

A **BMRB** report for:

BBC Trust

Opinion Former Attitudes to the Purpose Remits

Final Report

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1 Background & Objectives

The BBC's core mission is to inform, educate and entertain, as is clear from the following statement of the BBC's Purpose:

"The BBC exists to enrich people's lives with great programmes and services that inform, educate and entertain. Its vision is to be the most creative, trusted organisation in the world."

Source: www.bbc.co.uk/info/purpose/

Under the new Royal Charter, a new system of governance has been implemented. The BBC is now governed by the BBC Trust, which sets the strategic direction of the BBC and has a clear duty to represent the interests of licence fee payers. The Trust sets Purpose Remits, issues Service Licences and holds the Executive Board to account for its performance in delivering BBC services.

Stemming from the Charter Review process, the key 'Building Public Value' document published by the BBC in 2004, and the new Agreement between the BBC and DCMS published in July 2006, six distinctive public Purposes have been defined for the BBC. These are:

- Sustaining citizenship and civil society
- Promoting education and learning
- Stimulating creativity and cultural excellence
- Representing the UK, its nations, regions and communities
- Bringing the world to the UK and the UK to the world
- Leading digital switchover and encouraging emerging communications technologies

For each of these Purposes, the Trust has published a Purpose Remit, setting out high level, pan-BBC priorities for the BBC in delivering the Purposes and how success will be measured. Copies of these documents can be found in the appendix.

In accordance with the commitment given in the BBC's 2006 annual report, the Trust is currently engaged in a public consultation process for the Purpose Remits. This has a number of strands: open consultation, consultation with the BBC Audience Councils and research, including a major quantitative survey of licence fee payers undertaken by BMRB.

In order to complement the survey among licence fee payers, the Trust has identified a need for further research to elicit the views of 'opinion leaders'. It

defined opinion leaders as those who have a particular interest or an informed opinion in a certain field or subject area, relating either to specific Purposes or to the BBC in general.

The Trust's stated **objectives** for the research among opinion leaders are to understand the following:

- **Importance** – how important are the suggested priorities?
- **Performance** – how well is the BBC currently delivering them?
- **Enhancement** – are these the right priorities? Are there any other priorities that should also be included?

Additional objectives are:

- To explore the extent to which the Purpose Remits are understood by the target audience
- To identify how the interpretation of the remits varies from one individual to another (in the context of their specific area of specialism/operational role).
- To determine how, if at all, the communication of the remits could be improved or facilitated.

2 Method

A **qualitative** research approach was used to achieve the objectives listed previously. Specifically **30 depth interviews were** conducted. Two were face-to-face interviews and 28 were telephone depth interviews.

2.1 Recruitment

Recruitment approach:

1. BBC Trust supplied BMRB with approximately 60 copies of a 'generic' introduction letter. This letter advised sampled individuals that BBC Trust has commissioned BMRB to undertake the research project
2. BMRB mailed the BBC letter with a personalised covering letter from BMRB and enclosing information about the BBC Purpose Remits and Priorities (mail-out 27 March and 23 April).
3. BMRB then telephoned the contacts to schedule interviews

No financial incentive offered. Instead, respondents were offered a summary of the results of the public consultation.

2.2 Interviews

The discussion guide was developed for use either face-to-face or via telephone, a copy of which is provided in the appendix of this report.

Interviews lasted on average approximately 30 minutes, ranging from 15 minutes to just under one hour. Some respondents were asked for their input on several Purpose Remits whilst others only commented on one. The number of Purpose Remits covered was dependent on time and willingness.

All interviews were tape recorded, with the respondents' consent.

The fieldwork took place from Wednesday, April 4th to Wednesday, May 2nd, 2007.

3 Sample

The sample of individuals to approach with a request for an interview was drawn up independently by BMRB. Individuals were selected on the basis that they had relevant experience and interests in fields relating to the BBC's Purposes.

3.1 Response

The response rate was 49%. The response details are as follows:

- BMRB drew up a sample list of 61 names
- 30 interviews completed
- 7 declined
- 3 uncontactable
- 9 were awaiting a response the when full sample was reached
- 12 non response after 3+ attempts

3.2 Profile

The sample consisted of the following groups:

Commercial Companies	6
Charities/Not for profit organisation (NFP) – Non educational related	11
Charities/Not for profit organisations (NFP) – Educational related	6
Academics/Staff at Educational Institutions	7

The table below shows how many of the Purpose Remits were reviewed by respondents in each category.

	Citizen-ship	Promoting education	Stimulating creativity	Representing the UK	Bringing the world	Communi-cations
Commercial	2	1	4			3
NFP – non educational	3	1	4	3	3	3
NFP educational		4		2	1	
Academic	2		2	3	2	2

4 Executive Summary

Overall reactions to the Purpose Remits

Overall the Purpose Remits, reviewed in this research, were received favourably. The Remits were seen as broad and ambitious, but not in an unachievable way. Criticism tended to focus on the way the Remits were expressed (predominantly by those in an Academic profession) or in the minor elements that were considered to be missing from the priorities, or in the focus that was placed on some of the priorities.

All respondents agreed that it was critical for the Purpose Remits to have been written, as a means to monitor the BBC's performance. Furthermore, no one who reviewed each of the Remits advised on removing even one of the priorities within them. The exercise was also seen as beneficial in communicating to the licence fee payer exactly what the BBC's goals are. The main perceived drawback was that these goals could become the focus to the detriment of everything else, similar to what is perceived to have happened within the NHS.

Reactions to the individual Purpose Remits

The Purpose Remits that prompted the biggest positive reaction were *Sustaining Citizenship And Civil Society* and *Stimulating Creativity And Cultural Excellence*. Both were seen as exactly what the BBC should be doing. However *Sustaining Citizenship* consistently came under criticism over its contents and the way it was expressed. This was primarily due to disappointment that the priorities within the Remit did not address what respondents considered citizenship issues, even though the priorities were laudable in themselves. Opinion formers had their expectations raised by the title of the Remit, only to find that the contents were heavily focused on news and current affairs, when they were expecting more emphasis on topical citizenship issues, such as the breakdown of society and issues relating to our changing society. This would suggest that the latter either has to be incorporated in the current Remit or that the Remit should be split into two parts, one focusing on upholding standards in news reporting (considered a vital part of the BBC's role) and the other on upholding citizenship.

Promoting Education And Learning was another of the Remits that attracted positive, spontaneous comments. However it did stimulate a debate over whether the BBC should be focused on informal or formal education. Academics, in particular, tended to dismiss the need for the BBC to have a role in formal education (perhaps because they viewed this as their own domain), whereas non-academics were equally supportive of both the informal and the formal educational aspects of the Remit. This Remit was also one of the strongest in terms of perceived current performance.

The remaining three Purpose Remits, *Representing The UK, Its Nations Regions And Communities*, *Bringing The UK To The World And The World To The UK* and *Emerging Communications* were all considered worthy Remits, but they did not elicit as enthusiastic a response as did the three previously mentioned Remits. However, the priorities within the latter two received the highest praise in terms of how the BBC is currently performing. Specifically, the BBC website was singled out on numerous occasions as being the leader in its field.

Conversely, *Representing The UK, Its Nations, Regions And Communities* was the most criticized Remit in terms of current performance. The old image of the BBC having a metropolitan bias and, to some extent a persistent white, middle class bias, surfaced again. This, of all the Remits, needs the most attention because of the degree of criticism it provoked. The way this Remit was expressed came under fire because the first three priorities within the Remit were expressed in very general terms while the latter two were, in contrast, very specifically expressed. The opinion formers who criticised this Remit, being unfamiliar with the details of the new BBC Charter agreement, were at a loss as to why religion and language were selected, when there are many other elements of diversity that could have been focused on.

What's missing from the Remits?

The general consensus was that the Remits are very comprehensive. Rather being concerned about omissions, a few respondents had concerns that the Remits were almost too broad. Related to this, there was a (minority) view that, in order to make the Remits more credible, the BBC Trust should provide a schedule indicating actions proposed to ensure that the Remits are fulfilled within a given timeframe.

It was interesting that theme of the BBC's "right to fail" was raised by several opinion formers who would have liked to see this acknowledged in one of the Remits (perhaps Stimulating Creativity). Since the BBC is not constrained by the need for high ratings figures to drive advertising revenues, many opinion formers felt this led to a justified role as a risk taker. It was considered that the BBC Trust has a valid role in defending the BBC's failures and actively promoting the BBC's right to fail, provided it was not a regular occurrence and they could provide a transparent system for evaluating any failures.

Conversely, one opinion former who had studied the markets in which the BBC operates, was vehement in his defence of the BBC's right to excel in delivering services that may also be available in the commercial sector (such as popular music radio). His view was that the BBC, while it has an important role in providing services that commercial operators cannot provide (because they would be unprofitable), should not be limited to providing only "market failing" services. While this view was articulated explicitly by only one respondent, it was implicit in a more widespread unease about the recent suspension of the BBC Jam service.

Another frequently mentioned issue was the subject of partnerships. Many opinion formers felt the BBC could do more to work in partnership with other organizations to enhance its offerings. This was particularly relevant in the *Promoting Education And Learning* Remit and the *Emerging Communications* Remit.

A minority of respondents felt that there should be more reference to 'diversity', in general, across the Remits. While *Representing The UK, Its Nations, Regions And Communities* is included within the Remits to address this issue, some attention may need to be given to the communication of this Remit to make it clear that is a cross-cutting Remit (similar to *Emerging Communications*).

Specific proposed enhancements to the priorities within each of the six Remits are detailed in the relevant subsequent chapters of this report.

5 Overview of the Purpose Remits

5.1 Initial reaction

When asked, towards the beginning of the interview, what their reaction to the six Purpose remits was, the response ranged from very positive to only slightly cynical and or slightly critical. However, on average, the Purpose remits were received favourably.

'Excellent... I think they are relevant to people's needs today, so if the BBC can do them that's great.' (Academic)

'Fantastic. They made a broad and ambitious definition of what a public service could be and they are defined in terms of goals, rather than content.' (Academic)

'I think they are the right ones.... I think it is reasonably succinct.' (NFP non educational)

'They are exactly the sorts of things that a public service broadcaster should be pinning its aspirations to.' (NFP non educational)

There was some criticism of the Purpose Remits in broad terms, but this was never very strong. The respondents in academic professions or in organisations with and education focus were critical, but their criticisms tended to focus on the way the Purpose Remits were expressed, rather than topics they covered.

'They need a quarter of the words and five times the thought.' (Academic)

'A number of them are pretty waffly... for example Citizenship.' (NFP educational)

Many respondents felt that they were ambitious, but not in an unachievable way. This was either because of the sheer number and scope the Purpose remits covered and/or because of the detailed targets that were set within each Remit.

No one had any difficulty in choosing at least one Purpose Remit that they felt a personal affinity with or that had resonance with strongly held views of their own.

5.2 Defining the Purpose Remits

Respondents were unanimously of the opinion that it was critical for Purpose Remits to be defined for the BBC. The three reasons given were:

1. The need for any organisation to set goals and targets to aim for
2. Accountability

3. A way of letting the licence fee payers know what their money is being spent on

'I think every business or every organisation should know what its role is.'

(Commercial)

'Well I think that all of them are part of what the BBC should do...they're quite right on and noble missions....'

(Commercial)

If there were any perceived drawbacks, they were the fear that the BBC targets would have a similar effect to the perceived drawbacks of the NHS and Ofsted targets, in that they would become the focus to the detriment of all else. They would result in the BBC only doing what is necessary to achieve their targets.

One of the problems with focusing too much on targets, highlighted by the opinion formers interviewed, is that you can lose sight of a changing environment. The Purpose Remits need to take this into consideration by introducing a review system that can alter the focus, should there be a change in environment.

'I think sometimes when we see companies be very explicit about targeting sort of three or four specific things and they can be so focused on that, then they become overly mechanistic in a very fast changing environment.'

(Commercial)

5.3 Ability to Achieve the Purpose Remits

The overall response was that the BBC could achieve the Purpose Remits, but as highlighted before, a few consistently described the task as 'ambitious'. On occasion, this perception led to cynicism, amongst the opinion formers, in the BBC's ability to achieve the Remits. However, there were those who felt that being ambitious was a good thing.

There were a few notable responses where people were unsure as whether these targets were achievable.

'Well I think all are great honourable purposes but like all purposes it is in the delivery really. If the BBC can effect all six then I think they have done a better job than the government. But whether they can, remains to be seen.'

(Commercial)

5.4 Comparison of Importance

There were varying responses as to how important the opinion formers felt each of the Purpose Remits were. Obviously, their current role had a large influence on which Remits they believed were important.

The majority of respondents felt they were all equally important. For the opinion formers who expressed a preference, the three that were more likely to be talked about spontaneously and in a particularly positive light were:

- Sustaining Citizenship and Civil Society

'The first one about citizenship is absolutely crucial. If the BBC doesn't have a sense that its viewers and listeners are performing a civic role then it becomes not different from any other broadcaster and therefore it doesn't have a justification for getting licence fee money.'

- Promoting Education and Learning
- Stimulating Creativity and Cultural Excellence

'The most important is No. 3 (Stimulating creativity and cultural excellence) because if you can do that then I think the rest fall into place.' (Commercial)

The BBC's role internationally was seen as important. However opinion was divided as to whether this made 'Bringing the UK to the world and the World to the UK' a more important Remit or that it simply made the international focus within each of the other Remits more important.

'I personally have always thought that the BBC is an ambassador for the country...the website is one of the most widely accessed in the world and from my point of view bringing to BBC to the world is one of the more important priorities.' (Commercial)

5.5 What is Missing?

The general consensus is the Purpose Remits are very comprehensive. There were a few opinion formers who felt the Remits were broad, almost too broad. However, they never singled out any of the remits as being irrelevant or any that should be eliminated for other reasons.

'It's very broad and that's what we value about the BBC actually, I'm not saying it's necessarily wrong but I just think what an enormous task that is.' (NFP Educational)

Only one individual felt that the Purpose Remits were too broad so that it doesn't give the BBC a sense of direction. However, they did admit these Remits were 'worthy' and 'the right things to do'.

Although not many mentioned this, it was suggested that the document needed some sort of indication of how much weighting was going to be placed on each Remit in terms of either cost or time. One opinion former felt that because the

range of Remits was so broad, in order to make achieving them more believable, the BBC Trust should provide a schedule of which Remits would be focused on within a given time frame. For example in Year 1, Remits 1 and 2 would be the main focus and in Year 2, Remits 3 and 4 etc. This approach may address the concerns of those who felt the Remits were too broad and ambitious.

What did emerge is the BBC's role as a 'risk taker' was missing. This does not warrant a Remit on its own, but it does warrant a mention in one of the existing Remits. The best place for this role is in the Promoting Creativity and Cultural Diversity.

'I think that there, because of the way the BBC is funded, there are risks it can afford to take, or tasks it can undertake which no-one else could afford to do, because they are not commercial. Disappointingly, the BBC doesn't seem to be doing as much of that as I would have liked.' (NFP educational)

'The right to fail is a fundamental part of stimulating creativity and cultural excellence. In other words, you take a punt on something or someone and your artist, your writer, your stand up comic, an original piece of drama whatever, which may fall flat on its face and leave you with egg all over yours and that is absolutely what the BBC should be part of.' (Academic)

Conversely, one opinion former who had studied the markets in which the BBC operates, was vehement in his defence of the BBC's right to excel in delivering services that may also be available in the commercial sector (such as popular music radio). His view was that the BBC, while it has an important role in providing services that commercial operators cannot provide (because they would be unprofitable), should not be limited to providing only "market failing" services. While this view was articulated explicitly by only one respondent, it was implicit in a more widespread unease about the recent suspension of the BBC Jam service.

Another minor issue, that was raised by two opinion formers, was the lack of reference to 'diversity'. It is not possible to determine from the research whether the opinion formers who raised it, were actually concerned that none of the Remits covered all elements of diversity or they simply felt it didn't because the actual word wasn't used anywhere in the introduction or the priorities of the Purpose Remit.

'The issues around diversity and equalities don't seem to surface' (NFP educational)

5.6 Defending the BBC

As a follow on from the discussion about the BBC's right to encompass the role of a risk taker and their right to fail, several opinion formers talked about the need for

the BBC Trust to take on an active role in defending the BBC when it 'fails', after taking a risk.

'One of the things I think is crucial on this particular purpose, stimulating cultural excellence, is the ability of an organisation like the Trust to emphasize the BBC's right to fail'
(Academic)

This is more of a comment, by the opinion formers, about their perception of what constitutes part of the role the BBC Trust, rather than another comment on the Purpose Remits. However it is relevant to all the Purpose Remits because, although this right to fail was only raised in one or two Remits, there should be the right to fail/take risks in all of them. It would be easier for the public to accept this if there was a recognised body, which actively defended this right to fail. Furthermore the BBC Trust's role could also include being transparent about how they reviewed the failures and the measures that they undertook to keep them under control.

On the converse, the BBC Trust was seen as someone who could be the BBC's active promoter.

'The BBC is continually open to an awful lot of public criticism...I think that what the BBC Trust perhaps ought to do is to be, you know, a pretty significant cheer leader for the BBC and countering the sniping that goes on a lot of the time and actually be fairly strenuous in saying "Well we are the BBC Trust. We are not just here to tell the BBC off when it doesn't hit the top notes. We are here to continually bang on about how good it is and tell the British people how lucky they are to have it."

One opinion former gave the example of how to get it wrong as the Channel 4 Board's mistake in not responding to the racism row on Big Brother. He felt that the BBC Trust, like the Channel 4 Board should have been, should be at the forefront of any public dispute involving the BBC.

6 Sustaining Citizenship and Civil Society

As mentioned earlier on, this Purpose Remit was one of three that was more likely to be talk about spontaneously and in a positive light.

6.1 Interpretation

Interpretation of this Remit was the weakest compared to the other Remits, amongst the opinion formers who took part in this research. Two opinion formers were misled by the title, assuming it would focus on the current topical issues, such as the breakdown of society, at the very least.

One opinion former's interpretation of the Remit was:

'It means acting as a public institution between the individual and the state in commerce, to allow individuals to understand their world in a collective way and act on it.' (Academic)

When they read the detail, including the priorities, they were not expecting what they found, namely that the whole focus was on news and current affairs.

'It is poorly expressed...It's made its move from citizenship broadly to the information required for citizenship and so it's left out how all the other things that are important to citizenship, like efficacy should have consequences.' (Academic)

Although it was misleading, none of the opinion formers had any difficulty understanding it.

6.2 Relevance

This Remit as a whole was seen as very relevant to the BBC and something it should be addressing. One opinion former felt the BBC was best placed to address the issues in this Purpose Remit because they felt the public trusted television programmes more than politicians. However, some of the priorities were seen as something that others could be doing.

'Some of these things, others can do, so one could hope for example the government would also be there to promote a critical understanding of the parliamentary process.' (Academic)

'It is the BBC's role as much as it is other people's, other organisation's roles.' (NFP non-educational)

6.3 Importance of the Priorities

1. Maintain and grow the BBC's reputation as the standard-setter in independent high-quality journalism

The first priority, given above, was seen as the least important initially, due to the way it was expressed. Two opinion formers pointed out that the BBC's reputation should not be a priority but a consequence of a priority of high quality journalism. However, once the reputation part was removed, it was seen as one of the most important priorities.

'Its not that we want to raise the BBC's reputation by providing high quality news, but you see we want objective high quality news and one nice, but unimportant consequence, will be to grow the BBC's reputation which is putting the brand before the value.' (Academic)

A few opinion formers also felt the emphasis should be on 'independent' journalism.

2. Engage a wide audience in news, current affairs and other topical issues

This was seen as a current problem that the BBC was only one of many organisations that could address.

3. Encourage conversation and debate about news, current affairs and topical issues

'It's a vital role for public service broadcasting, but it's got to be done in tandem with others, you've got to have the policies in the debate, for example.' (Academic)

This was seen as a critical priority for one opinion former and general it was in the top two in terms of importance.

'It has to be about its audiences feeling that it is engaging, both in terms of the process, actually being involved in helping to create some of these stories but also in what they do next after they have been engaged in it.' (NFP non-educational)

4. Build a greater understanding of the parliamentary process and political institutions governing the UK

This was again, an important priority in the eyes of the opinions formers who took part in this research. However, it was seen as too narrow as it stands. Further suggestions as to how to enhance it are highlighted in the next section.

5. Enable audiences to access, understand and interact with different types of media

This was seen as the least important priority in the context of the *Sustaining Citizenship* Remit.

'I think it's vital, but a means to an end. People have got to be able to engage constructively with the media in order to express themselves...but the question is why do we want them to do that and we want them to do that for those other reasons of building a civil society.' (Academic)

However, respondents who reviewed the *Promoting Education and Learning* Remit felt that there was a need for a priority relating to media literacy there (see section 7.4).

6.4 Enhancement

The fundamental enhancement for this Purpose Remit is to actually define citizenship and how the BBC is going to address the issues of citizenship and not just focus on news, politics and current affairs.

'If they're going to mention the word citizenship in a title, then they've got to delve into what that means a little bit more.' (Commercial)

Another suggestion was to include a priority around diversity in this Remit as the opinion former, who suggested it, felt diversity was relevant to 'civil society'.

A few enhancements were suggested on priority 4. These were about building a greater understanding of the parliamentary process. One opinion former wanted to widen it to include NGOs e.g. the health system and their education services. Another suggestion was that it wasn't enough to build a greater understanding (priority 4); the BBC should be enabling audiences to take actions.

'For example, there is no point just encouraging people to understand more about the parliamentary process and fiscal institutions if they don't then do something about it.' (NFP non-educational)

6.5 Performance

Perceptions of the current performance on this Remit were on average satisfactory, but 'could do better'.

The quality of the news (both online and offline) and journalism was praised, and in two cases it was seen as where the BBC excels.

'It does excel in current affairs and journalism.' (Commercial)

'I think BBC News Online is excellent.'

(Academic)

Performance in terms of encouraging conversations had mixed reactions. It was seen as a strength of BBC radio. There was a little on the Internet but, it was seen as a weakness where television was concerned. The general consensus amongst opinion formers was that performance on this priority could be improved. Given that this was one of the most important priorities would suggest that it should be one of the first areas that needs attention.

The priorities that were seen as weak performers were to do with engagement and understanding. I was not felt that the BBC currently engages a 'wide' audience. Two opinion formers felt that the BBC failed to engage the younger audience, in particular.

'So anyone under 40 is not really watching BBC news, and all kinds of groups who are not middle-England are not really watching.'

(Academic)

The understanding of the parliamentary process was seen as the poorest performance.

'People can just about name four people in the Cabinet, whatever it is, but they don't really understand how they got there, so I don't see what the BBC does. It talks as if we all know who the Home Secretary is and what his role is.' (Academic)

7 Promoting Education and Learning

7.1 Interpretation

All of the six opinion formers, who reviewed the Education and Learning Purpose Remit, felt that it was clearly expressed and easy to understand.

An example of how it was interpreted is:

'To me it means promoting both formal and informal learning among people of all ages, across the UK, to enhance kind of stock of knowledge, to enhance peoples' skills.' (NFP non-educational)

One respondent did mention that some of the language was *'written by a BBC professional for another BBC professional'* when it should be written in a way that everyone can relate to. This opinion former had particular issue with the word 'engage' in the second priority. He felt that it needed to be more specific.

'Now I don't know actually what engage audiences mean. I mean does that mean get them to watch, get them to go on-line, get them to phone-in?' (NFP educational)

7.2 Relevance

This is one of three Remits that was talked about more spontaneously and in a positive light. The opinion formers were not as enthusiastic or as animated in their discussion of it as they were talking about the Citizenship and Creativity Remits suggesting it is less exciting to them but still a key Remit.

'I think it is absolutely critical that the BBC should do this.' (NFP non-educational)

No one disputed that this Remit was not appropriate for the BBC to undertake. However, there was some debate about the relevance of the third priority, formal education. A few opinion formers in educational roles felt that it was not the BBC's role to promote formal education or to make formal education their prime task. These people felt the BBC's role was to emphasize informal education.

7.3 Importance of the Priorities

All but one of the opinion formers who reviewed this Remit, felt the most important priority was the first one, stimulating informal learning, followed by the other two in the order they appear in the document.

'I'd put stimulate informal learning across a full range of subjects and issues for all audiences as the highest priority by far. .' (NFP educational)

'I'd put them in the priority order that they are, one, two, three.' (NFP educational)

The third priority, regarding formal learning was seen as less important because there are too many others who have responsibility for this.

7.4 Enhancement

None of the suggestions on how this Remit could be enhanced were voiced by more than one opinion former. However, they came up with more ideas for this Remit than most of the other Remits.

One opinion former from a non-educational related, not-for-profit organisation, felt that a priority on media literacy was missing.

'The way in which the world is mediated through communications technologies becomes more complex, so it becomes even more imperative that people should be media literate.' (NFP non-educational)

Another opinion former suggested a new priority could be one about the BBC taking a role in informing the public about education across the board, e.g. reforms in education and the way it affects children and up-to-date information on educational matters.

The third suggestion came from an NFP educational related opinion leader who was particularly concerned about the lack of partnerships the BBC was involved in. He felt there should be a separate priority that discussed what the BBC was going to do about creating more partnerships, particularly with reference to the third priority in promoting and supporting formal education.

7.5 Performance

The opinion formers, who were interviewed, believe that the BBC is performing well on the promoting education and learning Remit.

'It delivers the educational learning remit strongly.' (NFP non-educational)

In particular, they singled out the BBC's strength in providing good quality informal learning. The examples given were Blue Peter, programmes like 'Who do you think you are?' and radio in general.

The BBC's performance in relation to priority two, engaging audiences, was considered satisfactory:

Although most felt that the BBC's role in formal learning was good, there were was one critic.

'Its not had a consistent record in that area and I think it will always struggle to make an impact in that area (formal education).'

(NFP educational)

8 Stimulating Creativity and Cultural Excellence

Similar to the Citizenship Remit, this Remit was very positively received. The opinion formers involved in this research, mentioned it spontaneously early on in the interview and they were generally enthusiastic in the way they discussed it.

8.1 Interpretation

There was no consensus on how well this Purpose Remit was expressed. The comments suggested that there was nothing that was particularly exciting or well written, but then there was nothing wrong with the way this Purpose Remit was expressed either. The opinion formers made a few random comments, which were quite wide-ranging.

'I think it's good'

(NFP Non-educational)

'The summary statement expressing the creative purpose is not distinctive enough. It should be more exciting.'

(NFP Non-educational)

'It's okay. What I'm looking for is nurturing creativity. I'm looking for nurturing of young, emerging ideas of artists and cultural players and I don't think that's in there really.'

(NFP non-educational)

'All things to all men.'

(Commercial)

8.2 Relevance

'It's important that the BBC is a creative instrument, that's what it's there for.'

(NFP educational)

There was no dispute that this remit was very much a part of the BBC's role.

'It can do some really exciting, innovative stuff and go out exploring in a way that other broadcasters can't do because they haven't got the remit. So it makes it remarkably free to go out and explore this land and I think it really should be doing that.'

(Commercial)

8.3 Importance of the Priorities

The opinion formers, who reviewed the creativity Remit, couldn't agree on which priorities were the most important. Two opinion formers felt that establishing a lead reputation was key. Another two felt that providing a wide range of enjoyable

and entertaining content was the most important. Two other opinion formers placed a lot of emphasis on nurturing new talent, part of the fifth priority. One opinion former chose priority two, ensuring enrichment for all audiences by covering a wide range of cultural activities, as their most important priority.

8.4 Enhancement

The opinion formers, when asked, didn't come up with many additional suggestions. There were only two suggestions; one opinion former suggested that the BBC should involve the licence fee payers in the creation of content. However, another was directly opposed to this. Another suggestion was to include something on two-way interaction in the third priority, encouraging and enabling active participation in cultural activities.

8.5 Performance

Opinion formers, who reviewed this Remit, varied widely in opinion from those who were almost evangelical about the BBC's performance in this Remit, to those who felt that the delivery for this Remit varied according to which service was talked about.

'It does the most phenomenally brilliant job, really.' (NFP non-educational)

'I think that by and large the corporation is delivering well on them. I think there might be questions about some of the services being insufficiently creative and innovative. I think that the on-line offer is strong in this area. Some of the more established services like BBC1 and Radio 1 you would have to query to what extent they really are consistently stimulating creativity and in particular cultural excellence.' (NFP non-educational)

'On the television side, I think it does this very well. On the radio side, I think that it has drifted into sort of quite a commercial area.' (Commercial)

One opinion former simply felt the BBC could do better.

Only one opinion former felt the BBC was not performing well.

'It's not nurturing new writing, new artists emerging. Well I think it's not exercising creativity for entertainment.' (NFP non-educational)

9 Representing the UK, its Nations, Regions and Communities

9.1 Interpretation

None of the opinion formers had any difficulty understanding what this Remit was trying to express.

'It's pretty self-explanatory.' (NFP, non-educational)

As mentioned earlier on, the fact that the word 'diversity' was not used in the initial part of this remit may have lead some people to believe it wasn't really covering all of the areas that come under this topic, such as disabilities and race. However one opinion former did interpret this correctly.

'I think it is just recognising that the UK is diverse. I suppose if I was to choose a word, it would be that diversity issue they are trying to get across.'
(NFP, non-educational)

9.2 Relevance

There was no concern about the relevance of this Purpose Remit. It was definitely seen as something the BBC needs to focus on. A few opinion formers were of the view that the BBC was still seen as a domain for the older, white, middle class metropolitan people and this Remit was the one that would address that.

'No, I think broadly speaking those are the core goals that need to be, and I suppose the key bit is going to be how change is reported and how inter-relationships between those things is reported.' (NFP, non-educational)

One opinion former felt that the BBC had an increasingly important role in regional broadcasting because of ITV cutting back in this area. In addition, commercial radio has become so strong regionally that, he felt, the BBC needs to maintain its regional radio output so that it doesn't become totally dominated by commercial radio.

'Increasingly the BBC's role and ability to regionalize its Internet and new media content is important. The BBC's role is there to be a national provider of regional information, and I would support it. I do think it's something the BBC should be doing.' (NFP, non-educational)

This remit was criticized because the first three priorities talk in general terms and then the last two, suddenly focused on very specific areas. There was some confusion as to why language and religion were the only two elements of a wide range of issues within the whole subject of diversity, that were singled out for attention. They queried why other important areas within the diversity remit were not equally highlighted.

'My point is that diversity has many facets to it, religion is one of them and I picked that up because that is one of the political sensitivities. Therefore you shouldn't get too focussed on it. (NFP, non-educational)

9.3 Importance of the Priorities

The majority of opinion formers felt that the first priority, representing the different nations, regions and communities of the UK, was the most important priority.

'There is only one broadcaster that is capable of bringing that information through to people and the public and at the community level.' (NFP non-educational)

Three respondents rated the second priority, bringing people together for shared experiences, as the most or equally, the most important. One also rated the third priority, encouraging interest in and conversation about local communities, as very important.

One respondent felt all the priorities were equally important, except the last one, supporting the UK's indigenous minority languages, which they placed less importance on. The latter because it was their perception that the existing languages are well served elsewhere e.g. S4C covers the Welsh language. Yet another opinion former, who was a Welsh speaker, felt that this priority was really key because there was only one channel devoted to Welsh speakers. A further two other opinion former also felt this last priority was the weakest.

'It is a very personal beef about minority languages, I mean there are probably more people in Wales who speak Urdu and don't speak English as there are Welsh that don't speak English. Having said that, I am entirely comfortable with the BBC supporting those languages, but....' (NFP, non-educational)

These last two priorities were a concern for another opinion former because they couldn't see how to achieve this priority without having to create a distinct channel or series of programmes that would, in their view, seem a bit isolating. The sensitivity of the fourth priority was also a concern for one other opinion former.

'I think it will have to be very carefully handled, because you know religion is not an easy subject to handle....we saw it around the Catholic adoption debate, gay adoption debate.' (NFP, non-educational)

9.4 Enhancement

The opinion formers who reviewed this Remit, didn't come up with anything more to add to it. The only priority that came under more criticism than the others, was the fourth priority: to reflect the different religious and other beliefs in the UK, which suggests that this should be reviewed.

In addition, the first three priorities talk in fairly general terms and then the last two are very specific, so this imbalance needs to be addressed.

One opinion former felt the fourth priority would sit better in the education remit.

9.5 Performance

The people who took part in this study criticized the performance of this Remit the most. However they were still able to single out some areas of good performance.

Three opinion formers felt the shared experiences were covered well by the BBC. The examples given were Princess Diana's funeral, 7/7 and the sports coverage. They gave the example that if a football match was being shown on several channels including the BBC, then the BBC viewing figures came out higher.

Regional radio was singled out, by one opinion former, as doing particularly well. Also praised was the regional content of the website.

'I also do like what the BBC does through the website on a regional basis.'

(NFP, non-educational)

'It does try to represent different nations and regions, but it probably could do more of that.'

(NFP, educational)

As mentioned previously, at least three opinion formers mentioned the metropolitan biased of the BBC, which suggests they are not performing as well as they could in priority one.

'The real issue is that a serious criticism has been levelled at the BBC, that they are taking the licence fee from people who live everywhere in the UK and they are giving a very uneven level of reflection of some parts of the UK. A great deal to metropolitan, within the M25, is the phrase they use.'

(Academic)

The BBC's ability to reflect the different religious beliefs came under fire by one respondent.

'You very rarely see a divergence of Muslim opinion, I think, apart from ...this is what people think and they are the usual suspects. There are very rarely any women.'

(NFP, non-educational)

For the fifth priority, the BBC was seen by one opinion former (commenting about the Welsh language only) as being outperformed by S4C.

'My impression is, with regard to the language business, which I do think is very important, that's rather left to S4C. It's left to Channel 4, Welsh language television and nothing much is going on, on BBC.'

(Academic)

10 Bringing the World to the UK and the UK to the World

10.1 Interpretation

The opinion formers, that were interviewed, didn't have any difficulty with interpreting this Purpose Remit.

'They're in very simple language.'

(NFP, non-educational)

Two interpretations given were:

'In terms of my own words, I think what's important for me about it is, the aim is to reflect global issues and to make sure the UK is attuned to the rest of world, that the UK's represented to the world.'

(Academic)

'Ensuring that the citizens of the UK get experience of inter-culturalism and the contexts in which everyone lives and works.'

(NFP, non-educational)

Again this Purpose Remit was described as 'broad' but one opinion former was not prepared to say whether it was too broad or not because, in her view, it depended on how much resource this particular Remit was given.

10.2 Relevance

The Remit was seen as very relevant to the BBC.

'I think they're very appropriate, given the BBC context. The BBC does have a reputation of a very respected voice in international news broadcasting....From the BBC's internal perspective, I can see that's priority one.'

(Academic)

'Yes, I do (think they reflect what the BBC should be doing), because they are not priorities that are about specific regions or specific themes. But they are very much about the global debate, and I think that's absolutely right.'

(NFP, non-educational)

10.3 Importance of the Priorities

As with many of the other Remits, there was no consensus as to which priority was the most important.

Two opinion formers felt that the priorities were listed in the order of highest to lowest importance, except that one of them felt the priority, enabling individuals to participate in the global debate on significant international issues was critical whereas sustaining and growing the BBC's reputation in international news broadcasting was very important but not as much as the former.

Priorities two and three, enhancing UK audiences' awareness and understanding of international issues and broadening UK audiences' experience of an exposure to different cultures from around the world, were the key priorities for one opinion former from a not for profit, non-educational organization. Although they acknowledged that these two priorities would not be possible without the BBC having a respected voice in journalism.

'It's about understanding what the UK is, very insular. It tends to see itself as the centre of the universe. It will be really important for the development of the UK in the future, for it to see that's it's not. For example, China having rated the UK as thirteenth in its list of partners that it wants friendship, and yet I bet you, if you asked most Brits, they'd say that China wants to work with us.'

Another opinion former felt that priority one, about sustaining and growing the BBC's reputation, was the least important of the other priorities, because they didn't feel the licence fee payers are concerned about the BBC's reputation compared to others. Another opinion former felt that the BBC should focus on setting standards for high-quality journalism as opposed to promoting the UK (or itself) abroad.

10.4 Enhancement

None of the reviewers of this Remit had a lot to say about improvements or additions. It was felt that this Purpose Remit was comprehensive. The first of two suggestions made, was to include an explanation of how the BBC intended to work with other organisations to fulfil this Remit, e.g. the working in partnerships issue was raised again. An individual, whose organisation also does very similar things to this Remit, raised this.

'We ought to work more together to strengthen that effort, rather than separately.'

The other suggestion was:

'Put in something more about bringing in different perspectives, emphasizing the role of different perspectives.' (Academic)

10.5 Performance

By far the most admirable performer, with regard to this Remit, was the BBC News Online.

'I've heard Ministers from other countries say that if they want to find out news about anything that's going on, they will go to the BBC website, rather than any other broadcaster in the world, and I that's very important.'

(Academic)

The international network of journalists was praised by another opinion former.

'They have more foreign bureaux than any other broadcaster in the world.'

(Academic)

The rest of the BBC's offering came under some criticism, in terms of performance.

'It is better than anyone else but it could do better.'

(Commercial)

'Well, what it does is OK. I think it could do more. More programming at better times of the day.'

(NFP, non-educational)

'I don't think BBC television does as well. I would say BBC1 probably doesn't have enough content about international issues, international development, and what it does focus on, is quite a narrow range of issues.'

(Academic)

11 Leading Digital Switchover and Encouraging Emerging Communications and Technologies.

This Purpose Remit was seen, by some opinion formers, as only having a short-term life, largely due to the perceived heavy focus on the digital switchover. All the other Remits were perceived as ongoing concerns.

11.1 Interpretation

All those who reviewed this Purpose Remit did not have any problems with the way it was expressed. The digital switchover element dominated the interpretation of this Remit

'One key part of this is enabling and supporting audiences to move from analogue to digital and of the steps that need to be taken to ensure that happens. Then the other point is about how that goal is going to be achieved.' (Academic)

'It broadly means to me how the BBC will assist the development of broadband Britain within, let's say digital Britain, within which, clearly digital switchover is a key component.' (NFP non-educational)

The first impression, of one Academic opinion former, was that it was surprisingly UK focused. They expected it to have a more international slant because *'the UK is one of the leaders in the global market.'* They expected it *'to reflect the international nature of communications a bit more.'*

Again the perception of being broad was raised.

'Well it is trying to be all things to all men, so quite a wide remit.' (Commercial)

One opinion former felt that it was too technological in the way it was expressed and that it should include more emphasis on the way that creative and innovative content helps to drive digital services.

11.2 Relevance

The majority of the opinion formers who took part in this study agreed that the BBC should at least be involved in this Purpose Remit.

'I think the ideals set out in it are perfectly correct.' (NFP educational)

There was debate as to what the BBC's role in this Purpose Remit should be. Some opinion formers were of the view that the BBC should take a lead role in the digital switchover because of the combination of being a government owned organisation and a broadcaster meant they were best placed to do this.

'BBC is the obvious player to get involved in this and I am sure the BBC is not thrilled that it is being landed with this role but you know, we look at the reach of the BBC programming and the fact that there is no other advertising clutter, then it is right for the BBC to be leading the charge.' (Commercial)

Others felt they didn't need to take a lead role since there were many other 'digital' experts/organisations who perhaps had better skills, which could be shared with the BBC.

'Personally I don't think that it's been particularly fair to put the onus of switchover directly onto the BBC....I think it's right that the BBC should be involved because it has experience in this matter...I think the Department of Culture, Media and Sport could do much more active in that. It's unfair on the BBC and possibly damaging the BBC in terms of how it develops its focus on other technologies.' (NFP non-educational)

'Yes I believe it is what the BBC should be doing, but not the BBC alone.' (NFP non-educational)

11.3 Importance of the Priorities

All the priorities were seen as necessary and therefore very important. Three opinion formers, did however, single out the first priority, making engaging digital content and service available on a wide range of digital platforms and devices, as the most important.

'I think number one about digital content and service being available on a wide platform is key, just that content drives technological take up not the other way round.' (NFP non-educational)

One of these opinion formers also felt that supporting the government's targeted help scheme to help the most vulnerable during digital switchover was also very important.

11.4 Enhancement

Several opinion formers felt this Remit had more potential than just the heavy focus on the digital switchover. The general consensus was that all the existing priorities were important but there was more that the BBC could do with digital communications, in general.

One suggestion was to help educate the audience to understand the changing nature of communication.

Another opinion former felt that the BBC had a role in raising awareness of other forms of technology and furthermore encouraging debate about the new forms of communications that are emerging.

As mentioned in the section on importance, one opinion former was particularly interested in promoting content over the technology. Hence, their suggested enhancement was to emphasize the way that creative and innovative content can help to drive digital services. The justification behind this was supported with an example of the Betamax vs. VHS rivalry. This opinion former's view was that VHS won the race because the way in which video was made available on VHS was far superior than what was available on Betamax and yet the latter was actually superior technology.

As with other Remits, another opinion former felt that this Remit should include a priority on partnerships. This would detail what their approach to partnerships in emerging communications is and how they intend to work in partnership with other people more effectively.

11.5 Performance

There was strong praise amongst the majority for the BBC's contribution to digital television and as seen previously, it's online service.

'I think on the television side, the BBC has done a great job. Obviously with Freeview, you can't argue with the numbers. In terms of its on-line position, clearly it one of the few sort of leading global brands that we have got, probably the leading global brand.' (Commercial)

However, the online service did come under some criticism by one respondent because of the success of other players such as YouTube and Google and the perceived arrogance of the BBC to work with others in this field.

'In a community (online) that is much bigger than they are, the BBC cannot afford to remain detached from the rest of society, and carry on adopting this very lofty, "We know best, we're the BBC approach". Those are the areas where I think the BBC really falls down because it is unjustifiably arrogant. There are times when it is brilliant, brilliant drama and brilliant political stuff. It could produce some brilliant educational stuff but it is fatally flawed, because it is not critical enough of itself and it doesn't welcome any criticism of it.' (NFP, educational)

This opinion former did, however, praise the BBC for the speed at which they entered the online world at an early stage.

'Only the BBC have got it (online) completely, they understand what it is they're trying, should be done, and understand how to operate in this world, but they still try to operate in isolation.'

Digital radio was not seen as a strong performer.

'I think its success in radio is more questionable with DAB. It is not the ideal format and it is being pushed quite hard by the BBC. I think other countries have gone with different technologies, or are considering going with different technologies which are better in terms of sound quality and the range of services which are available.' (Commercial)

There was also concern expressed about the effect that the BBC's push for digital radio was having on the commercial radio players. One opinion former criticized the BBC because other commercial radio companies have tried to compete on the digital front resulting in three radio stations getting into financial difficulties.

With regard to the Digital switchover, several opinion formers mentioned that the continued, revised deadlines for the switchover was an indication that everything was not going well. One opinion former felt that not only was awareness not as high as it could be, but there was a need for more explanation on the full implications.

'I think one area that they really need to work on is to make sure that people understand that for the second and third sets (in the home), they need to be digital as well.'

Two opinion formers voiced concerns that the huge amount of BBC resources that were being devoted to the digital switchover, would have a long term effect the BBC's performance in other parts of this area.

'I think the BBC has performed well in communications and technologies and in the past. And so I feel because the way it has been given the digital television switchover that stuff may be lost.' (NFP, non-educational)

12 Measurement of the Purposes

At the end of reviewing each of the Purpose Remits, the opinion formers were asked to evaluate the suggested ways of measuring each of the priorities listed within each Remit. Although the suggested measures were specific to each individual priority, the majority of the comments, made by the opinion formers, were in general and not related directly to any specific priority.

The majority of the forms of measurement, detailed in the Remits, were in the form of quantitative research using attitudinal measures.

The advantages of this were seen as:

- It provides an up-to-date snapshot of opinions at any given time
- It can be used effectively to track opinions over time
- It involves the licence fee payer

The disadvantages of this approach were:

- The 'snapshot in time' can be a disadvantage in a quick changing environment or should a significant event happen immediately after or during the research, making it outdated.
- The quantitative attitudinal measures could end up being constraining targets, which are focussed on to the detriment of all else.
- The scores will not always tell you the why behind the results.

'Counting heads won't help you understand what is going on.'

(NFP non-educational)

- You must always ensure you know not only the right questions to ask, but the right attitudes to measure and further the right language to use, otherwise you can miss out on crucial information.
- *'We know from doing research that people find it very hard to distinguish between channels, so what they will be measuring is a perception of the BBC rather than the BBC's output.'* (Academic)

The general consensus was that there was a need for flexibility, both across the remits and within them. The overall feeling was that attitudinal measures were laudable measures but they were not enough, given the disadvantages above, and that a wider range of measures should be used.

'I think what bothered me in that document, was that they appeared to be pinning an awful lot of their measurement hopes on the surveys of public opinion. I think they have to be a lot more sophisticated than that.' (Academic)

However, it was agreed that attitudinal measures were important and did have a valid place in helping the BBC Trust monitor the BBC's performance.

The suggested other types of relevant forms of measurement were:

- Content analysis
- Workshops involving relevant staff and licence fee payers
- Roadshows across the country, involving interactive sessions.
- Qualitative research – focus groups
- Interviews with specialists e.g.
 - Asking journalists to rate all the news services
 - Interviewing political scientists about the coverage of politics and how well the public understands it.
 - Asking teachers to evaluate the BBC's educational offering.
- Audience figures
- Awards won

'The awards I suppose. That would be a real stand out if you win the award for the best new comedy...Also award winning stuff gets written about and talked about and it enhances your audience as well.' (Commercial)

- Evaluating the number and effectiveness of partnerships

'It needs to look at the BBC's relationship with other organisations. It is not just about public perceptions, it is actually what the BBC does in terms of its partnerships in organising conferences etc, with relevant organisations.' (Academic)

Although a lot of the comments could be relevant to all the remits, it was generally agreed that measuring performance within the Stimulating creativity Remit was especially hard. The majority of the people, who reviewed this Remit, felt that qualitative research was an important option here. In addition they suggested

looking at the number of new commissions, the amount of new work broadcast and the number of mid-career programmes that are made.

'You've got to do the qualitative stuff and you, if your sample comes in and says, "Yes it is fresh and new", then it is fresh and new.' (Commercial)

On the other hand, measuring performance on the emerging communications is easier since these will be simple statistics e.g. the number of households with or without digital TV. One opinion former felt that Internet usage should be included in the measures.

Appendix

DISCUSSION GUIDE

The discussion guide will be shaped for individual interview, depending on areas of particular interest to respondent

INTRODUCTION

READ OUT> Good morning/ afternoon/ evening. I'm ... a senior researcher from BMRB – the British Market Research Bureau. Thank you for agreeing to speak to me as part of the BBC Trust's Purpose Remit consultation. Do you still have time available to do the interview now? We have set aside about 30 minutes for the interview, but this can be longer or shorter depending on how much time you have available and how much you want to say.

BMRB has selected the people invited to take part in this consultation and the BBC Trust wishes this to be a wholly independent piece of research. As such we guarantee to keep your views completely confidential unless you specifically want any comments to be attributed to you. The purpose of this research is to hear the views of a wide range of opinion formers and as such, we would like to hear your views rather than those of the organisation(s) you represent. Would you mind if I tape recorded the interview – this is only for my benefit in case I need to refer back to something you said for clarification, and it will definitely not be passed on to the Trust.

Before I begin, do you have any questions?

ABOUT YOU - (< 5 mins)

- How would you describe your current relationship with the BBC?
- Have you been involved in any recent consultations about the BBC and/or the BBC Trust?

FAMILIARITY WITH AND PERCEPTIONS OF BBC TRUST OVERALL (5 MINS)

READ OUT > As you know we are conducting this research on behalf of the BBC Trust and we have sent information to you in advance about its role in safeguarding the independence of the BBC and ensuring that the BBC fulfils its distinctive public Purposes.

Before we contacted you to take part in this interview, were you aware of the BBC Trust? How much would you say you knew about the BBC Trust and its role. PROBE Great deal, Fair amount, Not very much, Not at all?

- How effective do you think it will be in this role?
- What do you *expect* it to be doing? PROBE FOR DETAILS
- How likely do you think it is to achieve that? PROBE Why? Why not?

OVERALL ATTITUDES TO THE 6 PURPOSES (5 mins)

Last year, the Trust set 6 distinctive public Purposes which have been defined as:

1. sustaining citizenship and civil society
2. promoting education and learning
3. stimulating creativity and cultural excellence
4. representing the UK, its nations, regions and communities
5. Bringing the world to the UK and the UK to the world
6. Leading digital switchover and encouraging emerging communications technologies

- In broad terms, what is your reaction to these Purposes? PROBE How relevant are they to the role of the BBC? PROBE Why do you say that?
- How important do you feel it is for the BBC to have these defined Purposes and specific objectives relating to each? What are the benefits? What, if any, are the drawbacks?
- To what extent do you think they will enable the BBC to continue to fulfil its remit to “inform, educate and entertain”.
- And to what extent do you think they will enable the BBC Trust to fulfil its role to monitor its performance and hold the BBC to account in doing so.

OVERALL ATTITUDES TO THE PURPOSE REMITS (5 Mins)

Which of the Purpose Remits are most directly relevant to you? PROBE FULLY. PROMPT TO PRIORITISE UP TO THREE – OR NOTE IF GENERAL OVERVIEW TO BE GIVEN INSTEAD

As you know, for each of these Purposes, the Trust has published a DRAFT Purpose Remit setting out high level pan-BBC priorities for the BBC in delivering the Purposes and how success will be measured.

The structure of the Purpose Remits is as follows:

- A brief statement outlining the BBC’s role in promoting the Purpose
- The priorities identified by the Trust in consultation with licence fee payers
- Annex I which provides details of how the Trust will measure the BBC’s performance in delivering the priorities
- Annex II which provides background information on the Purpose Remit, including the requirements of the Charter and Agreement, the BBC’s understanding of the market context in which it is operating and its role within it, and evidence of licence fee payer expectations of the BBC in delivering its purposes

PURPOSE	✓
1. sustaining citizenship and civil society	
2. promoting education and learning	
3. stimulating creativity and cultural excellence	
4. representing the UK, its nations, regions and communities	
5. bringing the world to the UK and the UK to the world	
6. leading digital switchover and encouraging emerging communications and technologies	

INTERVIEWER – REFER TO SPECIFIC PURPOSE REMITS AND ASK THE FOLLOWING QUESTION SET FOR EACH (MAX 3)

QUESTIONS TO BE ASKED IN RELATION TO EACH RELEVANT PURPOSE REMIT (3 MAXIMUM) (10 mins each)

> SCOPE – first of all, can you tell me broadly how you would interpret this Purpose? What does it mean to you?

- How do you feel about the way the overall Purpose has been expressed? PROBE Is it sufficiently comprehensive? Does it clearly express what it aims to cover?

PROBE Why do you say that? What would you do/ say differently?

> RELEVANCE – would you say the SCOPE of the remit and the PRIORITIES set out in it are appropriate in terms of both the BBC's role and the wider market context? PROMPT - Do they reflect what the BBC *should* be doing?

PROBE - Why do you say that? Can you describe/ give me an example of what you mean? How does the context affect this?

> IMPORTANCE – Now thinking about the specific PRIORITIES contained within this Purpose remit, are these the 'right' priorities?

- Are some priorities more important than others? PROBE - Which ones? Why?
- Which do you consider to be critical? Why?
- Is there anything included here that either would fit better in with another Purpose, or that you think is irrelevant and should be dropped or changed? PROBE Why do you say that? Tell me how?

ENHANCEMENT - Are there any other priorities that should also be included to enhance this Purpose?

- What would you like to see included? PROBE Why?
- What benefit would this bring? PROBE How – improve to public understanding of the remit? Accountability? Coverage? Particular groups/ Communities etc?

> CURRENT PERFORMANCE - How well is the BBC currently delivering on the specific priorities identified for this Purpose?

- Would you say the BBC already excels in its delivery of any of these priorities? PROBE Which ones? Why do you say that? Can you give me an example of how it does this?
- Where is its performance weaker? Where should it be focusing on improving its performance? PROBE Why do you say that? Can you give me an example of how it could achieve this?

> MEASUREMENT – What is your view on the proposed measures to monitor performance on this Purpose?

- Are these focusing on the right things?
- They are mainly attitudinal measures – what do you think about that?
- How should the BBC Trust monitor performance going forward on this Purpose? Do you have any other ideas/ suggestions for monitoring performance on these things? PROBE Why do you say that? What are the barriers to this? What would the benefits of this approach be?

INTERVIEWER – REPEAT QUESTION SET FOR NEXT RELEVANT PURPOSE REMITS OR GO TO CLOSING QUESTIONS BELOW

CLOSING QUESTIONS

- READ OUT As you know, the feedback from these interviews will form a key part of the wider consultation that the BBC Trust is undertaking on the Purpose Remits. Is there anything else that you would like to say about the role of the BBC in delivering these purposes or the role of the Trust in monitoring them?

AT END OF INTERVIEW

- ASK whether would like to have summary details of outcomes / topline data from public consultation etc ..

THANK AND CLOSE
