

Part II



The Strands – Introduction & Analysis Summary

This section of the report details the quantitative data collated from the 2008 self-evaluation and validation process for each of the strands. The 2006 & 2007 data have provided a baseline by which to assess 2008 and any relative changes in the Learning & Development provision.

The BTSR received a total of 70 self-evaluation returns from across the industry for 2008. There were 76 in 2006 and 68 in 2007.

Strand Summaries

Each strand summary outlines the following:

- A brief description of the strand
- Key statistics detailing performance from the 2006, 2007 and 2008 self-evaluation and validation process via:
 - Histograms showing percentage performance across the whole industry, in the three years, for a) none, base, medium or high provision and b) a comparison between none & base vs. medium & high
 - Data presented for each of the three years by sector (Radio and TV/Cable) showing overall trends via percentage change in performance
- Analysis of evidence provided at Base/Medium/High levels of provision through self-evaluation

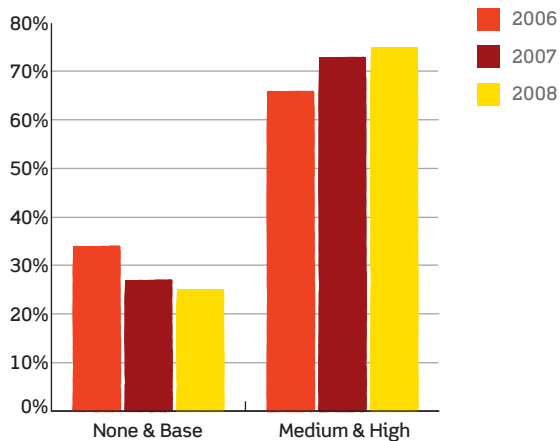
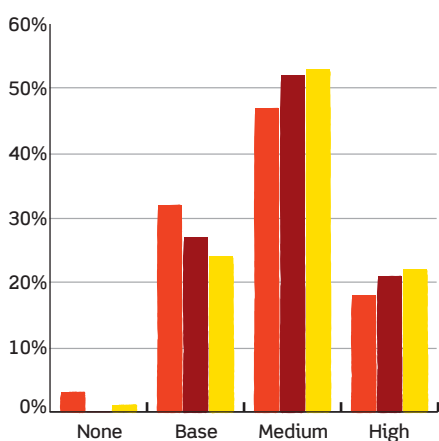


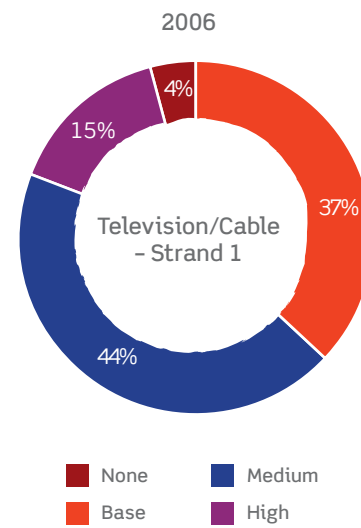
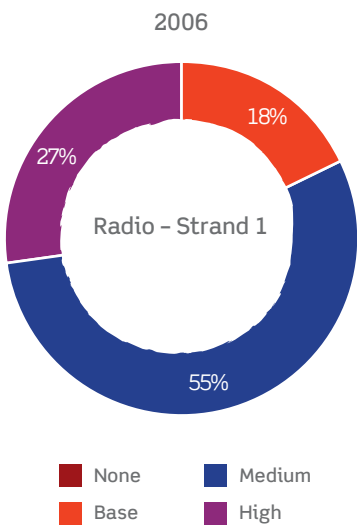
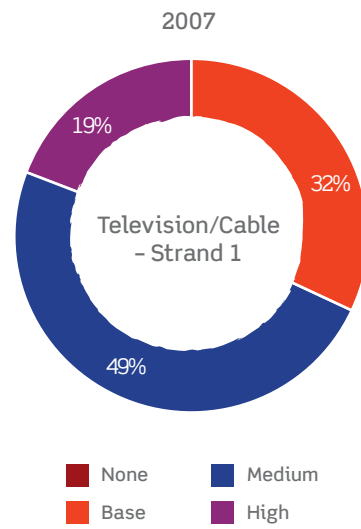
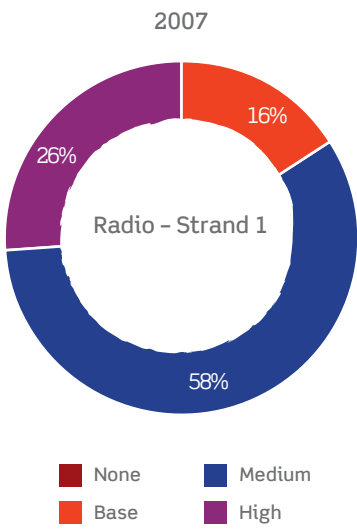
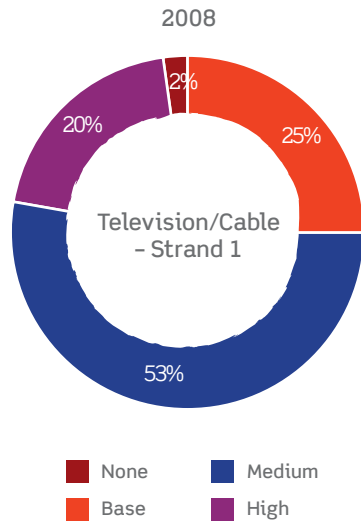
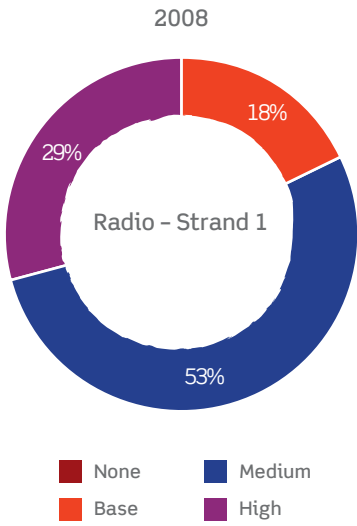
Strand 1: Training Planning Driven by Organisational Objectives

This strand considers whether organisations have clear priorities which link the development of people to the aims and objectives of the organisation at organisational, team and individual level

Key Statistics

The following histograms show the spread of the provision across the industry over a three-year cycle and the split between None & Base Vs Medium & High.





Data Analysis

2006

- Both Radio and Television broadcasters performed reasonably strongly in this area, with over 50% in each sector achieving Medium or High provision.
- The graphs indicate that Radio broadcasters performed relatively better. Discussions during the validation visits highlighted that there was a greater link between business and individual objectives, with training plans agreed at Board/Management level and cascaded down. On further investigation, it was noted that both the size of the organisation and the volume or range of training had an impact upon performance in this strand.
- In general, smaller organisations were able to set out the range of training opportunities available to staff more coherently, as there were fewer employees and the range of courses were not as varied or were provided externally (i.e. Course information was easily obtained from external providers).
- The range of training on offer varied considerably across each sector and each organisation. This was dependent upon training budgets and the influence of HR departments or equivalent in each organisation. There appeared to be little direct relationship between training budgets and performance within the sample.

2007

- As in 2006, this is one of the higher scoring strands for both Radio and Television broadcasters, with well over two-thirds in each sector achieving Medium or High provision.
- It is interesting to note that this year all broadcasters are providing some provision in this area, which is an improvement from last year.
- There has been a marked overall improvement in those broadcasters achieving High provision in this area.
- Again, Radio broadcasters performed relatively better.
- As in the previous year the size of the organisation and the volume or range of training on offer had an impact upon performance in this strand.

2008

- Scoring remains high, however in these challenging economic times not fully linking training plans to business objectives seems a critical omission
- Only 25% of companies are at the none/ base provision
- 2% of companies have taken training planning out of strategic planning
- We question how a company that records none at this strand level could do anything other than record none across all strands

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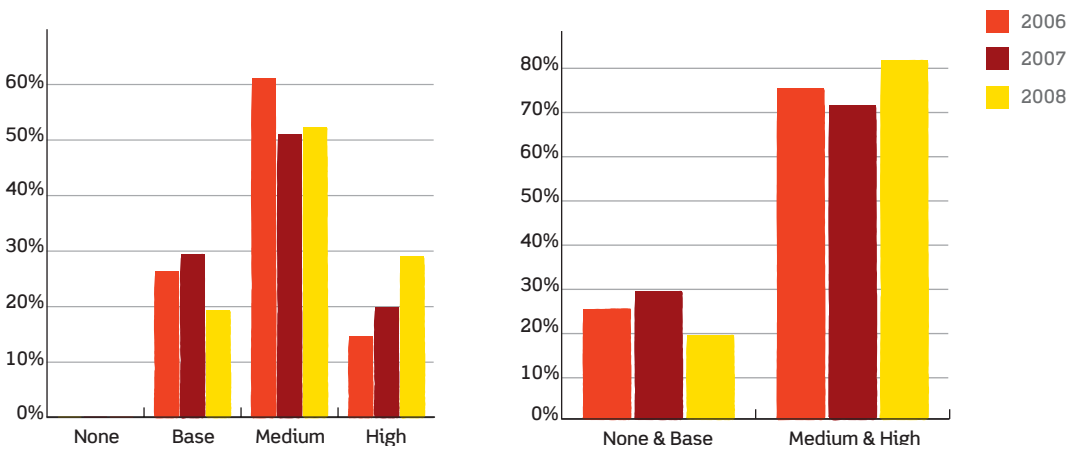
Strand 2: Ensuring New Staff are Equipped to Contribute

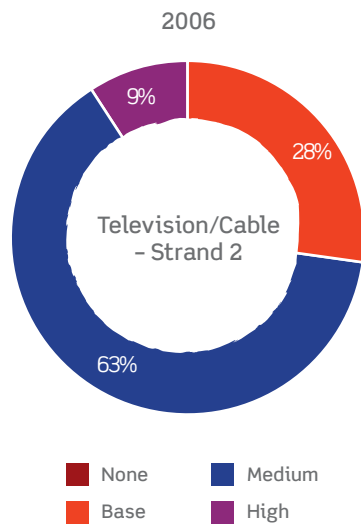
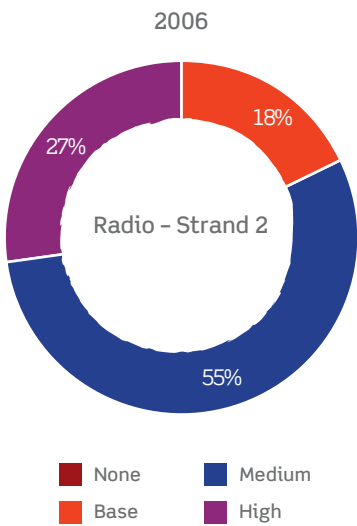
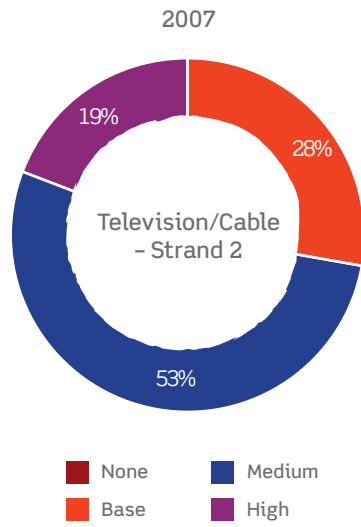
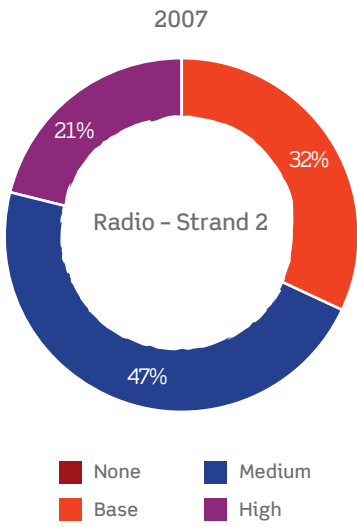
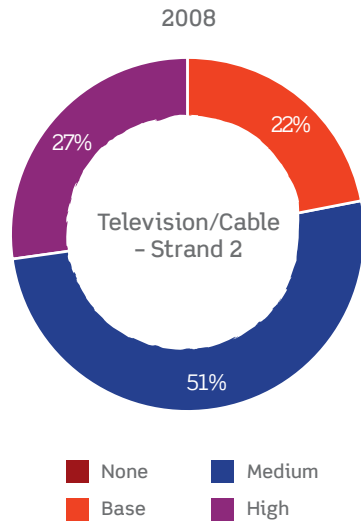
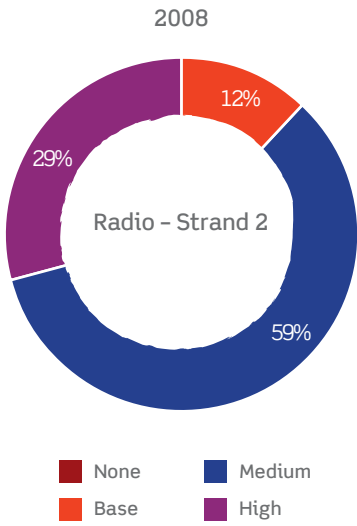
This strand explores the steps organisations take to equip new staff with the skills and knowledge required to perform their roles effectively. A key element is an induction programme designed to:

- help staff understand the organisation's overall responsibilities and priorities
- make new staff aware of key corporate policies that affect their work, including:
 - dealing with bullying and harassment
 - anti-discrimination
 - confidentiality.

Key Statistics

The following histograms show the spread of the provision across the industry over a three-year cycle and the split between None & Base Vs Medium & High.





Data Analysis

2006

- Training and development of new employees was strong across the industry, with the majority of broadcasters in individual sectors performing at Medium or High provision (Radio - 82%, Television - 72%)
- The graphs illustrate the level of induction programmes within broadcasting. In particular, there was strong evidence of consistency in induction training across all departments within individual organisations. Particular examples included Board/Management input into the induction day/programme, organisational and team inductions, health & safety and policies and procedures training. Other examples of effective induction included buddy programmes, work shadowing and innovative 'experience' days for employees.
- Key developmental areas identified in this strand included the tailoring of induction for existing employees who change roles/jobs internally, and capturing the impact of induction upon employees through measures of staff turnover or other evaluation procedures.

2007

- The percentages for each level of provision in the area of training and development of new employees are similar to those for strand 1, therefore this is another strong area.
- As for 2006, all broadcasters had some level of provision in the area of training and development of new employees
- Interestingly, the percentage in TV recording high provision doubled, whereas High provision in the radio sector fell slightly.
- There was a corresponding increase in radio in Base provision for this strand, whilst TV remained unchanged.
- Overall, therefore, there was a slight fall in provision from 2006 to 2007, though over 70% of Radio and Television broadcasters are still scoring Medium or High (as compared with 75% in 2006)
- The validation team reported that induction was generally an area that was strong, but broadcasters are still failing to re-induct those who change roles/jobs. The breadth and range of induction varies considerably, largely due to the time and resource or expertise available to the organisation

2008

- Trend still positive with considerable improvement in high provision
- Many still provide only basic induction
- In many cases on the job induction could be better
- Change of role or return to work induction remains weak
- A concern that some companies use tax implications as a rationale for not providing training - this should not be a barrier

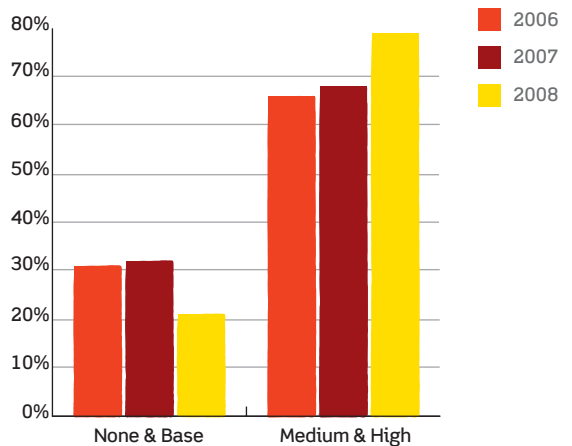
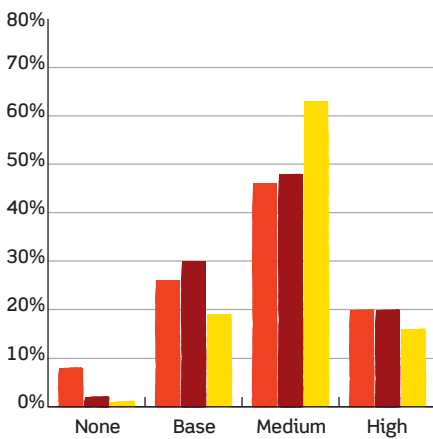
Strand 3: Maintaining Appropriate Individual Performance Review Process

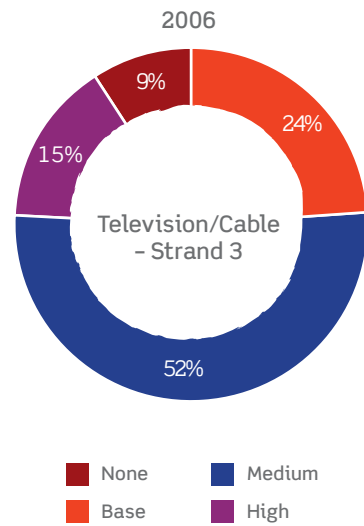
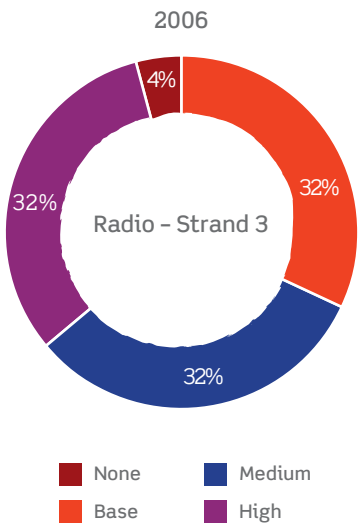
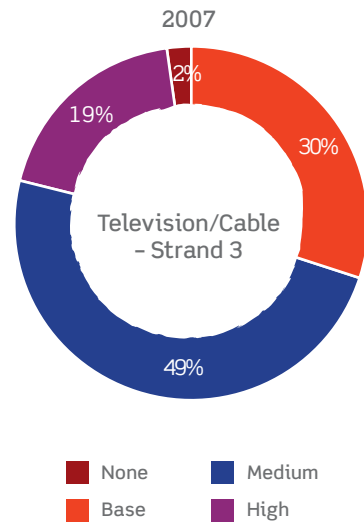
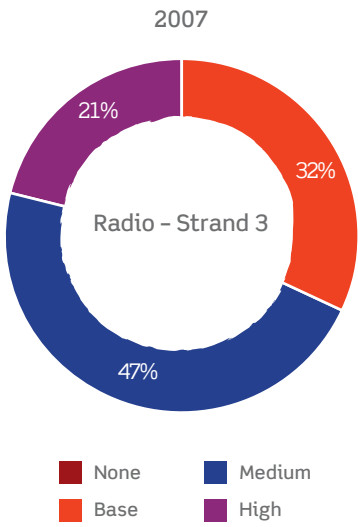
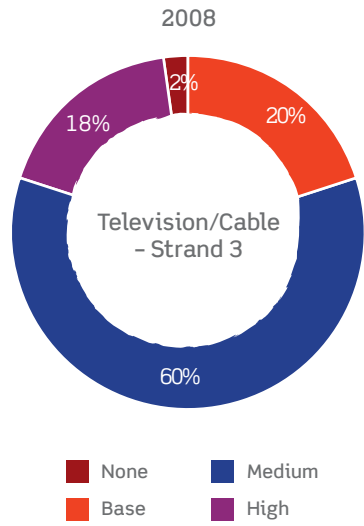
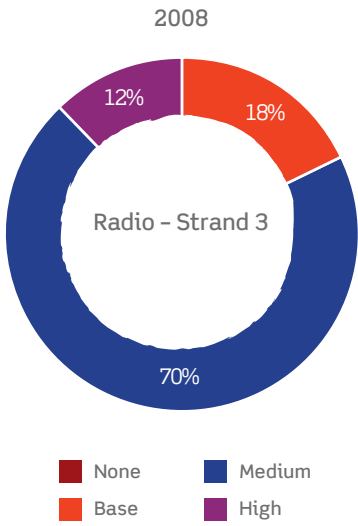
This strand looks at the arrangements in place to appraise staff performance against the key objectives and targets of the organisation. Essentially, this includes a performance appraisal system that links individual objectives to those of the organisation, supported by a periodic review process. The appraisal system typically should include an element of self-assessment, interview, documentation of training and review. .



Key Statistics

The following histograms show the spread of the provision across the industry over a three-year cycle and the split between None & Base Vs Medium & High.





Data Analysis

2006

- Performance review processes were largely similar in varying organisational sizes and sectors. Variations occurred in the systems used (broadcasters using various electronic software packages or paper-based review to support development within this strand).
- Key differences arose in the use and application of the appraisal processes, leading to different levels of performance. Some organisations were aware of the requirements and held appropriate documentation, but its application by employees varied considerably. Inconsistencies in use reduced the effectiveness of procedures. Development points for such organisations focused on the training of employees in the use of appraisal systems, and regular review and monitoring to ensure staff understand the requirements.
- Another concern identified in discussions with broadcasters was how much bureaucracy and documentation would be required to support higher levels of provision. However, provided organisations maintain a single appraisal record and update it following discussion or review, paperwork should be minimised.

2007

- In 2007, Performance review provision was similar to Strands 1 and 2 with over two-thirds of broadcasters scoring Medium or High.
- Radio and TV were largely similar in their provision in this year.
- Only 2% of TV companies now have no provision in this area compared with 9% of TV and 4% of radio companies last year
- Compared with 2006, the number of TV broadcasters rating themselves as High has increased slightly, whereas there has a significant decrease in High provision amongst radio broadcasters.
- Overall there has been a slight improvement in this strand compared with last year, with slightly more scoring High or Medium and slightly less scoring None or Base.
- Those performing at higher levels utilise their performance appraisal system fully with periodic reviews and a focus by all staff upon development needs and organisational goals

2008

- This has improved on previous years but still remains an 'average' overall score
- IT systems seem to indicate a company that manages this process well but it could mean that a good system has been transferred to a HR system
- Validation visits revealed that there is a difference in perception between employee and management to the effectiveness of performance review

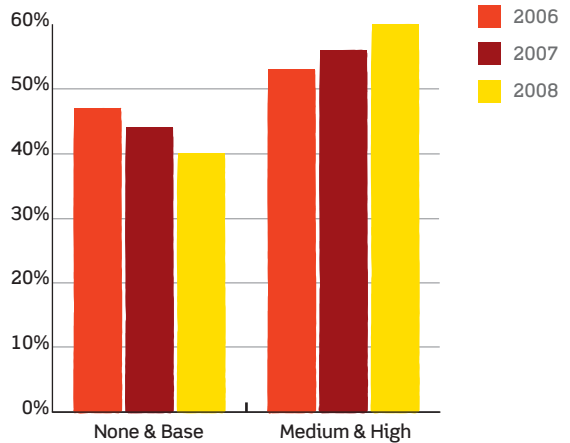
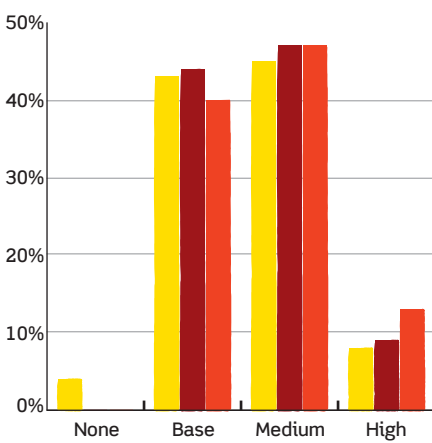
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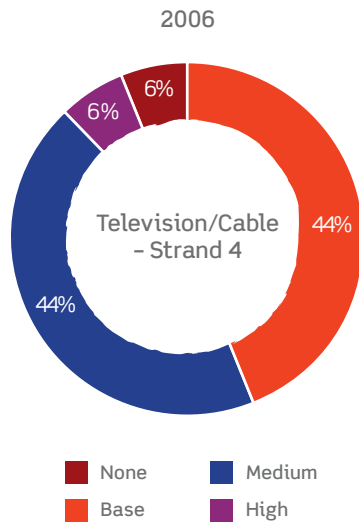
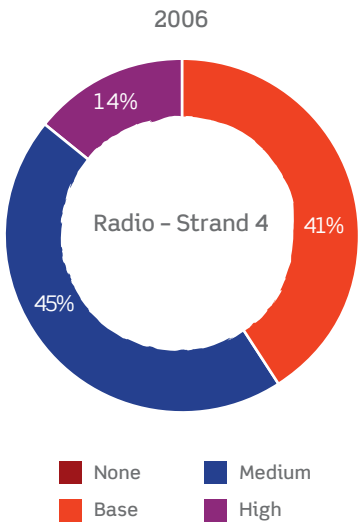
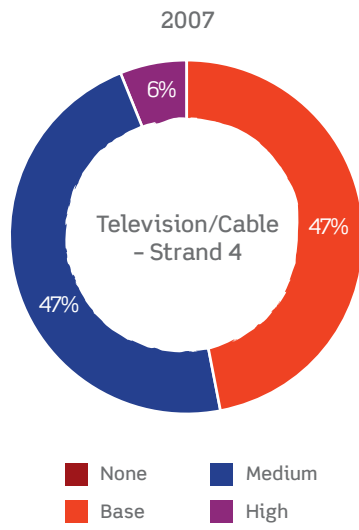
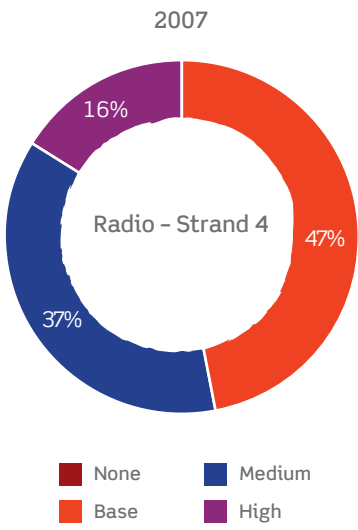
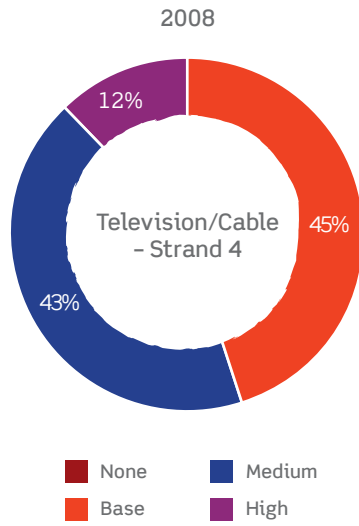
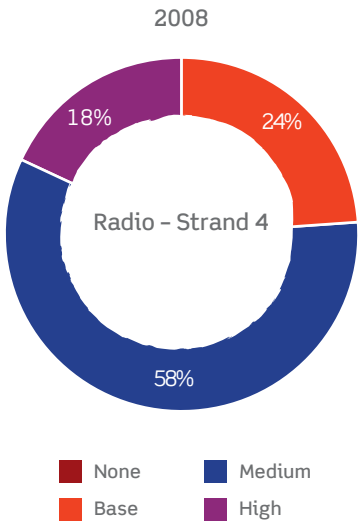
Strand 4: Meeting Training needs through On-Job Training and Development

This strand recognises that training and development in broadcasting will include an element of on-job training. On-job development includes learning through the experience of doing one's job, reflecting on that experience, discussing it with a manager, mentor, coach, colleagues, receiving feedback on one's performance, reviewing and evaluating one's performance, being coached and supervised. It is a particularly good way of developing technical skills

Key Statistics

The following histograms show the spread of the provision across the industry over a three-year cycle and the split between None & Base Vs Medium & High.





Data Analysis

2006

- Although performance in this strand was reasonably good with over 50% of both Television and Radio broadcasters achieving Medium or High levels of provision, there were few cases of High or outstanding provision.
- Particular difficulties were noted in demonstrating higher levels of provision where on-job training had occurred informally and on an ad-hoc basis. Discussions during validation visits highlighted a number of alternative sources of evidence for demonstration of provision at various levels. Formalisation of such evidence and analysis in future should lead to higher self-evaluation in this strand across the sector.
- There was recognition that some roles involved an element of on-job training throughout the year, and that technical capabilities were monitored by managers informally and through discussion.

2007

- This is one of the poorer scoring strands with almost half of broadcasters scoring only Base and less than 10% recording High provision.
- However, in this year all broadcasters are doing something in the area of on-the-job training compared with last year when 6% of TV companies did nothing at all.
- There is a fairly equal split between those achieving High and Medium provision and those achieving None and Base.
- Radio broadcasters perform better than TV in this strand with 16% achieving High provision – a slight improvement on 2006, compared with a static 6% from TV.
- As in Strand 3, there has been a small improvement overall in the percentage scoring Medium and High, with a corresponding small decrease in those scoring None and Base.
- Recording and evidencing on-job training delivery and receipt is preventing better performance in this strand.
- There is also the difficulty of definition: what constitutes on the job training? Is it happening but not being formalised by records and evaluation?

2008

- Although there has been a small improvement overall in the percentage scoring high, with a corresponding small decrease in those scoring base, there is still a long way to go to develop the learning culture
- Finding an approach to provide a formal structure for informal support
- Evaluating the impact of this strand remains a challenge

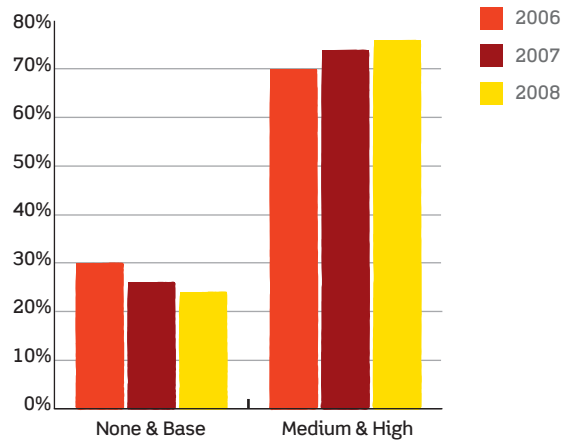
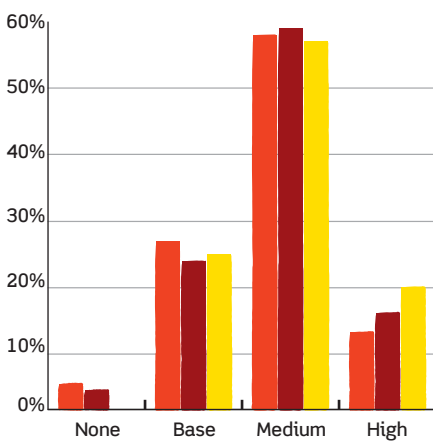
Strand 5: Meeting Training needs through Off-Job Training Provision

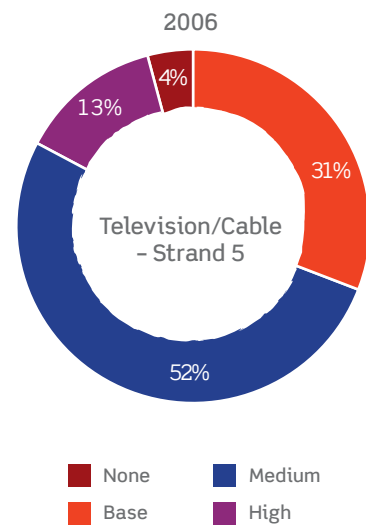
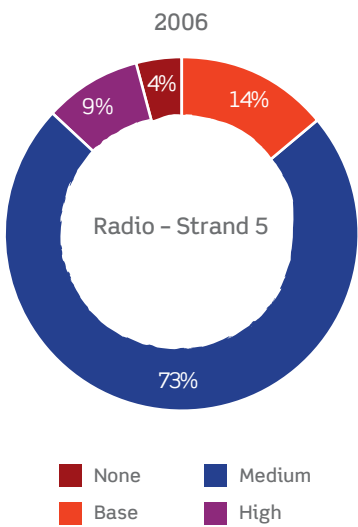
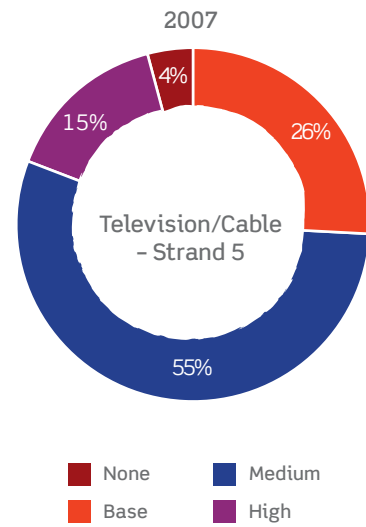
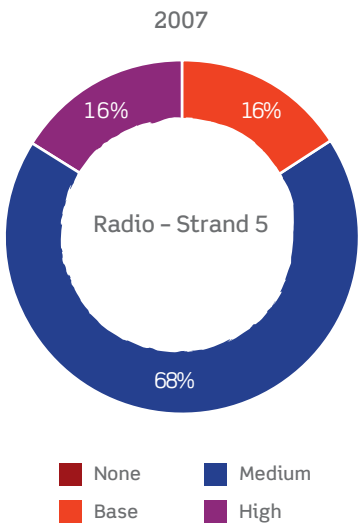
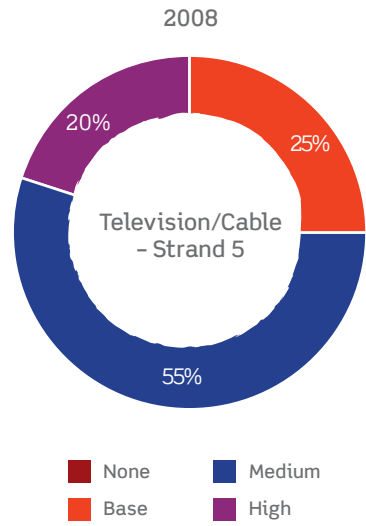
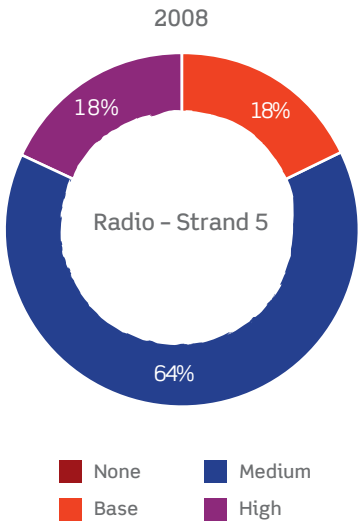
Strand 5 identifies the opportunities made available to staff for off-job training to ensure whole-job competence is achieved. Off-job training & development includes participation in in-house and external courses or conferences, undertaking a qualification, open or distance learning, secondment, placement, shadowing, exchange visit, study leave and so on. Training needs should be identified through discussion with individual employees



Key Statistics

The following histograms show the spread of the provision across the industry over a three-year cycle and the split between None & Base Vs Medium & High.





Data Analysis

2006

- Performance in this strand was strong with the majority of broadcasters evidencing Medium provision, although overall the Radio sector (Radio Strand 5) performed marginally better than Television (TV Strand 5).
- It was generally considered easier to demonstrate this area of provision because of the use of external providers in delivering training to staff. Evaluation was also strong, given that the majority of off-job training occurred with external suppliers. The additional costs of external training led to a greater review by broadcasters of the cost-benefit and the staff experience.
- Developmental areas centred on the provision of equal access to all staff for off-job training opportunities, and evaluation of the impact of such activity upon job performance, through staff turnover, appraisal reviews and job performance/success ratios.

2007

- Broadcasters perform reasonably well in the area of Off -the-Job Training with 74% of the total achieving either Medium or High provision
- As in 2006, there are still 4% of TV companies who do nothing in this area
- Radio and TV have similar performance, and overall there has been a slight improvement on 2006, with more companies achieving Medium or High.
- External training provision easier to demonstrate.
- Broadcasters are more comfortable with this notion and better record data to support value for money analysis on externally provided and often costly provision.
- However, there is still a lack of clarity in definition. It is not always clear to broadcasters that off the job training can take place at their own premises

2008

- All broadcasters now have some level of provision in this area, with a small improvement overall in the percentage scoring medium or high and a corresponding small decrease in those scoring none or base
- A shift to internal provision
- Do the internal subject matter experts have the skills to design and deliver?
- Provision on a needs basis not formally structured

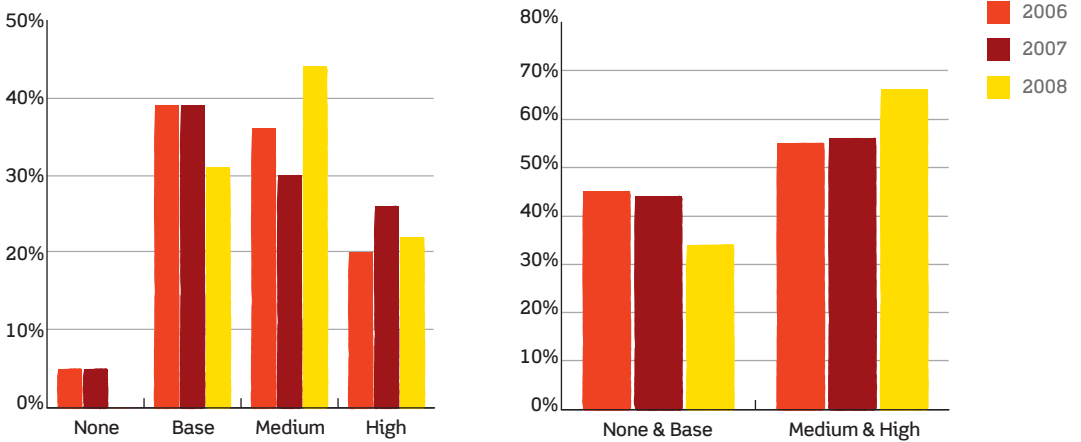
Strand 6: Communication with Staff That Supports the Creation of a Development Culture

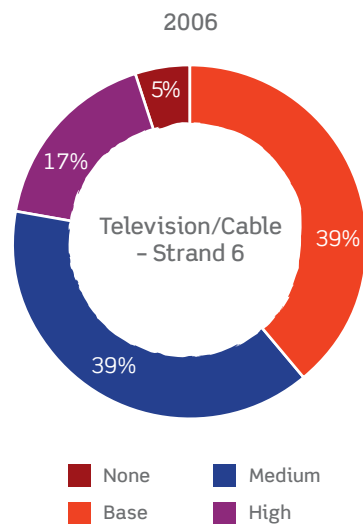
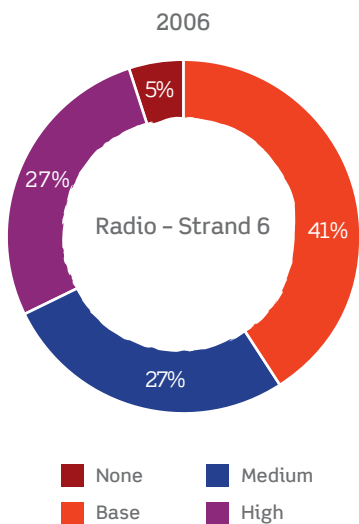
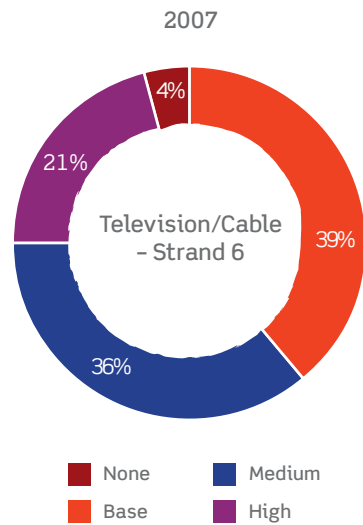
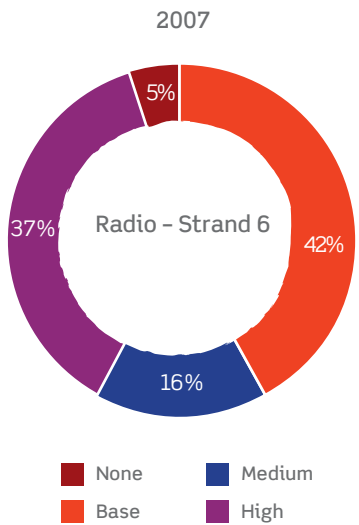
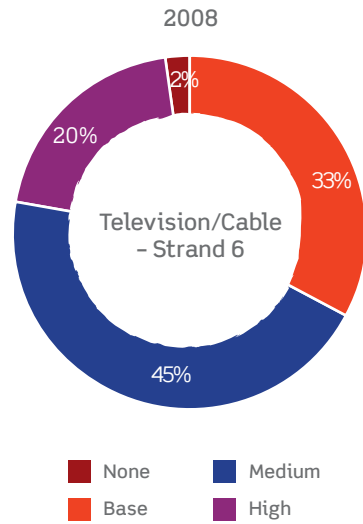
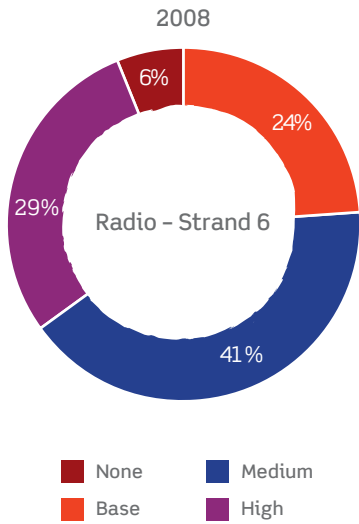
This strand considers the range of communication activities undertaken by organisations to provide staff with knowledge of and access to training & development opportunities, and to promote self-development and continuous learning



Key Statistics

The following histograms show the spread of the provision across the industry over a three-year cycle and the split between None & Base Vs Medium & High.





Data Analysis

2006

- There is almost an equal split across the industry with half achieving higher levels of provision, and the other half demonstrating mainly Base provision.
- Development areas for organisations currently at base are more frequent communication with employees around the training opportunities available to them, along with clear identification and consultation with staff around the competencies required for their role.
- Higher levels of provision stemmed from the overall organisational culture (i.e. Broadcasters operating an open and inclusive environment generally performed better). The culture dictated the ease with which employees approached development needs and held open discussions with their managers.
- Some organisations used innovative ways of sharing training and development opportunities with their staff, including internal promotional material, presentations by staff to their groups/ departments and recognition awards.

2007

- Although the overall provision is split fairly evenly between None and Base, and Medium and High, “Communication with staff supporting a development culture” is the strand with the highest percentage of broadcasters recording High provision.
- The strong performance in this strand is influenced by radio broadcasters with 37% achieving High provision in this area.
- There are still some broadcasters for whom communication with staff supporting a development culture is not practiced. Indeed, it is the only strand where there is a radio company recording no provision.
- Overall, there has been a very slight (1%) improvement in performance compared with 2006
- Where internal communication was strong for matters other than training and development, opportunities were identified to build T&D into these.
- Performance depended upon the internal culture of the organisation.

2008

- Although overall scores increased from 56% to 66% of companies scoring medium or high there was little or no improvement in TV companies at high provision alone and a large decrease in provision at this level in Radio companies (37% in 2007 to 29% in 2008).
- Those with a strong learning culture do better

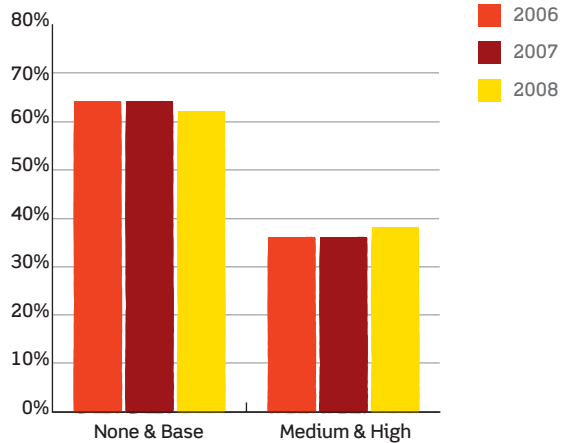
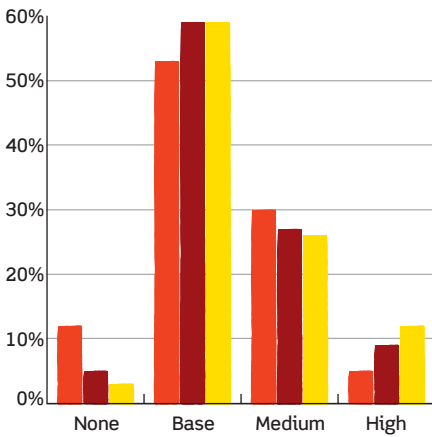


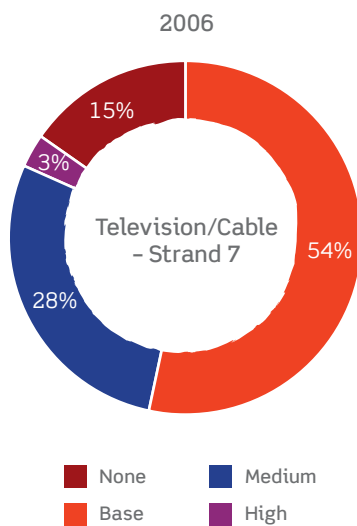
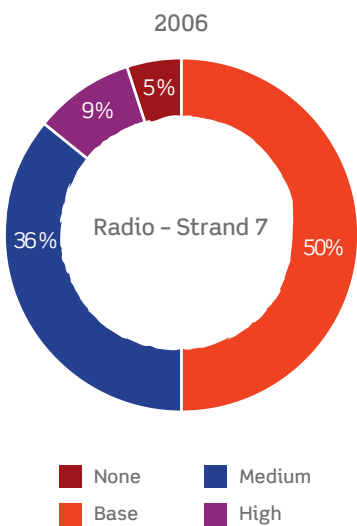
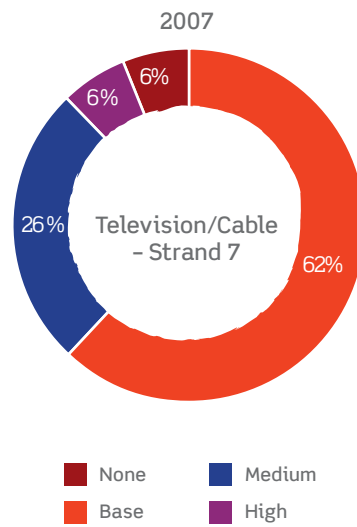
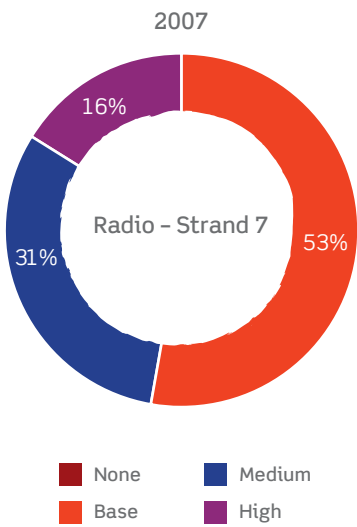
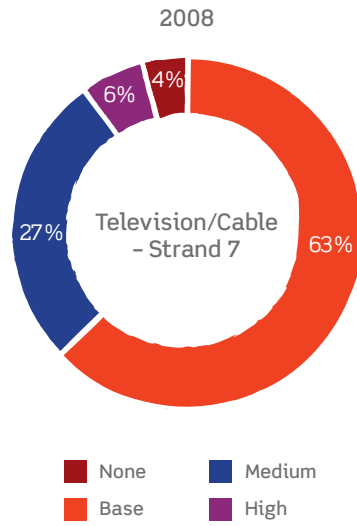
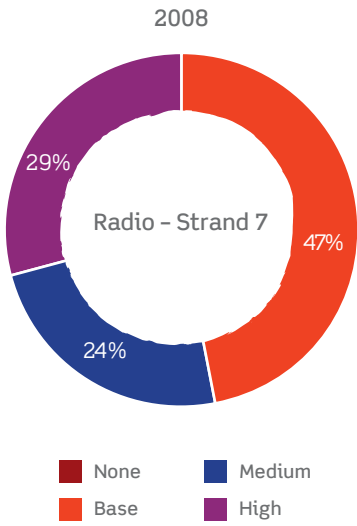
Strand 7: Evaluation Systems

Strand 7 encompasses the overall assessment of training and development for the organisation, the individual and the trainers. An effective performance management system will include the measurement of impact upon individual, team and organisational performance against initial objectives and organisational goals.

Key Statistics

The following histograms show the spread of the provision across the industry over a three-year cycle and the split between None & Base Vs Medium & High.





Data Analysis

2006

- This strand was the weakest of all, with few broadcasters achieving levels higher than Base provision.
- Broadcasters struggled with the terms 'structured evaluation methodology' and demonstrating the 'impact upon business performance'. This will be addressed in the 2007 process.
- Organisations at Medium or High provision had a clear process for evaluation which encompassed feedback from individuals on an informal and formal level, completion of evaluation forms for courses and tutors, assessment at organisational level of the impact of training upon overall performance (e.g. increased sales turnover, reduced staff turnover) and revision to training and development opportunities following evaluation.
- The direct impact of training and development may not always be identifiable, however collective improvements in individual, team and organisational performance on an incremental level would demonstrate the effectiveness of development opportunities.

2007

- As in 2006 this strand was the weakest of all, with nearly double of overall broadcasters None and Base as against Medium and High.
- However, as in most of the other strands, there has been a slight improvement (2%) from 2006.
- There has been a reduction (9% of TV and 5% of radio companies) in those having no Evaluation systems at all.
- Radio perform better in this strand than TV with a 10% greater High rating and 10% lower Base rating
- This is the most difficult strand for broadcasters to demonstrate effectively.
- Evaluation should not be limited to on and off-job training.
- Each of the previous strands has some evaluation requirement.

2008

- This is still the poorest strand and the only one where none & base are greater than medium & high
- No more than 2% shift over three years
- Structured evaluation methodology still a challenge
- Return on Investment and Value for Money remain difficult to quantify

Editorial Standards and Compliance

Once again at the request of Ofcom, the BTSR included a specific question on Editorial Standards Compliance in this year's self-evaluation form. We asked broadcasters to describe the system and procedures in place for training in editorial ethics and best practice as well as their compliance with the Ofcom Broadcasting Code.

Broadcasters were asked to give an overview of their training in this area, indicate at what level within the organisation they expected people to have been trained in compliance and finally how often they produce refresher updated training.

Specifically broadcasters were asked:

- Which production related staff i.e. job families categories do you expect to attend training events.
- Of what does the training comprise?
- Do you test people on their understanding of awareness - offer certificates?
- Do you place any restriction on what people do until their confidence is assured?
- How often do you refresh the training in the light of experience - Ofcom adjudications - sanctions?
- What other plans do you have to address this matter?
- Do you have any provision for freelancers or independent production companies?

Results

As with 2007 there was a wide range of responses. There are still a few companies who are rather passive in this matter by circulating information from Ofcom or noting that there is help available either within the company or from an external consultant source.

However it is fair to say that all companies take the matter more seriously than they did in previous years and several have asked the BTSR to suggest external consultants that they could call in to provide some assistance on this matter. Validation visits revealed that those that were struggling in this aspect of their work had not looked at the Safeguarding Trust website from the BBC as a starting point to ensure their staff have had some basic compliance training.

But evidence of good practice was assured by the following activities:-

- Dedicated Compliance Manager or Compliance Team
- Compliance Consultant
- Ofcom Code of Practice as part of induction
- Compliance training
- External Ofcom consultant
- E-learning compliance tool
- Interactive workshops
- Shadowing
- Freelancers generally given the same level of training

Broadcasters' Future Training Priorities

It is clear that in 2008 there has been a shift in focus in many broadcasters to ensure staff are capable of dealing with the challenges of high definition and web based services and are developing or have developed multi-skilling as part of the way they work.

Clearly with the pressures on staff and the potential redundancies those who remain in post need to be adaptable to work across all platforms. However, it is still true to say that sales and management training remain high if not key priorities for all companies that have a sales function.

On compliance matters freelancers are generally given the same level of training but it is true to say that broadcasters' focus has been on ensuring full time employees have sufficient training in their role. There is an expectation that if a company is going to employ a freelancer they are already at the standard required to do the job for which they are about to be employed.

The following training programmes featured as priorities in many returns:-

- Effective leadership and management
- Creativity and innovation
- Multi-Skilling

Broadcasters' Feedback

Broadcasters have generally welcomed the responsiveness of the BTSR to take up their suggestions and recommendations in supporting them and encouraging them on their training and skills agenda.

The new online reporting system has been undoubtedly a great success. But the biggest challenge for us all has been to ensure broadcasters can successfully log in. In addition the link to the guidebook has also provided a much deeper level of support and many broadcasters have found it extremely useful and in their words “intuitive”.

We do intend to improve the process for 2009 based on our own analysis and requests from broadcasters. None of which are essential or have shown failure of the system but each will enable broadcasters to use the self-evaluation grid more effectively. We wish to encourage use not only at the reporting time of year but as a tool throughout their learning development cycle within their own company.

Users will remember the difficulty we had with electronic signature in the Excel Spreadsheet version of the self-evaluation form; the “dual key” process for 2008 proved to work well and still required the CEO to sign off the return to the BTSR by way of the authorisation key.

We do intend to improve the ability for an individual company to look at their own data, to download the report as a PDF and also to be able to share it with as many people as they need within their organisation as a method by which they can collate and present the data.

For the 2009 reporting cycle which will start at the beginning of 2010, the January period to report seems to have general acceptance by broadcasters given all other time constraints they have.

We are grateful to the broadcasters for reporting in a timely manner which had a huge impact on the BTSR's ability to collate and write this report within a few months of the end of the year in question.

In addition, we do canvass broadcasters throughout the year through the RadioCentre and the SCBG to get further thoughts and feedback. This work will continue.

What broadcasters said:

“Submitting on line is quick and simple and, you always know where to find the paperwork“

“The reporting system is straightforward to use, and is stable. It is helpful that others can review and edit inputs via their own log-in.”

“Great on line format really user friendly”

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

Where we could improve:

“It would be great to provide a timeout warning as there were several pages where information was lost due to the length of time spent on the commentary or unexpected time away from the computer mid entry due to phone calls, queries etc.”

Part III

Appendices



Appendix I

The Self-evaluation Grid

Introduction

The seven strands of the self-evaluation grid are described as follows:

Strand 1:

Training planning driven by organisational objectives

This strand considers whether organisations have clear priorities that link the development of people to the aims and objectives of the Organisation at organisational, team and individual level.

Strand 2:

Ensuring new staff are equipped to contribute

This strand explores how organisations promote the development of a performance culture, ensuring staff have access to the skills and knowledge required to perform their roles effectively.

Strand 3:

Maintaining appropriate individual performance review process

This strand looks at the arrangements in place to appraise staff performance against the key objectives and targets of the organisation.

Strand 4:

Meeting training needs through on-job training and development

This strand recognises that training and development in broadcasting will include an element of on-job training.

Strand 5:

Meeting training needs through off-job training provision

Strand 5 identifies which opportunities are made available to staff for off-job training to ensure whole job competence is achieved.

Strand 6:

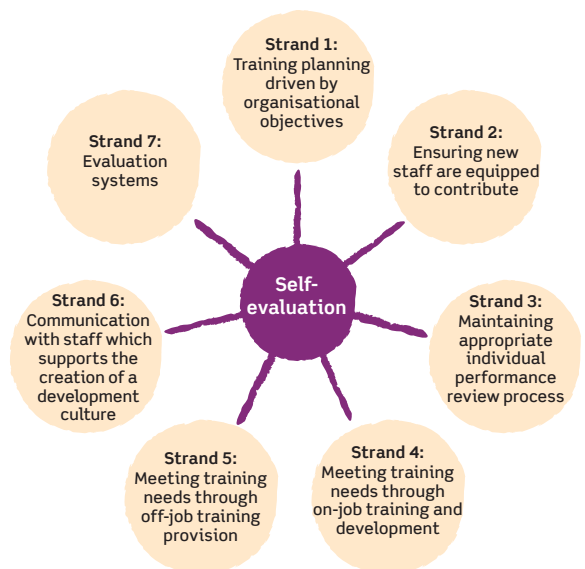
Communication with staff which supports the creation of a development culture

This strand considers the range of communication activities undertaken by organisations to provide staff with the knowledge and access to training and development opportunities, promoting self-development and continuous learning.

Strand 7:

Evaluation systems

This strand encompasses the overall assessment of training and development for the individual, the trainers and courses, and the organisation.



The Self-evaluation Grid

SELF-EVALUATION OF TRAINING & DEVELOPMENT	No Provision	Base Provision
1. Training Planning Driven by Organisational Objectives	We do not have a training and development plan. There is no formal process by which we link our training and development activity to individual or organisational goals.	We consult informally with staff to identify and plan the training and development activities that will help them achieve their individual goals.
2. Ensuring New Staff are Equipped to Contribute	We do not provide any form of induction training.	We have an informal approach to induction.
3. Maintaining Appropriate Individual Performance Review Process	We do not conduct individual performance reviews.	We conduct individual performance reviews informally on an ad hoc basis to identify training and development needs. Training activity may follow.
4. Meeting Training Needs through On-job Training & Development	Staff do not participate in training and development activities on-job.	On-job training and development is conducted informally to equip people to perform in their current role. We do not evaluate on-job training and development.
5. Meeting Training Needs through Off-job Training Provision	We do not release our staff from their day-to-day role to attend in-house or external off-job training.	We provide access to some off-job training to address specific skills. We do not evaluate its effectiveness.
6. Communication with Staff That Supports the Creation of a Development Culture	We do not communicate with staff about training and development. Staff are not aware if training and development is available. There is nowhere for staff to access information on training and development opportunities.	Staff receive information about training opportunities on an ad hoc and informal basis.
7. Evaluation Systems	We do not evaluate the impact of training and development on individual or organisational performance.	We undertake some informal evaluation of the impact of training and development on individual performance.

Medium Provision	High Provision
<p>We identify training and development needs and plan activity in line with the needs of the whole business or individual departments, at regular intervals.</p>	<p>We create business and training and development plans ensuring that they are interlinked. Business progress and training and development support are reviewed at regular intervals and plans are updated accordingly.</p> <p>Appropriate resources are allocated for training and development in all areas.</p>
<p>All staff are offered timely induction specific to their needs to ensure they understand the company, their contribution to the company's success and their contribution to/fit within the industry.</p>	<p>Every new member of staff participates in a timely, structured induction programme which gives them a clear understanding of the company, their contribution to the company's success and their contribution to/fit within the industry. Evaluation is through new joiner feedback, performance and short-term turnover. Appropriate induction is arranged for staff who change jobs within the company.</p>
<p>We conduct regular individual performance reviews that identify training and development needs, take action to meet identified needs and confirm its effectiveness with the individual.</p>	<p>We conduct regular individual performance reviews, encouraging at least biannual reviews that identify training and development needs. We take appropriate action to make sure needs are met and measure the impact of the action on individual and business performance.</p>
<p>Structured on-job training and development is conducted to equip people to perform in their current role. We offer opportunities to develop the skills required to meet future business needs and/or roles.</p> <p>Training is evaluated against expected personal outcomes jointly by the individual and their Manager.</p>	<p>There is a range of structured opportunities for on-job training to equip people to perform in their current roles. We offer opportunities to develop the skills required to meet future business needs and/or roles. Training is evaluated against expected personal outcomes jointly by the individual and their Manager. The impact of training and development on staff turnover, skills needs and overall business performance is measured regularly.</p>
<p>We ensure staff gain access to necessary off-job training. We require feedback on content and delivery of all off-job training.</p>	<p>We are committed to ensuring that each member of staff has access to relevant off-job training and development opportunities. Staff members and Managers agree and feed back on the impact and value to the business of the development received.</p>
<p>Staff understand the competencies required to perform their roles effectively, and know about the interventions available to help them develop those competencies within and beyond the organisation.</p>	<p>Training and development opportunities are available to all and we communicate these to staff. Leaders promote training and development in our organisation and are active in communicating opportunities that are available to all.</p>
<p>We evaluate training and development activities using a structured evaluation methodology to determine whether people's knowledge, skills and performance have improved.</p>	<p>We evaluate training and development activities at individual level, and at regular intervals review the impact they have on business performance, adjusting our plans for future training and development accordingly. We use a structured evaluation methodology.</p>

Appendix II

Broadcast Companies Completing a Self-evaluation Form 2008

No	Broadcaster	Sector
1	Absolute Radio Ltd	Radio
2	Bauer Radio	Radio
3	CN Radio (CN Group Ltd)	Radio
4	Global Radio UK Ltd (new owners of GCap Media Services Ltd)	Radio
5	GMG Radio	Radio
6	KM Radio Ltd	Radio
7	Lincs FM Group	Radio
8	Local Radio Company, The	Radio
9	Northern Media Group	Radio
10	Premier Christian Radio	Radio
11	Sunrise Radio Ltd	Radio
12	Tindle Radio Ltd	Radio
13	Town & Country Broadcasting	Radio
14	UKRD	Radio
15	United Christian Broadcasters	Radio
16	UTV Radio (GB)	Radio
17	Al Jazeera International Ltd	Television/Cable
18	Arqiva Ltd	Television/Cable
19	ARY Digital UK Ltd	Television/Cable
20	Asia TV Ltd	Television/Cable
21	AXN Europe Ltd	Television/Cable
22	Bang Channels Ltd	Television/Cable
23	BBC	Television/Cable
24	Bloomberg News	Television/Cable
25	British Sky Broadcasting Ltd	Television/Cable
26	Chalina Services Ltd	Television/Cable
27	Channel 4 (Terrestrial & the 4 group)	Television/Cable
28	Channel 5 Broadcasting Ltd (Terrestrial)	Television/Cable
29	Channel M Television Ltd (Channel M is part of the Guardian Media Group)	Television/Cable
30	Chinese Channel Ltd, The	Television/Cable
31	CNBC Europe	Television/Cable
32	CSC Media Group: Chart Show Channels Ltd	Television/Cable
33	Directgov	Television/Cable
34	Discovery Communications Europe	Television/Cable
35	Education Digital Management Ltd (Teachers TV)	Television/Cable
36	ESPN Classic Sport Ltd	Television/Cable
37	Fox International Channels	Television/Cable
38	Gems TV Ltd (inc UK Direct Shopping TV Ltd)	Television/Cable

No	Broadcaster	Sector
39	GMTV (Terrestrial)	Television/Cable
40	History Channel (UK)	Television/Cable
41	Ideal Shopping Direct plc	Television/Cable
42	Islam Channel Ltd	Television/Cable
43	ITV plc	Television/Cable
44	Jetix Europe Ltd	Television/Cable
45	Manchester United Television Ltd (MUTV)	Television/Cable
46	MTV Networks International (MTV Networks Europe)	Television/Cable
47	NBC Universal Global Networks (including Sci-Fi & Sparrowhawk Entertainment Limited/ Hallmark Channels)	Television/Cable
48	New Delhi Television Ltd	Television/Cable
49	Nickelodeon UK	Television/Cable
50	Paramount Comedy	Television/Cable
51	Phoenix Chinese News and Entertainment Ltd	Television/Cable
52	Playboy TV UK/Benelux Ltd	Television/Cable
53	Portland Media Group Ltd (Including RHF Productions Ltd)	Television/Cable
54	Press TV Ltd	Television/Cable
55	QVC	Television/Cable
56	S4C (Terrestrial & S4C group)	Television/Cable
57	Satellite Information Services Ltd (Sis.TV)	Television/Cable
58	Simply Media	Television/Cable
59	Sit-up Limited	Television/Cable
60	STAR Television Entertainment Ltd	Television/Cable
61	stv plc	Television/Cable
62	Teletext Ltd (including Teletext Holidays TV)	Television/Cable
63	Turner Broadcasting System Ltd (Turner Ent Networks Int Ltd, Cartoon Network, TCM Online, Europe CNN)	Television/Cable
64	UKTV (New Ventures Ltd)	Television/Cable
65	UTV Media plc (Terrestrial)	Television/Cable
66	Viasat Broadcasting UK Limited	Television/Cable
67	Virgin Media Television	Television/Cable
68	VOOM HD Holdings LLC	Television/Cable
69	Walt Disney Company Ltd	Television/Cable
70	Zonemedia Broadcasting Limited	Television/Cable

Appendix III

Broadcasters' Validation Visits in 2009

No	Broadcaster	Sector
1	Global Radio	Radio
2	Lincs FM Group	Radio
3	Al Jazeera International Ltd	Television/Cable
4	Chinese Channel, The	Television/Cable
5	Education Digital Management Ltd (Teachers TV)	Television/Cable
6	History Channel (UK)	Television/Cable
7	Ideal Shopping Direct plc	Television/Cable
8	Sit-Up Ltd	Television/Cable
9	Sparrowhawk Entertainment Ltd (now part of NBC Universal Global Networks)	Television/Cable
10	Turner Broadcasting System Ltd (Turner Ent N'Works Int Ltd, Cartoon Network, TCM Online, Europe CNN)	Television/Cable
11	Walt Disney Company Ltd (Disney Channel)	Television/Cable

Appendix IV

Broadcasters' Profile Summaries

Broadcaster	Profile Summary
<p>Al Jazeera International Ltd</p> <p>Edward Peijko HR Manager (Europe)</p>	<p>'Al Jazeera' means 'The Island' in Arabic, or 'The Peninsula' in Gulf Arabic, referring to the Qatar Peninsula in The Gulf Region. The group's headquarters are located in Doha, Qatar.</p> <p>Al Jazeera English is the first English language world news channel to be headquartered in the Middle East. Launched in November 2006, Al Jazeera English is setting the global news agenda and acts as a bridge between cultures. With unique access as the channel of reference for Middle East events, and broadcast centers strategically placed around the world in Doha, Kuala Lumpur, London and Washington DC, Al Jazeera English is balancing the information flow from South to North, providing independent and impartial news for a global audience from a grass roots level, giving voice to different perspectives from under-reported regions around the world.</p> <p>Al Jazeera English broadcasts 24 hours a day, 7 days a week and is available in over 100 countries to over 140 million households worldwide. Its closest competitors in terms of reach are CNN International and BBC World News.</p> <p>Al Jazeera is distributed worldwide across a number of platforms including cable, satellite, IPTV and mobile. The channel is also available on the internet (e.g. through Livestation). Programmes are produced in HD, but converted to 14:9 standard definition (625 lines) before transmission. Output covers news features and analysis, documentaries, live debates, current affairs, business and sport.</p> <p>The London offices of Al Jazeera English are entirely separate from the (Arabic language) Al Jazeera London bureau, and have their own dedicated news, production and technical teams, largely recruited locally. There are similar offices in Doha, Kuala Lumpur and Washington, D.C., and programming "follows the sun" around the four offices on a rolling basis throughout the 24 hours. The London studios are most active from mid-morning to early evening.</p> <p>High-profile presenters, like Sir David Frost and Rageh Omar, regularly front programmes.</p>
<p>Chinese Channel Ltd, The</p> <p>Lawrence Ma Managing Director</p> <p>Jonathan Madden Technical Director</p> <p>Iris Tse HR Manager</p>	<p>The Chinese Channel was founded in 1993 by Pacific Media plc and Shaw Media Corporation, and is a wholly-owned subsidiary of its Hong Kong-based parent company, TVB. It was re-launched as TVBS-Europe in 1997.</p> <p>The Company was the first Chinese digital direct-to-home satellite channel in Europe, broadcasting 17 hours daily from 1996. By 2003 TVBS-Europe achieved 24 hours per day broadcasting in Cantonese and Mandarin to 48 European countries. The London studios have enhanced their advertising and subscriptions revenue by adding a Soho office. Internet broadcasting became a feature in 2006.</p> <p>The viewership tends to come from the 30-54 age-group, being affluent business professionals, originating from Hong Kong, mainland China, Asia or local-born. Daily viewing average is 6 hours.</p> <p>Funding is achieved through subscription and advertising. The Company believes very strongly that it should not charge its clients further once subscriptions are paid and all other competitions, promotions, phone-ins etc. are free to enter. Premium phone lines are not used.</p> <p>The company works in both digital and analogue media, and therefore requires a range of technical skills.</p> <p style="text-align: right;">(continues next page)</p>

Broadcaster	Profile Summary
<p>Chinese Channel Ltd, The (continues here)</p>	<p>Transmission is via digital satellite technology, currently on the Astra satellite network but with plans to move to Eutelsat currently being implemented. Transmissions are in Nicam stereo at standard definition. Subscribers need a separate set-top box and satellite dish to receive transmissions and supply and installation of these are handled by subcontractors working directly for the Company.</p> <p>Company output genres cover drama series, news and current affairs, entertainment news, lifestyle and travelogues in Cantonese and/or Mandarin, some subtitled for learners. Most programmes are brought in via TVB, Hong Kong and other Chinese programme distributors. There are some local productions by TVB-Europe. A range of news programmes are produced by the Channel itself for immediate transmission. Advertisements and promotional trailers for programmes are also produced locally.</p> <p>The London premises are based on two floors of the Pinewood/Teddington Studios site and employ approximately 70 people. There are dedicated studios within the Company's premises and further studios within Teddington are available for hire.</p>
<p>Education Digital Management Ltd (Teachers TV)</p> <p>Clare Healy Chief Operating Officer</p> <p>Ros Coffey Executive Assistant</p>	<p>Teachers' TV is the contractual name associated with two companies, Education Digital Management Limited and Education Digital 2 Limited, who combined to tender for the Department for Children, Schools and Families' contract to deliver an educational television service. The contract was first let by competitive tender in 2004 and in the summer of 2008 Teachers' TV was again successful in a competitive tender to extend the contract for a further five years.</p> <p>Although the contract is fully Government funded, the editorial and production independence of the Company is overseen by an independent Board of Governors.</p> <p>Teachers' TV commissions programmes to order and also "buys in" programmes as necessary. It does not employ its own programme origination staff but has full facilities to customise and voice-over programmes in-house as necessary. Programmes are fully digitised on arrival at the company if they are not in digital format already.</p> <p>The company broadcasts on digital satellite and digital cable on a 24x7 basis. Two hours' programming are available on Freeview daily. In addition, the vast majority of programmes can be accessed online on demand from the Company's website, although the licensing conditions on some purchased (rather than commissioned) programmes can prevent this. There is a full online catalogue and schedule of programmes available. Programmes cover the full range of statutory education, with occasional coverage of post-16 education including FE. Higher education is not covered except to the extent that preparing pupils for progression to HE is a concern of schools. Programmes are targeted at teachers (both newly qualified and experienced), school leaders, support staff and Governors as appropriate. There is also much of interest to parents and to pupils themselves.</p>

Broadcaster	Profile Summary
<p>Global Radio</p> <p>Colin Ramsay Learning and Development Manager</p>	<p>Global Radio is a privately-owned, British commercial radio company. Following its acquisition of Chrysalis Radio in 2007 and GCap Media in 2008, it is now the largest radio company in the country.</p> <p>The Company broadcasts on analogue and digital, and controls the top 3 commercial brands in the UK: Heart, Classic FM and Galaxy. It has over 60 stations and hubs across the UK. The Company has over 18 million listeners, covering most genres, including classical, pop, news, entertainment and sport. It broadcasts to all geographical areas. Each station claims a lively, interactive online community, which participates in online features and competitions. Target audiences vary widely. Heart Network attracts 25-44 year-old females countrywide, whereas Classic FM claims an older, more mixed listenership. Other branded stations are: Capital FM & Hit Music Network (London: 15-34 years, female-biased); Galaxy & Choice (16-24 years, female/male. Reach: Birmingham, Manchester, Yorkshire, North East, Scotland, South Coast and London); Classic FM (all-UK coverage, users 30+, exclusive loyalty by 68%); Xfm users are predominantly male up to 34 years old; Talk-based, upmarket LBC users are 30-54 years old, 62% are male; Gold's 1 million listeners are 35-54 years old, 68% are male. Reaches 25 local areas on analogue and digital. (Research from RAJAR).</p> <p>The Company employs approximately 1303 people with an additional 398 casual staff and has a highly charitable and philanthropic profile.</p>
<p>History Channel UK</p> <p>Hollie Mann Operations Manager</p>	<p>History Channel UK is a joint venture of Sky and the US-based AETN (formerly Arts & Entertainment Network), who run similar channels serving North America. Sky provides much of the underpinning structure for the Company (thus for instance all staff are on Sky contracts) but a large part of the content is sourced from AETN. AETN also own the brands used by the Company.</p> <p>The Company launched its 'History Channel' in 1995, followed by 'Biography Channel', 'Crime and Investigation Network' and 'Military History' in 2000, 2006 and 2008 respectively. HD channels are available separately for the first three of these four main channels. 'History Channel' was rebranded to 'History' in 2008, and 'Biography Channel' to 'Bio' this year.</p> <p>88 permanent and non-permanent staff are employed by History Channel (UK), in addition to a number of freelancers.</p> <p>The Company broadcasts via satellite on Sky Digital 24hrs daily, via cable on Virgin 24hrs daily, and is accessible to four million or more viewers. Programming includes, British, World, Ancient, Military and Family History, Conflict, People, and Crime and Technology. Some of these are available in HD.</p> <p>The History Channel (UK) is available in Iceland, Republic of Ireland, Finland, Sweden, Norway, Denmark, Belgium, The Netherlands and Central Europe. The parent company, AETN, also operates The History Channel in Africa, Greece and Scandinavia. There is also a 'Crime Investigation Network Africa'. The Company collaborated with Ancestry.com and Teachers TV on the series 'Hidden House History' and with S4C on 'The Mapmakers' and 'The Normans'.</p> <p>Although separate public accounts are not prepared for the Company, it is reported as being profitable with steady subscription take-up via the appropriate Sky or Virgin Media bundles.</p>

Broadcaster	Profile Summary
<p>Ideal Shopping Direct plc</p> <p>Sally Gibson Head of HR</p>	<p>This live TV shopping channel was founded as a mail order business in 1980. In 2000 Ideal World Channel was launched on digital satellite, broadcasting 24 hrs daily. Following a fire in 2001, the Company recovered to launch Create & Craft, Ideal Vitality, both on Sky, and Ideal World on Freeview. The Company acquired Superstore TV Ltd (a sourcing and wholesale business based in Asia) in 2006.</p> <p>2007 & 2008 saw Ideal World launched on Virgin, plus 2 new websites and Ideal World 2 & 3.</p> <p>The Company attracts a 6% market share of the £1.4 billion TV shopping market. The business is expected to expand still further with the move to digital in 2012.</p> <p>Viewership is estimated at 8.6 million on Sky, 3.4 million via Virgin Media (cable), 9.2 million on Freeview and 43,000+ watching via the internet. The customer base is 1.5 million. Broadcast to 22.6 million households in the UK</p> <p>Live transmission hours are 0900-0100, 7 days a week, plus repeats, across the 4 Channels (Ideal World, Create & Craft Ideal World 2 and Ideal World 3).</p> <p>Each has a website for purchasing.</p> <p>The Company has already experienced a significant impact from the current economic climate, in terms of a drop in sales of some 3% in 2008, versus 2007. The TV channels are still attracting about 10,000 new customers each week, more than cancelling out the number of regular shoppers leaving the service, but people have, nevertheless, been spending less in total. The Board has announced an anticipated full year trading loss of around £4m.</p> <p>Since the appointment of the new Chief Executive in November 2008, a review of all areas of the business has been undertaken and a programme of action to improve sales, efficiency, and reduce costs has been implemented. There have been staffing reductions in permanent posts and of temporary staff. The focus is on generating improved returns from home shopping and internet channels to achieve the best possible results in the current economic climate.</p>
<p>Lincs FM Group</p> <p>Jane Riddle Director of HR</p> <p>Nia Williams HR Manager</p>	<p>This privately-owned company launched in 1992 with one station, Lincs FM 102.2.</p> <p>It has grown considerably by winning new UK licences rather than buying existing stations. There are currently 8 stations broadcasting to Lincolnshire, the East Midlands and South and West Yorkshire:</p> <ul style="list-style-type: none"> • Lincs FM – Lincolnshire and Newark • Compass FM – Grimsby, Cleethorpes and Immingham • Dearne FM – Barnsley • Oak FM – Loughborough, Hinckley & Nuneaton • Ridings FM – Wakefield • Rother FM – Rotherham • Rutland Radio – Rutland and Stamford • Trax FM – Doncaster and Bassetlaw. <p>The output combines current and past chart hits with local, national and international news, sport and information.</p> <p style="text-align: right;">(continues next page)</p>

Broadcaster	Profile Summary
<p>Lincs FM Group (continues here)</p>	<p>The company broadcasts 24 hours a day to a largely family-orientated target audience. Officially, the age-group catered for is 25-45 years, but realistically it is 25-54. Weekly reach is 630,000 adults listening for a total of 6,955,000 hours (source: RAJAR/Ipsos MORI/RSMB period ending 14 September 2008).</p> <p>The Group sets itself high standards and provides comprehensive staff benefits.</p> <p>Group value £(898)K net assets. Group turnover to 30 Sept 2008 £7.3m. The company acknowledges that the current financial climate has affected trading.</p>
<p>NBC Universal Global (Sparrowhawk) Sue Duvalayres HR Manager</p>	<p>NBC Universal Global Networks is part of NBC Universal, one of the world's leading media and entertainment companies in the development, production and marketing of entertainment, news and information to a global audience. It owns and operates the distinct entertainment channels SCI FI, 13th STREET, Studio Universal, Universal Channel, the international (non-U.S.) Hallmark Channels, Movies 24, Diva TV and an interest in the KidsCo joint venture. Collectively, these channels reach more than 130 million households across Europe, the Middle East, Africa, Australia, Latin America and Asia. NBC Universal is 80% owned by General Electric and 20% owned by Vivendi.</p>
<p>Sit-Up Ltd Jane Craigie-Payne Organisational Development Manager</p>	<p>Sit-Up TV is a shopping channel launched in 2000 but became part of Virgin Media in February 2007 after Telewest's merger with NTL in 2006.</p> <p>The company now has a viewership of 750,000 daily.</p> <p>The company comprises 3 separate digital home-shopping channels: Bid-TV (live auction channel, launched 2000), Price-Drop TV (prices fall until sell-out, launched 2003) and Speed Auction TV (launched 2005). They sell a wide variety of products.</p> <p>The company broadcasts via Virgin TV, Freeview, Sky and the internet. Live broadcast hours are 07:45 - 01:30, 7 days a week.</p> <p>In May 2005, when shareholder Telewest Global Inc acquired the channel, it was valued at £194 million. Staff numbers are currently 418 (Full time), 23 (Part time) and 15 (Fixed term, full time) staff plus a pool of approx 110 self employed freelance staff. Warehousing and Call Centres are out sourced.</p> <p>The company has been on the Sunday Times 'Fast Track 100' list and twice on the FT's annual 'Top 50 Creative Businesses' List.</p>

Broadcaster	Profile Summary
<p>Turner Broadcasting System Limited</p> <p>Aoife McInerney HR Manager and Learning & Development Lead</p> <p>Claire Bailiss HR Manager, CNN</p>	<p>The Company is part of an international, privately-owned American concern, originally founded by Ted Turner in 1970. Today the Company is owned by TBS Inc, part of Time Warner. TBS Inc now includes at least 23 networks and businesses across the world, including the London office.</p> <p>The London branch was launched more than 15 years ago and includes CNN (Cable News Network Inc), Turner Broadcasting Systems Europe and Turner Entertainment Networks International Ltd., with such brands as Cartoon Network, Boomerang, TCM (Turner Classic Movies) and www.adultswim.co.uk. Programming ranges from news to entertainment and animation. Both News and entertainment programmes are also produced locally in London.</p> <p>Broadcast reach is throughout the UK, Ireland, Europe and emerging Eastern European countries. Globally, CNN reaches nearly 1 billion people and manages 10 bureaux in the US and 29 elsewhere, one of which is the London operation. Broadcast delivery is via satellite, cable and online.</p> <p>Worldwide, TBS Inc employs more than 9,000 people with 600 - 700 engaged at the London unit alone.</p>
<p>Walt Disney Company Ltd (Disney Channel UK & Ireland)</p> <p>David James Learning and Development Manager</p>	<p>This Company was launched in 1995 and is owned by The Walt Disney Company, based in Burbank, California.</p> <p>Like its parent company, Disney Channel UK&I targets both children and families. Its programming includes a channel for pre-school children (Playhouse Disney), a movie-cartoon channel (Disney Cinemagic), plus events and competitions. There are two +1hr timeshift services: Disney +1 and Disney Cinemagic +1. Broadcasts are available via Top-Up TV (terrestrial), Sky Digital and Sky+HD (both satellite), Virgin Media (cable), TV Choice on Demand and Tiscali TV (IPTV over ADSL).</p> <p>Audience share for the Company is approx 0.5% (0.3% for +1).</p> <p>The Company conducts the annual Disney Channel Kids Awards at The Royal Albert Hall and London Arena, which are broadcast on Disney Channel UK&I and Channel 5.</p> <p>Disney films, produced in the USA, have been shown frequently since 2006.</p> <p>The Company employs approx 85-100 people on two sites in London.</p>

Appendix V

Sections of the Act – Legislative Framework

Communications Act 2003 Section 27 Training and equality of opportunity

- (1) It shall be the duty of OFCOM to take all such steps as they consider appropriate for promoting the development of opportunities for the training and retraining of persons—
 - (a) for employment by persons providing television and radio services; and
 - (b) for work in connection with the provision of such services otherwise than as an employee.
- (2) It shall be the duty of OFCOM to take all such steps as they consider appropriate for promoting equality of opportunity in relation to both—
 - (a) employment by those providing television and radio services; and
 - (b) the training and retraining of persons for such employment.
- (3) It shall also be the duty of OFCOM, in relation to such employment, training and retraining, to take all such steps as they consider appropriate for promoting the equalisation of opportunities for disabled persons.
- (4) The reference in subsection (2) to equality of opportunity is a reference to equality of opportunity—
 - (a) between men and women; and
 - (b) between persons of different racial groups.
- (5) In this section—
 - “disabled” has the same meaning as in the Disability Discrimination Act 1995 (c. 50);
 - “racial group” has the same meaning as in the Race Relations Act 1976 (c. 74) or, in Northern Ireland, the Race Relations (Northern Ireland) Order 1997 (S.I. 1997/869 (N.I. 6)).
- (6) The Secretary of State may by order amend subsection (4) by adding any other form of equality of opportunity that he considers appropriate.
- (7) No order is to be made containing provision authorised by subsection (6) unless a draft of the order has been laid before Parliament and approved by a resolution of each House.

Communications Act 2003

Section 337 Promotion of Equal Opportunities And Training

- (1) The regulatory regime for every service to which this section applies includes the conditions that OFCOM consider appropriate for requiring the licence holder to make arrangements for promoting, in relation to employment with the licence holder, equality of opportunity-
 - (a) between men and women; and
 - (b) between persons of different racial groups.
- (2) That regime includes conditions requiring the licence holder to make arrangements for promoting, in relation to employment with the licence holder, the equalisation of opportunities for disabled people.
- (3) The regulatory regime for every service to which this section applies includes the conditions that OFCOM consider appropriate for requiring the licence holder to make arrangements for the training and retraining of persons whom he employs, in or in connection with-
 - (a) the provision of the licensed service; or
 - (b) the making of programmes to be included in that service.
- (4) The conditions imposed by virtue of subsections (1) to (3) must contain provision, in relation to the arrangements made in pursuance of those conditions, requiring the person providing the service in question-
 - (a) to take appropriate steps to make those affected by the arrangements aware of them (including such publication of the arrangements as may be required in accordance with the conditions);
 - (b) from time to time, to review the arrangements; and
 - (c) from time to time (and at least annually) to publish, in such manner as he considers appropriate, his observations on the current operation and effectiveness of the arrangements.
- (5) The conditions imposed by virtue of this section may include provision for treating obligations to make the arrangements mentioned in subsections (1) to (3), or to do anything mentioned in subsection (4), as discharged where a member of a group of companies to which the licence holder belongs-
 - (a) has made the required arrangements in relation to employment with the licence holder; or
 - (b) has done anything required by subsection (4) in relation to those arrangements.
- (6) This section applies to a service if-
 - (a) it is a service the provision of which is authorised by a Broadcasting Act licence; and
 - (b) the requirements of both subsections (7) and (8) are satisfied in the case of that service.
- (7) The requirements of this subsection are satisfied in the case of a service provided by a person if-
 - (a) that person employs, or is likely to employ, more than the threshold number of individuals in connection with the provision of licensed services; or
 - (b) the threshold number is exceeded by the aggregate number of individuals who are, or are likely to be, employed in that connection by members of a group of companies comprising that person and one or more other bodies corporate.

- (8) The requirements of this subsection are satisfied in the case of a service if the licence authorising the provision of that service authorises either that service or another service authorised by that licence to be provided on a number of days in any year which exceeds the threshold number of days (whether or not the service is in fact provided on those days).
- (9) In this section-
 “disabled” has the same meaning as in the Disability Discrimination Act 1995 (c. 50);
 “licensed service”, in relation to an employee or likely employee of a person, means a service the provision of which-
- (a) by that person, or
 - (b) by a body corporate which is a member of the same group of companies as that person, is authorised by a Broadcasting Act licence;
- “racial group” has the same meaning as in the Race Relations Act 1976 (c. 74) or, in Northern Ireland, the Race Relations (Northern Ireland) Order 1997 (S.I. 1997/869 (N.I. 6));
- “the threshold number” means-
- (a) in relation to individuals, twenty; and
 - (b) in relation to days, thirty-one.
- (10) For the purposes of this section a person is a member of a group of companies to which a person licensed to provide a service belongs if, and only if, both of them are bodies corporate and either-
- (a) one of them is controlled by the other; or
 - (b) both of them are controlled by the same person.
- (11) In subsection (10) “controlled” has the same meaning as in Part 1 of Schedule 2 to the 1990 Act.
- (12) The Secretary of State may, by order-
- (a) amend subsection (1) by adding any other form of equality of opportunity that he considers appropriate;
 - (b) amend the definition of “the threshold number” in subsection (9).
- (13) No order is to be made containing provision authorised by subsection (12) unless a draft of the order

Appendix VI

Acknowledgements

The following individuals were actively involved in the self-evaluation and validation process this year. The BTRSR would particularly like to thank the representatives from the Broadcasters for their time and effort.

The Self-evaluation and Validation Project Team

Name	Role	Organisation
John Atkins	Validation Team	John Atkins Consulting Ltd
Peter Block	Executive Director	BTRSR
Tricia Cann	Administrator	BTRSR
Karen Carlton	Independent Board Member	BTRSR
Belynda Cook	Database Manager	BTRSR
Mark Iliff	Consultant	Talespinner
Alan Mackenzie	Validation Team	Mackenzie Consulting Ltd
Mags Noble	Office Manager	BTRSR
Stephen Whittle	Chair	BTRSR

Learning & Development Reference Group

Name	Role	Organisation
Fiona Chesterton	Independent Consultant	
Tony Coe	Managing Director	Two Cats Can Ltd (Independent Production Company)
Catherine Godward	Research Manager	Skillset
David Hill	Independent Human Resources Management Consultant	Ward Hill Ltd
Leslie Kelly	Policy Associate	Ofcom
Nigel Paine	Consultant	nigelpaine.com
Keith Randle	Director of the Creative Industries Research and Consultancy Unit	University of Herfordshire Business School
Marcia Williams	Head of Diversity	UK Film Council

Report Prepared By

Peter Block with Fiona Chesterton and Belynda Cook
Part III, the Appendices compiled by Tricia Cann and Mags Noble

Appendix VII

Validation Team Lead

Consultant Biographies



John Atkins – John has been involved in education and training consultancy since 1989. He was a core member of the PricewaterhouseCoopers education consultancy team through the early nineties, and was then a Director of Education Advisory Services for KPMG. Since 2001, John has built up an independent education consultancy practice and as part of this has supported BTSR in its self-assessment reviews for three years. In addition to his work for BTSR, John maintains an interest in the funding of education and training from both public and private funds and has advised a number of Government bodies both in the UK and overseas as to the most effective use of resources to support both academic and employment-based learning.



Alan Mackenzie – Alan is an experienced adviser, researcher and consultant, having established his own consultancy practice in 1998 after successful leadership and management experience in the public, private, and not-for-profit sectors. He has been an Adviser to PricewaterhouseCoopers (PwC) since 2000 and has wide experience through contributing to PwC projects and through his own consultancy assignments including, for example: advising and guiding businesses to secure recognition as an Investor in People – focused on achieving business objectives through people – including initial diagnostic assessment; developing strategies to improve performance; identifying skills strengths, gaps and training needs, developing training plans, monitoring action and implementation, and evaluating the impact on performance.

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