BBC Training

Observations on the Current Operation and Effectiveness of the BBC’s Arrangements for the Training and Retraining of BBC Staff 2015-2016

1. Introduction

The BBC Trust is the governing body of the BBC and it is our role to get the best out of the BBC for licence fee payers. In accordance with this, we have specific responsibilities under the BBC’s Charter and Agreement to ensure that the Executive Board makes appropriate arrangements for the training and retraining of BBC staff. The Agreement also places a requirement on the BBC to work in partnership with others in the audio-visual industry in the planning and provision of training across the industry.

We believe that the BBC has a unique role to play in society which can only be fulfilled by ensuring a skilled workforce that can deliver the high quality and distinctive services that audiences value. The Executive Board is therefore required to report to the Trust annually on its training and retraining arrangements of BBC staff and we then publish our observations on their operation and effectiveness. In particular our concern is that the BBC’s training activities should make an effective contribution to the promotion of the BBC’s public purposes; help prepare and maintain a highly skilled media workforce across the media industry; and sustain the competitiveness and productivity of the industry.

This report provides the BBC Trust’s final annual commentary on these arrangements, covering the financial year ending 31 March 2016. The Executive’s full report is attached.

2. Summary

The Executive’s report for 2015-2016 provides a comprehensive account of its arrangements for the training and retraining of BBC staff through the BBC Academy. The BBC Academy underwent a review in 2014 which resulted in the Academy relocating to Birmingham in 2015 as part of the BBC’s new skills and talent centre. The changes also included the integration of the BBC’s Outreach, Corporate Social Responsibility (CSR) and New Talent activity. Together with the cessation of the commercial training business, this presented considerable challenges. These changes meant that 2015/15 was a year of transition as the recommendations of the review were implemented.
We note that within these circumstances the re-modelled Academy is continuing to work hard both to respond to the efficiency targets it has been set and to ensure that it is providing support for the cultural change and productivity challenges arising from the BBC’s efficiency programmes. We recognise that the training provided is more aligned to business needs and we encourage the Executive to continue to focus on this area.

The Academy has continued to deliver a range of training both for BBC staff and those in the wider industry, whilst rebuilding and operating on reduced financial and property resources and continuing to support a high degree of change within the wider organisation. However levels of training consumption reduced overall in 2015/16 with the proportion of internal staff completing one or more training course falling slightly. Performance against the BBC Academy commitment to increase online training has been strong with 72% completing one or more online course vs 57% in 2014/15. There has also been a significant rise in the number of people external to the BBC accessing online learning.

The BBC’s performance is measured by the Academy scorecard. The Trust notes that some of metrics used no longer provide a meaningful assessment and need to be reviewed and adapted as the Academy moves towards more digital delivery and blended learning. The Executive have undertaken to develop a new set of metrics from 2016/17.

Levels of approval of the Academy’s work remain high amongst senior managers but there has been a dip in the approvals ratings across all delegates. We also note the decrease in approval in line managers’ ratings and urge the BBC to understand this decrease as we enter a new period of change with the new Charter.

Overall we believe the training arrangements, in another transitional year for the Academy, continue to support the promotion of the BBC’s Public Purposes and assist in ensuring there is a highly skilled media workforce across the audio visual industry around the UK.

3. Observations on delivery of key requirements

Supporting strategic business priorities

The Trust is pleased to note the Academy’s continuing work in supporting the BBC’s strategic business priorities which in turn support the BBC’s Public Purposes. We note that the Academy has had to adapt its training to meet the needs of a fast-changing BBC and wider industry. An example of this is the online training “Reporting on the EU Referendum” a mandatory, online training module for both freelancers and BBC staff working in News and some factual output areas.
The Academy has also expanded its events-led programme, making BBC conferences and events available to the wider industry and general public.

To support one of the BBC’s overall objectives in serving harder-to-reach audiences, the BBC Outreach and Corporate Responsibility team within the Academy uses staff volunteers to offer skills development and gain valuable insights from these audience groups. A key part of its work is its commitment to new skills and talent development for children and young people. During this period BBC staff volunteers worked with 9,000 under 25s through outreach activity.

The number of BBC staff accessing BBC training has fallen to 83% from 85% last year (and from 98% in 2014). Face-to-face training has also continued to drop considerably in this period as the Academy continues to innovate with online and digital delivery methods.

The Trust notes though that approval ratings remain strong amongst senior managers but amongst line managers approval has dropped somewhat (from a very high level); with 83% of managers reporting that they believed training had made their teams more effective vs 98% last year. However 75% of senior leaders feel that training helped meet the day to day needs of their team vs 62% last year. We are encouraged by this but would urge the BBC, as it enters a period of considerable change with the new Charter to understand why some approval ratings have dropped and ensure that line managers and senior leaders are equipped with the tools to meet the challenges for them and their teams.

Unfortunately the BBC is still unable to track mandatory training completion rates for freelancers, casuals, temps and artist/contributors. We remain disappointed that the system designed to do is no nearer implementation but we do note the progress in simplifying access to mandatory training for freelancers and non office based workers from outside the BBC.

Attracting the best talent from a diverse range of backgrounds and growing the next generation of talent is vital to the success of the organisation. We are pleased to see the Academy continue to take a more co-ordinated approach to new entry schemes and apprenticeships. In particular we welcome the work to extend the apprenticeship schemes the BBC has in place which enables the organisation to reach talent who may not otherwise have considered a career in the sector. In 2015 the BBC hired 187 non-graduate apprentices and 146 graduate-level trainees across a wide range of departments. We note the Local Apprenticeship scheme which saw the BBC hire an apprentice on every BBC Local and Nations Radio station. The BBC continues to lead the broadcasting sector in the delivery of apprenticeships and other opportunities.
Both the traineeships and apprenticeships continue to out-perform the rest of the BBC when it comes to diverse recruitment; the 2015/16 intake of Digital Journalism Apprenticeships is 50% BAME, TV Production Apprentices 45% BAME and the Journalism Trainee Scheme is 29%. The BBC has also made considerable progress with social diversity recruiting (measured by how many young people come from homes where neither parent went to university). We acknowledge the BBC’s efforts in this area, a big step forward for an industry which is cited as one of the most socially exclusive in the UK.

The BBC is also one of a small group of employers across the UK who offer Degree level apprentice opportunities in Broadcasting Engineering and Business Management providing high quality alternatives for those who choose not to go to university.

We are pleased to note that both the trainee and apprenticeship schemes enjoy a high success rate with most going on to secure roles within the BBC and the wider industry.

**Academy Review – Progress to Date**

**Value for money**

In previous years the BBC Academy has continued to deliver on its challenging efficiency targets of 35% whilst absorbing big reductions in London based training accommodation. The key efficiency indicator (cost per individual attendance) has fallen slightly this year after a sharp increase in in 2014/15. But learning and development investment per full time employee has also fallen. It will be important for the BBC to ensure that the reduction in the number of courses and trainee programmes will not impact on the range or quality of training on offer in the longer term.

The move in 2015 of the Academy to Birmingham, and the cessation of the previous structure of four separate training Colleges, enabled the BBC to make significant savings and reduce headcount. We also note the reduction in the Academy property footprint and the increased use of BBC staff to deliver training.

**Training and the wider industry**

Building skills and training across the wider industry is a key part of BBC’s mandate under the Charter and Agreement. We welcome the Academy’s work in this area over the past year particularly the roll-out of the Digital Cities sessions across the UK which offered practical workshops master classes to develop skills in content making, new platforms and understanding online audiences. The sessions feature a wide range of activities provided by the Creative Skillset, the BBC and other partners. And as part of their commitment to the wider industry, the BBC
continues to support the National Film and Television School to deliver a series of craft and production courses focused on drama and entertainment production.

The Academy also held over 65 events across the country which reached more than 4000 delegates with the aim of helping to build a workforce fused with both technical and editorial skills, and continues to work in partnership with the Birmingham based digital arts project the Space to build digital skills and knowledge in the arts sector.

The introduction of a single web presence for the Academy has led to a significant increase of those outside the BBC accessing e-learning, and we note the number of people accessing this has risen to 2.52m vs 1.58M last year.

Much of the BBC’s content is dependent on those who are not employees of the corporation. In partnership with the University of Birmingham the BBC released the Digital Storytelling MOOC (massive open online course). 28,000 people signed up to study this introduction to the principles of making great video for the web. It reached learners across the world.

4. Conclusions

The Trust welcomes the BBC Academy’s continued focus on supporting the BBC’s strategic business plans and its response to the on-going efficiency agenda with the progress made against the Academy Review. Overall, the Trust believes that the BBC is meeting its obligations under the Charter and Agreement both to the training and re-training of BBC staff and those employed in the wider industry.
THE BBC'S ARRANGEMENTS FOR TRAINING 2015-16

1. Under the BBC Agreement with DCMS, the BBC Executive Board is required to meet specific obligations for the training and development of BBC staff and the wider industry. This paper demonstrates how these obligations have been met for the 2015/16 financial year.

The BBC Agreement states:

84 (1): The Executive Board must make arrangements for the training and retraining of BBC staff engaged in connection with providing any of the UK Public Services or making programmes for inclusion in any of those services.
84 (2): The training and retraining provided under the arrangements must make an effective contribution to:
- The promotion of the BBC’s Public Purposes, particularly stimulating creativity and cultural excellence.
- The preparation and maintenance of a highly skilled media workforce across the audio-visual industry.
- Competitiveness and productivity in that industry.
84 (3): The Executive Board shall use its best endeavours to work in partnership with others in the audio-visual industry in the planning and provision of training and retraining across the industry.

Background

2. 2015/16 was a year of transition as the recommendations of the Academy Review (looking at purpose, operating model and structure) which took place during the previous year were implemented.

3. This report highlights some of the training delivery successes in 2015/16, demonstrating how the Academy fulfilled its commitment to develop BBC staff and also support the skills development of those in the wider industry.

4. The Academy has a skills and training remit to deliver apprenticeships, graduate entry schemes, and professional development for BBC staff, people embarking on media careers, freelancers and the wider UK industry. This is done through online and face-to-face training, work experience and apprenticeships, and professional skills development for BBC staff and the wider industry.

5. In 2015, the Academy moved to its new home at BBC Birmingham, where it’s now established as our Skills and Talent Centre for the whole of the UK.

6. Appendix 1 demonstrates how the Academy has performed against a number of key metrics during the period in question. As we towards more digital delivery, and blended learning using both face to face and online modules, from 16/17 we are developing a new set of metrics which provide a more meaningful assessment of reach and impact for Academy training.

7. Levels of training consumption reduced overall in 2015/16 which was a year of significant transition and savings allowing for the implementation of the Academy Review recommendations. The proportion of internal staff completing one or more training course
fell slightly to 83% (85% 2014/15), with each employee attending an average of 2.6 training events across the year (3.6 2014/15). This translates to a total of 25,635 training days across the BBC, averaging at 1.3 days per employee.

8. For 2015/16 the following Welsh language training was attended by staff from BBC Wales: Welsh – Entry Level 1 (attended by 15 staff) Welsh – Entry Level 2 (attended by 9 staff). These were weekly courses that ran between September 2015 and June 2016 (with breaks at the end of the first two terms) and were held on site at BBC Wales and delivered by Cardiff University’s Welsh for Adults Centre. The total cost of this training was £8,400.00, which was paid in full by the Academy.

9. Performance against the Academy commitment to increase online training provision has been strong with 72% of staff completing one or more online course (57% 2014/15). We have seen a significant rise in the number of people outside the BBC accessing online learning, up 60% to 2.52m. The scope of the term ‘online learning’ has grown alongside advancements in technology and now encompasses visits to the Academy website, podcast downloads, Tweet views, YouTube plays and MOOC participants.

**Analysis (Part 1) – New Talent, skills and apprenticeships**

10. In October 2015, the BBC hired 187 non-graduate apprentices and 146 graduate-level trainees across our Production, Journalism, Engineering, Digital, Business and Legal departments. We are especially proud of our Local Apprenticeship which saw us hire an apprentice on every BBC Local and Nations Radio station, providing opportunities in towns and cities right across the UK. We are leading our sector in the delivery of apprenticeships, offering a greater range and number of opportunities than any other employer.

11. We are committed to offering opportunities at the BBC to everyone. The 2015/16 intake of Digital Journalism Apprentices is 50% BAME, our TV Production Apprentices 45% BAME, and our Journalism Trainee Scheme is 29% BAME. In terms of social diversity, measured by how many young people come from homes where neither parent went to university, our Production Apprenticeship is 64%, our Engineering Apprenticeship is 63% and our Digital Journalism Apprenticeship is 60%. This is a very big leap forward for an industry which is cited by Allan Millburn’s Social Mobility Commission as one of the most socially exclusive in the UK.

12. We are also one of a small group of employers across the UK who offer Degree level apprentice opportunities in Broadcast Engineering and Business Management, providing high quality, aspirational alternatives for those who choose not to go to university. Developing degree level apprenticeships is a key priority across Government and, in January 2016, we were invited by the Secretary of State for BIS, Savid Javid, to address a select group of Vice Chancellors from Russell Group Universities, to help set out the case for degree level vocational education.

13. During 2015/16 the BBC Make it Digital Traineeship gave life changing opportunities to 1,420+ unemployed young people across the UK. This has been made possible through a BBC-led strategic partnership with the UK’s Job Centres, the Government’s Skills Funding Agency, Scottish and Welsh Government, the Northern Ireland Assembly and a network of external training providers from Further Education and the commercial training sector.
14. In order to meet the Government’s Manifesto pledge of 3 million apprentice starts in this Parliament, this year has brought significant legislative and policy changes to the apprenticeship landscape (i.e. the Apprentice Levy affecting large employers and the introduction of workforce targets for the Public Sector). The Academy has been successful in ensuring that the BBC’s perspective has been heard clearly by the Civil Servants developing the policies.

Analysis (Part 2) – Innovative and flexible training

15. The Academy continues to adapt its training to meet the needs of a fast-changing BBC. Our journalism training team has developed online training, “Reporting on the EU Referendum”, to inform EU-related coverage ahead of the Referendum in June. The course is mandatory for staff and freelancers working for News and for some others involved in factual output. Face-to-face briefings, also covering the UK national and local elections in May, have been delivered to more than 1,300 staff across the UK.

16. The Academy aims, wherever possible, to make training for staff, including our ever-expanding events-based programme, available to the wider industry (and general public) through our website. The fifth annual Develop conference for BBC staff is a good example, it was recorded and made available to the wider public and can be found here. Another good example which provides skills for journalists across the BBC and beyond is called Writing: The English Language.

17. A new Birmingham-based Investigative Hub, set up in collaboration with BBC English Regions teams in Birmingham, has provided a new resource for those working on BBC investigations. There have already been some notable on-air successes including the unveiling of a would-be IS recruiter by an undercover reporter in Leeds.

18. A major training initiative for BBC Local Radio is part of our drive to offer training using innovative techniques. It’s reached all 39 stations and 250 staff, using live streamed events as well as face-to-face sessions.

19. Around one hundred BBC staff are participating in the Academy’s MSc programme in Software Engineering and Internet Architecture. This has been running since 2011 in collaboration with the universities of Bournemouth, Bradford and Lancaster.

20. In partnership with the BBC Weather Centre we provided a three day presentation training opportunity to eight men and women with disabilities. Two of those trained were subsequently offered longer training attachments with English Regions with some hope that one, or both, might eventually make a network appearance.

21. The Academy’s Expert Voices initiative, which had great success in bringing new diverse contributors to BBC output, was nominated again at the European Diversity Awards, having won the EDA prize the previous year.

22. The range and scope of our technology training has been boosted by the acquisition of licences from third-party providers, offering access to more than 5,000 online courses and modules and 15,000 professional training books and videos. This is part of our drive to deliver more training to more people at lower cost.

23. The Academy took significant steps into its digital future with the release of the Digital Storytelling MOOC in partnership with the University of Birmingham. 28,000 people signed up
to study this introduction to the principles and practice of making great video for the web. A truly global project it reached learners across the world; it was repeated in March and appears again in June 2016.

Analysis (Part 3) – Bringing new skills to the BBC and the industry

24. The Academy provided training for four new presenters ahead of their involvement in BBC One’s coverage of the Invictus Games. The presenters spent two days at the Academy’s TV studio at Wood Norton being put through their paces, covering presenting to camera, interviewing guests and commentating during simulated live studio exercises. The Academy has since been asked to design further training for BBC sports presenters with disabilities.

25. Following a successful pilot, Digital Seasons were rolled out in London, Bristol and Salford offering staff practical workshops and masterclasses to develop skills in content-making, new platforms and understanding online audiences.

26. The Academy’s ‘Fusion’ project helps build a workforce fused with technical and editorial skills, sharing innovations and success stories to enhance creativity and save resources. More than 65 events were delivered across divisions on subjects ranging from immersive Virtual Reality, Ultra High Definition, Filming with Drones and the Future of Mobile and Social Media. The project reached more than 4000 delegates.

27. As part of our commitment to train and support the wider broadcast industry we continue to support in partnership with BBC Drama, the National Film & Television School to deliver a series of co-branded craft and production courses focused around drama and entertainment production.

28. The BBC continues to be the largest contributor to Creative Skillset’s Television Skills Fund, which allows the Academy to train the industry with a number of initiatives addressing current and future skills gaps across the UK.

29. The Academy is an active participant in the European Broadcasting Union’s training Academy, and with the National Council for the Training of Journalists and Broadcasting Journalism Training Council.

30. Digital Cities is a series of workshops, panel sessions, masterclasses and events that aim to enhance digital abilities and promote cross-industry partnerships. Taking place in Birmingham, Bristol, the north and the nations. The weeks feature a wide range of activities provided by the BBC, Creative Skillset and many other partners at venues across a city. These include practical hands-on sessions, pop-ups and conference-style events which provide a unique opportunity to promote cross-sector collaboration and learning.

31. The Academy is working in partnership with the Birmingham based digital arts project The Space to build digital skills and knowledge in the arts sector and will be developing a series of large-scale training events and smaller focussed workshops aimed at arts organisations across the UK over the next 2 years.

Analysis (Part 4) – Outreach

32. This year, the BBC Outreach and Corporate Responsibility team moved into the Academy. This has meant that harder to reach groups are more effectively connected to the first stage of
the talent pipeline. Outreach’s staff volunteering scheme also offers experiential skills development and hard to reach audience insights which complement the more formal learning delivered by other parts of the Academy.

33. Outreach activity supports BBC content by engaging the groups we serve least well through face-to-face work, community support and staff volunteering. The aim is to enhance our broadcasting through projects that touch the lives of our audience face to face as well as making BBC programmes that are relevant and accessible to all now and in the future.

34. A key part of the BBC’s outreach work is its commitment to new skills and talent development for children and young people. Over 1,500 Bristol secondary school pupils took part in the BBC’s Talent Ticket Roadshow in March 2016. Over forty BBC volunteers were involved in taking the project out to some of the most disadvantaged and ethnically diverse schools in the city. Overall, BBC staff volunteers worked with 9,000 under 25s through Outreach.
Appendix 1: This demonstrates how the Academy has performed during the period in question

## ACADEMY SCORECARD

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<tr>
<td>Senior Leaders who feel training helped meet the day to day needs of their team</td>
<td>75%</td>
<td>61%</td>
<td>65%</td>
<td>47%</td>
<td>54%</td>
<td>BBC staff who completed 1 or more course</td>
<td>8.7%</td>
<td>85%</td>
<td>98%</td>
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<td>97%</td>
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<td>Senior Leaders who feel training has helped their team achieve its longer term objectives</td>
<td>84%</td>
<td>59%</td>
<td>59%</td>
<td>20%</td>
<td>40%</td>
<td>Classroom</td>
<td>40%</td>
<td>47%</td>
<td>57%</td>
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<td>Line Managers who think training has made their teams more effective</td>
<td>83%</td>
<td>58%</td>
<td>58%</td>
<td>57%</td>
<td>57%</td>
<td>Online</td>
<td>47%</td>
<td>57%</td>
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<td>Delegates who think that training has enabled them to do their current job better</td>
<td>72%</td>
<td>79%</td>
<td>81%</td>
<td>82%</td>
<td>81%</td>
<td>Number of L&amp;D events per employee</td>
<td>2.6</td>
<td>3.6</td>
<td>5.4</td>
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### Value for Money

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<tr>
<td>Total Academy Spend Inc Outreach and New Talent (£m)</td>
<td>£26,759</td>
<td>£23,811</td>
<td>£22,430</td>
<td>£25,640</td>
<td>£27,273</td>
<td>£43,859</td>
<td>£45,640</td>
<td>£93,447</td>
<td>£77,025</td>
<td>£82,444</td>
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<td>Training Delivery Spend (£m)</td>
<td>£15,058</td>
<td>£17,603</td>
<td>£17,850</td>
<td>£21,360</td>
<td>£22,948</td>
<td>£16,150</td>
<td>£18,430</td>
<td>£34,340</td>
<td>£35,900</td>
<td>£37,420</td>
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<td>Average cost per Individual L&amp;D Attendance</td>
<td>£272</td>
<td>£285</td>
<td>£166</td>
<td>£150</td>
<td>£211</td>
<td>£2,662</td>
<td>£1,150</td>
<td>£1,425</td>
<td>£1,398</td>
<td>£1,780</td>
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<td>Average cost per L&amp;D Day</td>
<td>£670</td>
<td>£740</td>
<td>£450</td>
<td>£420</td>
<td>£500</td>
<td>£2,528</td>
<td>£1,584</td>
<td>£1,453</td>
<td>£750,591</td>
<td>£681,158</td>
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<td>L&amp;D Investment per FTE</td>
<td>£1,084</td>
<td>£1,256</td>
<td>£1,294</td>
<td>£1,308</td>
<td>£1,347</td>
<td>£78%</td>
<td>£77%</td>
<td>£85%</td>
<td>£81%</td>
<td>£76%</td>
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### Footnote: Value for Money

1. Total Academy spend excluding subsidiary and third party income, redundancy and relocation payments and 2016/17 pre-payments. (Total without exclusions is £23,353m).
2. Training Delivery Spend consists of Total Academy Spend as above excluding Outreach and New Talent.
3. Cancellations as % of bookings have increased due to a reduction in the number of bookings.
4. Training Delivery Spend divided by total number of completed attendances.
5. Training Delivery Spend divided by total L&D days (FTE). No historical data held.
6. Total Academy spend divided by total FTE.

### Footnote: Reach

7. Individual course completions and those with current 'in progress' status.
8. ACDM's, Careerlink, External, Non-UK Freeliadors, UK Freelancers, Work Experience.
9. For 2013/14 this includes visits to Academy website, podcast downloads, tweet views, YouTube plays, MODOC collaboration participants. The rise is driven by increased interest and advancements in technology.
10. Mandatory training completion rate as at May 2016 (no BBC curriculum only).

### Assumptions / Limitations

- Training data does not include attendances at all learning events due to data collection issues.
- Freelancers are not included in previous year's FTE figures, therefore it has been assumed that they are not included in previous year's training data.
- Following the move from SAP to myDevelopment in September 2013, changes to the way data is collected and held means true like-for-like comparison prior to 2015/16 cannot be guaranteed.