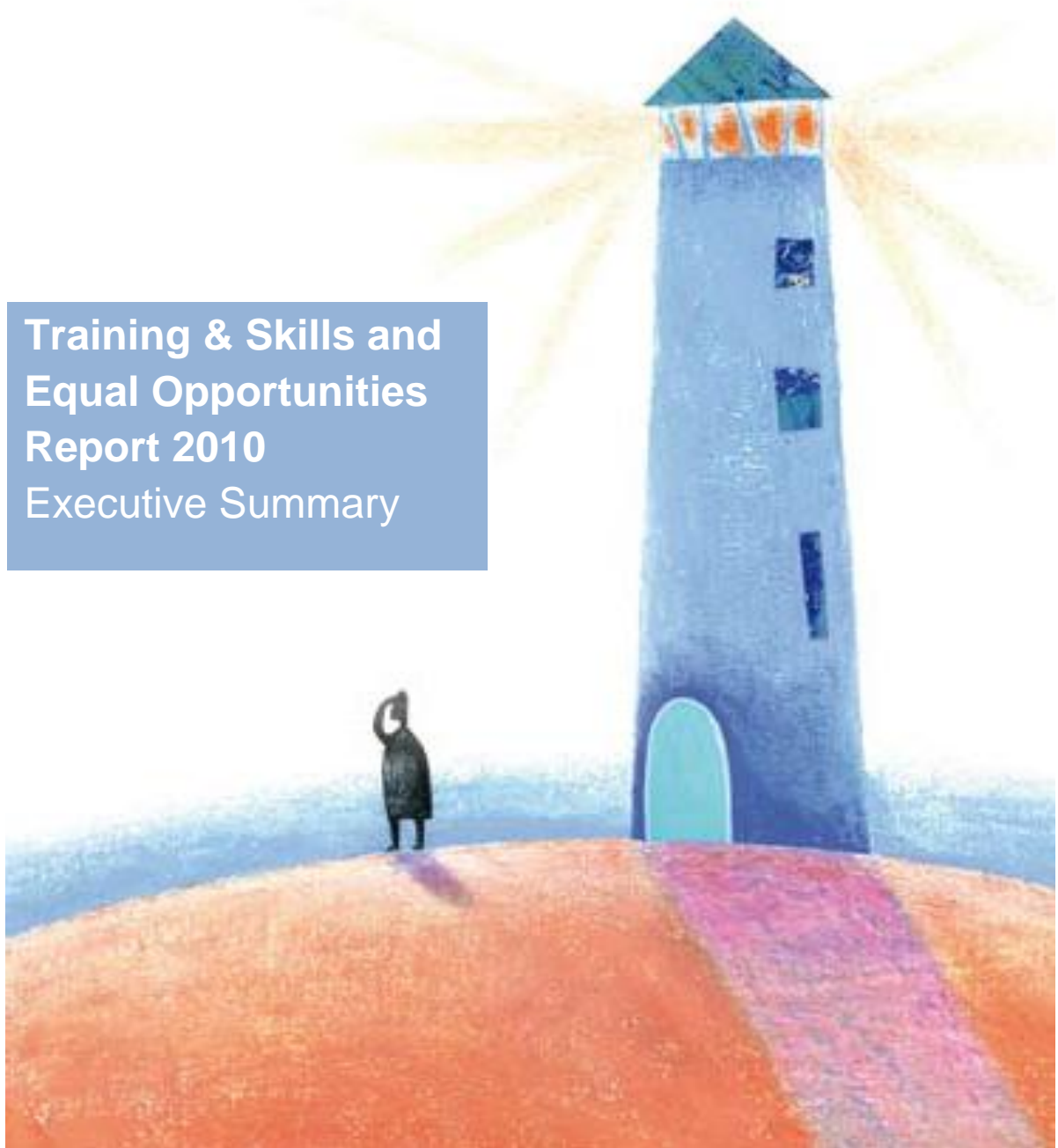


**Training & Skills and
Equal Opportunities
Report 2010
Executive Summary**



Executive Summary

This is the last Annual Report produced by the BETR. It is a combined report that brings together the findings of the self-evaluation returns for both Training & Skills (T&S) and Equality of Opportunity (EO) submitted by broadcasters, covering the period January to December 2010. Although it is a combined report, it is the fifth report on T&S and the second on EO for which the BETR had full responsibility. As in past years the Report makes recommendations to the industry for the future. No company validation visits were conducted in 2011 so there has been a greater reliance on the supporting narrative from the broadcasters to verify the data and to identify issues for the industry. Compared to previous years greater reference is made to third party sources and research evidence to substantiate our findings and recommendations. For 2010 the reporting process itself has been further refined and streamlined in response to broadcaster feedback and our ambition to enhance the system and obtain greater detail from broadcasters. The online model has not only provided a useful tool for broadcasters but has attracted attention from other industries and other regulators across Europe.

The Report this year not only makes recommendations for the future but looks back over the six year period that the BETR has been gathering data to provide an assessment of the BETR impact on the industry to raise the game of the industry to build a skilled and diverse workforce.

In 2010 71 broadcasting companies, 19 Radio and 52 Television, submitted a self-evaluation report. Company churn and mergers in the industry has made an 18% difference in the actual companies that report between 2009 and 2010, within these companies the total workforce has fallen from 60,935 in 2009 to 58,668 in 2010.

In this second year of EO data collection we have a better view of the **workforce**. The data for 2010 suggests limited change in diversity in a shrinking workforce. Women make up 43% compared with 44% in 2009; BAME 10.4% (2009: 11%) and those with a declared disability 2.3% (2009: 2.4%). We still have concerns that many broadcasters collect very little information about their workforce and therefore the employers have limited knowledge about the needs of their workforce. For example, data on disability is very poor and in some of the public service broadcasters and larger companies they have captured no data at all on the people with disabilities within their organisation. Some very basic workforce data is not kept by a high proportion of the broadcasters we regulated. Collectively, we know nothing of 7000 staff. The addition of data on non executive directors (NEDs) has proved very useful but only 25 of the 71 companies actually had any information on the diversity of their NEDs. Whilst many companies tell us they have policies on equality of opportunity only 13 publish their policies or make a formal statement on their website.

Although the industry has a high proportion of women joiners only 36% become senior managers and 26% make it to executive grades. Those from BAME backgrounds also lose ground from the 10% who join to 5% who become executives. In addition, the percentage of people from a BAME background in some large companies is very low. The total number of people with declared disabilities reported to be working in the industry is extremely low compared to the estimate of 16% of working age people with disabilities.

Company size is not a determinant of high performance when it comes to companies rating their self-evaluation of **equal opportunities** (based on our Motivate, Act, Evaluate Model) with 3 small (under 100) 3 medium (100-500) and 4 large (500+) in the top 10. Overall scores for Motivate and Evaluate are lower than Act. There is a strong indication of a tactical approach to EO rather than strategic. Seen by many as a compliance requirement, EO is activity orientated but not strategic. It is also clear that the industry is still engaging in piecemeal positive action schemes and not integrating what they are doing.

The self-evaluation framework for **Training & Skills** (T&S) has proved to be a robust and effective system for evaluating the performance of the learning & development function within a company. It has become an established diagnostic tool for many broadcasters to use to review their internal T&S processes, in addition to the obligation to report to the BETR. As with EO, company size is not a determinant of high performance with 2 small (under 100) 5 medium (100-500) and 3 (500+) in top 10. Only 3 companies score low. Overall progress is at a plateau but this could be seen as a measure of success; companies maintaining their provision despite the recession.

Over the last five years of qualitative measures for T&S the trend has been one of improvement. However, areas of weakness particularly in **evaluation** and **linking training to the business** remain - a matter not unique to the broadcast industry.

The two sets of qualitative data show that when a company scores well on EO measures then they do well on T&S. A company with a strong commitment to equality will support that commitment with good staff development. Get issues of equality right and the staff development will follow.

The overarching conclusion is that there is no significant change from 2009 across the three elements of self-evaluation.

As to the future of Equal Opportunities in the broadcast industry, for now it remains a tactical rather than a strategic approach to equality & diversity, dominated by positive action rather than challenging the status quo. There is not a lack of pressure and support for change being applied to the industry to increase the diversity of its workforce and promote equality in employment. Yet despite these pressures, change in creating a diverse industry workforce remains slow.

We suggest that a more strategic and integrated approach is needed to which all stakeholders (the agents of change) could subscribe, even if their practical approaches to tackling the issues within their own sphere of influence or membership will be different. The aim should be to realise the business potential of inclusion and diversity to help increase ratings, creativity, quality and revenues.

In the full report we make some recommendations to the main stakeholders who have a role to play in making a difference in the broadcast industry.

It is now up to others to encourage their implementation.