



How we run the BBC

Management of the BBC's relationships with staff, organisations and partners

How we run the BBC

Working together for a more efficient BBC

2013/14 has been a challenging year for the BBC and a period of substantial change. Responding to public criticism of our management of the Digital Media Initiative and severance payments, the BBC has put in place an improved approach to project management and in September implemented reformed severance and notice policies and practices. In May, the publication of the 'Respect at Work' report heralded a new approach to tackling bullying and harassment in the workplace and through a blend of training, engagement and policy and process improvements, the BBC is creating a culture built on respect between colleagues. Throughout the year, our people have delivered outstanding content to our audiences whilst the organisation continues to drive the organisational change necessary to deliver efficiencies, a more effective operation and a sustained change in the culture of the organisation.

1. Delivering change

Driving efficiencies within the divisions of the BBC has an inevitable impact on jobs and we continue to be fully committed to managing job losses through redeployment and retraining wherever possible. Since October 2011, when the DQF programme began, we have closed 2192 posts, a total of 1000 voluntary redundancies have been accepted and we redeployed 458 people into continuing and fixed-term roles, resulting in just 247 compulsory redundancies. Although consultation with our Trade Unions has been constructive there were five days of strike action taken by tour guides over the year.

To supplement the help we provide to staff at risk of redundancy we increased the career support offered to staff to include an easily accessible online toolkit and workshops to help individuals identify development needs and suitable career options.

We take care to ensure that we balance the redeployment and development of our workforce with external recruitment of talent, bringing greater diversity and fresh ideas into the BBC. We continue to focus on developing our leaders, through a range of training and development programmes and workshops.

We regularly measure staff engagement, and the last staff survey in 2012 reported high levels of commitment (90% of staff felt proud to work for the BBC, and 97% were committed to playing their part in delivering great quality and services). The survey also reported a desire for improved communication and career support, along with stronger leadership and performance management. During 2013/14, we have taken action in each of these areas. Additionally, in summer 2014, we will run the first quarterly survey enabling us to track progress as a result of action taken to deliver recommendations from the 2013 'Respect at Work' report.

2. New ways of working

This year we completed our move to New Broadcasting House with over 6000 staff now working in central London. For the first time, the BBC's national and global journalism teams are working together on the same site, alongside Radio 1 and iXtra, the commissioning and scheduling teams for BBC One, Two, Three and Four, and all of the television factual teams based in London, including BBC One's *The One Show*. The migration was completed in April 2013 and on Friday 7 June the building was officially opened by Her Majesty The Queen.

Filming BBC One courtroom drama *Silk*



Radio 5 live gallery at MediaCity UK, Salford





Radio 1Xtra presenter Sarah-Jane chats to festival-goers at Radio 1's Big Weekend in Derry-Londonderry

The BBC is here to serve all audiences across the UK and spend as much of the licence fee as possible on content across television, radio and online. In November 2013, the BBC unveiled a new creative vision for Birmingham and a commitment to making the Mailbox the home of the teams who deliver entry level training schemes, talent and skills development, BBC apprenticeships, and traineeships. Further roles from central HR, the Academy and central Internal Communications were announced in May 2014, resulting in the relocation of nearly 200 jobs to Birmingham by mid-July 2015. The BBC's relocation strategy, including rationalising our property portfolio in London, means that further relocations are anticipated.

3. A fair deal

Since 2009, the BBC has implemented pay settlements that are less than inflation and in 2013 working within our financial constraints, we structured the pay deal to ensure that the lower paid benefited with an increase close to CPI whilst limiting the pay increase to 1% for higher paid employees: for staff, other than senior managers, we implemented an £800 flat rate increase, with a minimum increase of 1%.

In 2012, the BBC reviewed the use of Personal Service Companies as a means of engaging presenters and contributors and this year we agreed a new test with HMRC to determine tax status for all our on-air talent who work in news and television. As a result, as contracts are due for renewal, we have applied the test and those news and television presenters who are deemed employees have transferred to employment status with PAYE deducted at source with more expected to follow in 2014. Details of the new employment test can be found at: bbc.co.uk/partnersandsuppliers/freelancers/onairtalent.html

We have also reformed our severance policies and practices, introducing a cap on contractual redundancy pay, reducing notice periods of Executive Directors, ceasing the practice of payment in lieu of notice in addition to severance and introducing a new and robust governance and approvals process.

4. Our people

The 'Respect at Work' report, published on 3 May 2013, recommended 24 actions to build a more supportive culture at the BBC. We have made progress in delivering these including: launching a bullying and harassment confidential help line; reforming our bullying and harassment policy and process for hearing complaints; and implementing new training on managing bullying and harassment, and we continue to review and make further improvements.

We have published details of the number and outcome of bullying and harassment cases within our Equality report and you can download this information at: bbc.co.uk/diversity/strategy/equalityreport2013/

Over the last 12 months, headcount has increased from 16,534 to 16,672 largely due to additional staffing required to deliver key programmes and events such as the Commonwealth Games and our coverage of the Scottish referendum. We have also provided re-investment funding from our DQF savings to Future Media to recruit staff with the skills we need to deliver the BBC's strategic priorities; development of iPlayer and delivery of more personalisation online.

Table 1: Total average public service broadcasting headcount (equivalent full time)

	Total
Year end 2005/6	18,860
Year end 2006/7	17,914
Year end 2007/8	17,677
Year end 2008/9	17,078
Year end 2009/10	17,238
Year end 2010/11	17,242
Year end 2011/12	16,858
Year end 2012/13	16,534
Year end 2013/14	16,672

Table 2: UK PSB staff by nation (equivalent full time) %

	31 Mar 2014	31 Mar 2013	31 Mar 2012	31 Mar 2011
England (excl. London)	33	32	33	25
London	47	48	48	55
Scotland	8	7	7	8
Wales	8	8	8	8
Northern Ireland	4	4	4	4

Table 3: Senior manager headcount by salary band

BAND	2013/14	2012/13
Under £70,000	10	21
£70,000-£99,999	161	171
£100,000-£129,999	93	111
£130,000-£159,999	73	67
£160,000-£189,999	34	31
£190,000-£219,999	17	22
£220,000-£249,999	9	5
£250,000-£279,999	1	3
£280,000-£309,999	2	3
£310,000-£339,999	2	2
£340,000-£369,999	0	0
£370,000-£399,999	1	1
Total*	403	437

* Total excludes Executive Board members.

Our workforce

Approximately 80% of our people work in roles directly related to our content**. They work in the following areas:

32% in Journalism

Within Journalism the three most common roles are broadcast journalist, senior broadcast journalist and broadcast assistant. These roles write and produce a wide variety of material in text, audio and video format. They produce radio/television/online bulletins and content.

27% in Content making

This involves areas such as editorial production, technical production and commissioning. The most common roles are Producer, technical operator, assistant producer and researcher. These roles work on new programme ideas and the editorial and technical production of television and radio programmes and online content.

11% in Technology

This includes areas such as systems and operations, strategy & delivery, research and development and user experience and design. The most common roles are engineers, broadcast engineers (who provide the support for the technology used in producing and broadcasting our output) and software engineers (who produce web tools for use by editorial staff to power products such as iPlayer).

10% in Content management

This includes areas such as production management, information management, staff and production scheduling and programme scheduling. The most common Content management roles are production coordinator, media manager and production manager (who help realise editorial plans within operational and financial constraints by managing a production from the green light through to delivery).

The other 20% fulfil a range of functions including corporate governance and essential support to content making areas such as communications, marketing & audiences, and legal, rights & business affairs. This group also includes assistants and roles such as safety advisers who work directly with content makers to help make our programmes. In 2014, we will complete an efficiency review which will provide the opportunity to examine all of our support functions and ensure they provide value for money.

**Information as at October 2013.

David Beckham alongside Sir David Jason and Nicholas Lyndhurst in a special edition of *Only Fools and Horses* for Sport Relief



Severance pay

In 2013, the BBC implemented reforms to contractual severance terms, improved the governance of severance decisions and committed to publishing the number and levels of severance payments made in the financial year. In 2013/14, there has been a significant reduction in the number and cost of severance payments and since September 2013 there have been no severance payments over £150,000 and no payments in lieu of notice made in addition to severance. Dame Fiona Reynolds (Senior Independent Director) undertook a full review of severance payments made in 2013/14 and the full report of that review can be downloaded from: bbc.co.uk/aboutthebbc/insidethebbc/howwework/reports/bbc_review_severance_payments_2013_14.html

Severance payments 2012/13 and 2013/14 (all staff, including senior managers*)

Payment band	1 Apr 13-31 Aug 13		1 Sep 13-31 Mar 14		Total 2013/14		Total 2012/13	
	Spend £000	Volumes	Spend £000	Volumes	Spend £000	Volumes	Spend £000	Volumes
Under £10,000	66	11	51	6	117	17	304	48
£10,000-£49,999	2,482	83	2,901	103	5,383	186	12,863	443
£50,000-£74,999	1,871	30	2,289	38	4,160	68	8,453	137
£75,000-£99,999	3,048	36	3,004	35	6,052	71	7,821	91
£100,000-£150,000	2,937	25	4,191	34	7,128	59	5,932	51
Over £150,000	2,762	12**	–	–	2,762	12	4,825	23
Total	13,166	197	12,436	216	25,602	413	40,198	793

Payments in lieu of notice 2012/13 and 2013/14 (all staff, including senior managers*)

Payment band	1 Apr 13-31 Aug 13		1 Sep 13-31 Mar 14		Total 2013/14		Total 2012/13	
	Spend £000	Volumes	Spend £000	Volumes	Spend £000	Volumes	Spend £000	Volumes
Under £5,000	18	6	2	1	20	7	30	11
£5,000-£9,999	37	5	10	1	47	6	114	15
£10,000-£19,999	39	3	12	1	51	4	66	5
£20,000-£29,999	–	–	–	–	–	–	75	3
£30,000-£49,999	–	–	–	–	–	–	122	3
Over £50,000	–	–	–	–	–	–	533	3
Total	94	14	24	3	118	17	940	40

Severance payments 2012/13 and 2013/14 (senior management staff*)

Payment band	1 Apr 13-31 Aug 13		1 Sep 13-31 Mar 14		Total 2013/14		Total 2012/13	
	Spend £000	Volumes	Spend £000	Volumes	Spend £000	Volumes	Spend £000	Volumes
Under £10,000	–	–	–	–	–	–	–	–
£10,000-£49,999	40	1	40	1	80	2	–	–
£50,000-£74,999	–	–	–	–	–	–	63	1
£75,000-£99,999	176	2	189	2	365	4	176	2
£100,000-£150,000	130	1	954	7	1,084	8	920	7
Over £150,000	2,088	8	–	–	2,088	8	3,904	18
Total	2,434	12	1,183	10	3,617	22	5,063	28

* Excluding on-air talent.

**The 12 payments over £150,000 were cases which were in the pipeline before the new system came into effect, and were all made to individuals who left the BBC before 1 September 2013.

Talent

	2013/14		2012/13		Variance £000s
	Spend £000s	Volumes	Spend £000s	Volumes	
Under £50k	93,202	45,154	97,350	47,020	(4,148)
£50k-£100k	44,398	662	43,177	645	1,221
£100k-£150k	14,578	123	15,202	126	(624)
£150k-£250k	15,503	83	15,966	83	(463)
£250k-£500k	8,237	25	9,366	27	(1,129)
£500k-£750k	6,598		5,076		1,522
£750k-£1m	787	14*	1,568	14*	(781)
£1m-£5m	4,215		5,633		(1,418)
Organisations**	6,716	2,229	6,980	2,019	(264)
Total	194,234	48,290	200,318	49,934	(6,084)

* The number of individuals in the £500,000+ categories has been aggregated in order to protect the personal information of those individuals, in line with data protection best practice.

** Organisations are a group of individuals contracted as one – for example an external orchestra – so it is not possible to list numbers of individuals against this spend.

In its dealings with talent the BBC strives to be the place where the best artists want to work to deliver great programmes. Our continuing challenge is to appropriately reward the talent who make our programmes rich, distinct and diverse for their efforts and creative input, while at the same time drive the best value for licence fee payers. In 2008, the BBC made a commitment to reduce the amount we spend on top talent, and to keep the overall amount spent on talent flat, for the five years to 2013.

Over the period we have delivered spend against this commitment with top talent (those earning over £100,000) reduced from £71million in 2008/09 to £49million and over and above the original commitment we have also reduced the overall spend on talent from £229million to £194million. We continue to review our approach to talent to take account of changes in the market, and the BBC's strategic priorities.

Going forward, the BBC is committed to maintaining its efforts to invest in, nurture and develop new talent, and to keep total talent spend proportionate to content spend. The BBC will keep total talent spend to no more than 16% of overall internal spend on content. In 2013/14, the amount spent on talent represents 14.6% of the internal spend on content.

We will continue to publish the amount spent on talent in the fee bandings, in order to maintain our commitment to transparency.

Diversity

Diversity enhances the BBC's originality and distinctiveness. We know that sharing diverse perspectives and ideas and listening to our audiences, results in the very best creative and innovative programming and technology.

This year, corporate activity has included using the data from last year's research and analysis work to implement targeted interventions where they can have the most impact. We have used data to improve divisional understanding of diversity trends and have implemented recommendations from last year's Disabled Staff Engagement Project, including launching the 'Elev8' mentoring scheme for disabled staff. Building on that success we have now developed a similar scheme for Black and Minority Ethnic (BME) staff called 'Rise', which launched in June 2014.

In 2013, we developed a new disability website which provides information and advice for disabled staff and their managers and introduced a system to ensure that all new and existing IT is assessed for accessibility. Additionally, we have continued to build equality and diversity considerations into all our major contract procurement processes.

Last year we reported that increasing staff understanding of diversity would be a priority in 2013. Face to face training for line managers on supporting disabled staff is now being rolled out and 'Unconscious bias' training is being delivered to BBC leadership teams prior to wider rollout. We also reported on our intention to increase female representation in our output. Television has committed to increasing the proportion of women on panel shows and in English Regions a programme of activity to help identify and develop talented female on-air presenters is well underway.

Radio 1 Academy in Derry~Londonderry





Filming BBC Two's *Turks and Caicos*



BBC School Report students in the BBC News studio

At divisional level, two major successes have been the expansion of Radio 1 and iXtra's 'Take it On' scheme with its innovative approach to attracting diverse applicants via new models of recruitment and BBC North's 'Salford Ambassador's Creative Hub' project which aims to increase social mobility and reach under-served audiences by bringing editorial staff together with socially diverse young people and communities. News is taking the lead in actively creating movement across teams to provide development opportunities for staff and at the same time allow new and diverse staff to gain experience in various roles. TV continues to work in partnership with the 'Mama Youth Project' and in early 2014 we announced apprenticeships opportunities in partnership with the Stephen Lawrence Trust.

We monitor the profile of our workforce to help ensure we look and sound like our UK audiences and this year we have begun to monitor the diversity of freelancers. Workforce targets for BME and disabled staff (and women in future media and technology) help to focus our efforts on groups that are under represented compared to the wider UK population. The table below shows progress against targets agreed in January 2013.

Diversity: percentage of total staff

Employee group	Mar 2014	Mar 2013
BME – all staff	12.6%	12.4%
BME – senior managers	6.8%	6.6%
BME – wider leadership*	8.7%	8.7%
Disabled – all staff	3.8%	3.7%
Disabled – senior managers	2.6%	3.2%
Disabled – wider leadership*	3.1%	3.1%
Women – all staff	48.6%	48.6%
Women – senior managers	37.2%	37.4%
Women – wider leadership*	40.9%	41.4%

*Wider leadership includes grades 10, 11 and senior managers.

Priority areas for 2014 are: targeted leadership development for BME, disabled and female staff; further activity to increase access to the BBC for those from socially and ethnically diverse backgrounds; and measures to increase the retention and development of disabled and BME staff. In addition, we will continue to find creative and practical ways to increase diverse portrayal on-air/ screen and will enhance processes to monitor diverse portrayal in order to help inform editorial decision making.

More about the BBC's diversity policy can be found at: bbc.co.uk/diversity

Training and apprenticeships

2013/14 has seen 98% of BBC staff receive a total of 46,000 days of face to face training and a broad range of online learning, with 98% of line managers reporting that teams are more effective as a result.

- from supporting iPlayer 'in the Cloud' to developing new skills in data journalism, training has helped transform the BBC from an analogue broadcaster into a cutting-edge digital innovator. The BBC Academy's 'Fusion programme' aims to break down the boundaries between technical and creative skills, this year reaching 4,400 delegates with 50+ events across the UK.
- a strong focus on creativity saw our 'Creative Leadership Programme' reach over 1,000 delegates. Key highlights included supporting the launch of the creative vision for BBC Four and working with BBC Drama and Worldwide on a creative strategy to expand *Doctor Who* into new markets.
- the introduction of a single BBC Academy web presence has led to an extraordinary increase in our reach online. The number of people accessing our online learning (inside and outside the BBC) has risen to over 1.54 million. This represents a 100% rise on last year's figure and reflects the huge scale and quality of the industry best practice that we now curate and share across the wider industry.

- in October 2013, the Director-General pledged that 1% of the BBC's workforce would be made up of apprentices by the end of the current Charter period. From a base of just 37 this time last year, we are on target to reach our goal of 170 apprentices during 2014/15 – two years ahead of schedule.
- boosting the number of women on air has seen the BBC Academy deliver a series of 'Expert Women' training events focused on areas where women tend to be under-represented. Of the 168 graduates of the 'Expert Women's Day' programme, over 70 have, so far, made more than 250 appearances on TV and Radio. This conversion rate of 42% significantly exceeds our initial target of 20%. 'Women In Radio' also saw the BBC Academy join forces with BBC English Regions to deliver training events for 90 female would-be presenters, selected from more than 1,000 applicants.
- sound quality across television and radio is a matter of passionate debate and, this year, the BBC Academy's 'Sound Matters' programme has supported the industry to set common standards. As well as hosting engineering events with the International Association of Broadcast Manufacturers (IABM), we've also toured the UK with events in London, Bristol, Cardiff, Salford, Glasgow and Belfast, reaching 600+ delegates.

Partnerships

The last 12 months has seen a big rise in the number and complexity of partnerships across the BBC both in terms of a maturing of established partnerships and the creation of highly innovative new initiatives. The BBC's Television, Radio, Strategy & Digital, Technology and Research & Development divisions all create and support a wide range of partnerships, a few of which are highlighted here.

We have been proud to see 'The Space', our joint venture with Arts Council England move from pilot phase to a three-year digital project due to relaunch in the summer of 2014. In 2013, 'The Space' yet again provided groundbreaking digital content with a ten hour live stream of the Globe's *Henry VI* from Monken Hadley Common in Barnet and the world premiere of Stockhausen's *Helicopter Quartet*, performed in four helicopters over the West Midlands.

In Television, a new partnership with the National Maritime Museum in late 2013 led to a number of rare exhibits being filmed for the David Dimbleby series *Britain and the Sea*, with the museum also creating a free audio guide to paintings and objects linked to the series, as well as hosting special events at the museum. Our partnership with RIBA enabled users to vote on their own favourite building and led to a partnership around *The Brits Who Built the Modern World*. The BBC Four series was broadcast in February 2014 and RIBA staged a complementary exhibition telling the story of British architecture, including a panel discussion with all the architects featured in the series. Similarly, the collaboration with the National Theatre marking their 50th Anniversary in November led to a two-part *Arena* documentary on BBC Four and on BBC Two accompanied by a once in a lifetime live performance of extracts from some of the National Theatre's greatest productions. The centenary of the First World War has also led to a multi-faceted partnership with the Imperial War Museums which covers a number of enterprises during the life of the anniversary. The projects that are under way so far are: *World War One at Home*, led by the BBC's English Regions and involving all the Nations; *Voices of the First World War*, a radio archive collaboration; and *The Great War*, an archive preservation project to complement the documentaries being made. We have also entered into our first educational MOOC (Massive Open Online Course) around WWI with Futurelearn, a subsidiary of the Open University.

Production crew and cast filming BBC WWI drama *The Crimson Field*



Lyse Doucet presenting *World Have Your Say* from the 100 Women conference





Crowds watching the main stage at Radio 1's Big Weekend in Derry~Londonderry

As digital technology evolves we are increasingly finding new ways to deliver content to our audiences. This year this has included new forms of interactive entertainment such as eBooks and interactive video. As part of the BBC's Music strategy we have partnered with Spotify, YouTube and Deezer to create BBC Playlister enabling our audiences to discover new music and have also worked with Everything Everywhere to help audiences navigate Glastonbury live and on-demand content.

We continue to demonstrate our commitment to the open internet and open data, signing memorandum of understanding with leaders in the sector including the Open Data Institute, European and Mozilla. In collaboration with Jisc, we continue to develop the 'Research & Education Space' project, building upon the power of rich linked open data in order to make large quantities of media and archive metadata accessible to learners and teachers across the UK. The BBC, British Library and British Film Institute continue to work closely together to archive Britain's audio-visual heritage, seeking to broaden access to radio and television history for scholars, researchers and students.

Our commitment to extend our reach across digital platforms has led to syndication of our products to media and technology companies, such as our partnership with Freesat, which makes a bundle of BBC apps (iPlayer, News and Sport) available to audiences. Following the successful launch of Connected Red Button (CRB) on Virgin TiVo, we have been working alongside TV and set-top box manufacturers of all sizes to enable CRB on a wide range of devices in 2014.

The BBC's R&D division is a strategic partner in the Connected Digital Economy Catapult (CDEC), part of the UK Government's initiative run by the Technology Strategy Board to establish a network of seven 'Catapults' to support innovation by UK business. In a similar vein, R&D has held a place on the Steering Board of the Networked Electronic Media initiative since 2004, which seeks to guide the development of electronic media

for the benefit of European citizens and links the BBC with representative partners from across the entire European creative industries sector. The BBC is also a leading and proactive member of the European Broadcasting Union, the EBU.

In the past year, we have again committed to two pan-industry partnerships – the Digital Production Partnership which has successfully promoted and underpinned a digital change initiative bringing common file-sharing to the wider production community, and 'Project Albert', the sustainable production consortium led by BAFTA which supports low carbon content creation.

We also have a number of vibrant city partnerships such as those with Birmingham and Bristol which cement our local relationship through creative, cultural, business and educational initiatives.

Outreach and corporate responsibility

A responsible BBC

We aim to be an industry leader in responsible business management.

Corporate responsibility

We run our business in a responsible manner, as expected by the licence fee payer – that means the way we treat our audiences, our staff and everyone else. We demonstrate this in a number of ways, including by sharing our skills and experience to benefit the wider industry and by acting in a fair and transparent way. The BBC Corporate Responsibility Performance Review 2014, published alongside this document and produced by BBC Outreach & Corporate Responsibility can be found at: bbc.co.uk/outreach/reports

Outreach

Outreach at the BBC means reaching out to engage new or harder to reach audiences using face-to-face activities. Last summer, young people from Derry~Londonderry filled over 5,000 places on showcases, practical workshops, Q&A sessions and masterclasses as part of the BBC Learning Radio 1 Academy in the run-up to the Big Weekend. BBC News *School Report* is one of the projects which helps us reach a younger audience by engaging 11-16 year olds in news reporting, and the BBC Performing Groups, along with the 'Proms Plus' programme, helps us engage new audiences with classical music.






BBC Outreach & Corporate Responsibility reaches out to audiences living in the communities where we have large numbers of staff, using volunteering and face-to-face activities. A highlight from this year is the 'Talent Ticket' project, a unique partnership between BBC Outreach Bristol, the University of the West of England (UWE) and 12 of Bristol's lowest attaining schools. 1,500 Year 9 pupils in ten Bristol schools took part in a number of workshops designed to engage them in creative media skills and learn more about BBC careers in March 2014.

Human rights

The BBC takes human rights seriously, at home in the UK and across the globe. Every member of staff has the right to return home in the same state of health in which they left for work, and to form and join trade unions. Some staff are required to work in high-risk environments, such as those in hostile surroundings, covert filming or covering events such as terrorist incidents. Our High Risk Team advises and oversees training and provision of equipment for staff to ensure they are appropriately prepared to undertake their role. Our Terms of Trade requires any suppliers we work with, and any sub-contractors they use, to adhere to the codes of practice published by the Equality and Human Rights Commission and the Equality Commission Northern Ireland.

Environmental sustainability

Our sustainability strategy, The Difference, focuses on targets aimed at reducing the environmental impacts of our operations, on embedding sustainable practices in our core business of making programmes – 'sustainable production' – and inspiring BBC staff to take action in the workplace. This year we have achieved strong reductions as expected in energy consumption, reducing CO₂ emission by over 20,000 tonnes as we exit older properties such as Television Centre and Bush House and occupy modern environmentally-rated buildings such as MediaCityUK in Salford and New Broadcasting House in London, and we expect this trend to continue. Emissions from travel have increased however, as we travel more both internationally and between our UK locations. Building on the success of albert, the carbon calculator, we have launched albert+, a new certification scheme for sustainable production which helps production teams work in more sustainable ways and acknowledges their achievements. So far, five BBC productions, including one made for us by an independent production company, have achieved the certificate and we will be extending this initiative over the coming year. You can read more about this area of our work in the BBC Corporate Responsibility Performance Review, and other sustainability publications at: bbc.co.uk/sustainability

BBC environment targets		Target 2015/16	Year 6: 2013/14 Performance against baseline
	Absolute reduction in energy consumption	-20%	-20%
	Absolute reduction in CO ₂ emissions from buildings	-20%	-19%
	Reduction in water use (per person)	-25%	-21%
	Reduction in waste (tonnes) to landfill (per person) % of waste recycled	-25% 70%	-85% 64%
	Reduction in transport CO ₂ emissions (per BBC user)	-20%	+11%
Greenhouse Gas emissions			
Greenhouse Gas emissions (tonnes CO ₂ emissions, scopes 1 & 2):			119,517
Carbon intensity (tonnes CO ₂ emissions/Total Group Income £m):			23.6

Notes on table

Greenhouse Gas data is for UK-based operations; detailed information and explanatory notes can be found in the BBC Annual Corporate Responsibility Performance report 2014.

Charity appeals

The BBC has broadcast appeals for individual charities since 1923. These appeals form an important part of our remit as a public service broadcaster forming part of our broader involvement in social action broadcasting and highlighting the work of the UK's voluntary sector.

We help a broad range of charities to raise funds and awareness and our audiences are incredibly supportive of these causes. On appeal nights, BBC Children in Need 2013 had an 'on the night' total of £31.1million, which has now risen to nearly £47million and Sport Relief 2014 raised £51.2million with donations still coming in. BBC audiences helped raise more than £84.5million during the 2013/14 financial year.

In addition, BBC Media Action – the BBC's international development charity – continues to use media to transform lives around the world, whilst the BBC Performing Arts Fund continues to award grants to performers and arts organisations across the UK to help them realise their creative potential and reach new audiences.

Broadcast appeals

We broadcast a Disaster Emergency Committee appeal for the Philippines, helping to raise £90million for those affected by the typhoon. We also broadcast 49 Radio 4 appeals and a Christmas appeal for St Martin-in-the-Fields that raised £1.9million.

There were 11 BBC One Lifeline appeals, 12 Northern Ireland appeals, as well as charity partnerships on Radio Devon, Radio Manchester, Radio Suffolk, Radio York, Radio Cumbria and Radio Cambridgeshire.

For more information about BBC charity appeals and how to apply visit the BBC charity appeals website: bbc.co.uk/charityappeals

BBC Corporate charities

Alongside these broadcast appeals, support for our three corporate charities – BBC Children in Need, BBC Media Action and the BBC Performing Arts Fund – and our partnership with Comic Relief also helps us deliver fundraising activities that benefit individuals, communities and organisations across the UK and around the world.

BBC Children in Need

BBC Children in Need 2013 raised the highest total since the telethon began in 1980.

People from across the UK came together once again raising an amazing £31,124,896 on the night – an increase of £4.37million on the 2012 appeal. Every penny goes towards projects helping disadvantaged children and young people across the UK.

Throughout the Appeal Night on BBC One on November 15 – and as part of hundreds of hours of associated programming across BBC services – we provided BBC Children in Need with a platform to both fundraise and to showcase the enormous difference its work makes to individuals, communities and organisations all over the country.

BBC Children in Need currently supports more than 2,600 projects that help children facing a range of disadvantages such as poverty and deprivation as well as those who have been the victims of abuse or neglect and disabled young people.

Fundraising for BBC Children in Need is a year-round activity with the centrepiece being the star-studded annual telethon each November – now an important occasion in the UK calendar and one that brings together the UK's communities, regions and nations.

For more information about BBC Children in Need, please visit: bbc.co.uk/Pudsey

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.

It operates through 17 country offices in Africa, Asia, the Middle East and Eastern Europe working in partnership and delivering programmes through radio, TV, social media, mobile phones and face-to-face dialogue. The work takes the form of debate shows, dramas, radio and TV magazine programmes, public service announcements, village level or national mobile phone initiatives and street theatre.

It is supported by a range of funders, including the UK's Department for International Development, the Foreign and Commonwealth Office and the Bill and Melinda Gates Foundation. It also receives investment from companies through its Corporate Leaders Group programme, support from individuals through payroll giving, major gifts and community fundraising activities. Its total income for 2013/14: £40million.

During this reporting period, the charity delivered 52 projects on multiple platforms in partnership with local broadcasters and BBC channels and language services. They include:

- 'Connections', using video at registration centres to help Syrian refugees in Lebanon and Jordan cope and access services.
- presidential debates in Afghanistan featured all 11 candidates and the election-focused series helped marginalised groups air their concerns on issues from security to the right of women to vote.
- an online drama series supported by the charity in the Western Balkans, *SamoKazem* ('Just Saying'), is produced by, for and about young people in Bosnia, Serbia, Kosovo, Macedonia and Montenegro.

For more information about BBC Media Action please visit: bbc.co.uk/mediaaction/

BBC Performing Arts Fund

Set up in 2003 following the success of the BBC One series *Fame Academy*, the BBC Performing Arts Fund (PAF) has so far awarded £4.5million of grants to more than 1,400 people and organisations.

It successfully delivers on our Public Purposes to stimulate creativity, promote education and learning, and to cater for diverse, UK-wide audiences.

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 BBC One's *The Voice* with downloads from the show raising money for the charity.

Over the past three years the Fund has had a rotating grants portfolio and each year a different art form as the focus for funding. In 2013 it was theatre, with funding offered to individuals, community theatre groups and projects, and theatrical organisations and companies.

In December 2013, the BBC Performing Arts Fund announced 19 winners of its Theatre Fellowship scheme as well as confirming 58 community theatre projects across the UK that would benefit from funding.

Previous 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.

Comic Relief and Sport Relief 2014

The BBC has held a partnership with Comic Relief since its creation in 1985. Each year we broadcast one of its two alternating appeals, Red Nose Day and Sport Relief.

Sport Relief 2014 produced the highest ever pre-news ratings – averaging 8 million and peaking at over 11 million during an *Only Fools and Horses* special featuring David Beckham.

It also raised more money on the night and across the weekend than any previous Sport Relief. The evening ended with a record breaking £51.2million and by the end of the weekend that had risen to £53.3million.

The show was reinvented and given a new scale and excitement by coming live from iconic venues at the Queen Elizabeth Olympic Park. Approximately 140,000 people took part in the Sport Relief Games across the country and around 50,000 were at Queen Elizabeth Olympic Park on the Sunday.

Since the last Sport Relief in 2012, projects have been funded across the whole of the UK that will help an estimated 2.5 million people.

- in the UK, over 17,000 projects in the UK have received money from Sport Relief so far, with over 2,000 projects currently in funding.
- internationally, over 2,000 projects have been funded to date, with over 300 currently in funding across 40 countries around the world.