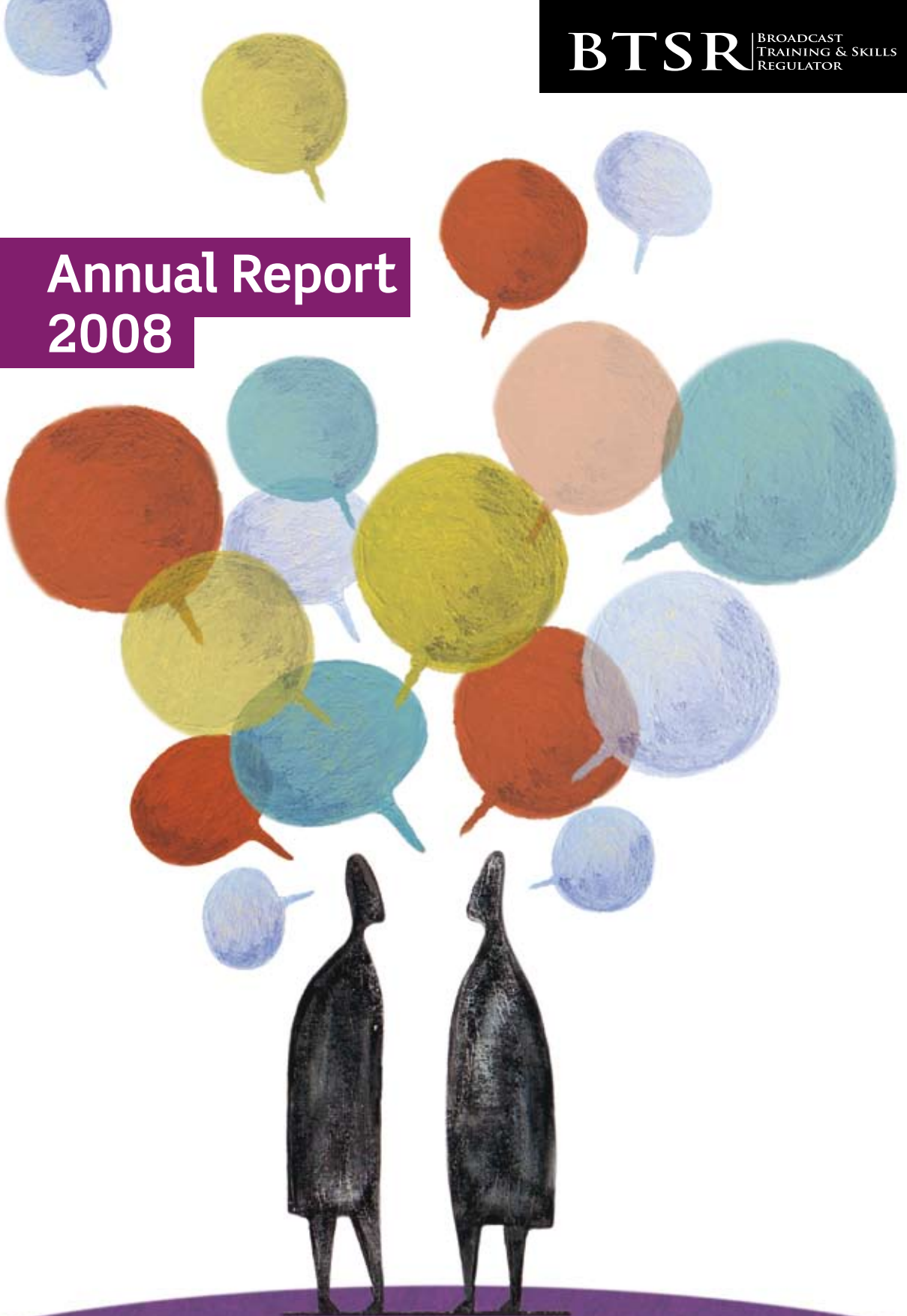


**Annual Report
2008**



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Chair's Foreword

Recession, and before that, downturn, has had a substantial impact on the broadcast sector over the past year. Its scale has been unprecedented and the effect has been felt by all: large and small, public and private.

It is tempting to think at such times, when the need is to save or generate cash fast, that the first area to take a hit is training. Inevitably, we have seen some signs of that in 2008 but, more encouragingly, we have seen greater evidence that companies are resisting the temptation and seeing training and re-skilling as potential "recession busters".

That is good news for the sector and perhaps demonstrates that the system of co-regulation around Training & Skills put in place by the BTSR is working, not just through incremental improvements in provision but, more fundamentally, through the industry's whole approach to training. There are signs in this year's Training & Skills Report that the self-evaluation process, co-designed with the industry, is seeing upward movement in most of the seven measures. That, in turn, we hope should lead to improved business performance.

In what is essentially a people business, the wealth of the industry lies in the talented people who work for it. Putting their skills and the development of their careers at the centre of both survival and growth lies at the heart of a successful recession strategy, as well as a dynamic business plan for the future. Linking Learning & Development to

the corporate strategy, ensuring the right learning opportunities are in place, that performance is well managed and that the organisation is engaged in a continuous learning process, should create a virtuous circle of improvement.

We try to be both encouragers of, and catalysts for, change; to ensure that the various broadcast companies can be as good as they want to be in delivering first-class content to satisfied audiences, as well as great businesses, delivering value to all those who have an investment in their success.

Co-regulation is not about pass marks and measurement, but a partnership that recognises different-sized companies, sectors and opportunities and works with the broadcast community to secure the changes they want to see as businesses. So we seek to add value by a process that stimulates thought about improvement, is a listening opportunity for the company and the BTSR and that involves support, mentoring, aspiration and change.

The broadcasters we have worked with over the past year have told us that they have found the experience helpful and valuable and "surprisingly unthreatening".

We will certainly be taking on board the suggestions they have made to help us improve our performance, whether it is in the language we use, the provision of tips for success, the development of the guidebook and the case studies or the partnership programme designed to get companies to help each other through mentoring schemes.

In the past year we have concentrated on doing everything possible through the Learning & Development conference, the online network, the publications and the partnering scheme to help the industry survive the recession and be ready for the upturn.

None of it would be possible without the commitment of the industry and independent members of the Board. In turn, the Board is very grateful for the help and collaboration of our partners, the industry, Ofcom and Skillset and the people within the BTSR team, both full time and freelance, who have worked very hard to make it possible. We look forward to working just as closely this year, especially as we prepare for a similar exercise in the equally important and challenging area of Equal Opportunities.

A handwritten signature in black ink, appearing to read 'Stephen Whittle', with a horizontal line underneath.

Stephen Whittle
The BTSR Chair

Executive Director's Report

It has now been just over eighteen months since I took up the role of the BTSR's first full-time Executive Director in October 2007 and in these very challenging times we in the BTSR are very conscious of the additional time and financial burden co-regulation places on companies. However, we remain committed to demonstrating that the BTSR adds real value to the industry we serve.

By now, most reading this Annual Report should know the background to, and role of, the BTSR, but if we are new to you, please look at our website, which sets out our remit in more detail: www.btsr.org.uk. The prime purpose of the BTSR is to work with our co-regulatory partners to ensure that the relevant broadcasters comply with Sections 27 & 337 of the Communications Act 2003. In essence we are here to review the objectives set by the industry for its training arrangements and review the impact and effectiveness of those training arrangements. From April 2009 we also have the co-regulatory responsibility to encourage broadcasters to promote equal opportunity in employment and career development.

At its core, co-regulation is a partnership to encourage change. The BTSR recognises that consultation is the most important aspect of obtaining compliance to a co-regulatory environment. On many occasions there have been some very robust

challenges as to the use and effectiveness of the data being asked of the broadcasters. We are very clear as to why the data is being gathered, how it will inform our collective knowledge and substantiate proposed action. Data protection and confidentiality is vital to the BTSR; only a few key individuals within the BTSR see the source data. In this manner the BTSR has retained and maintained the confidence of those broadcasters who have to report to us.

By its very presence the BTSR has influenced broadcasters' behaviour and many now reflect on their Training & Skills development work in a formal and structured way, which, to date, had not been the case. Self-evaluation has provided a universal assessment tool by which broadcasters can benchmark their performance against others in the industry. The reporting process and benchmarking has enabled companies to see how they measure up against industry norms and high performers; this has helped encourage improved performance by individual companies.

Looking back on 2008, we produced the Training & Skills Report 2007, a revised Case Study Portfolio and a Report on Freelancers. All are on the website and available on a DVD.

Now, after three years of a full co-regulatory model, it is clear that the B TSR has done a great deal to raise the agenda of Training & Skills in the broadcast industry through a supportive, yet challenging, self-evaluation process, validation visits, the establishment of the **National Training Award for the Broadcast Industry** and the annual **Learning & Development in Broadcasting conference**.

Finally, the success of co-regulating Training & Skills has prompted Ofcom to invite the B TSR to be the co-regulatory body for Equal Opportunities in broadcasting and manage the reporting process, with effect from April 2009. This work is now well under way.

A handwritten signature in black ink that reads "Peter". The letters are cursive and slightly slanted to the right.

Peter Block
Executive Director

Review of Activities

Training & Skills

“BTSR’s proactive approach, working with industry to design systems for reporting, has ultimately made the process easy to comply with.”

The underpinning element of our **Training & Skills** co-regulatory role is the industry **self-evaluation** process, coupled with the **validation** exercise. In response to broadcasters’ feedback, we revised the form, implemented an online version and provided an online guidebook.

“I found the guidebook extremely useful and intuitive; especially for one who has not completed the BTSR return before. It is useful to understand what exactly constituted each level for each strand, as well as understanding how to move up between levels.”

At the end of this 2008 round we have received self-evaluation returns from all 70 broadcasters obliged to make a return and we have conducted 67 company validation visits over three years. We are very grateful to all the broadcasters for helping us complete this work. It is our intention to complete the cycle by conducting validation visits on the remaining companies in 2010 not visited to date and to revisit those who are struggling to make any improvement in their training profile.

“The online process this year has made this the easiest return we have ever completed.”

“Finally, some ‘light-touch’ regulation that doesn’t come with heavy form-filling.”

The self-evaluation grid requires each broadcaster to reflect on their own performance and behaviour over the previous year. That in itself has, in some cases, had quite a profound impact on the way a broadcaster reviews and evaluates their training and development provision and at times has made for some uncomfortable reading.

A test area for the reporting tool (often called a sandbox) has been developed. This enables anyone to have go at using the system. See:

www.ldinbroadcasting.co.uk/se

“More user-friendly to fill out than a spreadsheet, an intuitive system that asks the right questions.”

On the 3rd June 2009 an expert group gathered for a “validation summit” to review the self-evaluation and validation exercise and help the BTSR develop its Training & Skills strategy for 2009-10. To complete the data gathering and evaluation process for 2008, we held a feedback session for broadcasters at Ofcom on the 9th June 2009, at which we shared the outcomes from the past three years and jointly reflected on the experience to date to inform our **Training & Skills Annual Report 2008**, published in July 2009.

Validation

The validation process associated with the self-evaluation annual return cycle has also provided an opportunity for a more focused dialogue. Each year a number of companies are visited by the BTSR, in partnership with a team of external L&D consultants. This year, eleven companies had an in-depth visit. These visits take the form of substantiating the company's self-evaluation returns and provide an opportunity for the BTSR to discuss the advice and guidance available. For example, the Good Practice Partnering Scheme provides bilateral support and guidance for broadcasters to partner with another company that has a particular strength in L&D.

In addition, the visits provide an opportunity to gather good practice case studies. These are available on the web and describe some of the excellent work that goes on within many broadcast companies.

“The validation visit with Alan and Peter proved to be an excellent opportunity for us to have external professionals analyse the work that we do and offer tips and advice on how we could improve our training and development operations. It was also nice to hear how well we were doing from people in the know. Overall it was an enjoyable experience, which we have greatly benefited from.”

“The validation process was a very enjoyable one - not big or scary! It was good to have those areas highlighted where it was felt we could make improvements, but equally it was useful to hear about those parts of our training where we were excelling.”

Requiring broadcasters to report on their Training & Skills development is just the start of the process. A key aspect of the work is to build an infrastructure of support tools and techniques to which the broadcasters can refer. Last year an online self-evaluation guidebook linked to the reporting tool was developed to provide reference definitions, good practice guidelines and case studies. The guidebook is freely available on the web to anybody who wishes to use it

(see www.ldinbroadcasting.co.uk/gb).

The current guidebook includes a facility for all users to recommend additional links such as training programmes and good practice examples. Plus, users can comment and critique any of the text written; this is then reviewed by the design team as a contribution to modifying and updating the guide.

“I particularly liked the evaluation section of the guidebook, as it confirmed which section was appropriate for the organisation and how to move up the levels.”

Training & Skills Report 2008

The annual Training & Skills Report brings together the many insights and feedback gained over the year, presented in an actionable form for the industry to use.

The BTSR's role is to encourage companies up from the low levels of no or base provision and to drive performance improvement.

We are pleased to note the reduction in poor-performing companies from 18% in 2006 to 4% in 2008 and there are more high performing companies from 24% in 2006 to 31% in 2008.

The full Training & Skills Report 2008 highlights a number of issues, two are worth a mention:

- Training and development budgets were under more pressure than ever throughout the TV and Radio sectors.
- Redundancy programmes were expected to put more people into the freelance market, where it is likely to prove more challenging to access training and development.

For a broader view of company performance, the strands contained in the self-evaluation grid are clustered under the themes of: Linking to your Business, Meeting the Training Need and Performance Management. The three clusters of strands do highlight some of the particular attributes of different businesses in their ability to engage and embed learning and development into their organisations.

Linking to your Business (Strands 1 & 6):

This was felt to be the area an HR Director or L&D Manager was least likely to achieve by themselves and the BTSR will consider ways in which we can help to bridge this strategic gap. Not addressing these two strands has an impact on what is possible to achieve in all the other strands.

Meeting the Training Need (Strands 2, 4 & 5):

There is a need for more guidance on scope; to be specific and proactive about what induction should be i.e. for everyone, including internal promotions. On-job training does not get the recognition for its contribution to an individual's development. There appeared to be a lot of misunderstanding about the definition of on-job or a perceived lack of evidence, because it was informal. As regards off-the-job or "formal training", there is confusion between external training (a budget area, so it tends to be better monitored and evaluated) and in-house training (requires more monitoring and evaluation).

Performance Management (Strands 3 & 7):

Evaluation underpins all other activities and performance management is key to determining the needs of an individual. Both are about processes and the BTSR will encourage companies to have a structure for both.

In broad terms the BTSR intends to:

- work with companies at base more closely - visit all at base in 2009-10
- work with companies throughout the year to help them assess how they are doing and offer advice on how they could improve
- encourage knowledge-share and good practice case studies
- facilitate cross-organisation sharing of good practice and courses
- suggest external tools and techniques to support the L&D function
- improve definitions and clarity of language used in the self-evaluation grid and the guidebook.

Do read the full report.



National Training Awards for the Broadcast Industry

In 2006 the B TSR worked with Skillset, Ofcom and UK Skills on the development of the only industry sector-specific National Training Award (NTA), within the overall NTA programme. Last October at BAFTA there was a presentation by Lord Young to the winners of the second Broadcast Training Awards (see www.btsr.org.uk/awards.html). All our winners see this as worthwhile recognition of their efforts and commitment to training and developing their people.

In 2008 the winners were the BBC, commercial radio network GCap Media, QVC, ITV and Bloomberg News. The judges agreed that all fully demonstrated their commitment to staff Learning & Development. Bloomberg News not only received a Broadcast Training Award but also received a National Award as the overall winner and went forward as a potential “winner of winners” to the UK Skills National Training Award Gala Ceremony.

The citations for the NTA for the Broadcast Industry were:

The introduction of sophisticated technology in 2007 meant **Bloomberg News** needed to train staff across 135 bureaux worldwide, including those in far-flung places like Algeria, Gabon and Kazakhstan. Bloomberg was praised for implementing a global training programme with speed and efficiency, without news coverage standards slipping.

“To become a trainer and devote your life to training other journalists is an act of great ego murdering. I’m never going to win a Pulitzer prize, I’m never going to win a BAFTA but I will have trained a lot of other journalists who will do those things. So I’m enormously proud of that, and I’m enormously grateful to the NTA for recognising that. Thank you.”

Leah Harrison Singer, Bloomberg Global Training Team, on receiving the National Training Award for the Broadcast Industry



“Project Hamster Wheel” was the nickname bestowed on this **BBC** initiative devised for Radio 1 producers to break away from the production treadmill. It was designed to give them time and space to explore new techniques and develop a real understanding of their audience.

The five-day course included a location day of “consumer immersion” - meeting and interviewing their listeners.

The culmination of the course was an invention session and “Dragon’s Den” style pitch to senior management.

“Winning the award was the best possible thank you to the training team as recognition for designing and delivering an innovative and sustainable learning experience, which has made a real difference to the business.”

BBC Training and Development

With 60 radio stations, **Global Radio and GCap Media's** unique “News Editor School” has enabled the company to “grow” news editors from their own ranks - rather than recruit from outside - meaning that they can attract, retain and develop their own journalists. Running alongside the school is News Editor Fast Track, a programme designed to build the skills of existing news editors. News Editor School is designed to create superbly qualified news managers for Global Radio and GCap newsrooms. Courses are run over a year with workshops, conference calls and assignments.

“The NTA award was the icing on the cake. I know that the award we won will be a compelling reason for journalists to want to work for us.”

Mark Grinnell, Deputy Group Head of News, Global Radio

250 employees every year - from apprentices to the Chief Executive Officer - benefit from the **QVC** “Difference Programme”. The two-day training programme is a mix of discussion, team exercises and reflection on core company principles and values. It has impacted on QVC’s business at all levels and has helped embed the company values and culture into everyday staff behaviour.

ITV's “Trainee Apprenticeship Scheme” (TAPS) has enabled trainees from all crafts to develop a better understanding of how their specialism slots into the wider production arena. The trainees - electricians and joiners, sound engineers and camera crew - were given a mix of classroom training, visits, business projects and action learning to get hands-on experience culminating in a centrepiece project - their own production.

The NTA for the Broadcast Training Awards ceremony for 2009 will be on the 13th October and winners may again be put forward for a UK Skills National Training Award in December. If you want to know more about UK Skills look at:

www.nationaltrainingawards.com

Learning & Development in Broadcasting Conference

The first conference for Learning & Development professionals in broadcasting took place last October (see www.btsr.org.uk/ldbc08). The feedback from all who attended was very encouraging and, with the help of a reformed Advisory Panel, we have just started the conference planning for this year, which will take place at BAFTA on the 13th October 2009. The programme has yet to be developed but we already agree that the focus will be on practical support and guidance for the L&D community.

“There are lots of conferences that people can get out to but rarely is there this opportunity to explore topics specific to our industry, and with people from our industry, - it’s this that makes the day incredibly valuable.”

Peter Hallard, ITV

“It’s opened up the possibilities of understanding the media industry and broadcast industry in general, some of the challenges that not only we at Discovery face but understanding some of the challenges the smaller companies face.”

Judy Goldberg, Discovery



Equal Opportunities

The Transition to Co-regulation

For the last three years Ofcom has produced a report on the Equal Opportunities arrangements in all but the smallest of broadcasters. However, this is about to change. Ofcom and the broadcasters agreed that this process has not been effective and there was an urgent need to move to an improved approach. The results of a two-year Ofcom consultation process and the establishment of a broadcast wide Planning Group suggested that a co-regulatory approach would be the solution acceptable to most broadcasters. The BTSR, with its proven track record for co-regulating Training & Skills in the broadcast industry, was invited to be the co-regulatory body for Equal Opportunities and manage the reporting process, with effect from April 2009.

Since April 2009 we have been working very closely with our EO Planning Group, chaired by Andy Doyle, Acting Group HR Director of ITV. The reporting system design for Equal Opportunities that will mirror the Training & Skills system is well under way and we see ourselves as on track to pilot this approach at the end of 2009 and into 2010, with a view that full co-regulation can take place in the 2010-2011 round.

“The broadcasters are much encouraged at the progress of the BTSR in developing the co-regulatory approach to Equal Opportunities. Both Peter Block and Gilly Shapiro (external consultant to the BTSR on Equal Opportunities and Diversity) are consulting us at every stage of the process and acting upon the feedback we give them. I am sure they will devise a system to which all broadcasters can comfortably subscribe and gain benefit.”

Andy Doyle, Acting Group HR Director of ITV and Chair of Equal Opportunities Co-regulation Planning Group

In addition to the EO Planning Group, an Advisory Panel has been set up to support the work of the BTSR on co-regulation of the relevant broadcasters' arrangements in respect of EO. Its first meeting will be in July 2009 and after that it will meet periodically, but not less than annually, to provide a valuable resource of specialist knowledge and guidance to the BTSR as it develops the approach to EO co-regulation. Marcia Williams, Head of Diversity at the UK Film Council and independent Board member of the BTSR, has been appointed as Chair. The initial panel membership comprises: the Advisory Committee on Older and Disabled People (ACOD), the Broadcasting and Creative Industries Disability Network (BCIDN), the Cultural Diversity Network (CDN), the Radio Industry Diversity Group (RIDG), Women in Film and Television (WFTV) and representation from Skillset.

Equal Opportunities Report 2008

The first annual report on Equal Opportunities in the Broadcast Industry produced by the BTSR is based on broadcaster's returns to Ofcom for the 2008 round. It is the fourth in the series instigated by Ofcom and will be the last report in the current format. It is based on the collated data provided by Ofcom to the

BTSR as a prelude to the BTSR taking on the role of co-regulator for Equal Opportunities. For 2008 there will not be a substantive difference in the analysis from the BTSR, as all the analysis is based on information provided by Ofcom. However, the report sets out in more detail the approach and options for a full co-regulatory environment and the timescale by which the BTSR anticipates a full co-regulatory framework to be in place.



Our Plans for the Future

We believe that the self-regulation approach to co-regulation of Training & Skills is now well understood by the industry and embedded into the normal annual business review of each broadcaster. We plan to develop the approach for Equal Opportunities along similar lines. We endeavour to act on the feedback and suggestions for improvements, changes and ideas on how we might support the industry more effectively.

We continue to work on enhancing our website: www.btsr.org.uk as an information source and resource bank. We have an improved document management system for our collaborative work with broadcasters and have improved the Newsletter and Archive section. We have set up a LinkedIn Group and have piloted the www.ldinbroadcasting.co.uk website, which provides links to resources of interest to the L&D community.

This year, with the new role of managing co-regulation for Equal Opportunities, further effort will be put into improving our database so that we have up-to-date details for the broadcasting community, ensuring our communication is appropriate and correctly targeted.

Keeping us informed of changes in your company would be a great help to us. Our Newsletter incorporates a subscription service. This helps us keep the database up to date and helps us keep you informed of our work. Do circulate our Newsletter and sign up other colleagues who you think should know of our work.

Looking to the future, the BTSR intends to encourage greater use of web-based tools and techniques. For example, prior to and after the Learning & Development conference, there will be a series of web lectures to support the conference master classes.

Technical Demands & Reach

The range and complexity of the technologies used by the BTR has profoundly changed over the last year. A year ago our web presence was fairly straightforward, providing basic information on the BTR, the members of the Board and an overview of activities that the organisation undertakes. We now have a sophisticated online self-evaluation and reporting tool supported by a very comprehensive online guidebook with links to external sources, as well as references for the L&D professional to review. We will be mirroring this approach in the work we are developing for Equal Opportunities.

This year the L&D conference website will provide additional information and links to the speakers and resources for participants. It is also being linked to an automated registration service. An embryonic Learning & Development website has been set up and this is associated with the L&D in Broadcasting LinkedIn Group and other discussion forum for the Learning & Development professional. We have also started using an online file management service for our projects, stakeholders and subsidiary advisory groups and panels. All of this is in addition to our continuing YouTube presence.

These tools and techniques are there to ensure that we communicate with our broadcasters and stakeholders as effectively as possible.



The level of complexity and sophistication of these systems now demands that we take on a full-time Web Manager to ensure that these systems are maintained and improved in the future. We hope that the extra impetus over this coming year will be able to stimulate and encourage our ambition to have an active online community for the Learning & Development professional in the broadcast industry.

Financial Statements

We are entirely funded by the broadcaster contributions and aim to ensure that we deliver value for money and real impact from our modest budget.

This is the fourth full year of the co-regulatory system for Training & Skills in the broadcast industry and the majority of Ofcom licence-holders required to complete the self-evaluation report have to contribute to the funding of the BTSR. This year has seen a further increase in our activity and profile as set out in our Review of Activities. Please note that the Equal Opportunities remit is being funded directly by Ofcom.

“In accordance with the agreement that is in place between Ofcom and BTSR, Ofcom reviewed and approved the budget for 2008/09 prior to the year commencing. In the annual financial review with BTSR to approve the 2009/10 budget, Ofcom also reviewed the financials for 2008/09 and documented the annual accounts for the year ending 31 March 2009.”

Ofcom Finance

Income & Expenditure Account for the Year Ended 31 March 2009

Notes	31.03.09 £	31.03.08 £
Income	338,600	299,980
Programme Costs	309,442	433,290
Gross Excess/(Deficit)	29,158	(133,310)
Administrative Expenses	30,482	45,294
Operating Deficit of Income on Ordinary Activities	(1,324)	(178,604)
Interest Receivable & Similar Income	1,675	7,727
Excess/(Deficit) of Income on Ordinary Activities before Taxation	351	(170,877)
Tax on Deficit on Ordinary Activities		-
Excess/(Deficit) of Income for the Financial Year after Taxation	351	(170,877)

Balance Sheet 31 March 2009

Notes	31.03.09 £	31.03.08 £
Current Assets		
Cash at Bank	7,247	83,794
Creditors		
Amounts Falling Due Within 1 Year	12,022	88,920
Net Current Liabilities	(4,775)	(5,126)
Total Assets Less Current Liabilities	(4,775)	(5,126)
Reserves	(4,775)	(5,126)
Accumulation Reserve	(4,775)	(5,126)

The company is entitled to exemption from audit under Section 249A(1) of the Companies Act 1985 for the year ended 31st March 2009.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2009 in accordance with Section 249B(2) of the Companies Act 1985.

The Directors acknowledge their responsibilities for:

- (a) ensuring that the company keeps accounting records that comply with Section 221 of the Companies Act 1985 and
- (b) preparing financial statements that give a true and fair view of the state of affairs of the company as at the end of each financial year and of its excess or deficit on income for each financial year in accordance with the requirements of Section 226 and that otherwise comply with the requirements of the Companies Act 1985 relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective January 2007).

The Board

The Chair



Stephen Whittle – is the Chair of the BTSR. Stephen Whittle was Controller Editorial Policy at the BBC from 2001 to 2006 and before that Director of the Broadcasting Standards Commission. His career spans programme production, journalism and training. He is a Visiting Fellow at the Reuters Institute of Journalism at Oxford University and is a member of the Board of the Solicitors Regulation Authority and a member of the Governing Body of the General Medical Council. He is also Expert Adviser to the Council of Europe on media issues. He was awarded an OBE for services to broadcasting in 2006.

The Executive Director



Peter Block – until taking up the post of Executive Director of the BTSR, Peter managed a global department in the Business Consulting Services of IBM. Prior to IBM, he held several posts in PricewaterhouseCoopers Consulting, including that of Principal Consultant in the Entertainment & Media Practice. He is Visiting Fellow in Media Management at the University of Hertfordshire Business School and a Governor of Oaklands College of Further Education. Peter began his career in broadcasting as a trainee at Thames TV. He worked as a Studio Engineer, then freelance Sound Engineer and Production Manager. He went on to be an Owner / Manager of three production companies specialising in location recording, computer graphics and post-production. He established and managed a BA and MA in Media Management at West Herts College. His academic text “*Managing in the Media*” was written to support these programmes.

Independent Members



Karen Carlton – is Commissioner for Public Appointments in Scotland and a member of the Board of Trustees of the Royal Zoological Society of Scotland. In addition, Karen is a member of the selection panel for BBC Scotland's Audience Council.

Karen's career spans both the private and public sectors, in the UK and abroad. Prior to taking up her role as Commissioner, Karen was Managing Director of a firm of management and organisation development consultants, part of a global group, and was the first Executive Director of Investors in People Scotland. Karen is a Chartered Fellow of the Chartered Institute of Personnel and Development and is also a Fellow of the Royal Society of Arts.

“At a time when every business recognises the vital importance of getting the most from their people, broadcasters have the benefit of guidance and support from the BTSR to help them do so - a real advantage in today's economy.”



Michèle Romaine – Michèle Romaine is currently an Independent Consultant, formerly the Worldwide Director of Consulting for Avid Technology. Her previous career spanned broadcasting, including the BBC (most recently as Director of Production Modernisation, where she prepared the organisation for new technologies in programme making), ITN (as Editor and Producer), Independent Local Radio and BBC Radio. She is an advisor to the European NM2 project, looking at making new types of content for broadband, and a member of the Concours/ Professor Lynda Gratton Organisational Development strategy group.

“I believe the BTSR has shown that building a strong partnership with broadcasters is a really effective way to influence the quality of training in the industry. The BTSR has also played a key role in facilitating the sharing of good practice, experience and understanding. This has been a tangible contribution to the development of skills in today's industry and to the debate about future training and development needs.”



Marcia Williams – is currently Head of Diversity at the UK Film Council, the lead strategic agency for film in the UK. She is responsible for the development and implementation of the first ever set of innovative and creative diversity strategies for the British Film Industry. Marcia is an equalities and diversity specialist with fourteen years' experience working with both the public and private sectors. Marcia has held a number of senior appointments in the equalities field: Head of Diversity at HM Treasury and Senior Policy Advisor, Equality and Diversity at the Law Society of England and Wales. Marcia qualified as a barrister, and is an active member of the General Council of the Bar's Equality and Diversity Committee.

“The B TSR has had another very strong year, as the self-regulation approach to the co-regulation of Training & Skills becomes yet more successfully embedded across the broadcast sector. I'm very much looking forward to working with industry colleagues, Ofcom and Skillset over the coming year as we all work collectively to develop and deliver a model of co-regulation for Equal Opportunities that will help the sector as a whole achieve measurable progress towards its equality and diversity goals.”

Industry Members



Deborah Baker – (Cable & Satellite) is Director for People at BSkyB. She leads Sky's HR team, including organisation and people development, talent resourcing and management, and HR services including health and safety, wellbeing and delivery.

Deborah joined Sky from Burberry, where she was Senior Vice President, Human Resources Worldwide, responsible for all HR issues across the group, including licensing, wholesale, retail, franchising, manufacturing and distribution. Prior to this she held senior HR positions at Booker, Laura Ashley, Signet Group and Grand Metropolitan.

“The B TSR puts learning and development at the top of the agenda but crucially with their audience in mind, it aims to provide help and guidance rather than ‘red tape’ and instructions.”



Diane Herbert – is Director of Human Resources at Channel 4 with experience in organisation development, leadership and internal talent management and facilities management. She is also a qualified and experienced Executive Coach and Mentor, sits on the Board of Directors for TRC, sat on the Skillset Board until December 2008 and continues to sit on their Organisation and Performance subcommittee and Finance and Audit subcommittee. Diane is also on the Board of Housing for Women.

“Developing and nurturing talent internally and externally goes to the heart of Channel 4 values. Investment in training and skills are increasingly important especially in an ever evolving media landscape. Working with the B TSR over the last 3 years has enabled us to work in partnership with an organisation who shares our ideals in order to deliver impact and real change across the industry.”



Lisa Kerr – (Radio) is Director of External Affairs at RadioCentre, the venture which promotes and represents commercial radio in the UK.

She was previously Managing Director of a large group of local radio stations and was an award-winning Radio Presenter and Producer at Radio Forth and Classic FM. A graduate of the University of York’s music department, Lisa previously served on the Boards of the Salisbury International Arts Festival and the Canterbury Festival. Lisa is a Director of the Broadcast Council for Advertising Practice, serves on Skillset’s Sector Board for Radio, is Vice Chairman of Scottish Opera and a Governor of Gordonstoun Schools.

“Radio stations have told me how relevant they have found the B TSR’s self-evaluation process and, in particular, how valuable the validation visits can be. Whether it is simply affirmation of the investment that they are making, or the bringing of new ideas, the fact that smaller companies are able to discuss training and development with industry experts is a great benefit of the self-evaluation framework.”

The Team

Currently the BTSR has two full-time employees. These are **Peter Block**, Executive Director and **Mags Noble**, Office Manager. Mags joined the BTSR in June 2008. Mags' primary responsibilities are to manage all BTSR finances and organise the consultants and contract specialist staff who work with us, across the whole BTSR remit.

The BTSR heavily relies on a team of part-time and contract colleagues to provide specialist knowledge and services to support the work of the BTSR. Their commitment, enthusiasm and loyalty to the work and ambitions of the BTSR are worthy of note.

These people are:

Belynda Cook has been working with the BTSR for over two years now and devotes her energies to managing the database and the changing personnel within the broadcast companies. She has also worked very closely with Peter on the analysis of the self-evaluation returns both on Training & Skills and now on Equal Opportunities. Belynda also provides the copy for and edits the Newsletter.

Tricia Cann joined the team to assist with the validation exercise and to co-ordinate all the visits, to ensure that broadcasters knew what they could expect on the visit and that the timetable for everybody engaged was clear. Tricia has been retained to co-ordinate the updating of the Case Study Portfolio and appendices of the Training & Skills Report for 2008.

Mark Iliff is the driving force behind the technical implementation of our online reporting system and the repositioning and redesigning of the guidebook. With his strong background

not only in systems design, but Learning & Development, borne of many years working at PricewaterhouseCoopers, Mark is also a member of the Expert Panel that helps our thinking on the future of the Training & Skills agenda. Mark is now taking the lead on amalgamating the Training and Skills and Equal Opportunities databases, as well as designing the new Equal Opportunities reporting system once we go to full co-regulation.

Gillian Shapiro has become part of the extended team with her work as a Consultant on Diversity and Equal Opportunities. Gillian presented her report to the BTSR on how we might progress this matter at the end of last year. Gillian will continue to work with the BTSR and the Planning Group over the next year to help us move to a position of full co-regulation in partnership with the broadcasters.

Alan Mackenzie and **John Atkins** are two independent Learning & Development Consultants who have worked with us on the validation exercise over the last three years. They have provided an enormous amount of knowledge and expertise, both to the BTSR and to the broadcasters who they have visited on the validation exercise. They are also members of the Expert Group on Training & Skills and have attended the L & D Summit, as well as the broadcaster feedback session that took place in June.

Dinah Garrett has provided her event management expertise to the planning and development of the L&D Conference and the Broadcast Training Awards in 2008. She is already helping scope our approach for 2009.

Our Governance Framework

The BTRC was established in 2005 as the broadcast industry co-regulatory body for Training & Skills. We work with Ofcom, the industry and Skillset to ensure that the industry provides Training & Skills development opportunities that are relevant, inclusive and cost-effective for the thousands of people it employs.

Our key stakeholders are the terrestrial, radio, cable and satellite broadcast companies who own Ofcom licences and employ 20 or more staff. Their interests are served by direct sector representation on the BTRC Board and through regular contact and consultation with their representative bodies, for example, RadioCentre and the Satellite & Cable Broadcast Group (SCBG).

The successful implementation of the co-regulatory framework for Training & Skills encouraged Ofcom to transfer the Equal Opportunities requirement to the BTRC with effect from April 2009.

Our website www.btrc.org.uk provides full details of our co-regulatory system, partners and stakeholders.

Below we set out our Purpose, Strategic Aim and Values.

Purpose

The prime purpose of the BTRC is to work with our co-regulatory partners to ensure that the relevant broadcasters comply with

Sections 27 & 337 of the Communications Act 2003.

In essence, we are here to:

- review objectives set by the industry for its training arrangements and review the impact and effectiveness of those training arrangements
- encourage broadcasters to promote equal opportunity in employment and career development.

Strategic Aim

We aim to stimulate improvement across the industry through a culture of self-evaluation that:

- encourages broadcasters to analyse the equality of their employment and development practices from recruitment through the employment life cycle
- encourages broadcasters to analyse the outcomes of their training and development activity
- enables them to gain the maximum benefit from developing their people

- ensures broadcasters' actively meet both current and future people development requirements of the industry
- supports them in their efforts to enhance the provision of high quality services to audiences and added value for shareholders.

Values

We will do so by:

- respecting broadcasters' lead in determining their people development priorities
- supporting broadcasters' development performance and giving appropriate guidance when required
- promoting equality of opportunity and development from recruitment onwards
- when appropriate, providing constructive challenge to broadcasters' people development performance
- being independent, fair in our evidence-based judgement and sensitive to broadcasters' differing size and circumstances
- adopting a pragmatic approach when assessing training provision and monitoring equality of opportunity
- being transparent in our procedures with our processes open to scrutiny
- being accountable for our performance and expenditure to all our stakeholders recognising the current pressures on our stakeholders and ensuring we provide value for money to all.

To ensure effective governance, the B TSR has developed strategies, policy statements and processes to ensure efficient management, effective performance and appropriate outcomes whilst ensuring value for money for our stakeholders.

Our Strategies are under the headings of Business, Risk and Communication.

Policies are grouped under three headings of Public Interest, Employment and Operations.

Further details are set out in individual strategy or policy statements and associated documents that can be requested from the B TSR or found on our website.

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