



National Audit Office

Departmental Overview 2020-21

The BBC Group

October 2021

This overview summarises the work of the BBC Group including what it does, how much it costs, recent and planned changes and what to look out for across its main business areas and services.

We are the UK's independent public spending watchdog

What this guide is about

This guide summarises the key information and insights that can be gained from our examinations of the BBC.

The guide includes:

- ➔ how the BBC is structured and where it spends its money;
- ➔ how the BBC manages its money and its people;
- ➔ key developments within the BBC sector over the past year; and
- ➔ BBC's audiences, pupil learning programme and environmental sustainability.



This report updates our previous overview, Departmental Overview 2019-20: The BBC Group, published in October 2020.

How we have prepared this guide

The information in this guide draws on the findings and recommendations from our financial audit and value-for-money programme of work, and from publicly available sources, including the annual report and accounts of the Group and its bodies.

We have cited these sources throughout the guide to enable readers to seek further information if required. Where analysis has been taken directly from our value-for-money or other reports, details of our audit approach can be found in the Appendix of each report, including the evaluative criteria and the evidence base used.

Other analysis in the guide has been directly drawn from publicly available data and includes the relevant source as well as any appropriate notes to help the reader understand our analysis.

Other relevant publications

More information about our work on the BBC, as well as information about our other recent and upcoming reports can be found on the NAO website.



About the National Audit Office

The National Audit Office (NAO) is the UK's independent public spending watchdog. We scrutinise public spending for Parliament and are independent of government and the civil service. We help Parliament hold government to account and we use our insights to help people who manage and govern public bodies improve public services.

The Comptroller and Auditor General (C&AG), Gareth Davies, is an Officer of the House of Commons and leads the NAO. We audit the financial accounts of departments and other public bodies. We also examine and report on the value for money of how public money has been spent.

In 2020, the NAO's work led to a positive financial impact through reduced costs, improved service delivery, or other benefits to citizens, of £926 million.

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About the BBC

Public Purposes

The current Royal Charter, which began in 2017, sets out the BBC's five public purposes.

- 1** To provide impartial news and information to help people understand and engage with the world around them.
- 2** To support learning for people of all ages.
- 3** To show the most creative, highest quality and distinctive output and services.
- 4** To reflect, represent and serve the diverse communities of all of the United Kingdom's nations and regions and, in doing so, support the creative economy across the United Kingdom.
- 5** To reflect the United Kingdom, its culture and values to the world.

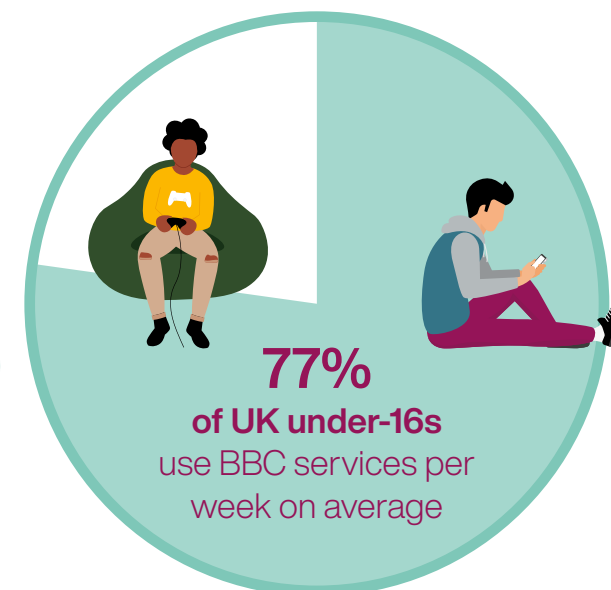
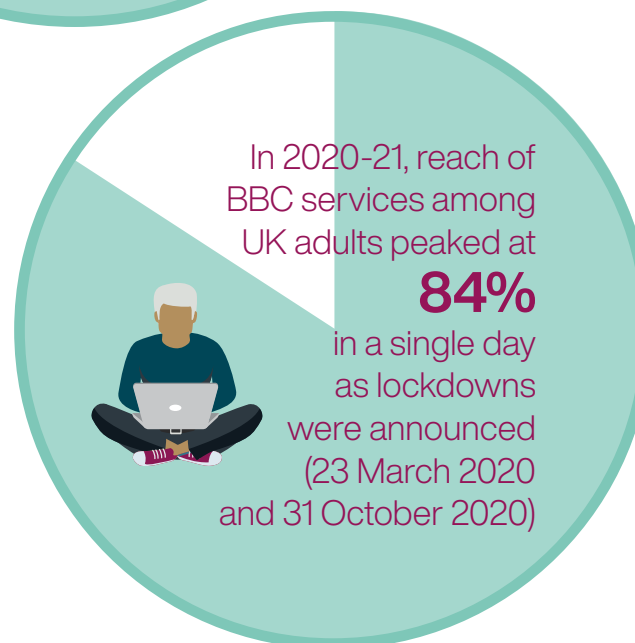
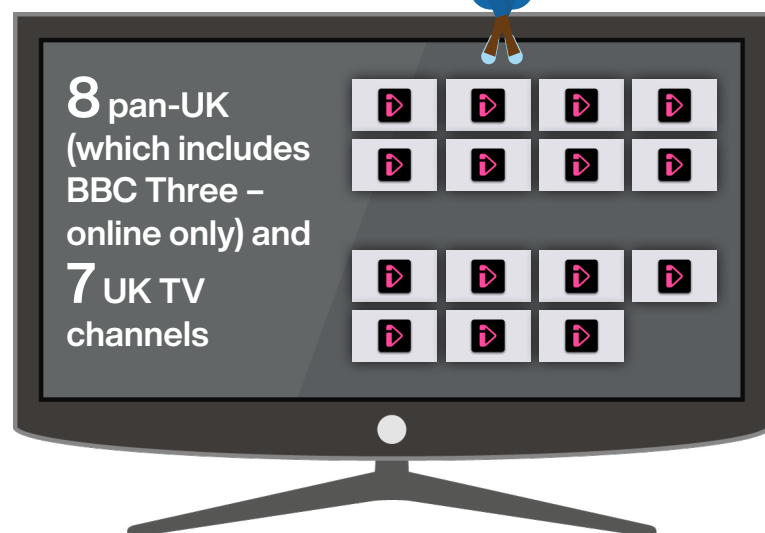
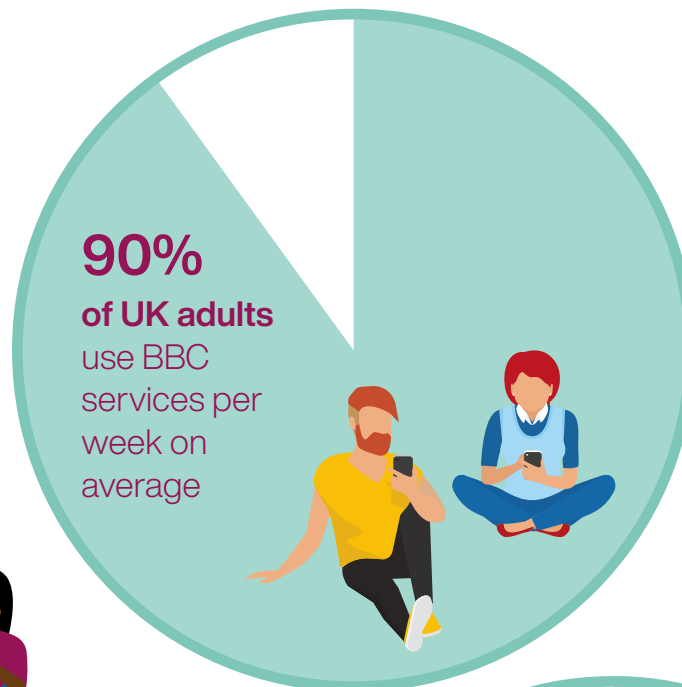
Royal Charter

- The current Charter began on 1 January 2017 and will end on 31 December 2027.
- The BBC's mission is to act in the public interest, serving all audiences through providing impartial, high-quality and distinctive output and services which inform, educate and entertain.
- Ofcom, the communications regulator, defines public service broadcasting as "the collective output of specified television services designed to meet purposes and objectives set by Parliament". Public service broadcasting is provided in the UK by the BBC, ITV, STV, Channel 4, S4C and Channel 5.
- Most of the BBC Group's activity is concentrated in the Public Service Broadcaster (PSB). Its principal funding comes from the television licence fee.
- The BBC is a public corporation sponsored by the Department for Digital, Culture, Media & Sport (DCMS).

Global reach

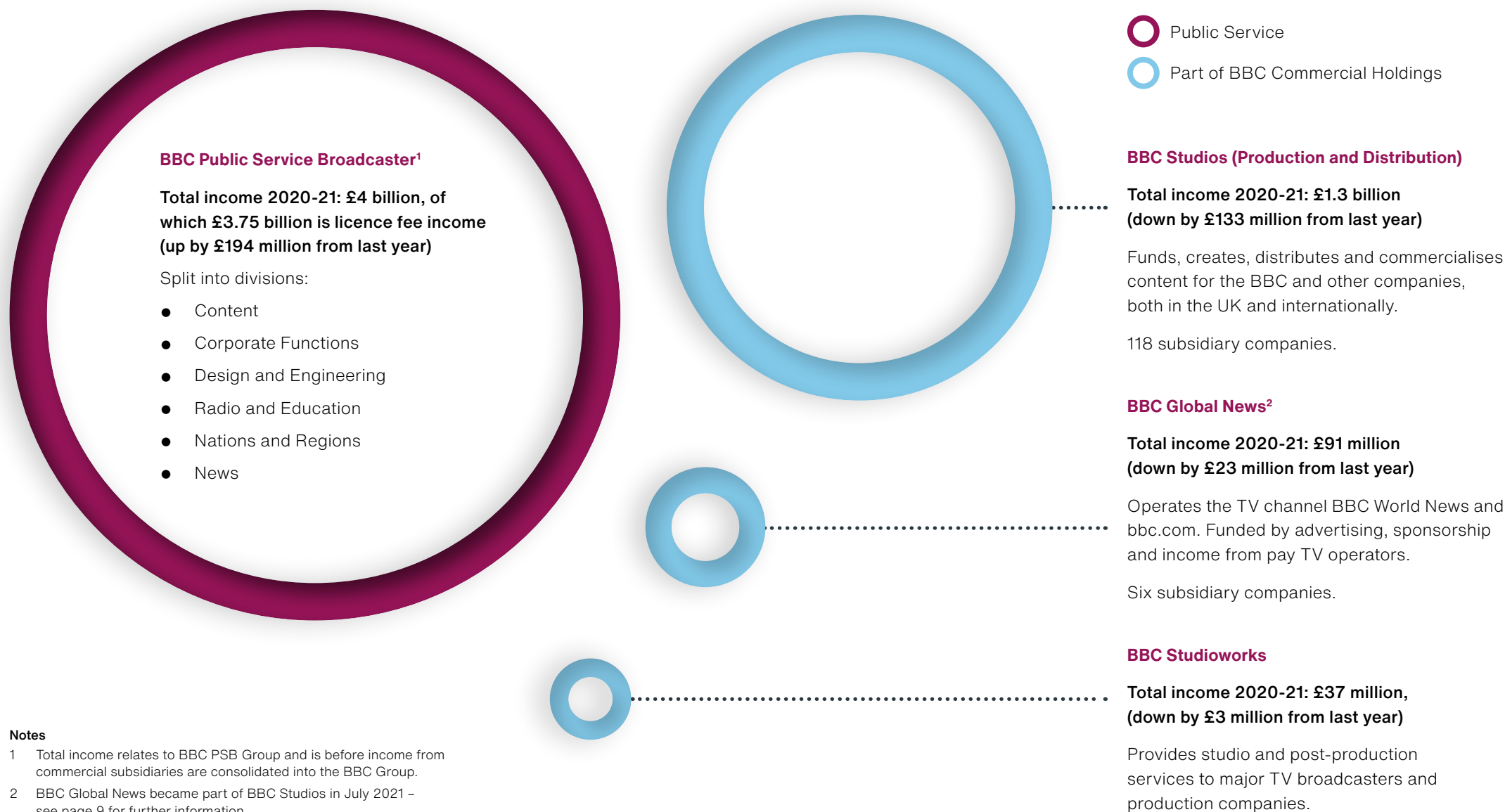
- The BBC Group also has a commercial arm, as the Royal Charter permits the BBC to undertake commercial activities, provided that: they fit with the BBC's mission and public purposes; are not funded through licence fee income; and aim to make a profit.
- BBC Commercial Holdings Ltd has three arms: BBC Studios, BBC Studioworks and BBC Global News. In April 2022 BBC Children's Production will join BBC Studios.

About the BBC continued



How the BBC is structured

The BBC Group comprises more than 100 separate entities. However, most activity is concentrated in the BBC Public Service Broadcaster and BBC Studios, BBC Global News and BBC Studioworks.



Notes

- 1 Total income relates to BBC PSB Group and is before income from commercial subsidiaries are consolidated into the BBC Group.
- 2 BBC Global News became part of BBC Studios in July 2021 – see page 9 for further information.

How the BBC spends its money

The BBC spent £3.8 billion on public service broadcasting in 2020-21.

The BBC spent £2,518 million directly on content

This was a reduction of £259 million on the previous year. The postponement of significant sporting events, such as the Olympics, Paralympics and Men's European Football Finals, to 2021, and the delays in programme production due to COVID-19 reduced the BBC's planned spend on TV content.

Television spending totalled £1,401 million

Most of the BBC's television spending in 2020-21 was on news and current affairs – £310 million, followed by film and drama – £289 million. The BBC spent the least on arts and music – £30 million.

Spending on the World Service was £302 million

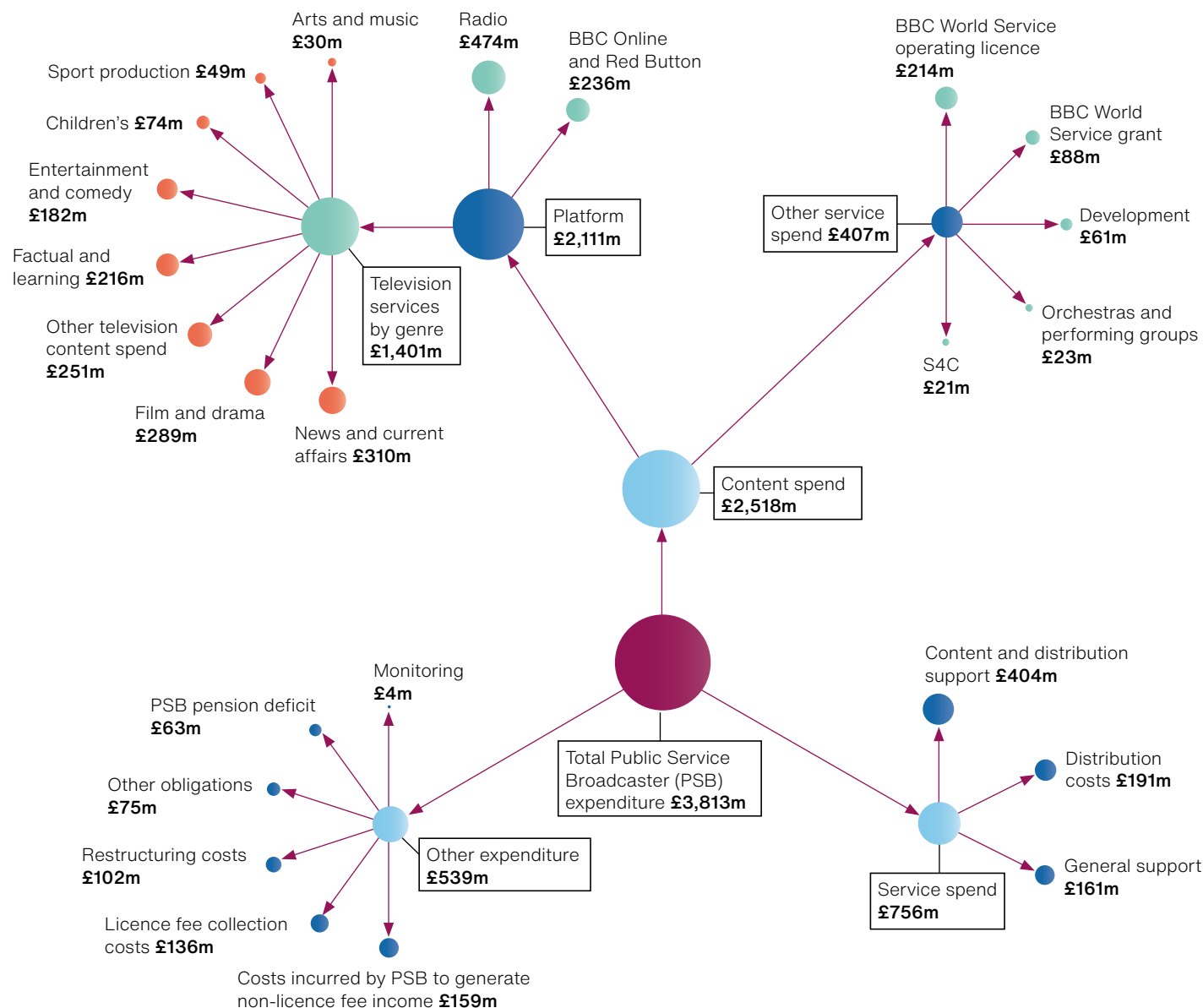
£88 million of this was funded by the Foreign, Commonwealth & Development Office.

Licence fee collection accounts for 3.6% of spending

The BBC spent £136 million on licence fee collection in 2020-21, an increase from £119 million the year before. In 2020-21, the BBC implemented a new scheme for the collection of licence fee revenue from over-75s. The BBC has introduced new systems and processes to collect revenue and issue television licences to over-75s.

£756 million was allocated to BBC services

Just over half of spending on the BBC's services was dedicated to supporting content and distribution (£404 million). The remainder was spent on distribution costs and general support.



Source: BBC's Annual Report and Accounts 2020-21

BBC licence fee income

More than 70% of the BBC's income comes from the licence fee, which increased by 6.5% in 2020-21 after falling in the two previous years.

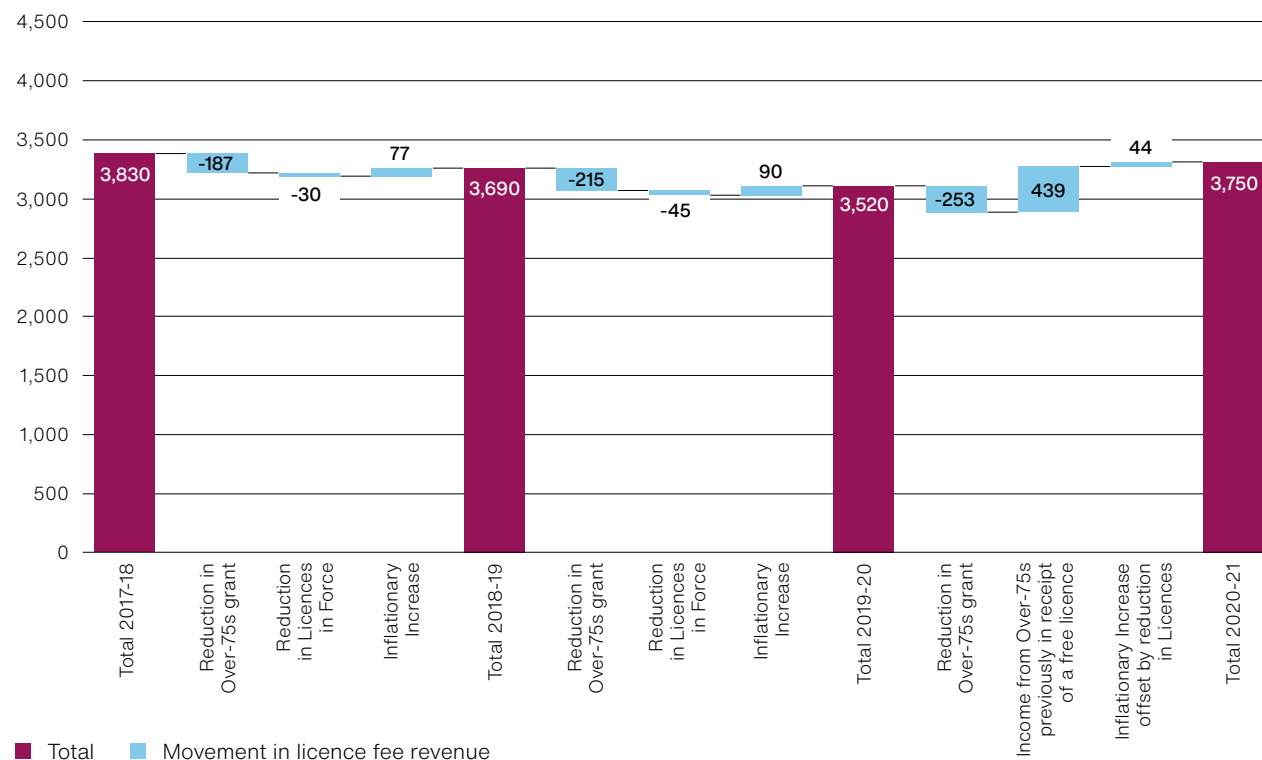
£3,750 million
licence fee
income

£230 million
from last year

Change in licence fee revenue over the past three years

The number of licences in force for under-75s has been declining each year

£ million



Source: National Audit Office analysis of the BBC's Annual Report and Accounts, 2020-21, 2019-20 and 2018-19. Impact of the new policy of charging over-75s in 2020-21 was taken from the Television Licence Fee Trust Statement report for 2020-21

Factors driving the increase in licence fee income since 2019-20 are:

- the BBC raised £186 million more licence income from those already aged 75 and over than the amount of reduced over-75s grant it received from the Department for Work & Pensions (DWP) in 2019-20. See below for further information on the change in policy for over-75s licences; and
- the annual licence fee increased with inflation from £154.50 to £157.50 (1.9%) in April 2020.

Factors offsetting this increase:

- Reduction of 180,000 in the number of paid-for licences issued in 2020-21, after excluding the 2.79 million sales of licences to those aged 75 and over as at 1 August 2020. This is in part due to a fall in the estimated number of households which require a TV licence as people, particularly younger people, switch to viewing content online via Subscription Video-on-Demand services and social media.
- Increase in TV licence evasion: in 2019-20, the BBC estimated an evasion rate of 6.95%, which was up by 0.26% from 6.69% in 2018-19.¹

From 1 April 2018, the grant funding the BBC received to cover the full cost of licences for over-75s from the DWP was phased, ending in 2019-20.

In August 2020, the BBC implemented its new policy of charging over-75s for their TV licences, other than for those in receipt of Pension Credit who were entitled to a free licence. This generated £439 million of income, which is more than the £253 million grant it received from DWP in 2019-20. However, the £439 million is still less than the grant of £656 million it received in 2017-18, the last year that DWP met the full costs of free licences to all over-75s.

Note

- 1 The BBC has been unable to estimate the level of evasion in 2020-21 with sufficient accuracy because COVID-19 has prevented collection of key data needed to make the calculations.

BBC commercial income

Nearly 30% of the BBC's income comes from commercial sources, but it is only through dividend payments and investment in programming that the BBC can access this commercial income.

Income at the BBC Commercial Holdings Group decreased by 12% this year.

Key commercial revenue streams in the Commercial Holdings Group:

- **Content and format sales – £358 million (decrease of 20% from last year)**

In each of the two previous years the BBC made significant content deals, one with Discovery, and the other with Warner, this increased income significantly in each of those years. This year no similar deals were made, which drives the reduction.

- **Production income – £432 million (decrease of 15% from last year)**

Production income in the BBC Studios Group has decreased by 11.5% from last year as productions were paused due to the COVID-19 pandemic. Similarly, production income in other commercial entities saw a decrease of 33%.

- **Advertising income – £215 million (decrease of 9%) and subscription fees – £259 million (increase of 1.6%)**

Income from these revenue streams is generated by BBC Studios Group through the income generated by its subsidiary, UKTV and BBC Global News. The pandemic created a significant decline in the UK and global advertising markets and most of the decrease in advertising income is due to Global News.

**£1,314 million
commercial
and other
income in
BBC Group**



**£109 million
from last year**

**£73 million
dividend
payment to
BBC Group**



**£70 million
from last year**

Commercial performance

BBC Studios EBITDA

£151 million

2019-20 £181 million

BBC Global News LBITDA

–£9 million

2019-20 £2 million

BBC Studioworks EBITDA

£6 million

2019-20 £8 million

EBITDA or LBITDA (Earnings/losses before interest, tax, depreciation and amortisation) is used by BBC's management to measure financial performance and compare profitability year-on-year.

With the exception of BBC Global News, the commercial subsidiaries reported an EBITDA return despite COVID-19

Overall, the BBC Commercial Holdings Group reported an EBITDA of £144 million, a £45 million decrease from last year. Key results from its subsidiaries are:

- BBC Studios experienced significant downtime in production due to COVID-19 and incurred additional costs once filming resumed. However, it delivered an EBITDA return of £151 million by managing its cash flow carefully and reducing investment in content. Returns from content and format sales were also impacted as it did not enter into significant content deals.
- BBC Global News has reported an LBITDA of £9 million following five successive years of profitability. Advertising income was particularly affected due to the shutdown of the travel and tourism industry. Its distribution income was also affected with geopolitical pressures in China and the Middle East impacting both areas of the business and resulting in the withdrawal of BBC World News in China.
- BBC Studioworks provides studio facilities and post-production services to both the BBC and third parties. It reported an EBITDA of £6 million despite the pause in productions affecting the utilisation of its studio spaces in the first half of the year.

Part One

Financial management

The Comptroller & Auditor General (C&AG) issued unqualified true and fair and regularity audit opinions on the BBC Group accounts in 2020-21.

The C&AG also issued unqualified true and fair opinions on the commercial subsidiary accounts in 2020-21.

The C&AG's regularity opinion relates to whether transactions in the accounts accord with the BBC's framework of authorities: the Royal Charter, the Framework Agreement and other agreements entered with government ministers.

This year's regularity opinion was not qualified, in line with last year's results.

The BBC moved from a net deficit to a net surplus position in 2020-21, but is forecasting a deficit of £289 million next year.

The BBC has moved from a £119 million deficit in 2019-20 to a surplus of £227 million in 2020-21, while overall revenue of £5,064 million increased by £121 million since 2019-20.

Operating costs have decreased by £294 million due to a decrease in spend arising from COVID-19 disrupting production activity and deferred major sports events. However, the BBC also experienced a fall in the total commercial and other income of £109 million in line with the disruptions caused by the pandemic on production and advertising markets.

Overall, licence fee income increased by £230 million due to the new policy relating to over-75s and inflationary increase in the cost of a TV licence.

Cost pressures have been partially offset by savings made by the BBC. The BBC reported that it made £272 million of savings in 2020-21.

However, the BBC is forecasting a deficit of £289 million for 2021-22, mainly due to content investment and the cost of sports rights deferred from 2020-21 as a result of COVID-19 disruption in the prior year now requiring payment. The BBC also anticipates that licence fee income will reduce to £3,736 million in the next year, as it anticipates that fewer households will need a TV licence and that there will be an increase in the TV licence evasion rate.

The BBC will also continue to incur costs in relation to its pension scheme as it seeks to reduce its pension funding shortfall of £1,138 million. It has committed to making additional contributions totalling £764 million by 2028. The BBC's payments to its pension scheme in 2021-22 will be £47 million, increasing to £75 million in 2022-23.

**£5,064 million
total income**



**£121 million from
last year**

**£3,750 million
licence fee
income**



**£230 million
from last year**

**£1,314 million
commercial and
other income**



**£109 million
from last year**

**£4,799 million
operating costs**
(the cost of running the BBC)



**£294 million
from last year**

**£227 million
net surplus**

(all the BBC's income less
all its costs)



**£346 million
from last year**

Financial management continued

In January 2021, we reported on the [BBC's strategic financial management](#), we found:

The BBC is the UK's main public service broadcaster, but in common with live TV overall faces a significant fall in audience share

The BBC is primarily funded by households paying the television licence fee, receiving **£3.52 billion** in 2019-20, a decline of 8% since 2017-18.

Only **half** of 16-34- year-olds watch BBC TV on a weekly basis. In 2019, the BBC lost its place as the media provider 6- to 15-year-olds spend most time with.

There was a **30%** decline in BBC TV viewing between 2010 and 2019 as viewing options have increased. Research has found that people are less likely to pay the licence fee if they do not view licensable content.

The BBC responded to these challenges through efficiency savings and exploiting commercial opportunities

A **23%** fall in cash reserves since 2017-18 following planned use.

£1 billion annual savings planned by 2021-22. Planned savings include redundancies.

Commercial partnerships have boosted every £1 of licence fee money spent to £1.30 of value.

However, the BBC has not always accurately estimated its **project costs**, although in 2020 it sought to strengthen the governance of critical projects.

The BBC faced a number of emerging financial uncertainties as it headed into 2021-22 and beyond

Licence fee negotiation with government on the level of the licence fee after 2022.

Uncertainty on licence fee take-up by **over-75s**. As the new policy had not yet been in place for a full year, it was unclear how much it would eventually raise.

The **COVID-19** pandemic has weakened the BBC's financial position – in April 2020, it estimated that it would need to make additional annual savings of £125 million to offset losses from this.

BBC also faces a number of **pre-existing commitments** which constrain its flexibility, such as funding S4C, the Welsh language channel.

NAO conclusion: good progress on savings but further financial planning required

The BBC faces significant financial challenges as it embarks upon licence fee negotiations and its mid-term Charter review. It has made significant cost savings and has identified the need for more with licence fee income under pressure.

As decisions about the licence fee are made, the BBC needs to develop a clear financial plan for the future setting out where it will invest and how it will continue to make savings. Without such a plan, it will be difficult for the BBC to effectively implement its new strategic priorities.

Part Two

Staff and pay

The number of BBC staff decreased slightly in 2020-21

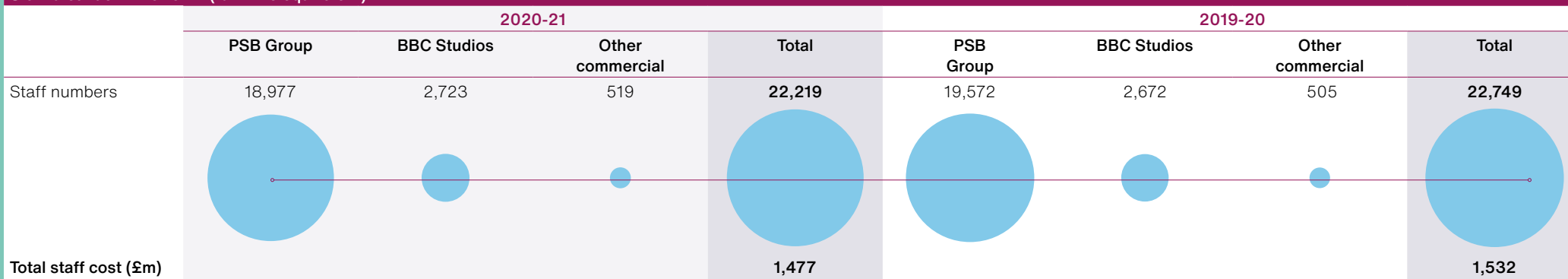
Trends in staff and pay

- The number of full-time equivalent staff decreased by 2.3% in 2020-21.
- Staff costs decreased in line with this, by 3.6% in 2020-21.
- Headcount of senior leaders in the BBC Public Service Broadcaster reduced from 253 to 241 (a 4.7% reduction).

The BBC is planning for a smaller, more efficient organisation

In May 2020, the BBC launched a voluntary redundancy programme, aimed at both easing the financial pressure on the BBC caused by the COVID-19 pandemic and also as part of its transformation process to create a leaner organisation.

Staff breakdown 2020-21 (full-time equivalent)



Pay multiples 2020-21

	2020-21	Changes from 2019-20
Director General median earnings (£000)	450	0%
Pan-BBC median earnings (£000)	45.9	1.0%

Top 5 on-air talents

	2020-21 pay (£000)	2019-20 pay (£000)
Gary Lineker	1,360–1,365	1,750–1,755
Zoe Ball	1,130–1,135	1,360–1,365
Steve Wright	465–470	475–480
Huw Edwards	425–430	465–470
Fiona Bruce	405–410	450–455

Note

1 The BBC refers to presenters such as Gary Lineker as “on-air talent”.

Source: National Audit Office analysis of the BBC’s Annual Report and Accounts 2020-21

Trends in on-air talents

The number of individuals in on-air roles earning more than £150,000 reduced from 76 to 71, resulting in a 10% decrease in total spend in 2020-21.

The top five on-air talents accepted a pay cut, with the pay of the highest earner, Gary Lineker, decreasing by 22%.

2 out of 5



of the top five on-air talents are women, with women also making up half of the top 10 earners more than £150,000 (including senior executives and corporate functions).

Staff and pay continued

The BBC publishes information on its gender, ethnicity, disability, sexual orientation and part-time staff pay gaps.

The BBC has narrowed its gender pay gap but has not achieved its ambition

The median **gender** pay gap was

5.2%

in 2020-21, compared with 6.2% last year, against a target to close the pay gap to within 3% by 2020.

The BBC's median gender pay gap is significantly lower than the national median gap of 15.5%.

The BBC has performed well in its ethnicity and part-time staff diversity measures

The median **ethnicity** pay gap was

0%

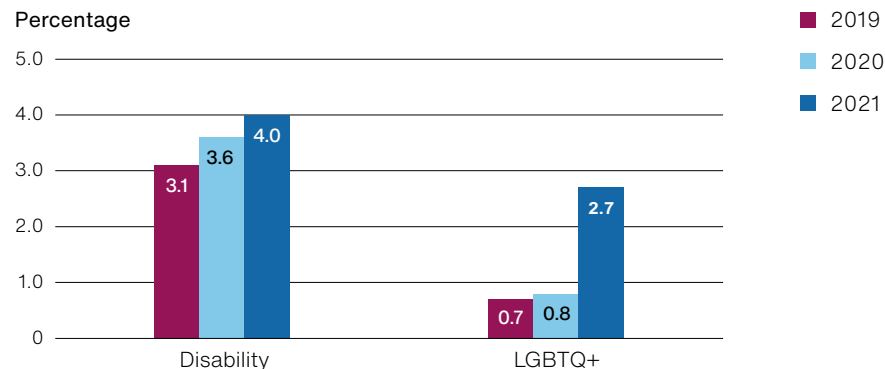
in 2020-21, compared with **-0.3%** last year.

The median pay gap for **part-time staff** has reduced to

1.6%

in 2020-21, compared with **2.6%** last year.

But the median disability and LGBTQ+ pay gap has increased over the years



The BBC's fourth public purpose, is to reflect, represent and serve the diverse communities of all of the United Kingdom's nations and regions, and support the creative economy.

Overall, the BBC's performance on its targets for diversity in its workforce is mixed. There have been marginal improvements against gender and BAME measures compared with 2019-20, while performance on the disability and LGBTQ+ measures has marginally decreased.

Percentage of all staff and leadership in the workforce by diversity

Measure	Unit	2020-21 results (%)	2020 target ¹ (%)	2021 – beyond target (%)
Gender	All staff	48.6	50	50
	Leadership	46.1		
BAME	All staff	15.9	15	20
	Leadership	12.6		
Disability	All staff	9	8	12
	Leadership	8.2		

Note

¹ The BBC's Diversity & Inclusion Strategy 2016–2020 concluded in December 2020.

Source: BBC Group Annual Report and Accounts 2020-21



The BBC's has published its Diversity and Inclusion Plan for the next three years

The new strategy sets out the BBC's ambition to create a 50:20:12 BBC within the next five years – a gender-balanced organisation with 20% BAME and 12% disabled staff across the workforce, including leadership roles. It also commits to increasing LGBTQ+ staff and staff from diverse socio-economic backgrounds.

Key developments

The BBC's annual report sets out several developments for the BBC this year, including its strategic direction for the next few years.

The BBC has a new Director-General and Chairman

In September 2020, Tim Davie was appointed the new Director-General. Richard Sharp was appointed the new Chairman, taking post in February 2021.

The BBC published its blueprint of major transformation plans for the next six years, Across the UK

In March 2021, the BBC set out its plans for transforming itself and shifting its creative and journalistic centres away from London to a more distributed model across the UK's nations and regions. The aim is for the BBC to get closer to audiences, improving representation on and off screen, create jobs and investment, and develop and nurture new talent.

The BBC plans to spend at least an extra £700 million outside of London by 2027-28. 60% of TV production will be commissioned from outside London and the South East, a rise of 10%, and 50% of radio commissions, another rise of 10%.

There is more information on this on [page 12](#).

The BBC has set out plans to increase its commercial income

BBC Studios has a five-year returns target of £1.2 billion and is on track to achieve this by the end of 2021-22. The BBC has announced a higher target of £1.5 billion for the five years from 2022-23.

In addition, the BBC is undertaking several new initiatives:

- Bringing the BBC's international commercial activities under a single leadership. BBC.com, previously operated by BBC Global News, will be transferred to BBC Studios in July 2021. Editorial responsibility for BBC World News moved to the BBC Public Service Broadcaster.
- Launch of BBC Select in America and Canada in February 2021, offering UK factual programming via a subscription streaming video channel.
- Transferring BBC Children's Productions and BBC Three's in-house production to BBC Studios in April 2022.
- Launching Britbox in South Africa in the second half of 2021.

Lord Dyson's investigation into the 1995 *Panorama* interview with Princess Diana

Lord Dyson concluded that the "BBC fell short of high standards of integrity and transparency", highlighting the BBC's failings in upholding its editorial standards at the time. In response, the BBC Board has commissioned a review of the BBC's editorial practices and procedures, including the robustness and independence of its whistleblowing processes in editorial areas.

Mid-term licence fee settlement

Licence fee funding arrangements for the BBC are settled until 31 March 2022. Arrangements beyond that date have yet to be determined by the Secretary of state for DCMS, and are currently being negotiated between the BBC and DCMS. These negotiations will set the level of licence fee until at least 2026-27.

During 2022, DCMS will also conduct a mid-term review of the BBC's Charter, focusing on its governance and regulatory arrangements.

Part Three

The BBC's audiences in 2020-21

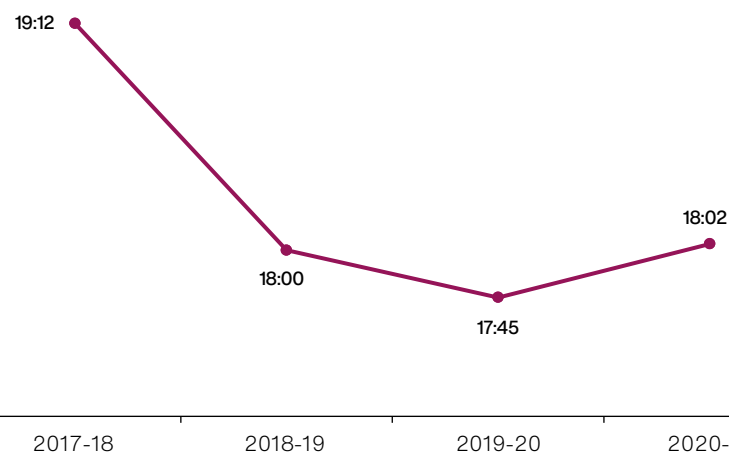
COVID-19 had a positive impact on the amount of time that people spent using the BBC in 2020-21

In 2020-21, 49% of UK news consumers said they would most likely turn to the BBC for news they trust the most – the next nearest were ITV and Sky News on 7% each. More than 400 million people used it globally.

The average weekly time spent with the BBC overall is up compared with 2019-20, returning to the levels seen in 2018-19.

The BBC remains the most used brand in the UK for media.

Average weekly time spent by UK adults with the BBC (hh:mm)
COVID-19 impacted positively upon the weekly user time per head (hh:mm)



Source: National Audit Office analysis of the BBC's Annual Report and Accounts, 2020-21, 2019-20, 2018-19 and 2017-18

BBC iPlayer usage increased significantly in 2020-21



The number of requests to stream programmes over iPlayer in 2020-21 was

6.1 billion

up by 28% from 2019-20.

BBC iPlayer experienced several record breaking days during the pandemic, with the day the Prime Minister announced the roadmap out of the first lockdown having

24.1 million

programme requests in a day (20 million for the announcement of the first lockdown).

iPlayer then saw its biggest quarter ever in January–March 2021 with the release of new titles such as *The Serpent* and *Bloodlands*.

8/10

Weekly users' rating of BBC iPlayer.

Use of BBC services by younger audiences



The amount of time spent by 16–34- year-olds using BBC TV/iPlayer, radio or online per week stayed broadly the same, at an average of

7h:27m

compared with 7h:30m last year.

80%

of 16–34- year-olds used the BBC weekly compared with 81% last year. However, the average use in under-16s is slightly lower at

77%

compared with 81% in the last two years. The average time under-16s spent using BBC services was five hours a week, which is back to 2018-19 levels following the slight decrease to 4h:55m last year.

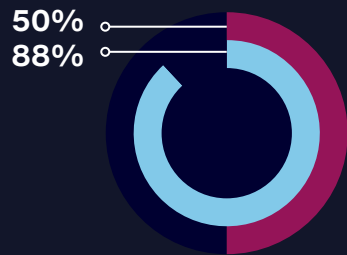
The average weekly accounts signing in to iPlayer has increased in under-35s by 10% and overall the total number has grown by 18% compared with last year.

The BBC is aiming to become more representative of the UK as a whole

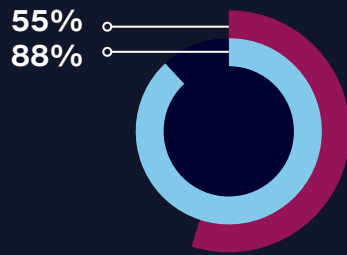
The proportion of people who think that the BBC reflects people like them varies between the different home nations of the United Kingdom

● Reflects people like them ● Average weekly reach

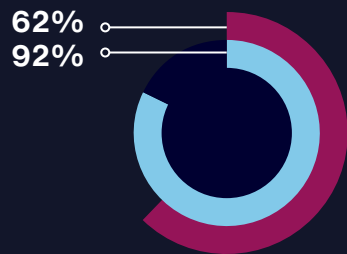
Northern Ireland



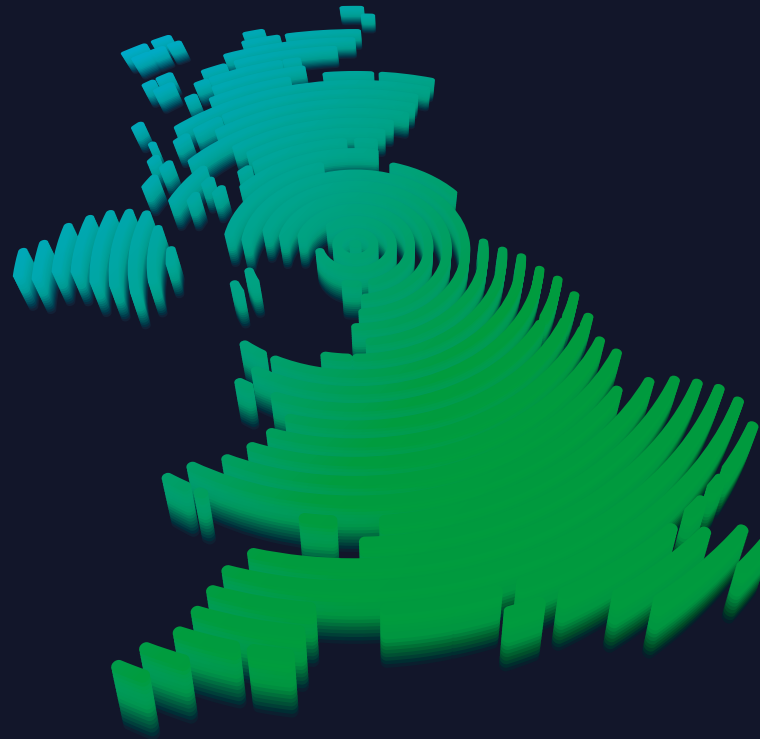
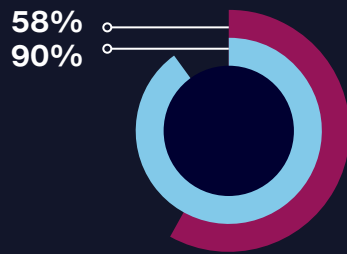
Scotland



Wales



England



Notes

- 1 Representation– Percentage of adults who think the BBC is effective at reflecting people like them.
- 2 Usage – Percentage of adults who use BBC TV/iPlayer, radio or online on average per week.
- 3 Reflects people like them score is from survey question asking respondents to rate effectiveness of the BBC at 'reflecting people like me'. Answer options cover effective/neutral/ineffective. The percentage shown is the proportion of people who answered effective.

The BBC is aiming to become more representative of the UK as a whole continued

In March 2021 the BBC set out in *Across the UK* why it considers it necessary to be more representative of the UK

Key points:

- in response to an increasing amount of non-UK content in the UK media market, the BBC wants to represent the UK's nations and regions better;
- the BBC considers many of its current editorial and creative choices to be rooted in London, leaving other parts of the UK under-represented; and
- the pandemic highlighted the importance of local information, with the BBC seeing uplifts in audiences for regional and nations news coverage.

The BBC plans to improve its representation in each of the UK's nations

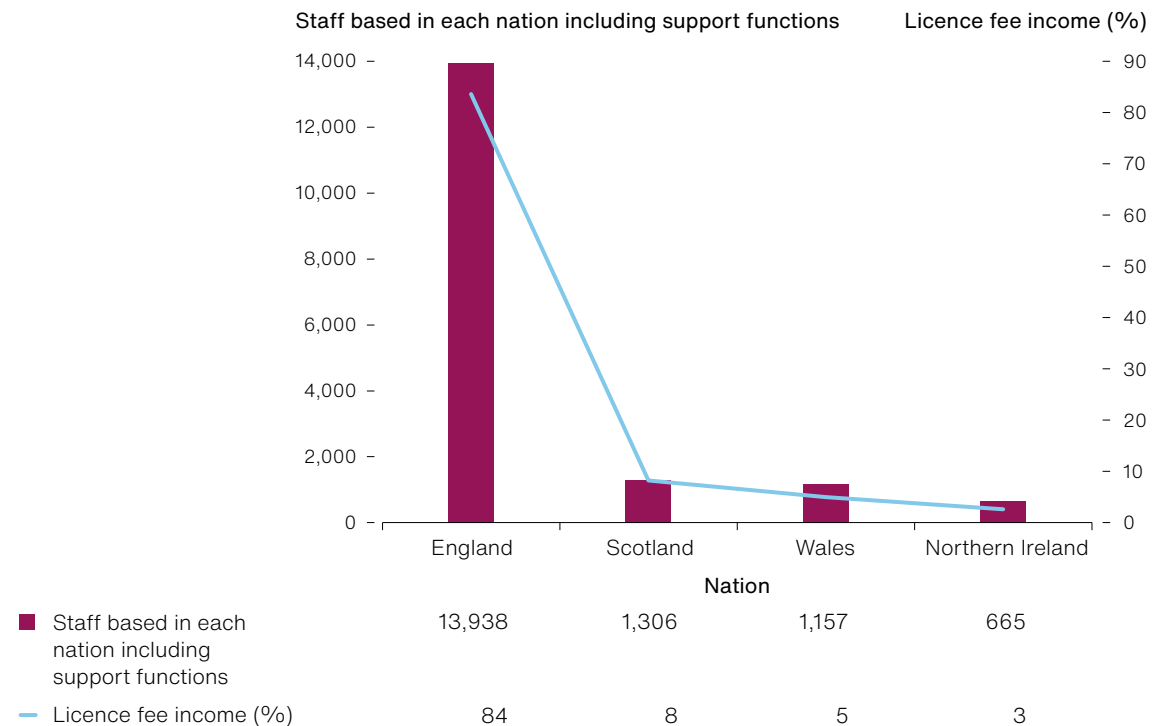
The plan includes:

- an extra £700 million of spending outside London by 2027-28;
- 60% of TV production will be commissioned from outside London and the South East, a rise of 10%, and 50% of radio commissions, another rise of 10%;
- significant investment in local reporting, including making local content available online; and
- reduction in the number of properties in London and expansion of hubs and centres across more nations and regions.

Currently, the spread of BBC staff is proportionate to the licence fee income each nation generates. Under its *Across the UK* plan, the BBC intends to shift some of its people and decision-making across the UK.

Average staff headcount and licence fee income generated in each nation

Most staff are located in England where 83% of licence fee income is generated



Source: National Audit Office analysis of the BBC's Annual Report and Accounts, 2020-21

The BBC is focused on delivering value for all audiences

In February 2021, the BBC announced its new 'Value for Audiences' strategy, consisting of:

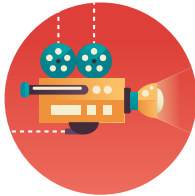
01



Renewing our commitment to impartiality

The BBC is the UK's most trusted news provider. However, its research shows too many people perceive the BBC to be shaped by a particular perspective. The BBC recognise that many feel it does not get the world from their point of view.

02



Focusing on unique, high-impact content

Work harder than ever to generate the maximum 'bang' for limited 'bucks'. Stop duplication and identify where the BBC can focus its funds in order to deliver most audience value.

03



Extracting more value from online

Coming to the BBC online should be a world-class experience. The BBC has introduced new initiatives to capitalise on the opportunities offered by this new marketplace including, most recently, BBC Sounds and improvements to the iPlayer service. The BBC's online offer needs to be joined up across everything it does. It needs to feel indispensable.

04



Building our commercial income

In an increasingly global market, the BBC needs to secure the investment and the partners to make the best programmes possible. Grow commercial returns by 30% to a new target of £1.5 billion in the five years from 2022-23 in order to ensure the BBC maximises financial value for licence fee payers.

05



Creating a modern, highly efficient BBC

Making the BBC smaller, less bureaucratic, more agile and more representative of the country it serves. A BBC where everyone who works there feels included, valued and understands the behaviours it expects of them.

The BBC has supported pupil learning

The BBC launched the most significant educational offer in its history and provided curriculum-based learning, even to those with no internet in 2020

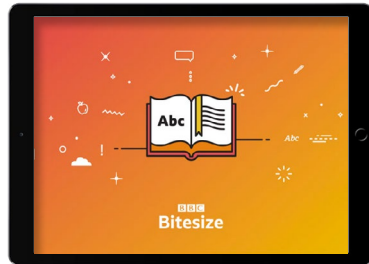
The BBC expanded its education services to include Lockdown Learning and Bitesize

Lockdown Learning launched in January 2021 and in its first week it attracted 971,000 requests to watch Lockdown Learning iPlayer and

5.8 million

unique browsers online to BBC Bitesize.

The BBC was aware that some students would not have regular access to the internet and supported them by offering



5 hours

of Lockdown Learning every weekday across CBBC and BBC Two.

67% of primary pupils used Bitesize in 2021, a large increase from the previous years when levels were in the range of 38% to 45% between 2016-17 and 2019-20.

Secondary school pupil usage increased to 77% – however, it has not met historic levels of 80% in 2016-17.

Future plans for Bitesize to maintain usage levels

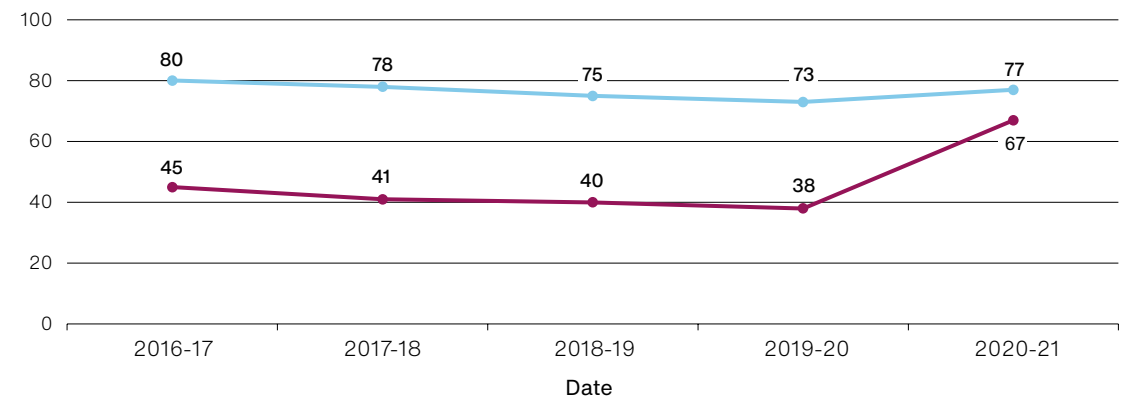
The BBC plans to launch a new suite of Key Stage 3 (secondary school years 7-9) learning in September 2021.

Later in 2021-22 the BBC will launch a refreshed primary school service that extends to reception-aged children in England, mirroring services in Scotland and Wales.

Usage of BBC Bitesize in primary and secondary pupils

Bitesize usage in primary school pupils has increased significantly from 2019-20, usage in secondary schools also increased in 2020-21

Percentage



— Primary pupils — Secondary pupils

Source: National Audit Office analysis of the BBC's Annual Report and Accounts, 2020-21

BBC Bitesize perception

● Primary teachers ● Secondary teachers

78%

69%

would recommend Bitesize to parents, more than any other educational site.

84%

of secondary teachers said Bitesize was also the site they would be most likely to recommend to secondary students.

Note

Scores are for summer 2020.

Environmental sustainability

The BBC recognises it has a dual role in addressing its own environmental impacts as well as enhancing audiences' understanding of climate change.

Greener Broadcasting BBC targets and measures	Targets by 2022 (baseline 2015-16)	Progress 2020-21 vs 2015-16
CO ₂ e	Reduce 24%	Reduced by 79%
Energy	Reduce 10%	Reduced by 1%
Waste	Reduce 10%	Reduced by 56%
	Recycle 75%	Recycled 41%
	Zero waste to landfill	Waste to landfill 6%
	No single use plastic (SUP)	Use of certain SUP has continued due to COVID-19
Programmes	100% Albert calculation	93%
	25% output Albert-certified	48%

Note

- 1 Albert is a sustainability project aiming to encourage the screen industries to reduce their waste and carbon footprint. The calculator allows a production to calculate its carbon footprint. Productions can then choose to go through the certification process, where they implement sustainable production techniques to reduce carbon emissions where possible, and offsets where it is not.



BBC has made further commitments to respond to climate change

The BBC plans to align its sustainability governance and reporting against the Task Force on Climate-related Financial Disclosures framework. As a result of this, the BBC is reviewing how it can respond to climate-related risks and opportunities. The BBC is also developing its Net Zero strategy to meet its ambition to become Net Zero by 2030.

1. Reducing its own environmental impact

COVID-19 had variable impacts on the BBC's progress against its Greener Broadcasting targets.

Like all organisations across the world, COVID-19 has impacted the way the BBC operated last year. The BBC exceeded its target in reducing carbon emissions due to reduced production, and remote working arrangements resulting in less business travel.

But additional health and safety measures for key staff have negatively impacted on the BBC's progress in meeting its targets to reduce waste. The BBC reported a reduction in recycling rates and use of certain single use plastic continued in the year.

The BBC made good progress against its target for Albert certification with 93% of its production operations reducing their carbon emission. Certification is awarded to a production's efforts to reduce its carbon footprint and are given a one-, two- or three-star rating.

2. Informing its audiences and promoting positive action

The BBC plans to make climate change a major focus in the build-up to COP26.

This includes programmes such as BBC One's *I am Greta* and Radio 4's *39 Ways to Save the Planet*. In addition, the World Service's *Life at 50 Degrees C* will tell the stories of people around the world living in extreme climate conditions and the challenges they face. *The Climate Question* will continue to report on the scientific, political, business and societal changes around the globe as we move towards a carbon-zero 21st century.