



BBC CORPORATE RESPONSIBILITY PERFORMANCE REVIEW 2012

For more information
see www.bbc.co.uk/outreach





Welcome to our latest Corporate Responsibility Performance Review, the last during my time as Director-General.

The BBC's focus as an international public service broadcaster continues to be on distinctive output, improved value for money, doing more to serve all our audiences and being even more open about what we do. Our strategic six-year plan, Delivering Quality First, and the long term savings we need to find to live within our means have inevitably meant some tough choices in 2011/12; however, some things are not negotiable.

BBC licence fee payers expect high quality content across our services; they also expect the BBC to meet the highest standards in how we behave as an organisation. I believe we are delivering on both of those expectations.

In this remarkable year for the UK it has been a source of pride that the work we do beyond broadcasting to benefit our audiences has been so imaginative, collaborative and far-reaching.

Mark Thompson

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Cover image: [Stargazing Live Oxfordshire](#), A Stargazing LIVE event at the Rollright Stones, Oxfordshire, organised by Chipping Norton Amateur Astronomy Group attracted around 150 enthusiasts.

Photo: Mel Gigg, CNAAG

Introduction

For more information about other areas of our business, please see the [BBC Annual Report and Accounts](#)



Alongside the BBC Annual Report and Accounts, we report separately on our performance in areas of corporate responsibility. This is a summary of that performance during the period from April 2011 to March 2012. It covers our efforts to be an environmentally sustainable organisation; our role supporting charities and the charity sector; how we try to be a responsible and inclusive employer and behave ethically in our business dealings; and how our outreach work with the public helps us fulfil our public purposes.

In a year that saw the start of fundamental organisational change at the BBC, much of our work with the public and in communities focused on scale and achieving maximum impact.

BBC News School Report exceeded its target to get 1,000 UK schools producing and broadcasting news from their communities for the annual News Day. Hundreds of thousands got involved in *Stargazing LIVE*.

The run up to the London Olympic Games and London 2012 Festival is already providing a wide range of opportunities to interact with audiences. The BBC's high profile Hackney Weekend and Academy is just one. In March, Music Nation created 5,000 live performances over one weekend and

the London 2012 Apprenticeships scheme is now building an Olympics legacy in training and careers.

BBC Outreach is the department that leads our community-based activity in areas where we have a large number of staff. In 2011/12, it built significantly on early work around BBC North's new base in Salford, successfully managing a youth placement scheme and engaging with local schools and communities through staff volunteering programmes.

In tough economic conditions, the BBC's on-air support for charitable appeals, including BBC Children in Need and Sport Relief, raised well over £100m. BBC Children in Need's on-the-night total (£26.3m) was more than £8m up on 2010 and the charity will distribute a record amount in grants (46m), an increase of almost £10m. Reflecting its best ever appeal, Sport Relief saw a massive £19m rise by the night of the BBC telethon (£50.4m).

Overall, the value of our in-kind and financial support to communities was estimated to be £21.9m for the calendar year 2010, the latest figure available.

At the very heart of our business, we continued to lead the industry in environmentally sustainable production, publishing the carbon footprint for BBC TV production.

It remains our ambition to lead the sector in managing our business both responsibly and transparently, and 2011 saw publication of our first

Introduction

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Sustainable Procurement Strategy and the BBC Code of Ethical Policy.

We retained our Platinum ranking in Business in the Community's Corporate Responsibility Index 2012 and continue to be an active member of the Corporate Responsibility Group, the Associate Parliamentary Corporate Responsibility Group, Business in the Community, CSR Media Forum and the London Benchmarking Group.

Of course the big BBC story of the year has been the Delivering Quality First change programme. This is designed to make the BBC more focused, more competitive and accountable as it seeks to make 20% reductions up to 2017.

The strategic aim of achieving the most impact possible with fewer resources applies equally in the sphere of corporate responsibility – whether that's through smarter medium term planning with the charities we support or building new strategic



partnerships with local authorities, education and training bodies and the media sector, as is happening in London, Salford, Bristol, Cardiff and elsewhere.

As budgets are squeezed, the outreach work we do could be seen as a soft target, but the evidence suggests that face-to-face activity reaches audiences that broadcasting alone does not. And with the privilege of secure funding from a universal licence fee, the BBC is quite rightly expected to continue to

connect with communities, off-air as well as on-air.

This report is part of the BBC's commitment to openness. Over the last year we have set out to throw more light on the work we do by publishing additional regular updates. These have covered our efforts towards sustainability, how we run our business, our support for charities and our projects involving the public. Those documents will continue in the year ahead.



Outreach and the BBC's Public Purposes

For more detailed examples of our outreach work, please read the [CR Update](#) publication from March 2012.

Everything the BBC does – every programme it makes, each of its website pages, every campaign it mounts – is designed to fulfil at least one of its stated public purposes. Set out by the BBC's Royal Charter and Agreement, the six purposes apply equally to the work we do beyond broadcasting, including the broad spread of face-to-face activity that we describe as outreach.

That can be the opportunity for classical music fans to take their passions further each summer through Proms Plus events; BBC Learning's work with young community film-makers to create content for BBC Three's *Free Speech* programme; or once-in-a-lifetime opportunities for student reporters to put questions direct to the Prime Minister through BBC News School Report.



OUR CORE 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

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Here we outline a sample of projects undertaken in 2011/12 which demonstrated those commitments in activity beyond our core business. We then use the example of *Stargazing LIVE* to show how an imaginative project with ambition and scale harnessed internal and external partnerships to deliver on all six public purposes. The update we published in March focused on the way our face-to-face activity helps us to meet our Public Purposes – you can read it [here](#).

A CITY PARTNERSHIP



Partnership working is central to the outreach activity the BBC has undertaken this year; nowhere more so than in Bristol. The Bristol-BBC Anchor Partnership celebrated its second anniversary in October 2011. Our first ever formal city partnership has allowed collaboration with Bristol City Council, the city's two universities, key media organisations and others to strengthen the region's creative and media hub.

It brought Radio 4's *More Than Words* festival to the city in March. Working with the University of the West of England (UWE), the BBC has also offered new media training opportunities to a diverse group of secondary school students. The Talent Ticket scheme provides film-making experience, media workshops and a personal BBC mentor; working with pupils from year nine onwards. It is accredited by UWE with 70 UCAS points.

Talent Ticket builds on the success of Bristol's Face2Face training scheme for 18-25s, run with media and community partners across the city. Over the year, 12 out of 15 trainees found work in the industry. The new Bristol Apprenticeship Scheme, in conjunction with Skillset, saw four 16-19 year olds begin a year-long Advanced Apprenticeship in Creative and Digital Media, working in departments like the world famous BBC Natural History Unit.

Under the terms of the partnership, the BBC committed to increasing its community activity in the city and BBC Outreach now has a small team working there. Discussions are under way to renew the Anchor partnership from October 2012 onwards.

Outreach and the BBC's Public Purposes

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	Citizenship	Creativity	Learning	Communities	Global	Communication
<p>BBC News School Report</p> <p>BBC News School Report plus 600 BBC volunteers worked with 1,052 UK secondary schools to help 30,000 students produce and broadcast their own news on an Olympics-themed News Day. David Cameron and Sebastian Coe were among the children's interviewees.</p>	✓	✓	✓	✓		✓
<p>Switchover Help Scheme</p> <p>Run by the BBC under an agreement with the government, the scheme offers practical help to older and disabled people to switch one TV to digital. It has helped over 1.1 million people, with 93% high satisfaction rates among customers.</p>			✓	✓		✓
<p>Off By Heart Shakespeare</p> <p>Shakespeare is celebrated in Festival 2012 for the London Olympics and 1,500 teenagers around the UK took part in BBC Learning's national Shakespeare performance contest. The final in the Royal Shakespeare Theatre was filmed for a BBC Two documentary, part of our 2012 Shakespeare season.</p>		✓	✓	✓		
<p>BBC Music Nation</p> <p>Music Nation was a weekend of live concerts and events marking the first nationwide countdown to the London 2012 Festival. Over 5000 performances were staged at 21 UK locations and Radio 3 output was simulcast in Brazil, host for the 2016 Olympics.</p>	✓	✓	✓	✓	✓	✓
<p>CBBC and CBeebies Open Day</p> <p>MediaCityUK in Salford welcomed 3,000 people to a celebration open day on the tenth anniversary of the CBBC and CBeebies channels. Visitors met presenters Helen Skelton, Cerrie Burnell and Mr Bloom and saw screenings of upcoming programmes.</p>			✓	✓		

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<p>BBC National Orchestra of Wales</p> <p>Teachers' resource packs were distributed to over 2,000 special schools/units and primary schools in Wales. BBC NOW musicians performed associated material live to 151 schools in eight concerts across Wales for 5794 children. Clips were broadcast on BBC Two and remain online.</p>		✓	✓	✓		
<p>Give an Hour</p> <p>The BBC partnered Race Online and other organisations to persuade regular internet users to spend an hour introducing people in their communities, who are still offline, to the internet. Give an Hour featured on bbc.co.uk and BBC research showed that 1.2m people said they intended to take action as a result of the campaign.</p>			✓	✓		✓
<p>Learn@BBC Scotland</p> <p>The L.A.B aims to increase people's skills to create digital media. BBC Scotland has worked with 57 schools and 20 community groups, resulting films and radio packages being aired on BBC Two, BBC Radio Scotland and BBC 4 extra.</p>	✓	✓	✓	✓		✓
<p>Priscilla Biggadyke –The Musical</p> <p>Commissioned by BBC Outreach, this told the story of a woman who was hanged at Lincolnshire Castle in 1868 for a murder she didn't commit. Performed by local school-children to large audiences at the Lincolnshire County Show, it toured village halls across the region.</p>		✓	✓	✓		
<p>Twin for 2012</p> <p>We invited schools in the UK and around the world to 'twin for 2012' inspired by our Olympic Dreams schools project. BBC World Class aimed to encourage 3,000 schools to twin by the start of the Olympics. That target was met in November 2011, rising to more than 4,000.</p>	✓	✓	✓	✓	✓	✓

Outreach and the BBC's Public Purposes

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	Citizenship	Creativity	Learning	Communities	Global	Communication
<p>2ICC</p> <p>This BBC Learning project has provided people aged five to 75 with film-making and animation skills. Films created in workshops across the UK have been shown on BBC websites, the BBC Big Screens and regional news bulletins. Cbeebies Olympics animations will be broadcast on the Cbeebies channel.</p>		✓	✓	✓		✓
<p>The Preston Passion</p> <p>BBC North, BBC Drama and BBC Religion & Ethics partnered Preston Guild and Preston City Council to mount this mass participation event and drama, broadcast live on BBC One, and involving 2,000 participants in a local re-telling of the Passion story. It reached a BBC audience of 1m.</p>		✓		✓		✓
<p>Bang Goes the Theory Live</p> <p>Live events based on the popular BBC One science programme were attended by more than 100,000 people, with the chance to take part in hands on experiments at venues including the Edinburgh Science Festival and The Big Bang Fair at Birmingham's NEC.</p>		✓	✓	✓		✓
<p>Broadcasting House, Belfast 70th anniversary</p> <p>Our Belfast HQ opened its doors to 1,000 visitors of all ages during a week of tours, talks and interactive events to mark the building's 70th birthday. Guests sampled new technology, a history of radio exhibition and even a period tea dance.</p>		✓	✓	✓		✓
<p>BBC Big Screens</p> <p>Through our partnership with local councils and LOCOG, millions of people have been able to watch broadcast events, local content, news, sport and music on BBC Big Screens in 22 UK cities. Up to 500,000 people a day were expected to watch the Olympics at 'Live Site' screenings, with 1,120 separate events planned between June and August.</p>	✓	✓	✓	✓	✓	✓

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	Citizenship	Creativity	Learning	Communities	Global	Communication
<p>Schools World Service</p> <p>SWS is a partnership between BBC World Class and the British Council to support global citizenship as a legacy of the Olympics. We make monthly world current affairs films from the point of view of children and transcribe them for schools with poor internet access.</p>	✓	✓	✓	✓	✓	
<p>Things to Do</p> <p>The website helps people discover great local activities offered by the BBC and trusted partners connected to our programmes and BBC campaigns. A total of 230 collaborating organisations ran events linked to Stargazing LIVE after signing up to Things to Do.</p>		✓	✓	✓		✓
<p>BBC North Young Ambassadors</p> <p>To build community connections around our Salford HQ, new six-month paid work placements targeted local 16-19 year olds who had limited or no work experience. Eight 'ambassadors' worked front of house and with facilities teams, received IT training and mentoring from BBC staff.</p>		✓	✓	✓		✓
<p>500 Words</p> <p>More than 74,000 aspiring young writers rose to Radio 2 presenter Chris Evans's challenge to create an original piece of fiction in 500 words. Fifty finalists attended a live R2 broadcast at the Hay Festival and winners received the presenter's height in books.</p>		✓	✓	✓		
<p>75th anniversary of BBC Television</p> <p>The landmark saw 1,600 visitors to our original TV studio at Alexandra Palace; a curated TV season of rare footage at the BFI; a chance for students to mash up 75 TV clips, creating their personal TV history; and flash-mob choirs singing famous BBC TV theme tunes.</p>		✓	✓	✓		✓

Outreach and the BBC's Public Purposes

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STARGAZING LIVE



Here we look at Stargazing Live (SL), a project that allowed us to maximise impact beyond the broadcast and in the process, helped the BBC to fulfil all of its public purposes.

With its three BBC Two programmes on consecutive nights in January 2012 plus a host of complementary cross-platform content, BBC Learning aimed to encourage a broad audience to explore and learn about the night sky and to have their own 'wow factor' moment.

Four million watched the TV shows presented by Professor Brian Cox and Dara O'Briain. Off air, the programmes and a massive online presence inspired hundreds of thousands more beginners and enthusiastic amateur astronomers to get involved; hands-on at one of the hundreds of UK-wide Stargazing LIVE events, through imaginative school projects, new photography groups or a popular live blog.

Stargazing LIVE will be back in 2013.

	Citizenship	Creativity	Learning	Communities	Global	Communication
Stargazing Live	✓	✓	✓	✓	✓	✓

Outreach and the BBC's Public Purposes

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STARGAZING LIVE



Citizenship

BBC News School Report is our flagship citizenship project. It partnered Stargazing LIVE to enable school children to interview Professor Cox and write an article for the BBC News website.

Creativity

Astronomy isn't for everyone, so *Stargazing LIVE* worked with electronic music producers, BBC Radios 6 Music and 1Xtra, three BBC Orchestras, BBC Introducing and young people across the UK to turn the 'sounds of space' – some recorded by the Lovell telescope at Jodrell Bank - into polished tracks. BBC Learning helped one group make a film about the project and the tracks featured on the BBC YouTube channel.

Learning

The Learning Zone commissioned six *Blue Peter Stargazing Challenge* films with associated teacher packs for use in classrooms. The *Stargazing LIVE* school webcast reached 83,000 students in 3,000 UK schools and 117,000 Star and Moon Guides were downloaded. An average of 12,000 participated in a live blog while the TV programmes were on air, emailing 10,000 questions to SL experts, twice as many as in 2011.

Communication

BBC Learning's The Lab worked with local schools and community groups to help produce the *Stargazing LIVE* interactive app for the BBC Big Screens and to animate answers to popular astronomy questions. Thousands of inspiring photos were submitted to a specially created *Stargazing LIVE Flickr* group.

Global

A live link connected BBC Big Screen audiences to the Faulkes Telescope in Hawaii while presenter Liz Bonin reported live from the SALT telescope in South Africa. Requests and congratulations from people running astronomy events across Europe came in via the SL website, which was the BBC's most popular site over a six month period with 350,000 unique users.

Communities

More than 500 separate *Stargazing LIVE* events were staged by BBC Learning project managers or community and regional partners including science museums, country parks, National Trust venues and even the Mersey ferry. They attracted 113,350 visitors. A total of 230 partners, 50 more than in 2011, signed up through the BBC's local activity planner Things to Do and eight of the BBC's city centre Big Screens held family-friendly SL events, attended by 247,000 people.

Sustainability

We are committed to embedding sustainability within every aspect of the BBC's work. From innovation in our core business of making programmes through to targets aimed at reducing the environmental impact of our buildings, we are determined to make the BBC a more sustainable organisation.



Our strategy, The Difference, is led by the BBC Sustainability Committee and sponsored by the BBC Direction Group, our most senior decision-making body. Here we give an overview of our approach and progress.

Sustainable Production

In November 2011 we published the carbon footprint of BBC TV production. This was based on a full year's data gathered by BBC teams using Albert, our production carbon calculator. The figure of 8.2 tonnes of CO₂ per production hour is a valuable indicator for us and our partners in the industry.

Through our partnership with BAFTA, which now hosts Albert for the UK industry, we are working with fellow broadcasters and production companies on issues specific to environmental sustainability for our businesses, many of which were explored at our sustainable production conference in November.

And at the BBC we're developing a tool to guide productions through sustainable practices ranging from supply chain to crew engagement and waste management.

Environment targets

Our environment targets were launched in 2007. This year we are extending these goals beyond 2013, acknowledging that we are some way from reaching them all as they stand, and re-emphasising

The next CR Update will focus on sustainability and will be published in the autumn.



our commitment to addressing our environmental impacts.

Steps taken this year include investing in energy efficiency in buildings and technology (building management system improvements in London's Media Village, replacing desktop computers with laptops, low energy studio lighting in Wales, Scotland, Manchester, Belfast and London); water saving measures (eg dual flush units in Media Village); upgraded video conference facilities; requirements for emission reductions in vehicles; and improved signs and guides for recycling.

Alongside this, the BBC's Corporate Property Plan is to concentrate operations into fewer, more efficient buildings – exiting older properties in London such as Bush House, White City and Television Centre, a building which accounts for a quarter of our carbon footprint and 40% of water consumption alone. These buildings will continue to operate until we have completed the relocation of staff and

Sustainability

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consolidate equipment when we move it from Television Centre, reducing the number of satellite dishes, ensuring energy efficiency is considered in procurement, and by making air flow and temperature adjustments in apparatus rooms to save power.

Our target areas remain the same, with the time frame extended to March 2016. We are creating a new CO₂ reduction target, aligned with energy reduction (which becomes an absolute, rather than per person target); and an overall waste reduction target, since achieving the goal we set to reduce waste to landfill in 2010/11. This affects the amount

of waste we recycle, so following analysis of waste streams and options currently available to us, we will be adjusting our recycling target, aiming to recycle 70% of waste by 2016.

We have made considerable progress with our sustainability aims over the past year but accept that we still have a long way to go. Our ambition remains high and we are confident that our environmental impact will reduce as more of our programmes and content are produced in more environmentally sustainable ways on fewer sites.

equipment. This year we include data for two large new sites in our reporting – MediaCityUK in Salford and New Broadcasting House in London – which accounts for the increase in energy consumption.

New sites have been built to high standards. Roath Lock in Cardiff, home to *Doctor Who*, *Casualty* and *Pobol-y-Cwm*, achieved a BREEAM Outstanding rating, bettering the Excellent rating awarded to our Salford HQ and London's New Broadcasting House.

Technology continues to be a driver of change in the broadcasting industry, with a variety of formats and viewing experiences such as High Definition, 3-D and on-demand requiring advanced technology. We are addressing technology power demands in several ways, for example through our plans to



Environment data

Energy

	Baseline 07/08	08/09	09/10	10/11	11/12	Target (2015/16)
Equivalent total energy kWh	401,120,193	399,720,232	373,118,617	379,095,514	398,905,380	-20%
Consumption per BBC staff (FTE) kWh	18,575	18,691	17,776	18,368	18,989	
Per FTE Performance against previous year		0.6%	-5%	3%	3%	
Per FTE Performance against baseline		0.6%	-4%	-1%	2%	
Absolute reduction against baseline year					-1%	
Total CO ₂ emissions - tonnes	161,394	158,653	150,185	150,380	152,613	
Absolute change in CO ₂ against baseline		-2%	-7%	-7%	-5%	

*2011-2012 figures include Salford and New Broadcasting House which were excluded during 2010-2011 while undergoing fit-out.

Transport

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

NB: emissions from transport restated to include air travel booked through specialist agents (note 3, on page 33)

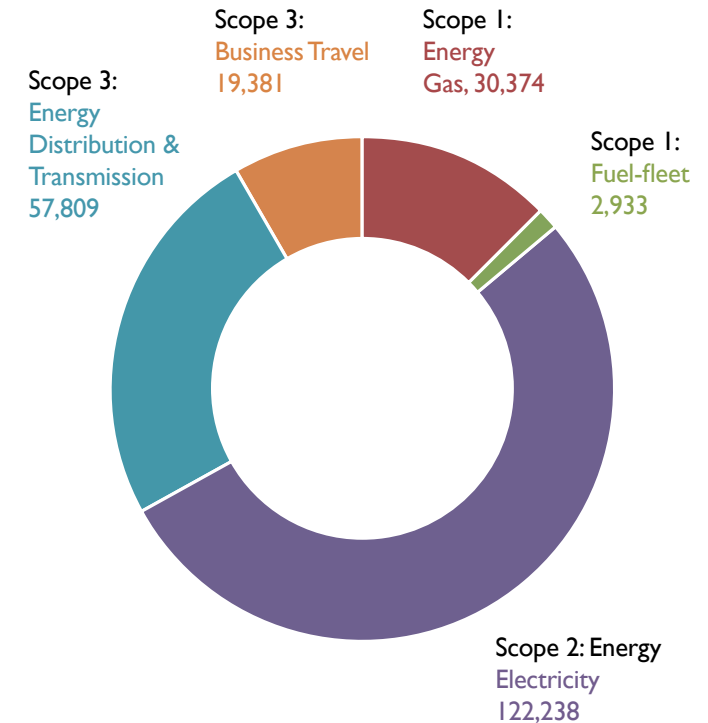
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Distribution & Transmission

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

CO₂ emission by Scope

	Baseline 07/08	Tonnes CO ₂ 08/09	Tonnes CO ₂ 09/10	Tonnes CO ₂ 10/11	Tonnes CO ₂ 11/12
Scope 1 - Direct (operational use) including:					
Vehicle fleet (including BBC shuttle bus)	2,755	2,926	3,194	3,210	2,933
Oil	3,740	3,582	1,061	624	–
Gas	26,515	27,289	24,497	25,268	30,374
Total Scope 1	33,221	33,984	28,944	29,264	33,325
Scope 2 - Indirect Operational use including:					
Purchased electricity	131,139	127,782	124,627	124,487	122,238
Total Scope 2	131,139	127,782	124,627	124,487	122,238
Scope 3 - Selected indirect use including:					
Business travel	21,910	20,676	18,762	19,484	19,381
Distribution and transmission	N/A	73,782	67,433	61,898	57,809
Total Selected Scope 3	21,910	94,458	86,195	81,382	77,191



Water

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

*2011-2012 figures include Salford and New Broadcasting House

Waste and Waste Recycled

Total and amount to landfill	Baseline 07/08	08/09	09/10	10/11	11/12	Target 2012/13
Equivalent overall waste (tonnes)	7,694	6,435	6,029	5,914	6,322	
Equivalent overall waste to landfill (tonnes)	3,950	3,156	2,357	844	1,443	
Waste to landfill per BBC FTE (Kg)	182.9	147.6	112.3	40.9	68.7	-25%
Per FTE Performance against previous year		-19%	-24%	-64%	68%	
Per FTE Performance against baseline		-19%	-39%	-78%	-62%	

*Target achieved in 2010-2011 – a new target to reduce waste overall will be introduced during 2012-2013

Recycled or recovered	07/08	08/09	09/10	10/11	11/12	Target (2015/16)
Waste recycled (% kg)	49%	51%	51%	55%	51%	70%
Change (+ / -) against previous year		2%	0%	4%	-4%	
Change (+ / -) against baseline		2%	2%	6%	+2%	
Waste recovered (tonnes)	N/A	N/A	598	2,083	1,659	
Waste recovered as % of total waste		-19%	10%	35%	26%	

Notes to accompany environmental performance data can be found on [page 33](#)

Our Business

For a detailed look at some of our work to be a responsible business, please see the [CR Update](#) publication from December 2012.



Photo: Chris Capstick

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.

The Executive and Divisional Boards receive expert advice from the BBC's Diversity Centre with the aim of ensuring we have an inclusive and diverse workforce. The BBC Academy delivers industry-leading training and development.

We also try 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. We also recognise that we

have a responsibility to people who supply us with services or work with us as independent programme makers or contributors.

The shape and scale of our business is being fundamentally changed over a six year period, up to 2016/17, by the Delivering Quality First programme (DQF).

In December 2010 the BBC agreed a new six year licence fee settlement, freezing the licence fee for the rest of the licence fee period to 2017. This represents an overall 20% reduction and target savings of £700m a year. DQF aims to make the BBC fit for the future in an increasingly competitive market and its impacts began to be felt in 2011/12.

Equivalent full time staff numbers in the BBC's public service divisions reduced by 384 over the year, from 17,242 to 16,858, as the early DQF initiatives took effect.

Staff engagement

During 2011 all BBC staff were encouraged to put forward views and ideas to help develop the DQF programme and there were more than 1,800 emailed submissions. Staff also had their say at a series of local and regional meetings - Executive Board members hosting staff meetings at BBC sites across the UK. An internal social networking site was established to allow staff to discuss ideas online and the BBC's internal DQF website recorded 4,506 discrete users.

Following the publication of the final DQF proposals in October 2011, there have been a series of smaller staff engagement initiatives to help people understand and continue to contribute to the changes resulting from the plan.

Work also began to reform BBC staff terms and conditions - including pay, grading, allowances and redundancy. In 2011/12 we held 120 seminars, involving 2,000 staff members, to explore alternative options on pay and allowances. Any change to terms and conditions requires careful consideration and we will continue to work with staff as we develop these plans throughout 2012/13.

Our Business

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Diversity

For the BBC, diversity is a clear creative imperative as well as a core commitment to reflect the different audiences we serve. In challenging economic times, consideration of equality and diversity is more, not less, important to the BBC's ability to continue to reach all the UK's audiences with quality output.

In May 2011, after consulting widely with audiences and employees, we set out our strategic equality and diversity objectives for the next four years in [Everyone Has A Story: Diversity Strategy 2011-2015](#).

Our first annual equality information report, [Telling our Story](#) was published in January 2012, charting progress against those objectives and how we are meeting our new legal obligations under the 2010 Equality Act. For example, we have carried out an analysis of how some of our biggest decision-making processes, including DQF and development of our new broadcasting centres in Salford and central London, have impacted on the diversity of the organisation.

In the workplace, we regularly collect diversity monitoring information from our employees on a voluntary basis and in 2011 conducted a staff census asking people to update their personal data on ethnicity and disability. Specific targets are used to focus our efforts to diversify the BBC workforce

Diversity (% of total staff)	Target by end 2012	Actual March 2012	% change year on year	March 2011	March 2010	March 2009
Black & Minority Ethnic staff (BME)	12.5	12.3	+0.1	12.2	12.2	12.1
Senior managers, BME	7.0	6.8	+0.8	6.0	5.7	5.6
Disabled staff	5.5	3.6	-0.5	4.1	4.2	4.4
Senior managers, disabled staff	4.5	3.3	+0.3	3.0	3.4	3.4

and those are regularly reviewed at corporate and divisional level, using the information to support [divisional diversity action plans](#).

We continue to work towards meeting the stretching targets we've set ourselves by the end of 2012. We recognise that disabled staff representation is a particular challenge and are working to understand any issues which may be influencing this. Specifically, with the support of BBC Ability (our disabled staff forum) we are consulting with disabled employees from across the BBC to better understand the drop off in reported representation. Results of that work will be available in late summer 2012.

One way we continue to try to open up the organisation to talented disabled people is through our work placement scheme Extend. Over 15 years, retention rates have built steadily so that in

successive recent intakes, almost 70% of Extendees have gone on to find further work at the BBC or in the wider industry.

Meanwhile, the relocation of 2,000 staff to Salford has provided a unique opportunity to diversify the new workforce based at that site. We set interim targets of 9.5% for black and minority ethnic staff and 3.75% for disabled employees. In March 2012 actual figures were 10.5% and 4.7% respectively.

A further focus for 2012/13 will be to build on activity like our Journalist Training Scheme, London 2012 Apprentices and Community Reporters Programme in East London and our Ambassadors programme in Salford to increase access to the BBC for people from different socio-economic backgrounds. For detailed information go to bbc.co.uk/diversity/. Read more about BBC diversity initiatives in this [update](#) from BBC Outreach.

Our Business

For a detailed look at some of our work to be a responsible business, please see the [CR Update](#) publication from December 2012.

The BBC is in its second year as chair of the Creative Diversity Network (CDN), a partnership of leading broadcasters and independent companies working to improve diversity in its broadest sense.



creative diversity network

Age representation in broadcasting, especially numbers of older women on screen, has had a particular public focus in recent years and we used our leadership of CDN to launch a major piece of audience research into age portrayal across the media. *Serving All Ages* was published in January 2012. We will continue to use our leadership role to share and apply best practice to help increase on-air diversity.

Developing Talent

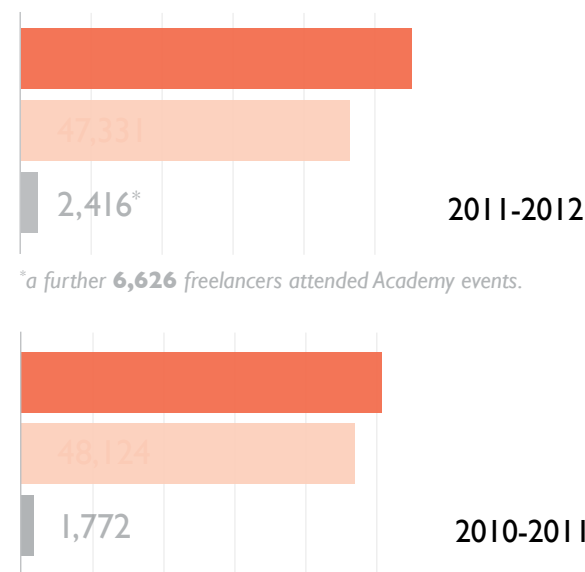
The BBC Academy puts training and development at the heart of the BBC, working with the wider broadcast industry to equip people with the skills needed for employability in an ever-changing media industry.

The Academy's top priority this year has been to ensure that staff migrating to central London and Salford are equipped with the skills needed to effect a smooth transition to their new locations. So far, 5,857 delegates have been trained in new technology and new ways of collaborative working.

Like other support services, the BBC Academy needs to achieve 25% savings by 2013. The BBC still invests a significant amount in training (£27m in 2011, down from £31m in 2010) and remains committed to ensuring that BBC staff have the skills needed to develop their careers. This year, 71% of those recruited into senior management roles were through internal promotion (target 70%).

Delegates learning through the BBC Academy

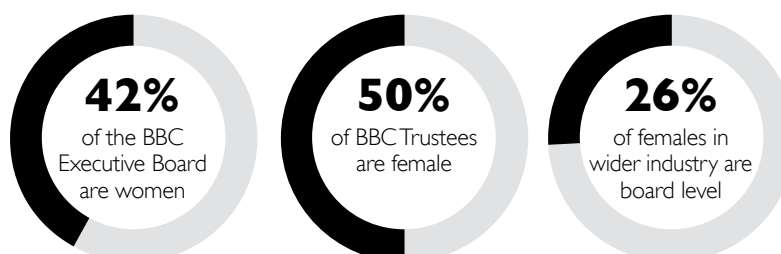
Total no. Internal Freelancers



Women at the BBC



Women at Board level



*Both figures are stable year-on-year



Our Business

For a detailed look at some of our work to be a responsible business, please see the [CR Update](#) publication from December 2012.



The BBC is committed to finding new talent from the broadest range of backgrounds. Currently we have 124 trainees across the BBC, on programmes including the prestigious Production Trainee Scheme, the Design Trainee Scheme and the Writers' Academy which, since it started six years ago, has seen 34 out of 40 writers move into full time writing for the BBC.

In 2011/12 the year-long Journalism Training Scheme attracted 2044 applications for 15 places. The intake included four trainees from ethnic minority backgrounds and one person with a disability. Thirteen of this year's intake have now secured

contracts in areas such as *BBC Breakfast*, *BBC Sport* and the *Today* programme.

The BBC currently employs 55 apprentices based in London, Salford, Glasgow, Cardiff and Bristol. The qualifications achieved are mainly at Level 3 (equivalent to A Level). The London based BBC 2012 Apprenticeship was developed to create an Olympics legacy by attracting young, non-graduate apprentices from diverse backgrounds hoping to kick-start a career in the media. From the 2011 intake, seven are now working - four inside the BBC on the *One Show*, *Eastenders*, *Later with Jools Holland* and one at BBC Belfast. Three are working elsewhere

in the sector. The scheme is industry-wide and involves partners such as ITV, Talkback Thames and Tiger Aspect.

The BBC Academy also works with external partners across the broadcasting sector and the wider creative industries. This year a strong focus on developing the industry's mobile freelance talent base saw the launch of Fast Train. The Academy held a TV event in May 2011, which was massively over-subscribed, and a Radio Fast Train in February 2012. These events are, by far, the industry's biggest UK training events for freelancers, involving a collaborative partnership between key training providers and organisations like PACT, BECTU and Creative Skillset.



Our Business

For a detailed look at some of our work to be a responsible business, please see the [CR Update](#) publication from December 2012.

Relocation

The relocation of 2,300 posts to BBC North's new HQ at Salford Quays presented challenges for both the organisation and its staff, as well as new opportunities to connect with audiences and forge media, education and community partnerships across the North of England.

The BBC's flexible relocation package allowed migrating staff to fill 55% of the roles moving to Salford, making arrangements which would fit their personal circumstances including caring responsibilities. In particular, staff whose jobs were moving were given guidance on how best to settle themselves and

their families, including specific education advice for people whose children were changing schools. For those unable to move to the North West, dedicated redeployment support was made available and led to 172 employees finding alternative roles within the BBC, from a total of 810 staff who were at risk of redundancy as a result of the relocation.

Over 70,000 people registered to apply for jobs at MediaCityUK. Nearly 700 vacancies had been filled by March 2012, with around half (338) of the new recruits from the North West. Of these, 246 were from Greater Manchester and 26 from Salford itself. In total, over 100 people who work for the BBC live in Salford.

BBC North has already begun working with local colleges and universities to help train and develop a media workforce for the future. Our BBC North Apprenticeship scheme is a long term commitment that offered entry level training and employment opportunities to 22 applicants from Greater Manchester in its first year with an ambition to recruit 100 in BBC North's formative years. The BBC North Young Ambassadors initiative (see Public Purposes) was developed specifically for people with little or no job experience.

Access Services

Making our services across platforms accessible to audiences with sight or hearing disabilities remains a core commitment and in 2011/12 the BBC performed well against the accessibility targets set for it by Ofcom.

Targets for signing (5%) and audio description (12%) were far exceeded across BBC channels and we remain committed to 100% subtitling of our programmes, reaching an average 99% in the last year across our main channels. We also continue to make available access services via BBC iPlayer where the programme carried such services when originally broadcast.

Online, clear standards and guidance on accessibility are available to our web authors and we provide specific training on building accessible sites and services.



Our Business

For a detailed look at some of our work to be a responsible business, please see the [CR Update](#) publication from December 2012.

	Subtitled hours on BBC television		% of total hours		Target
	2011-2012	2010-2011	2011-2012	2010-2011	
BBC One	14,455	14,457	99.8%	99.8%	100.0%
BBC Two	9,234	9,460	100.0%	99.9%	100.0%
BBC Three	3,740	3,721	100.0%	100.0%	100.0%
BBC Four	3,315	3,394	99.9%	100.0%	100.0%
CBBC	4,349	4,346	100.0%	100.0%	100.0%
CBeebies	4,712	4,715	100.0%	100.0%	100.0%
BBC News	8,732	8,726	100.0%	99.9%	100.0%

■ 2011-2012
■ 2010-2011

In the workplace, we try to ensure that disabled members of staff get the assistance they need to fulfil their roles well. We conduct access assessments, arrange any reasonable adjustments that are required and assist with securing government funding through Access to Work.

We know from research with disabled audiences that while we have a strong record on providing accessible services, people's expectations of us are high. As a strategic objective until 2013 we are focused on building in accessibility from the start of projects and processes. That applies to our buildings and studios, our programmes and technology systems, editorial policy and complaints and access services for our staff. We will also aim to measure and report our performance in online accessibility.

Supplying the BBC

Licence fee payers expect the BBC to achieve value for money in our purchasing decisions. They also rightly look to the BBC to act ethically, ensure fairness, encourage diversity and environmental sustainability in the 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.

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 which commit to improving their working and ethical standards over time.

Our [Sustainable Procurement Strategy](#), also published during the year, supports our broader sustainability ambitions by aiming to ensure that social, economic and environmental impacts are considered in the purchase of goods and services. Many current suppliers already meet our high standards. Recent tenders for taxis, fleet, hire vehicles and coaches, for example, demonstrated suppliers' commitment to sustainability and how their approach would benefit the BBC.

We have carried out an audit of existing sustainable procurement provision to establish where we have already contracted suppliers to meet sustainable and ethical standards. This work will now allow us to develop a set of tendering criteria and performance indicators that we will include in all future tenders.

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. More than 35% of our suppliers now use e-invoicing and over 90% of our suppliers receive payment electronically. The BBC is an approved signatory of the [Prompt Payment Code](#).

Our Business

For a detailed look at some of our work to be a responsible business, please see the [CR Update](#) publication from December 2012.

Fair Trading

As a publicly funded broadcaster, the BBC recognises that we should take care about the competitive impact our activities have on the commercial market and always be robust in our efforts to trade fairly.

Our published [Fair Trading Guidelines](#) apply to all our commercial activities. In 2011/12 the BBC Trust published an updated Fair Trading Policy and the guidelines are being updated as a result.

We also have a Fair Trading [complaints and appeals](#) process and across the year, the BBC received four complaints. Details of these and those which went on appeal to the BBC Trust can be found in our [Fair Trading Complaints Bulletin](#) and on the BBC Trust's [appeals page](#).

Complaints

We aim to respond fairly and in a timely way to all complaints from the public and in 2011 the BBC Trust consulted BBC audiences on proposed changes to simplify and speed up complaints handling.

Complainants are now encouraged to use the central address, phone number and [website link](#) for all editorial and general complaints. This is where information about the BBC's code of conduct and its three-tiered system for handling complaints is set out. There will also be a greater focus on substantive complaints that raise serious issues about the BBC's

output, reducing time spent on trivial or 'vexatious' complaints. The volume of complaints answered during the year to March 2012 was almost 255,000 - an average of just over 21,000 a month, slightly higher than 2010/11 (20,000).

The vast majority were dealt with positively by the BBC Complaints Unit; 0.16% went to independent review by the BBC Editorial Complaints Unit; and 0.09% were dealt with by the Editorial Standards Committee of the BBC Trust, the final arbiter.

Some concerns were expressed in the public consultation that 'vexatious' complainants would be dismissed. As the new system beds in, the BBC Trust has asked BBC management to report regularly on complaints in this category, to ensure appropriate action is being taken.

Volunteering

BBC Outreach Volunteering (formerly BBC Connect & Create) encourages our staff to use, share and develop their skills during work time, in support of a range of national and local charities. Schemes are designed to help our people gain new professional experience and valuable face-to-face contact with often hard-to-reach audiences. Charities benefit from our media expertise and mentoring skills.

We work with a number of national charity partners and much of our community volunteering takes place

where we have large numbers of staff, for instance in west London, where 60 volunteers have regularly taken part in a one-to-one reading support scheme in local schools. As we develop our outreach work around MediaCityUK in Salford, we have adopted a more flexible policy, engaging so far with 20 local charities.

While we don't have an official policy on how many working days a member of staff can volunteer, the aim is to maximise the skills and insights they bring back to the BBC. Schemes around the UK have included BBC volunteers making case study films for the British Association for Adoption and Fostering. More than 600 mentors and volunteers helped develop student reporting skills during BBC News School Report, 200 more than in 2011.



Supporting Charities

We know that charitable giving is important to the UK public and since the 1920s support for the voluntary sector through charity appeals has been integral to our public service broadcasting.

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

Huge increases in the fundraising totals for BBC Children in Need and Sport Relief are evidence of the degree to which BBC broadcast appeals continue to resonate with viewers and listeners. Support for our three corporate charities (BBC Children in Need, BBC Media Action and BBC Performing Arts Fund) and our established partner charities helps underpin the BBC's public purposes.

In 2011 the BBC Executive Board agreed a more strategic approach to our charitable activity, following a review by the independent body of experts, the BBC Charity Appeals Advisory Committee (AAC), which advises the Board. The aim of new rolling four-year agreements with BBC Children in Need, Comic Relief and St Martins-in-the-Field is to allow for better planning that will maximise the impact of those appeals.

SPORT RELIEF

Through our longstanding partnership with independent charity Comic Relief, we alternate our appeal shows between Red Nose Day and Sport Relief. Fund-raising supports efforts to fight poverty and social injustice in some of the world's poorest countries and in the UK.

Olympics year saw approximately 91 hours of programming featuring Sport Relief content on BBC network TV – more than ever before. Even though peak viewing figures for the main BBC One appeal show were slightly down on 2010, the on-the-night

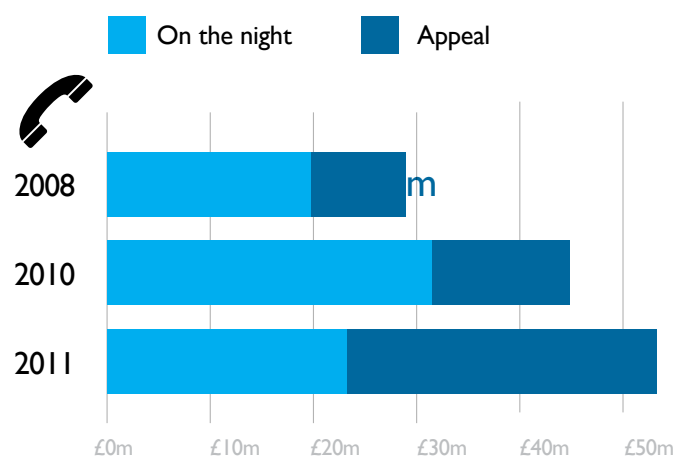
For a detailed look at some of our work to support charities, please see the [CR Update](#) publication from June 2012.

www.bbc.co.uk/sportrelief/

total, reflecting the success of the whole campaign, was almost £19m up.

In March 2013, Red Nose Day will be back, aiming to build on the £108.4m raised in 2011.

Sport Relief's rising totals



*and rising (by end of March 2012)



Supporting Charities

For a detailed look at some of our work to support charities, please see the [CR Update](#) publication from June 2012.

BBC CHILDREN IN NEED

www.bbc.co.uk/pudsey/

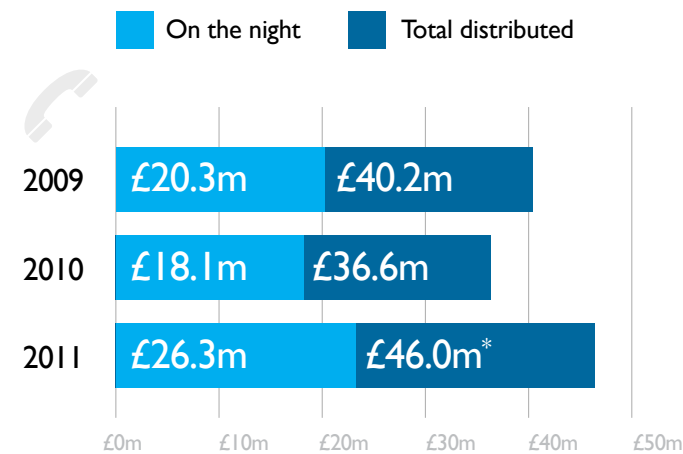


Through the annual telethon and hundreds of hours of coverage across BBC services, we give BBC Children in Need a platform to support projects working with disadvantaged children and young people across the UK.

Entertainment, comedy and factual output aims to inform and inspire audiences by telling the stories of the challenges children face and how the work of grant-funded organisations makes a difference.

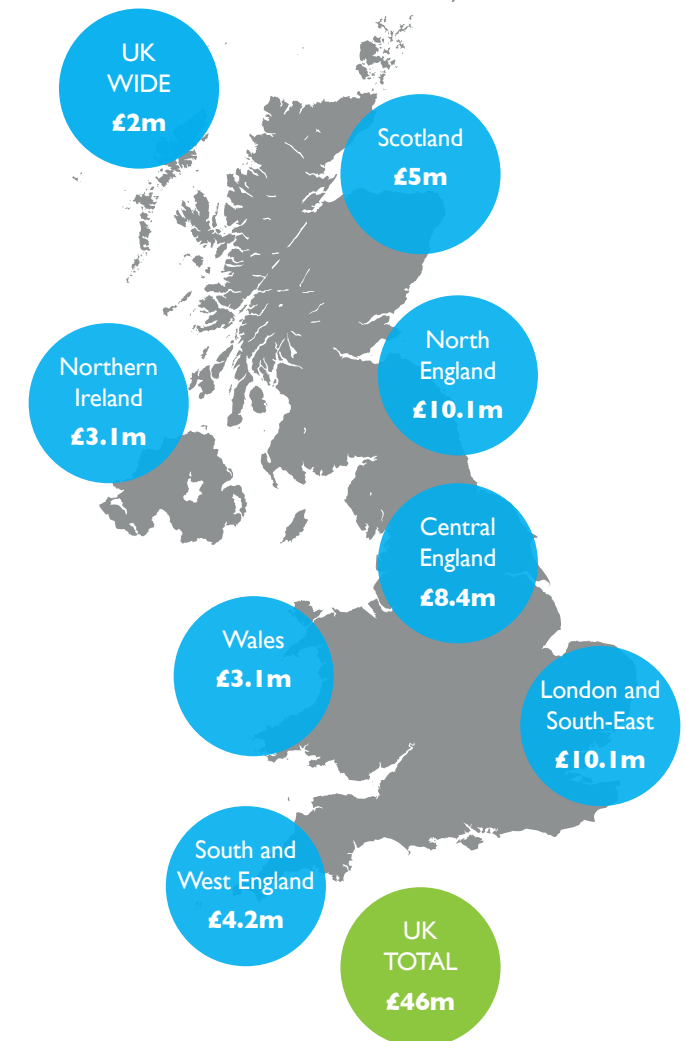
Fund-raising continues year-round, but the main appeal night is a fixture in the UK calendar which brings communities, regions and the nation together. In November 2011, the appeal achieved a record on-the-night total of £26,332,334 - £8m more than in 2010. By October 2012, the charity aims to distribute £46m, its highest ever annual level of grants.

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



*Donations and fundraising income will continue to be received for Appeal 2011 until the end of June 2012. The figure for appeal income for 2011 is an estimate based on income received to date.

BBC Children In Need Grant distribution across the UK - from 2011 appeal



Supporting Charities

For a detailed look at some of our work to support charities, please see the [CR Update](#) publication from June 2012.

BBC MEDIA ACTION

www.bbc.co.uk/mediaaction

This has been a transformational year for the BBC's international charity BBC Media Action. Formerly the BBC World Service Trust, it was renamed in December 2011. A new [website](#) was launched in February 2012 and with it a new identity and a fresh commitment to use all forms of media to reduce poverty and support rights in the developing world.

With local partners, BBC Media Action's work this year has ranged from a mobile phone-based project in Bihar, sharing information about child and maternal health, to Arabic Question Time-style programmes across North Africa and the Middle East that have enabled thousands of people to directly question their politicians for the first time on live TV, in broadcasts that reached 24.4m.

BBC Media Action is funded by a range of donors who include the UK's Department for International Development (DFID), FCO, EU and UN agencies. It also receives voluntary contributions, including

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

In November 2011 DFID awarded a Global Grant of up to £90m over five years. This brought together separate strands of existing work with DFID under one funding stream, allowing BBC Media Action to better plan and deliver its work in the medium term. It has also allowed the charity to scale up its activity, though DFID funding is capped at 40%.

The money will specifically target its media-based work to reach 200m people in 15 developing countries. Projects will provide forums for audiences to question their leaders and hold them accountable, access to health information and strengthen communities' resilience to humanitarian crises. The new investment has allowed the charity to improve long-term planning and extend audience research and impact evaluation.

Media in action in 2011/12

ACCOUNTABILITY

1,900 officials have been called to account on air through programmes that BBC Media Action has produced or supported

PARTICIPATION

46,705 people have contacted programmes via phone, text, email or letter

INFORMATION

150 public service announcements,
1,200 debate/phone-in programmes,
1,668 magazine programmes and
1,016 drama episodes on multiple platforms in
35 countries

SKILLS

Journalism training was provided to
2,928 people in **2011**

RESEARCH

32,206 people have been surveyed on their needs, knowledge, attitudes and behaviour to measure the impact of BBC Media Action projects.

TOTAL SPEND – £28.0M



Between **2011-2016**, Global Grant funding will focus on:

Afghanistan « [Angola](#) « Bangladesh
[Burma](#) « Ethiopia « [India](#) « Kenya « [Nepal](#)
Nigeria « [Palestinian Territories](#) « Pakistan
[Sierra Leone](#) « Somalia « [South Sudan](#) « Tanzania

Supporting Charities

For a detailed look at some of our work to support charities, please see the [CR Update](#) publication from June 2012.

BBC PERFORMING ARTS FUND

www.bbc.co.uk/performingartsfund

The BBC is one of the foremost cultural institutions in the UK, producing more than 43,000 hours of arts and music programming in the last year, from Radio 1's Big Weekend, to the Proms.

The BBC Performing Arts Fund (PAF) complements our ambitions on air and helps demonstrate our commitment to finding and nurturing new and diverse talent.

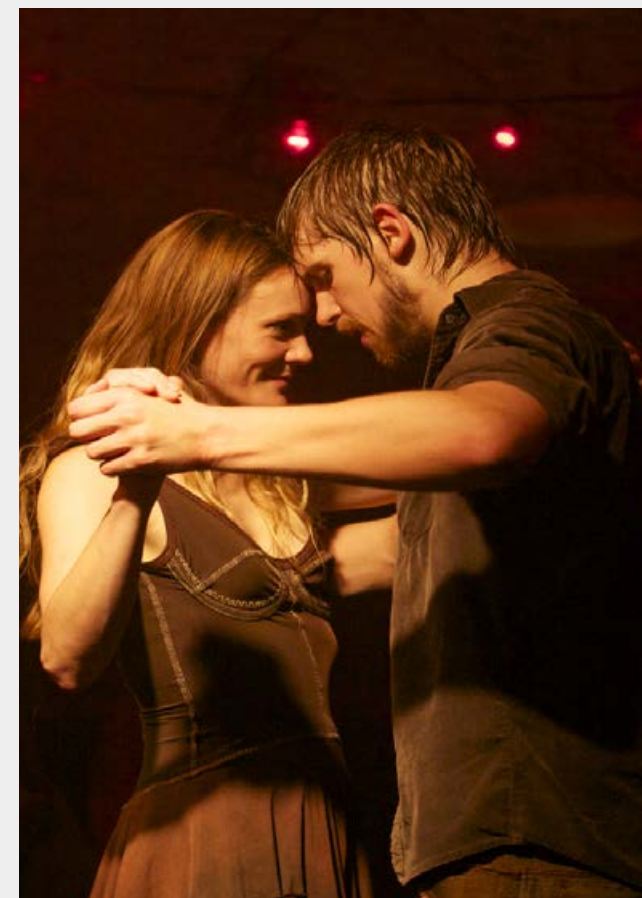


Funded, appropriately, through revenue from voting lines on BBC entertainment shows like *The Voice*, PAF targets talented individuals whose personal and financial circumstances may stand in the way of them reaching their goals, as well as community groups.

Following an independent evaluation of the fund's impact in 2010, it was decided to adopt a more strategic, annual art form focus, with two schemes launched each year, one for individuals and one for community groups.

Dance was the theme in year one of that cycle. A total of £130,000 was granted to 13 dance organisations to host fellowships for aspiring dancers, producers and choreographers. A further £172,000 went to 41 not-for-profit community dance groups. Training in Musical Theatre grants of £150,000 were also supporting 60 talented students at 10 UK colleges in 2011/12, due to the life cycle of that scheme.

Music is the focus for 2012 and theatre in 2013. One aim will be to attract more applicants from the nations, including through outreach work.



A £10,000 fellowship bursary has allowed post graduate John Kendall to work for a year as a dancer with the prestigious ballet LORENT. Past PAF winners have starred in West End shows and performed at Glastonbury.

Supporting Charities

For a detailed look at some of our work to support charities, please see the [CR Update](#) publication from June 2012.

CHARITY APPEALS

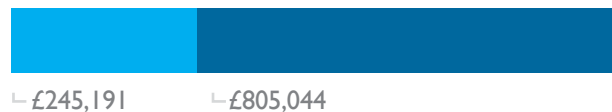
National, regional and local broadcasts throughout the year helped raise the profile of a wide range of charities and directly generated millions of pounds in charitable income. The long-running Radio 4 weekly appeals supported charities including Carers UK, Self Help Africa and Prisoners' Education Trust. Monthly BBC One Lifeline programmes made appeals on behalf of Sense, EveryChild, Leap Confronting Conflict and other good causes.

■ BBC One Lifeline ■ Radio 4 appeals

2009-2010



2010-2011



2011-2012



The traditional Radio 4 Christmas appeal for homelessness charity St Martin-in-the-Fields raised a record £1,816,792, up from £1.5m in 2010. The year's Blue Peter Appeal in aid of BBC Children in Need reached a total of £76,079.

Appeals and associated programming and events by eight BBC English local radio stations generated £876,978 for their chosen charity partners, including £473,076 for the Devon Air Ambulance (BBC Radio Devon) and £56,000 for the Alzheimer's Society Befriending Service (BBC Radio Merseyside).

BBC WILDLIFE FUND

The BBC Wildlife Fund used imaginative output like BBC Two's 2010 *Wild Night In* to raise awareness and funds for conservation efforts internationally and in the UK.

Since 2007, the fund has supported dozens of UK registered charities that make measurable and significant contributions to the protection of threatened wildlife and places. Grants allocated have totalled around £3m.

The decision, in August 2011, that the BBC could no longer support the Wildlife Fund editorially was a difficult one that attracted some high profile criticism. As the organisation works to make 20% savings, our strategic aim is to focus charitable activity where it



can make the most difference. The Wildlife Fund's trustees continue to monitor existing grants and the charity will close by the end of 2012.

This year, 21 projects in 11 countries received grants totalling £151,325, from rhinos in Sumatra to raft spiders in Suffolk, snow leopards in India and community forests in Nigeria.

Looking Ahead

By the time of our next annual review, BBC Outreach, together with the BBC Performing Arts Fund, will have completed their move to Salford.

While the BBC's outreach work will, of course, continue across the UK, the department's move will help us to expand on activities and partnerships established in the last year across the North of England. As staff continue to move into New Broadcasting House in London W1, BBC Outreach will build its community plan for Westminster based on the successful work already done in west London.

BBC apprenticeship schemes have helped dozens of young people onto the first rung of the ladder in their media careers. Now, we are significantly raising our ambitions with plans to launch higher level training in technology and engineering.

If our bid for funding from the government's Employers' Ownership Pilot scheme is successful, we aim to help plug a recognised skills gap with Level 5 Apprenticeships, equivalent to degree level, and Traineeships up to Masters level.

Those programmes, together with a proposed new Level 4 qualification in production management, would be delivered by the BBC Academy. Importantly, we aim to 'over-hire' apprentices on behalf of other smaller broadcasters, using the BBC's scale, reputation and secure funding to benefit the whole industry.

Partnerships will continue to be a focus in 2012/13 and we hope to build on the success of the BBC-Bristol Anchor Partnership with a new creative city partnership in Birmingham.

We'll continue to move most of our staff out of Television Centre in 2013, reducing our environmental impacts as we work to meet our extended environmental targets. Our commercial businesses, BBC Worldwide and BBC Studios and Post Production, will remain at the site.

The next BBC Outreach update in autumn 2012 will report on the latest progress we are making towards being a more sustainable broadcaster. And a refreshed BBC Outreach [website](#) aiming to provide a sharper window on the range and impact of our activity will be available by the end of the year.

We welcome any feedback on this Corporate Responsibility Performance Review and any other of our publications at outreach@bbc.co.uk.



Photo: Chris Capstick

Comment from Acona Partners LLP

acona Acona Partners LLP has been requested to provide comments on the process by which the data and other information are collated for inclusion in the BBC Corporate Responsibility Review 2012 (the Review). We were not asked to provide verification of the information and data. We were also asked to organise and facilitate a round table discussion involving a group of stakeholders to obtain their views on the Review.

Responsibilities of the BBC and Acona Partners LLP

The information and statements contained within the Review are the responsibility of the BBC. This statement is the responsibility of Acona Partners LLP and is addressed to the management of the BBC. It represents our independent opinion of the process for collating data and information. We also summarise below the principal comments of the stakeholders who participated in the discussion.

Process for collation of data and information

In arriving at our opinion we interviewed individuals with direct responsibility for providing specific pieces of information and data contained within the Review. This information and data relates to the BBC's Outreach activities, Sustainability (which in the Review relates to environmental impacts), management and promotion of diversity within its workforce, the relocation of staff to BBC North's new premises at Salford Quays, and its involvement in and support for a range of charitable and community projects. During the interviews, and in addition to establishing how information and data was collected, we examined the extent to which it was subject to scrutiny by other parties, both internal and external.

The work was undertaken by a multi-disciplinary team. The team's members have expertise in the areas of Corporate Responsibility (CR) assurance and reporting, and of wider aspects of CR both within the media sector and more broadly. Biographical information – including details of individuals' experience and backgrounds – can be found on our website <http://www.acona.co.uk/who-we-are.html>

Opinion

Based on our work we conclude that:

- The BBC's process for collating information and data is generally robust and fit for purpose. Information and data contained within the Review that is also included in the Annual Report and other external publications is subject to a high level of scrutiny.
- Where appropriate, data is gathered at regular intervals throughout the year and use is made of spreadsheets and other software tools to record performance.
- Certain information and data – including those relating to diversity and various aspects of its charitable and community support – are regularly reported to the BBC's senior management and external bodies. More detailed information on the BBC's diversity approach and performance, and its charitable activities is also available in the BBC's Annual Report and other publicly available documents.

Comment from Acona Partners LLP

Recommendations for improving the reporting process

Based on our work, the BBC may wish to consider the following enhancements to its current reporting process:

- Where relevant, and subject to constraints of space, avoid duplication of effort by incorporating the same information and data in the Review as are included in its other external publications, such as the Annual Report.
- Examine how the BBC's internal audit function could be given a greater role in verifying the accuracy of larger data sets.
- Undertake a detailed review of its approach to defining the boundaries for certain data sets to establish whether the current scope of reporting captures the entirety of the BBC's performance in these areas. In particular, data relating to travel and transport, training, and diversity would benefit from such a review.
- Consider the feasibility of changing the basis of its waste contracts to one where payment is dependent on the volume of waste sent to different destinations rather than, as is currently the case, a flat fee is paid regardless of the quantity removed. Such a change would introduce a financial incentive to minimise waste volumes.

Comments of the stakeholder panel

At the BBC's request we invited a number of stakeholders to discuss the Review and suggest how it could be improved. The participants were:

Mallen Baker – *Founder and Managing Director, Daisywheel Interactive*

Seb Beloe – *Partner, Head of Sustainability Research, WHEB Asset Management*

Katie Chapman – *Head of Sustainability & Reporting, Virgin Media*

Tom Idle – *Editor-in-Chief, 2degrees*

Ray Snoddy – *Media journalist and former presenter of NewsWatch*

Rory Sullivan – *Independent consultant and writer*

Introductory remarks

Throughout the discussion, members of the panel were keen to stress their comments were motivated by the high regard in which the BBC is held, the unique position it occupies in the cultural and social life of the UK, its global reach and impact, and the nature of its funding. Consequently, their expectations of the BBC's CR reporting – and of its approach to CR more generally – were set at a much higher level than would be the case for a similar, commercial organisation. In judging the merits of the Review they were also heavily influenced by their perceptions of the BBC's strengths in creativity and communication. The abiding sense was that, in this area as in many others, the BBC should be challenging what is currently regarded as state of the art in CR reporting. It is important that the following comments are read with these points in mind.

Comment from Acona Partners LLP

Audience

There was general agreement that the Review lacked clarity about its target audience: was it aimed at the general reader (and licence fee payer), specialists in the field of CR and sustainability, or key influencers and decision makers in government and elsewhere? Increasingly, in the view of the panel, organisations that are keen to engage effectively with their stakeholders are tailoring the content and communications media of their reporting to meet the specific requirements of different groups. Given that the BBC has considerable expertise in matching content, and how it is delivered, to the needs of its audiences this is an area that should play to the organisation's strengths.

Focus and content

Tom Idle: *What does CR mean to the BBC? How do they frame it, how do they define it?*

Seb Beloe: *The Review doesn't seem to be tied in to the controlling mind of the organisation*

Mallen Baker: *If the government had asked the BBC to produce a document that justified the licence fee this would be a very different document.*

In the panel's view, the Review would have been a more compelling document if it had concentrated on a smaller number of highly significant topics, selected on the basis of their impact on the BBC's public purposes and corporate strategy and/or how they influenced its licence to operate. Providing more context – whether on the implications of the licence fee settlement, the potential impact of the Leveson Inquiry, or the changing viewing and listening habits of its audience – would ensure that readers of the Review had a much better understanding of the challenges the BBC faces over the short, medium and longer term.

Katie Chapman: *There's no sense of how the BBC compares to other organisations in the media sector.*

Mallen Baker: *Talking about the BBC's carbon footprint is relevant...it's good that it's included. However, there's no narrative as to why the figures have gone in that direction.*

The panel would also have liked to see more coverage of how the BBC engages with its stakeholders – especially listeners and viewers, and employees – and what impacts the outputs from these processes have on strategy and operational decision-making.

Performance data

The panel's main recommendations here were threefold: first, the Review should contain an explanation as why the various measures of performance had been included. For example, were they selected because they had a major impact on the BBC's ability to deliver its corporate and/or CR objectives, or had they been developed in consultation with its stakeholders?

Secondly, the panel commended the inclusion of previous years' performance data, as it allows the reader to understand the direction of progress. However, the panel felt it would be even more beneficial if the Review could include comments on why performance had improved or deteriorated and, if the latter, what steps were being taken in response. The panel also supported the inclusion of more specific targets that could be used by the BBC's senior management and external stakeholders to measure progress towards its objectives.

Thirdly, the panel believed that the inclusion, where possible, of benchmark data from other organisations in the media sector or, even, businesses regarded as leading exponents of CR, would make it easier for readers to place the BBC's performance in its proper context.

Comment from Acona Partners LLP

Ray Snoddy: *The BBC finds it very difficult to apologise.*

Rory Sullivan: *If you include more detail on what went wrong then you have greater licence to say more about what went right.*

Several panel members highlighted how being able to address challenging issues head-on in CR reports was a sign of good – if not leading edge – practice and denoted a confidence and maturity in both reporting and the management of CR issues more generally. As a general rule, readers place more credibility in reports that provide a balanced picture of performance by including information about successes and failures. This is especially the case if, when describing the latter, there is an explanation of why things went wrong and what is being done to prevent a recurrence.

Conversely, the panel detected within the Review a degree of defensiveness, a reluctance to acknowledge problems and an explanation of how the BBC was dealing with them. The panel emphasised that the BBC had much to be proud of from a CR perspective. However, in the interests of balance, these positives should be contrasted with specific examples of where the BBC has had challenges. The latter included the recent restructuring programme following the move to MediaCityUK in Salford, the presence of older women on screen, and the increase in complaints from viewers and listeners.

Thank you from BBC Outreach

We are grateful to Acona and to all the panellists for giving up their time to comment on the BBC Corporate Responsibility Performance Review 2012.



We will look carefully at the group's recommendations which will help us in putting together future reports. We have noted in particular recommendations regarding the rationale for including various measures of performance, the need for the review to provide comparisons with previous years so that trends are identifiable and finally benchmarking alongside other organisations, especially those in the media sector.

It is however worth noting that the BBC participates actively in the Corporate Responsibility Group, the CSR Media Forum, the London Benchmarking Group and Business in the Community and the latter already publishes an annual index comparing the BBC to other organisations. This review is intended to be of interest both to the general reader i.e. any licence fee payer and to corporate responsibility specialists. We acknowledge that this involves striking a balance in terms of content but it is one we are keen to maintain.

Finally it is important to stress that this review is not intended to be another BBC Annual Report. The latter is produced every July on behalf of the Executive Board and addresses the key issues and challenges that the BBC faces. It is not the job of this review to repeat the BBC Annual Report but to complement it, providing additional information in the corporate responsibility area.

We always strive to be receptive to public comment and will welcome any other feedback either from specific stakeholder groups or licence fee payers in general. We will also be continuing to publish quarterly reports on specific CR issues and we hope these too will continue to be of interest.

Environmental data notes

Energy and Water

1. Consumption data is sourced from accounts included on a centralised outsourced Utility Invoice Management system for the majority of BBC core UK operation (NB not all BBC sites are included). The core consumption data is based upon the following estimated proportions of actual data for each of the respective utilities: Electricity = 99.7% actual data (remainder estimated based on previous year's consumption), Gas = 90.9% actual, Water = 91.3% actual). The percentages relate to the overall data recorded on the database.
2. 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
3. Total consumption is a summation of all utility invoices paid for by BBC directly. The consumption data is divided by BBC FTE data to give an overall consumption per FTE figure.
4. Consumption includes that of wholly owned subsidiaries, service partners and tenants located in BBC occupied buildings, for whom energy is included in the service charge
5. Consumption associated with Transmission sites (not owned nor operated by BBC) has been collected and reported since 2008/09.
6. 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.
7. Energy data has not been adjusted to normalise seasonal factors.
8. The majority of the data relates to the reporting period of April 2011 to March 2012. Where data is unavailable for this period equivalent annual data is used as close to the reporting period as available.
9. 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.
10. 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.

Waste

1. Data is based on estimates provided from BBC service partners who supply waste management services across key UK BBC premises.
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 is based upon waste transfer notes / invoices and average skip weights evaluated on an annual basis by BBC service partners.

6. Data supplied with respect to waste per BBC staff full time equivalent (FTE) should be read in conjunction with Note 2 above.

7. Recycling is defined by the BBC's criteria and internal standards and is also defined for the purposes of internal environmental reporting.

8. BBC Staff FTE data is provided by the BBC People Division and includes UK based staff in BBC public service broadcasting, BBC World Service, BBC Worldwide Ltd and BBC Studios and Post Production Ltd. It excludes staff for BBC service providers and other commercial organisations operating and based in UK BBC premises as well as guests and visitor numbers.

Transport

1. Data covers the following transport modes: self drive hire, coaches, shuttle service, private hire transport, couriers, air – domestic, short haul international, long haul international and UK rail and emissions from fleet (ie BBC owned or leased vehicles).

2. Data includes transport usage by the BBC public service broadcasting, BBC World Service, BBC Worldwide and BBC Studios and Post Production.

3. We have improved our data capture and reporting during 2011/12 and now gather and report on CO₂ emissions associated with air travel booked through specialist agents. These are agents who provide the BBC with "package" services including air travel, accommodation and occasionally transportation of equipment. For the full year 11/12 these emissions accounted for an additional 4,257 tonnes of CO₂ (an increase of 28%). To enable accurate comparison, we are restating our baseline and previous years to include an estimated contribution from air travel booked through specialist agents. The estimation is calculated using a factor derived from the average of emissions from these flights during quarters 1-4 2011/12. The average effect for each mode of air travel is: domestic +5%; short haul Europe +33%; long haul +48%. The baseline for travel changes from 20,212 tonnes CO₂ to 24,876 tonnes CO₂.

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 which takes into account programme types and mix of contributors utilising all of 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 and water) to generate the BBC user number:

5. Defra emission conversion factors are used. 2011 Defra figures, total direct GHG, are applied to the 2011/12 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 2010/11. The CO₂ figure for fleet is based on fuel consumption using Defra 2011 total direct GHG conversion factors for 2011/12, 2010 figures for 10/11 and 2009 figures to previous years.

6. Data excludes use of local transport which is claimed through staff expenses rather than centrally booked. It is estimated that it makes up approximately 5% of BBC travel. Flight data includes flights booked through the central booking system provided by Amex but does not include flights booked separately and claimed through personal expenses. These flights amount to 50% of bookings, the remainder are accounted for by BBC staff booking travel locally when unable to access central booking system.

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 9 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.