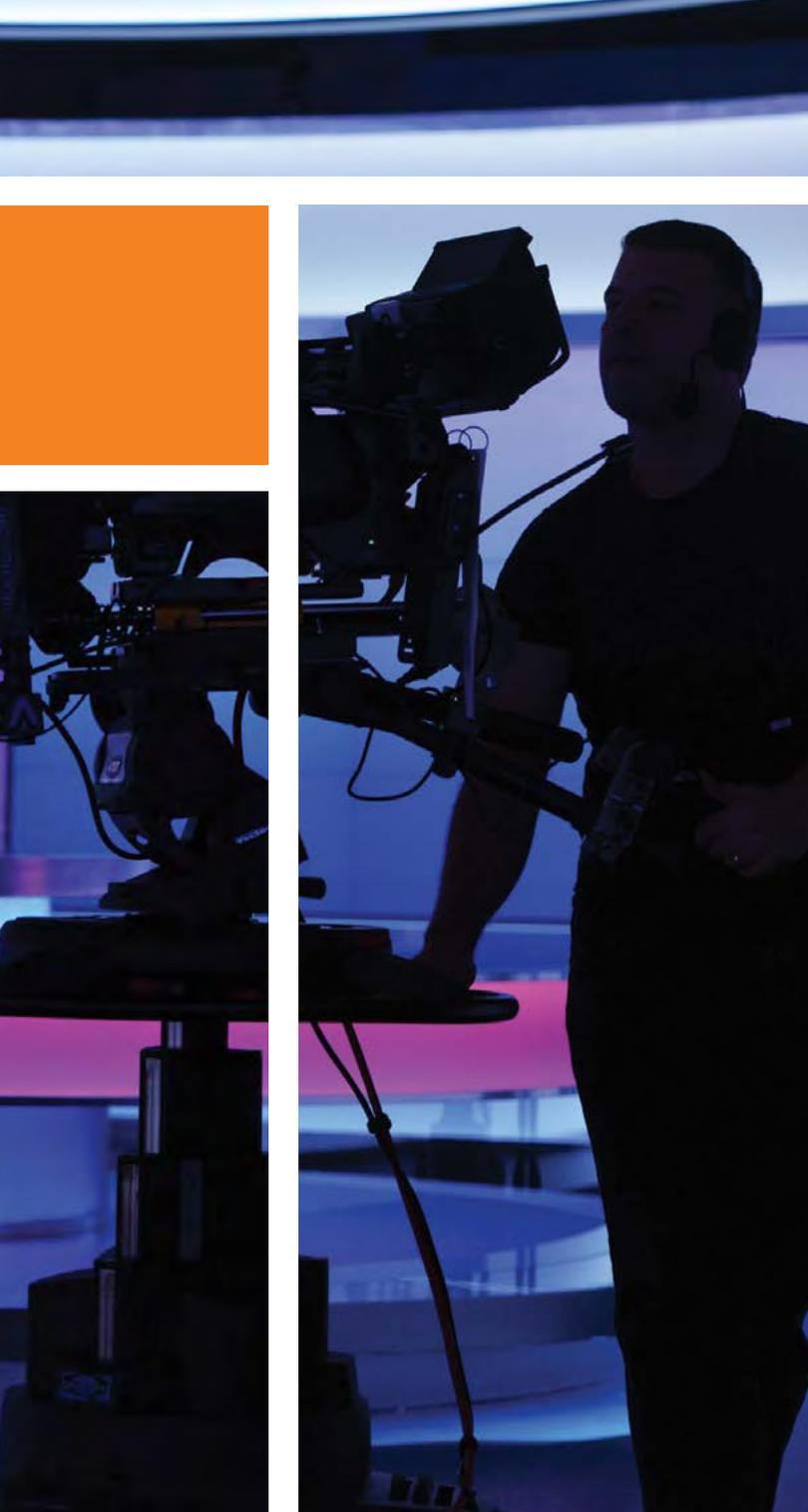
To support this policy framework, there is now a network of Access Leads tasked with responsibility for accessibility in their area of the BBC.

An historic highlight of 2012 was, of course, the London 2012 Olympic Games and the BBC played its role in making these the most accessible Games ever. The opening ceremony was broadcast with audio description for the first time and all Olympic coverage broadcast on BBC One and BBC Three was subtitled, dramatically increasing the number of hours of subtitled Olympic sport broadcast compared with our coverage of Beijing.

The Diversity Centre worked with BBC London 2012, BBC Ability and the British Paralympic Association to produce a language guide for Radio 5 Live journalists reporting on the Paralympic Games to assist them in their work.

Our record on broadcast access services continues to exceed the targets we are set by Ofcom.





THE WAY WE WORK

	Subtitling output on BBC Television (%) 2011-12 (Target: 100%)	Signing on BBC Television (%) 2011-12 (Target 5%)	Audio description on BBC Television (%) 2011-12 (Target 10%)
BBC One	99.8	5.2	14.9
BBC Two	100	5.6	15.0
BBC Three	100	5.4	25.5
BBC Four	99.9	5.5	28.7
BBC HD ^[1]	91.4	3.4	22.8
CBBC	100	5.2	25.2
CBeebies	100	5.6	19.0
BBC News	100	5.1	Exempt

[1] BBC HD's targets are 35% for subtitling, 2% for signing and 6% for audio description

Alongside others, we are also gradually working towards a higher audio description target of 20 per cent at two per cent increments each year.

Fair Trading

As a publicly-funded broadcaster, the BBC recognises that it has a special responsibility to ensure that it trades fairly and has regard to the competitive impact of its

activities on the wider market.

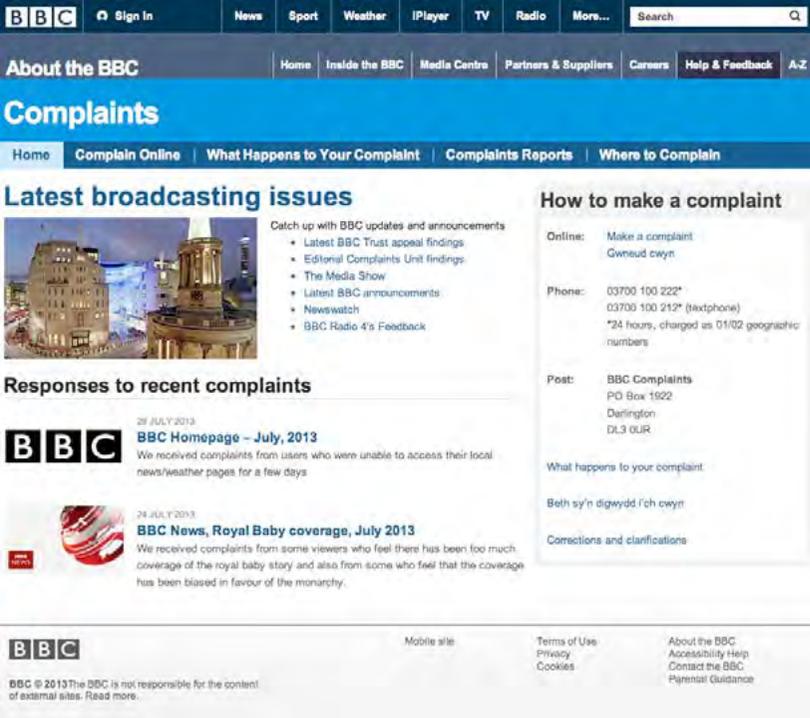
Our published Fair Trading Guidelines apply to all our activities and we also have a Fair Trading complaints and appeals process. There have been no complaints or appeals this year. Details of previous Fair Trading complaints and those that went on appeal to the BBC Trust can be found in our Fair Trading Bulletin and on the

BBC Trust's appeal page. Reports and further information can be found at bbc.co.uk/trust.

Complaints and Editorial Standards

One of the responsibilities of the BBC Trust is to set the BBC's editorial standards.

The Trust's Editorial Standards Committee considers editorial complaints and reports about



THE WAY WE WORK



serious breaches of editorial standards. The BBC Trust is also committed to ensuring impartiality is at the heart of the BBC's commitment to audiences.

In the year 2012/13, 217,532 editorial and general complaints were received by the BBC at stage one. Five hundred of those directly relating to editorial matters were taken to the Editorial Complaints Unit at stage two and 285 editorial complaints were brought on appeal to the BBC Trust at stage three. While these figures represent a fall in the overall number of complaints received by the BBC at stage one, they

reflect an increase of around a fifth at both stages two and three.

The BBC's complaints processes were changed in the summer of 2012 to make the complaints system faster, simpler and easier to understand.

The changes included introducing a new single address, dedicated phone number and website link so that complaints could be tracked more easily and allowing multiple complaints that were received about the same matter to be handled together.

The BBC Trust carried out a review of the changes – a survey as part of the review suggested more people

found the new complaints website and links easy to use.

The Trust is continuing to monitor how the complaints process works – it is carrying out a 'mystery shopping' exercise, the results of which will be published later in 2013.

The Trust also published an impartiality review on Breadth of Opinion led by Stuart Prebble, former Chief Executive Officer of ITV, and held an impartiality seminar to discuss economics reporting.

For further information, please visit the complaints and appeals section of the BBC Trust website: bbc.co.uk/bbctrust

JIMMY SAVILE, NEWSNIGHT AND THE AFTERMATH: A CHALLENGE TO BBC CULTURE AND MANAGEMENT

In October 2012, ITV's programme *Exposure* revealed widespread sexual abuse by Jimmy Savile, former TV presenter and DJ. Separately, questions had previously been raised about whether a *Newsnight* investigation into allegations of this abuse had been halted due to scheduled Jimmy Savile tribute programming.

While the BBC's primary concern was, and remains, the impact on his many victims, the issue also led to a significant series of events for the BBC, culminating in the departure of the Director General, George Entwistle. Following the revelations about Savile, the BBC commissioned three reviews.

The BBC is determined to learn from these reviews and to ensure that we do not let down licence fee payers in this way again. These events have affected audiences' trust in the BBC, which is at the heart of everything that we do. Rebuilding that trust will continue to be the focus for the entire organisation in the year ahead.

Further information can be found at bbc.co.uk/annualreport

LOOKING AHEAD

Next year will see increasing numbers of staff volunteering to work with communities across the UK, bringing them closer to the audiences they serve, particularly those who have been traditionally harder to engage.

We will continue to support our partner charities in achieving positive change for children and adults across the UK and overseas through charity appeals. Crucially, we will build on the face-to-face activities that bring real benefits to audiences.

2013-14 will see the full implementation of recommendations from the Respect at Work review, as well as further roll-out of schemes that support skills and career development across the sector.

The move to Salford has given opportunities for new ways of working designed to deliver specific benefits, including closing the approval gap between audiences in the North of England and the rest of the UK; value for money; a creative dividend; and regional economic impact. These are long-term objectives but early signs are that these benefits are starting to be delivered.

Our ambition to be a world leader in sustainable production promises to take a new and exciting direction as we share our albert+ tool across both the BBC and the wider TV industry. The successful pilot project helped a diverse range of production teams to better

understand and reduce their environmental impacts. We will also continue to focus on our operational targets to reduce the carbon footprint of our buildings and travel.

The most recent BBC Corporate Responsibility Update covers the work of the BBC in supporting building technology skills and can be found at bbc.co.uk/outreach. We will continue to produce these throughout the year.



ENVIRONMENTAL DATA NOTES

Environment data as provided for the BBC Annual Report and Accounts, from which the numbers on pages 33-35 are derived, was audited by the BBC internal audit team.

Energy and Water

1. Total consumption is a summation of all utility invoices paid for by the BBC directly for BBC properties located in the UK (not all properties are included. Consumption includes that of wholly owned subsidiaries, service partners and tenants located in BBC occupied buildings for whom energy and water are included in the service charge. It excludes non-UK properties.
2. The core consumption data is based upon the following estimated proportions of actual data for each of the respective utilities: Electricity = 99.5% actual data (remainder estimated based on previous year's consumption), Gas = 96.8% actual, Water = 90.6% actual). The percentages relate to the overall data recorded on the database.
3. Water consumption is based on piped mains supplies to BBC core UK buildings and includes general consumption and process usage, such as make up to steam boiler plant, cooling towers and other building services systems.
4. Energy consumption associated with transmission sites (not owned nor operated by BBC) has been collected and reported separately since 2008/09.
5. The majority of the data relates to the reporting period from April 2012 to March 2013. Where data is unavailable for this period equivalent annual data is used as close to the reporting period as available.
6. Energy data has not been adjusted to normalise seasonal factors.
7. Consumption data is sourced from accounts included on a centralised outsourced Utility Invoice Management system.
8. 2012 Defra emission conversion factors are used. Following 2012 guidance, conversion factors for

electricity were updated for 08/09, 09/10, 10/11. For gas and oil the Defra 2012 figures are used for year 11/12.

9. Data is classified under Scopes 1, 2 and 3 as follows: Scope 1: fuel consumed by vehicle fleet including shuttle bus, oil and gas consumed on BBC sites as classified above, Scope 2: purchased electricity consumed on sites as classified above, Scope 3: electricity consumed by our distribution and transmission network (see notes below), and emissions from business travel (including air, rail, private hire and self drive vehicles, couriers and coaches (see notes below). Refrigerant emissions are excluded.
10. BBC Staff Full Time Equivalent (FTE) data is provided by BBC People and includes UK based staff in BBC public service broadcasting, BBC World Service, BBC Worldwide and BBC Studios & Post Production. It excludes casual staff and freelancers, staff for Service Providers and Tenants as well as visitor & audience numbers
11. Energy figures for 2010/11 exclude 2010/11 figures exclude Salford and New Broadcasting House which were undergoing category B fit-out (including these, the energy consumption was 408,552,467) – subsequent years include these properties.

Waste

1. Waste data is based on estimates provided from BBC service partners who supply waste management services across key UK BBC premises. It is provided in accordance with the Waste Data Reporting Brief issued by BBC Workplace and the definitions contained therein.
2. Data includes routine waste generated by BBC public service broadcasting, BBC World Service, BBC Worldwide Ltd, BBC Studios and Post Production Ltd and other commercial organisations operating and based in UK BBC premises.
3. Data excludes waste generated by specific projects e.g. property refurbishments and BBC or subsidiary activity in leased property managed through third

party landlord arrangements providing waste management services.

4. Data excludes production locations, outside broadcasts or other events where waste disposal is arranged locally or through the location / facility provider.
5. Data excludes waste generated by BBC Monitoring.
6. Data excludes waste from non-UK operations.
7. Data is based upon waste transfer notes / invoices and average skip weights evaluated on an annual basis by BBC service partners.
8. Data supplied with respect to waste per BBC staff full time equivalent (FTE) should be read in conjunction with Note 10 above.

Transport

1. Data covers the following transport modes: self drive hire, coaches, shuttle service, private hire transport (minicabs), couriers, air – domestic, short haul international, long haul international, UK rail and emissions from fleet (i.e. BBC owned or leased vehicles).
2. Data excludes use of transport that is claimed through staff expenses rather than centrally booked when staff are unable to access BBC booking systems. Based on financial analysis undertaken by BBC internal audit it is estimated that travel booked in this way makes up approximately 15% of BBC travel. Emissions from this 15% are not captured in the figures reported on page 33.
3. Data includes the transport modes listed above used by staff employed by BBC public service broadcasting, BBC World Service, BBC Worldwide and BBC Studios and Post Production, and freelancers or guests (see note below)
4. CO2 emissions from transport are shown as per 'BBC user' rather than BBC staff (FTE) because BBC transport services are used by freelancers working on behalf of the BBC as well as travel and transport regularly being booked on behalf of guests travelling on BBC business. There is no definitive measure that takes into account programme types and mix of contributors

using all the different transport and travel services. Therefore we have used figures that we can accurately report on from the management system for booking of private hire vehicles (minicabs) as the benchmark to factor across the whole transport and travel category. These figures are BBC staff 68.5%, freelancers 4%, and guests 27.5%. We then apply these ratios to the BBC FTE number (as used for energy, water and waste (see note 10 above) to generate the BBC user number.

5. Defra emission conversion factors are used. 2012 Defra figures, total direct GHG, are applied to the 2012/13 business travel data with an uplift factor applied to air emissions. Emission factors for the baseline year; 08/09 and 09/10 use 2009 Defra factors, 2010 factors are used for 10/11 and 2011 factors for 11/12.

Distribution and transmission

1. Consumption figures has been sourced from contracts where electricity is a pass through cost or monitored. The data covers all analogue TV and all analogue Radio, all DAB and the high power digital TV network i.e. sites that have undergone switchover.
2. We do not have access to consumption figures for uplinking of BBC digital satellite services, coding and multiplexing of BBC digital services, transmission of BBC services on low power DTT, transmission and coding and multiplexing of local / national BBC radio service on DAB commercial multiplexes.
3. For the large Home Service Termination Agreement (HSTA) network, a proportion of the electricity costs are based on estimates and extrapolation, mainly at the small relays where there may be a single meter for all services including BBC. In these cases specimen sites are used and consumption extrapolated across similar sites. The 08/09 figures for HSTA are an extrapolation of nine-month actual figures, due to the NGW/Arqiva merger.
4. BBC Distribution has been working with transmission providers to increase the number of sites with meters, since 2007, therefore more recent consumption figures and future consumption figures will contain more complete data.