



BBC Executive summary workplan for 2012/13

May 2012

Statement from the Senior Independent Director

This is the second published annual workplan from the BBC Executive. It summarises the BBC's strategy, objectives and outline budget for the year ahead together with noteworthy developments.

The publication of this workplan is part of the BBC's commitment to openness and transparency, both to the BBC Trust and to licence fee payers. The document is also an important part of the way that the Non-Executive Directors on the BBC's Executive Board ensure that the BBC meets its strategy and fulfils its obligations to the satisfaction of the BBC Trust and licence fee payers.

This document is not a blueprint for the year ahead. Plans must and no doubt will change in certain areas to accommodate events. The BBC has, however, a clear strategy in *Delivering Quality First* and its priority is to implement and deliver that strategy. Whenever our plans change they must remain focussed on delivering against this strategy within our budget. This annual workplan should be seen as reconciling our regular affairs with these long-term aims.

The Non-Executive Directors look forward to working with the Director-General and the rest of the BBC Executive Board to deliver the contents of this workplan and I commend it to the BBC Trust.

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Senior Independent Director
BBC

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I. Introduction

The BBC's mission is to inform, educate and entertain audiences with programmes and services of high quality, originality and value. It is a mission that endures and matters as much today as at any time in the BBC's history.

In the broader media landscape, technologies and industries continue to converge and the BBC's range of competitors continues to grow. Sharper, shorter-term issues are also changing the industry in new ways. In the last year, the focus in the media sector has shifted towards trust and ethical standards and the behaviour of journalists and journalistic institutions has become a matter of wide public concern. As a result the public's expectations of the BBC and trust in its output and behaviours have been under close scrutiny. The BBC remains the most trusted media institution and news provider in the UK, but we have been reminded in the last year how precious trust is for any organisation and how easily it can be lost.

At the same time, new standards of transparency continue to be set across the public sector. In a challenging financial climate licence fee payers expect the BBC to demonstrate that it is spending the licence fee wisely on priorities that they recognise and support. Throughout the process of setting its new strategy – *Delivering Quality First* – the BBC has engaged in an open discussion with staff and the public about itself, its values and its operations. The BBC Trust has also performed its own public consultation on the strategy which has resulted in important changes. This workplan now sets out how the BBC will begin to implement this new strategy. It details the BBC's objectives for the year and any notable service developments or investments that are known at this stage (section 2), together with a summary budget (section 3). It also includes the BBC's annual Statements of Programme Policy which set out programme commitments for the coming year (section 4).

2011 was another strong year for the BBC. We continued to see audience perceptions of quality and approval of BBC services and programmes grow, as did reach across television, radio and online. The new strategy is designed so that the BBC's basic proposition – of a broadly based independent public broadcaster funded by and accountable to the public, with a mission to inform, educate and entertain everyone with services that are free at the point of use – remains essentially unchanged. Our challenge is to implement the new strategy in a way that minimises any impact on quality and usage and ensures that we reach the end of the current Charter with a BBC that is focused more than ever on quality, is demonstrably well-run and efficient, and remains a corner-stone of the UK's creative industries.

2. Strategic overview of the year

In December 2010, the BBC Trust set four over-arching objectives for the BBC between now and 2016:

- to increase the distinctiveness and quality of its output
- to improve the value for money it provides to licence fee payers
- to do more to serve all audiences
- to set new standards of openness and transparency.

The BBC Executive has developed a set of proposals – *Delivering Quality First* – to deliver against these objectives and to make the savings required by the 2010 licence fee settlement. The BBC Trust has largely endorsed these proposals with a few key amendments. The proposals require a challenging programme of organisational and cultural change across a number of years. They will be monitored by a range of different measures, including audience research, financial analysis, external audit, and the Trust's own assessment.

The Executive has devised its annual objectives for BBC management and staff to ensure that these objectives and the new strategy are at the heart of what the organisation does in the coming year. They plot a route to achieving the Trust's long-term objectives and will involve different areas of focus at different times during the period. They are intended to be clear and simple, easily cascaded at different levels within the organisation and to complement the Trust's objectives by focusing on short-term actions and commitments.

2.1 Implementing Delivering Quality First

The BBC has set itself an overarching objective to implement *Delivering Quality First*. Details of the proposals are available on the BBC Trust's website¹, but in summary the strategy obliges the BBC to:

- Live within its means, by making 20% savings by 2016/17
- Concentrate on what matters most, by focusing investment on key services, genres and the times of day when people most use our services
- Transform itself for the future, in part by creating a £145m p.a. reinvestment fund for content and digital creativity.

Live within its means

- *Efficiencies*: The BBC has already been engaged in a searching efficiency programme which has produced annual savings of more than 3.5% per year. We have decided to limit future annual productivity targets in the divisions that directly create programmes and services to an average 2.5% per year. This remains a stretching target, but lower productivity targets in the

¹ http://www.bbc.co.uk/bbctrust/our_work/strategy/index.shtml

content divisions will be balanced by deeper savings across the BBC's overhead and support areas, with 25% reductions for addressable areas.

- *Reductions to BBC services:* Productivity savings alone still leaves the BBC short of the 20% savings target and we have had to consider reductions in the scope of the BBC itself. All BBC services are valued by their audiences and play an important part in delivering the BBC's universal public service mission and we have concluded that it would represent poor value to shut an existing BBC service entirely. However, we have decided on a two-fold approach to scope reductions that concentrate the licence fee on those things which the public most expect from the BBC, and focus investment on flagship services and on the times of day when the public most use our services.

Concentrate on what matters most

- *Quality and creativity:* the BBC will increasingly concentrate its creative energy and resources on its five editorial priorities: journalism; children's services; original UK drama and comedy; knowledge, learning, music and culture; and events that bring communities and the nation together. We will hold to our commitments to increase the amount of production for the BBC's television networks made in Scotland, Wales and Northern Ireland to 17% by the end of the Charter.
- *Key services:* the underlying budgets of BBC One, Radio 4 and the BBC's children's services will be protected. Output savings in BBC News will be lower than the BBC average. However, we will forge much closer links between digital channels and their parent networks and share more content between services.

Transform itself for the future

- *Reinvest in quality:* High priority areas for the £145m p.a. reinvestment fund include:
 - A digital innovation fund to support the BBC's vision for connected broadcasting between the internet and television as well as smart phone and tablets, and to enhance the digital archive
 - Drama and comedy for BBC One; and serious science, history, business, arts and natural history programmes for BBC Two and BBC Four
 - Newsgathering around the world and the UK; BBC World News to strengthen the quality and reputation of the service, subject to appropriate regulatory clearance; and an increased investigations fund for *Panorama*
 - Investment in more Radio 4 landmark output like *A History of the World in 100 Objects* and additional funding to protect the quality of the BBC Proms
 - The rollout in HD of BBC One Scotland, Wales and Northern Ireland, the further roll-out of the BBC's national DAB multiplex to 97% coverage and support for local DAB roll-out.
- *Change the way the BBC operates:* We can accomplish this strategy only by embarking on far-reaching organisational transformation. By 2016, the BBC will be significantly smaller than it is today; employing fewer people; occupying far less space; and spending less money both absolutely and as a proportion of the UK broadcasting industry. But we believe that by

improving its effectiveness, harnessing new technologies and driving new partnerships, the BBC's positive impact can actually increase. Creating the detailed blue-print for this transformation will be another key activity for 2012/13.

The more detailed corporate objectives that follow all contribute to the delivery of this overall strategy. Where necessary we will seek Trust approval.

2.2 Improving quality and distinctiveness

At its heart the BBC strives to provide high-quality programmes and services that are loved by audiences. In 2012/13 the BBC will look to improve quality and distinctiveness through a focus on the BBC's five editorial priorities:

- The best journalism in the world
- Inspiring knowledge, music and culture
- Ambitious UK drama and comedy
- Outstanding children's content; and
- Events that bring together communities and the nation

The BBC must achieve this objective whilst maintaining reach on TV and radio and increasing reach online. This involves the following activities.

Inspire audiences and staff with outstanding coverage of London 2012, the Diamond Jubilee and other major 2012 events

This year is one of the most significant in the BBC's history, as we look forward to a programme of major events that includes the London Olympics, the Queen's Jubilee, Euro 2012 and a host of landmark programming, such as the Shakespeare season and Radio 1's Hackney Weekend. As such, one of our key objectives is to make 2012 the most creative and ambitious year for BBC content.

2012 has already begun and the 2012 Project, in collaboration with the BBC's divisions, is now in the final stages of delivering the big events of the year. For the BBC, it presents a unique opportunity to show that it is at the heart of national life and able to bring the nation together around a series of major events. These include:

- *The Olympic Torch Relay*. This is the opportunity for the BBC to help connect the Games in London to the rest of the UK as the Torch travels to every part of the country. The BBC will cover the Torch arrival in Cornwall on May 18th live and then mount special programmes in every Nation and Region while the Torch visits. The BBC will also stream the Torch's journey live on the web for the audience to follow
- *The Diamond Jubilee*. The Queen will celebrate 60 years on the throne with a number of events over the first weekend in June around which the BBC will mount special programming. These include the Diamond Jubilee River Pageant where a thousand boats will sail up the River Thames following the Queen on her Royal Barge. There will be a National Service of Thanksgiving at St Paul's, and the BBC will stage a concert outside Buckingham Palace attended by members of the Royal family

- *Radio 1's Hackney Weekend*. Radio 1 is staging its biggest ever free, live music event over two days in June on Hackney Marshes. Around 100,000 people will attend with a proportion of tickets reserved for those from the London Borough of Hackney and the other five Olympic boroughs: Barking and Dagenham, Greenwich, Newham, Tower Hamlets and Waltham Forest. The concert is part of the official London 2012 Festival
- *The Olympic Games*. The BBC is the UK broadcaster for the Games and will, for the first time, make live sport from every session of every event available to the audience – a total of around 2500 hours of live sporting action. At its peak, it will mean 24 simultaneous streams of live sport offering unprecedented choice to the audience via BBC Online. The 24 streams will also be made available for transmission by cable and satellite TV providers. In addition to BBC One, which will remain the main channel with all the best sporting moments, BBC Three will have extended hours for the duration of the Games and also broadcast sport throughout the day and evening. There will be an extra temporary digital radio channel called BBC Five Live Olympics Extra. The BBC will also be covering the Paralympic Games on radio
- *The BBC Proms*. This year the Proms are also a part of the official London 2012 Festival. On the opening day of the Olympics, July 27th, Daniel Barenboim will lead the West Eastern Divan Orchestra in a performance of Beethoven's Ninth Symphony, the culmination of a complete Beethoven symphony cycle.

In addition, the BBC will celebrate the year across all its genres. There is a particularly rich cultural offer for the audience including epic film versions of *Richard II*, *Henry IV parts I and II*, and *Henry V* as part of a Shakespeare Season. There will be special editions of *Absolutely Fabulous* and *QI* as well as the new original drama, *Bert & Dickie*, an Olympic history series and a second run of the spoof comedy, *Twenty Twelve*.

It will undoubtedly be a busy news year. London will play host to a hundred heads of state and tens of thousands of tourists during the Olympics. There will be significant security and transport challenges. Our news teams will offer wide-ranging and expert and impartial analysis of the issues as they arise.

The 2012 Project has been supporting a number of ambitious legacy programmes. The school twinning programme, World Class 2012, which is a Public Value Partnership with the British Council, has now twinned over 4000 schools in the UK with schools abroad. The London 2012 Apprentices Scheme has been extended from London to BBC Scotland and up to 50 apprentices will have completed the scheme by the end of 2012. A further 250 young people will have entered the 2012 Work Experience programme. The 2012 Project has also developed a wide network of Community Reporters across the UK in conjunction with the BBC's Nations and Regions teams.

Implement the changes to services required by *Delivering Quality First*

The scale of the BBC's savings challenge cannot be met by making efficiencies alone. Genuine reductions to services are required. In making our choices and finding savings we have ensured that we will be spending proportionately more of the licence fee on the five editorial priorities by the end of the current charter. In 2012/13 we will be:

- Concentrating licence fee spend on the things which the public most expect from us. This means the following changes:
 - A 15% reduction in the Sports rights budget (this has already been visible in the sharing of Formula One coverage with Sky, and the loss of live horse racing to Channel 4)

- The continued implementation of the 25% reduction in the budget for BBC Online
- A reduction in acquired programme film and series budgets
- Reductions in lower impact entertainment programmes
- Closing BBC HD and replacing it with a single version of BBC Two in HD.
- Focusing investment on flagship services and on times of the day when the public most use our services:
 - Reducing budgets and volume of commissioned hours of late night and overnight output on television and radio services
 - Beginning to change daytime schedules so that we begin the shift of all new daytime programming to BBC One, so that BBC Two offers additional chances to see outstanding peaktime programmes
 - Forge closer links between TV and radio channels and services, e.g. BBC Four playing a more complementary role to BBC Two and building on successful collaborations between Radio 1 and iXtra and Radio 4 / 4 Extra
 - A new strategy for the Asian Network with a sharper editorial focus that delivers better value.

The BBC expects to meet the 17% target for network television programmes to be produced in Scotland, Wales and Northern Ireland earlier than 2016 and exceed it by the end of the Charter. This will bring millions of pounds of new network commissions across Scotland, Wales and Northern Ireland. This new output will be accompanied by measures to increase portrayal and representation of the whole UK, in part through some further shifts of commissioning and production leadership outside London.

Launch and implement the Online Connected Strategy

The BBC's online strategy is to create one integrated service combining BBC Online and Red Button by delivering ten products to our audiences across four screens. The ten products are: News; Sport, Weather, CBBC, CBeebies, Knowledge & Learning, TV & iPlayer, Radio & Music, the Homepage and Search. Implementing the connected strategy is a three-year project that was begun in 2010 and has already made significant changes by greatly reducing the number of websites, and building collaborative editorial, design, marketing and technology teams working on a single platform. We are well on the way to making the 25% savings required, to be completed in 2012/13.

The ten products are currently at various stages of maturity and will be developed accordingly throughout 2012/13. The end of 2011 saw the relaunch of News and Homepage, and this year will see new product launches (Knowledge and Learning) and product re-launches (Radio & Music, London 2012). In addition to development of the ten products, a small number of pan-BBC activities will ensure licence fee payers will gradually experience a more consistent and high-quality visual experience no matter what device they use to access BBC content delivered over the internet. They will also find more accessible and rewarding links between BBC Online and other sites and services on the web.

The connected strategy will help BBC Online prepare for a fully converted digital world, where traditional linear broadcast content and on-demand non-linear content combine to form seamless

audience experiences across multiple devices. Building on the changes that have already happened, we will see reinvestment in a number of areas, including:

- *Four-screen experience*: extending the depth and breadth of our content across connected TVs, computers, mobiles and tablets
- *Digital curation*: using editorial, social and personal tools to lead audiences on journeys of discovery across our different platforms and genres
- *Social experience*: to allow us to make the most of the growing popularity of social networks off bbc.co.uk, extending the reach of our content and engaging new audiences
- *Open access*: to ensure our products are available on as many new consumer platforms and devices as we can, improving accessibility for audiences
- *Archive services*: making our content permanently available by continuing to work to put the BBC's back catalogue online, allowing audiences to access our programmes for longer
- *Open technical platform*: enabling us to become more open by sharing our technical platforms, metadata and code with the industry in support of a more digitally creative UK (regulation permitting).

Audiences will also see a more consistent Red Button offering from the BBC, with the same service available across all TV platforms. These changes will pave the way for access to internet-connected television content delivered through the Red Button. Key changes include:

- Reducing the number of video streams available on satellite and cable from nine to the one stream currently available on Freeview towards the end of 2012, after the Olympics
- Reorganising and rationalising the digital text service and closing the news multiscreen service
- Creating a new Red Button experience to bridge the gap between traditional TVs and the internet.

Implement the conclusions of BBC Trust Service Reviews

We will work to implement specific changes coming out of the recent reviews of the Asian Network, Local Radio, BBC News Channel, BBC Parliament, BBC Radio 5 Live and BBC Radio 5 Live Sports Extra, and the BBC's radio services in the devolved nations, as well as continuing to implement recommendations for other services. These include:

- **BBC News channel**: Continuing to improve and innovate, to keep distinctive in an increasingly crowded marketplace for news; and maintaining the range and depth of stories covered despite the need for efficiency savings. The DQF strategy for the channel will include reduced spend on back half hour content; no dedicated hourly business news; reductions in discretionary spend and more use of network news programmes
- **BBC Parliament**: ensuring on-screen contextual information better meets the needs of viewers and introducing easier links to other BBC services so people can find more details about a subject quickly
- **BBC Radio 5 Live**: Raising audience awareness, in particular of its news output, and ensuring that its appeal remains broad; reflecting the amendments to the service licence for a clearer set of commitments for news programming; providing more coverage of a range of sports alongside football.

Plan effectively for creative renewal from 2013/14

2011 was an exceptional year for major news stories; 2012 promises to be an outstanding year for sport, culture and bringing the nation together. It will be important to ensure that the BBC's output in 2013/14 continues to meet audiences' high expectations of the BBC, particularly as the *Delivering Quality First* savings begin to be implemented in full.

During 2012, the BBC Executive will therefore be creating and implementing plans to ensure that 2013 is rich in ambitious, standout and landmark content across all genres and channels. This will involve developing further creative partnerships to increase the impact of our output, as well as reflecting key anniversaries, sporting highlights and cultural events.

2.3 Improving value for money

As a public service broadcaster, the BBC has a public duty as well a financial imperative to make every pound of the licence fee work as hard as possible. Key actions to this end in 2012/13 include:

- Successful completion of the current Continuous Improvement efficiency programme, delivering £2bn of cumulative savings between 2008/9 and 2012/13
- Moving 2% of the BBC's spend from overheads to content over the budget period 2012/13 to 2013/14
- Implementing DQF efficiency targets which have now been embedded in Divisional budgets and plans from 2012/13
- Continuing to reduce talent costs
- Balancing lower productivity targets in content divisions with deeper savings across the BBC's overhead and support areas, with 25% reductions by 2016/17 for all targeted cost areas. In Operations Group, savings are already being delivered with staff reductions of c20% over this year and next
- Completing the Broadcasting House, BBC North and digital production projects, with options for the exit and sale of Television Centre pursued.

Since the 1990s when the BBC started moving to digital it has been making significant efficiencies to bring running costs down from 24% of the licence fee to around 12% today. Last year the National Audit Office reviewed the management by the BBC of its support functions and concluded that the approach to reducing the costs of support functions is broadly effective in increasing value for money. As in all their reviews, the NAO made a number of recommendations which the BBC will be implementing in full in the coming year.

The BBC has been engaged in commercial activity since the launch of the Radio Times in 1923. This activity is driven by our need to deliver value for money to licence fee payers, including securing a commercial return on investment in content and services. Today the BBC has a broad commercial portfolio ranging from DVD sales to branded channels to live events, which returned £236m in 2010/11 to licence fee payers in the form of dividends, content investment and third party investment – the equivalent of £9 for every licence fee payer.

In 2012/13, our focus will be on developing the BBC's commercial activities to the benefit of audiences and the wider industry.

Continue to develop a more coordinated approach to the BBC's commercial activities, with an appropriate governance framework

Subject to approval, over the next twelve months the BBC's commercial strategies will be more closely coordinated with those of the public service to ensure we have a coherent UK and international offer for audiences and can maximise the benefits of scale (for example in the funding of programming). To support this we will adopt new governance mechanisms which drive closer alignment whilst respecting the BBC's regulatory framework – the first step is the recent appointment of the Director-General as the Chairman of BBC Worldwide.

This year the BBC will pursue the approvals and agreements for Project Barcelona (working title), the recently announced proposal to make more of its archive more widely available. In the same way as audiences purchase DVDs of archive BBC programmes, Project Barcelona would enable audiences to purchase and keep digital copies of programmes for their on-going personal use. This would be non-exclusive, so BBC content would continue to be available through other providers as well. Our ambition is ultimately to let our audiences have access to all of our programmes on this basis by, over time, adding more and more of the BBC's archive into the window. We will continue to work in close collaboration with rights holders as we develop our proposals.

Project Barcelona is closely related to the BBC's successful partnerships like Freeview, Freesat, and YouView, iPlayer, Radioplayer – which are all part of one strategy. This strategy reflects the fact that high-quality content matters more now than ever and that the BBC must constantly seek new ways of keeping open access to that content, not just for itself, but for the industry and every household in the country.

Meet our commercial income targets

The BBC has challenging commercial financial targets to meet over the next year.

Firstly, our wholly-owned commercial subsidiary BBC Worldwide aims to deliver a similar revenue and profit trajectory to recent years. However, given macroeconomic risks and short-termism in advertising markets, the trading outlook for the year ahead is more uncertain than usual.

BBC Worldwide has the following objectives for the year:

- Become more international – building BBC-branded businesses in high-growth markets and growing BBC Worldwide's share in established markets
- Drive digital growth – driving online and mobile growth opportunities to respond to changes in consumer behaviour
- Grow the scale of BBC Worldwide's international TV channels – launching new channels as opportunities arise and driving distribution and ratings of BBC Worldwide's existing channels
- Increase investment in new content – continuing to acquire, produce and represent the best content
- Develop more direct connections with audiences – including fostering loyalty through customer relationship management (CRM) systems.

Where appropriate, we will seek the necessary approvals for these initiatives.

Secondly, as part of the DQF process, the public service output divisions have been set targets to generate additional commercial income of £40m p.a. by 2016/17 (from both BBCW and third

parties). Specific initiatives for this year include continuing to grow commercial investment in BBC TV programming; creating compelling global digital products from more aligned working and common technology platforms between the public service news, bbc.com and BBC Worldwide; technology and editorial investment for BBC World News and BBC.com, targeting growth from the US and Asia Pacific regions; and improving and broadening existing commercial activities in radio (e.g. through creating new brands and formats and enabling a greater volume of spoken word content to be purchased).

2.4 Serving all audiences

The privilege of the licence fee brings with it an obligation to try to deliver all the BBC's services, and the same quality of service, to all parts of the audience. This includes seeking to ensure that every household has convenient access to each relevant BBC service, free at the point of use. Across 2012/13, this will involve the following areas of activity.

Complete Digital Switchover to time and budget

The BBC has delivered one of the biggest engineering projects ever undertaken by the Corporation, implementing digital television switchover to plan and with DigitalUK and the Switchover Help Scheme achieving all their objectives, while remaining significantly below their budgets.

During 2012/13, 226 transmitters will undergo switchover (bringing the total converted to 1156), and completing the UK's transition to digital television. Over 8½ million homes will undergo switchover in 2012.

The Help Scheme is progressing well, with over a million installations completed. Satisfaction levels remain high with around 93% of customers giving us 8 out of 10 or more and complaints running at less than 0.4% of installations. The UK is now almost three quarters of the way through switchover in terms of population and the biggest challenges are to maintain the quality of customer service as volume peaks around the London switchover in April and as the Scheme winds down in the autumn.

The final switchover dates this year are: 18 April 2012 for London; 27 June for the last transmitter group in Meridian; 26 September for Tyne Tees; and 24 October for Northern Ireland. From 24 October, UK television broadcasting will be completely digital.

Progress BBC partnerships, including the successful launch of *YouView* and *The Space*

Since the partnerships proposals announced in December 2008, the BBC has made demonstrable progress on strategic partnerships, including:

- YouView trials well underway
- A number of strong Media Literacy campaigns delivered
- The launch of the industry-wide RadioPlayer, now serving 7 million listeners a month
- The Digital Production partnership announcing common technical and metadata standards for file-based programme delivery in the UK

- The launch of a number of editorial partnerships such as YourPaintings, a site aiming to gather pictures of the 200,000 oil paintings that can be found in the UK.

2012 will see the unfolding of the Olympics and the London 2012 Festival, but also the launch of The Space, a partnership between the BBC and Arts Council England to create an experimental digital arts media offer across PC, mobile, tablet and connected TV. The BBC will be laying the groundwork for future years of successful partnerships in BBC R&D, BBC North and City Partnerships, and will continue to encourage partnering with companies to deliver content and value to its audiences.

Deliver a co-ordinated free-to-air TV platform strategy for Freeview, Freesat and YouView

During this time of constrained resources across the BBC, it is right to review the BBC's Free to Air Platform joint ventures to ensure they are delivering maximum value for licence fee payers. During the course of 2012/13 the BBC will take a fresh look at Freeview, Freesat and YouView to ensure they are targeting audiences effectively, developing appropriate new features and innovations, and operating in a cost-effective way. By the end of the year the BBC will have a plan in place that will seek to ensure continued subscription-free and unmediated access to BBC content for all licence fee payers, whilst ensuring our platforms are competitively healthy, appropriately funded, and future-proofed.

Deliver Connected Red Button across multiple platforms

We will develop a connected Red Button experience to connect linear output to non-linear, enabling trusted and easy access to synchronised experiences that complement and enhance our broadcast programmes. Audiences will be able to move easily from broadcast to connected and back: providing instant access to recent episodes, extra streams, and new features which help put the audience in control.

On-demand availability and content windowing

We are continuing to monitor audience demand for and the availability of BBC on-demand content. If necessary, we will consider changes to the windowing of the BBC's TV and radio public service programming in the light of changing audience needs and market norms, and will bring any necessary proposals to the BBC Trust for consideration.

Digital Radio

As part of *Delivering Quality First*, the BBC has committed to the further roll-out of the BBC's national DAB multiplex to 97% coverage of the UK population as soon as feasible, so that it approaches FM equivalence for all the BBC's UK-wide digital services. By the end of March 2012 we have achieved 93% coverage, meeting the BBC's commitment to deliver at least 90% population coverage of the UK during the Charter period. 226 transmitting stations have been built with the final one being at the BT Tower, which reinforces coverage for central London.

Discussions are continuing with Government and commercial radio about the roll-out of local DAB infrastructure. We are now in the process of tendering for the next stage of DAB multiplex roll-out, with the aim of resuming the build programme.

BBC Archive – Journal of Record

The BBC has previously announced its ambition to open up a portion of our archive as a publicly accessible permanent collection – to be available online in perpetuity. A major plank of this is the ‘Journal of Record’ project focused on the editorial priority of the ‘best journalism in the world.’ The project could open up to the public all our years of BBC journalism in the form of daily news bulletins, broadcasts and scripts, together with the live broadcasts of key events. This unique and irreplaceable collection of content would be made available to audiences as a national resource, searchable and available for syndicated use by the BBC’s public service partners as well as by schools or other educational institutions.

Since October 2011, we have been engaged in a non-audience facing pilot to assess what assets are available, how these could be best presented to audiences, and at what cost. Using the outputs of this pilot, we will shortly be making a recommendation on how to pursue this project. Were this to entail changes to one or more Service Licences, we will seek the appropriate level of approval.

BBC One HD Nations Opts

The BBC is committed to bringing the benefit of emerging technologies, like high definition broadcasting, to audiences across the UK. In November 2010, we launched BBC One HD across the UK as a network service without opt programming (programming produced specifically for audiences in each of the Nations & Regions of the UK). Until now, opt programming has only been available in SD (standard definition).

By the end of 2012, we will launch variants of BBC One HD in each of Scotland, Wales and Northern Ireland. Audiences will now have the option of watching Nations’ opt programming in full high definition, receiving the same outstanding visual experience for Nations’ content as they already do with the BBC’s network content on BBC One.

Other Nations distribution issues

The different topographies and geographies of Scotland, Wales and Northern Ireland present particular challenges for distributing BBC services in each Nation. Two issues in particular will be priorities for the BBC Executive across the next year:

- Looking at various technical possibilities for the long-term future of the three variants of BBC Two broadcast in the three Nations. We will also be exploring similar technical possibilities for how best to distribute the BBC’s English regional versions of BBC One
- Exploring different ways to improve coverage and availability of the Nations radio stations.

2.5 Working Together

In addition to reflecting the Trust’s four long-term objectives, the BBC Executive has set the organisation an additional objective around its internal operations. The BBC is a complex organisation with activities across the UK and around the world. A key priority for the next few years will be to make the BBC simpler so that staff can work more effectively together and the value of the BBC’s output can be maximised across platforms and services. A number of specific areas of BBC activity will be a focus for this priority.

Throughout the significant period of change that DQF will bring, the BBC will look to support our leaders and staff through major moves and changes, ensuring that project milestones are met.

Keeping major projects on track

Phase One of the BBC North migration will be completed early in 2012/13 with the arrival in Salford of BBC Breakfast. Thereafter, the focus will be on moving all remaining project functions into a strong business-as-usual operation. This will involve bedding down new technologies and ways of working, continuing to implement a new Operating Model for the centre, and realising the benefits of the move across all areas of the business. Focus will then shift to planning and preparing for Phase Two of the BBC North migration announced under DQF.

The BBC will carry out the largest ever move of part of its workforce and its live programming during 2012/13 when approximately 4,000 staff will move into the newly extended Broadcasting House, London and other ancillary buildings in W1. Staff will relocate from Bush House and Television Centre to join colleagues from across the News, Audio & Music and Vision Divisions to form a new highly collaborative and dynamic creative hub in the centre of the capital. A detailed training, piloting and migration plan has been scheduled throughout the year and is designed to deliver a wide range of output from the new digital state-of-the-art studios and facilities at Broadcasting House. The plan has been scheduled to minimise disruption to coverage of a wide range of major editorial events during the year including the Olympics, the Diamond Jubilee and many significant overseas elections. World Service language programmes are the first to move followed in succession by Current Affairs, Radio News, TV News, Radio One/1Xtra, Commissioning and Scheduling teams for BBC One, Two, Three and Four plus network television's Factual, Comedy and Drama output. They will be joining existing network radio teams, BBC London and BBC Arabic and Persian TV, which are already based at Broadcasting House, to form a workforce which will eventually total approximately 6,000 staff and bring to a close a major project which was first approved in 2003.

Foster a vibrant creative economy across the UK, finalising plans to move further posts outside London

The BBC is committed to producing more content outside London, to reflect the culture, communities and creativity of the whole UK. The BBC's target of 17% of network programmes being produced in Scotland, Wales and Northern Ireland by 2016 is expected to be exceeded before the end of the Charter period. Last year 16.3% of Network Television programmes were made in Scotland, Wales and Northern Ireland compared to 13.2% in 2010 (final numbers subject to Ofcom approval).

The opening of the purpose-built drama production facility, Roath Lock, has underlined the BBC's commitment to the continued development of Wales as a world-class network production centre. *Casualty* and *Upstairs Downstairs* began production at the centre since it opened in September 2011 alongside productions such as the daily Welsh language drama *Pobol y Cwm*, which moved its filming in December 2011, and *Doctor Who* which began filming in Spring 2012. The 'Doctor Who Experience' centre, run by BBC Worldwide, is being built next to Roath Lock in partnership with Cardiff Council, and is scheduled to open in 2012.

Extend digital production tools, such as Fabric, to all areas of TV production and make production processes more consistent across departments

2012/13 will see Fabric, the BBC's new digital production environment, rolled out across BBC Productions. It will provide cost efficient 'end-to-end' digital production, and transform the production process, enabling greater collaboration, creativity and increased value for money.

The BBC will also continue to work closely with the wider media sector to encourage the adoption of file based (digital) production techniques within the UK. The creation of the Digital Production Partnership (DPP), has already delivered tangible benefits across the industry, including Technical and Metadata Standards for delivering programmes through computer files rather than on tape – all seven major broadcasters (BBC, ITV, Channel 4, Sky, Channel 5, S4C and UKTV) have agreed one common file format and structure to enable TV programmes to be delivered by digital file. We will continue to work nationally and internationally on technical and metadata standards, bringing the BBC closer to realising its fully end-to-end digital production and distribution ambitions.

Design and implement 'One BBC' projects in News, UK Television Production, Music and Science

One BBC News

During 2012/13, BBC News' operations based at Television Centre and Bush House will physically move to the redeveloped Broadcasting House, resulting in the BBC's UK and Global operations being housed together for the first time. Co-location provides opportunities to drive improvements in the way the combined operation works to increase both efficiency and audience value by making the best material available to more audiences across different platforms and services.

Given the scale of the moves, the priority for 2012/13 is the safe migration of all the services and operations into their new home. At the same time, we will start to put building blocks in place to enable integration of operations across the News Group. Some changes in underlying operations are proposed for 2013, for which detailed planning will occur this year in parallel to the moves. Common technologies have been installed in the new building and workflows and processes are being aligned between teams, which will allow content and information to be more easily shared between different parts of the group.

Other changes will be implemented over a longer time period, such as the development of an integrated international newsgathering operation serving all outlets and the creation of a common deployment system for newsgathering between English Regions and Network in the UK. Planning for these changes will take place during 2012.

One BBC Production

In 2012/13 the BBC will build on the progress it has made with its Network Supply Strategy and the overall ambition to grow sustainable television production activity across the whole UK. Plans are now in place to improve the creative focus of each network production centre across the UK so that they become fully self-sustaining between now and 2016. The BBC will also seek to enhance the competitiveness and efficiency of in-house network production by creating a single network production economy, with all parts of the BBC's production activity across the UK managed in an integrated way and with single genre strategies.

One BBC Music

For 2012, the BBC is focused on delivering a landmark year of music activity including Radio 1's Hackney Weekend and The Diamond Jubilee concert, with a new pan-BBC strategy focused on

collaborative working and clearer co-ordination across all music strands. During late 2012 the new music hub in WI will be created, enabling a more connected approach to music as a key theme for the coming year.

One BBC Science

From Autumn 2012 we will co-locate all those working in Science in London, across News, Vision, and Audio and Music in New Broadcasting House. This will enable them to benefit from each other's expertise, contacts and talent. Network TV Science in Scotland will also be part of this collaborative working through the single Pan-UK Production model, but will remain based in Glasgow.

2.6 Openness and transparency

The BBC Trust's last objective – to set new standards of openness and transparency – is retained as a corporate-level objective and will mainly be delivered by the BBC's top-level strategy, policy and financial operations. Publication of this workplan itself helps to deliver this objective but is only part of the BBC's commitment to openness. Amongst other actions, the BBC will continue to:

- Publish a much wider range of information quarterly, including audience performance data for BBC services and audience assessments of quality
- Publish a new and separate survey of public views on the impartiality of BBC news output. This will look at trust and impartiality across the news market, enabling a comparison of perceptions of BBC News in these areas with other broadcasters, newspapers, online news aggregators and social networking sites
- Continue the extended and simplified arrangements for the publication of pay and expenses of senior BBC managers
- Continue to publish talent costs broken down into figures for aggregate spend in different bands.

BBC Executive 2012/13 objectives and actions for management and staff

2.1 Overarching objective	
Implement <i>Delivering Quality First</i> as a 'One BBC' project <i>Project milestones</i>	
2.2 Improving quality and distinctiveness	
Objective	Action
Improve quality and distinctiveness through focus on the BBC's five editorial priorities, whilst maintaining reach on TV and radio and increasing reach online <i>Quality, distinctiveness and reach metrics</i>	<ul style="list-style-type: none"> • Implement scope changes as a result of DQF • Implement the BBC Trust Service Review conclusions • Launch and implement Connected Strategy
Make 2012 the most creative and ambitious year for BBC content <i>AI scores and related measures</i>	<ul style="list-style-type: none"> • Inspire audiences and staff with outstanding coverage of London 2012, the Diamond Jubilee and other major 2012 events • Plan effectively for creative renewal from 2013/14
2.3 Making the licence fee work harder	
Objective	Action
Create a leaner, reshaped BBC that increases value for money for licence fee payers <i>Value measures, CI/PI/DQF targets, sustainability targets</i>	<ul style="list-style-type: none"> • Meet productivity and overhead reduction targets • Simplify and delayer BBC processes, and implement better ways of working using new technologies and new buildings • Drive reduction in the property portfolio (including a full exit from West London by the end of the decade) • Deliver the BBC's openness and transparency commitments
Develop the BBC's commercial activities to the benefit of audiences and the wider industry <i>Commercial targets</i>	<ul style="list-style-type: none"> • Meet commercial income targets • Continue to develop a more coordinated approach to the BBC's commercial activities, with an appropriate governance framework
2.4 Guaranteeing Access	
Objective	Action
Make "digital public space" a reality <i>Partnership and project milestones</i>	<ul style="list-style-type: none"> • Progress BBC partnerships, including the successful launch of <i>YouView</i> and <i>The Space</i> • Deliver co-ordinated free-to-air TV platform strategy for <i>Freeview</i>, <i>Freesat</i> and <i>YouView</i> • Complete Digital Switchover to time and budget • Deliver Connected Red Button across multiple platforms
2.5 Working Together	
Objective	Action
Support our leaders and staff through major moves and changes <i>Project milestones</i>	<ul style="list-style-type: none"> • Keep major projects (including Salford, WI, Fabric) on track • Complete the design and implementation of a new staff and management engagement plan • Foster a vibrant creative economy across the UK, finalising plans to move further posts outside London • Extend digital production tools, such as Fabric, to all areas of TV production and make production processes more consistent across departments • Design and implement 'One BBC' projects in News, UK Television Production, Music and Science
2.6 Openness and Transparency	
Held as a corporate level objective	• See actions noted above

3. BBC budget 2012/13

3.1 Introduction

The unique way in which the BBC is funded puts significant financial responsibilities on it as an organisation, specifically:

- To maximise licence fee income through the efficient and effective collection of the licence fee
- Consistent with the terms of its charter and other obligations, to maximise funding from other sources, most significantly Worldwide, the BBC's commercial trading operation
- To provide value for money by prioritising expenditure on the programmes and content the public most wants from the BBC
- To ensure that this output is then delivered as efficiently as possible.

The following sections set out how the BBC plans to deliver on these obligations over the next twelve months.

3.2 Budget overview

The BBC's budget for 2012/13 is designed to support the BBC's strategic objectives as set out in *Delivering Quality First*, by:

- Providing the platform for the delivery of an exceptional year of output in 2012, with one-off funding of £50m to make 2012 one of the most creative and exciting years of output in the BBC's history
- Concentrating expenditure on the flagship services (BBC One and Radio 4, for instance) and priority genres that the public expects from the BBC (e.g., original production in children's)
- Completing the transition to new creative hubs and the delivery of new production technologies
- Continuing the development of lean high-quality support services, releasing savings to be recycled into content – over the next three years, 2% of the BBC's core spend will move from centrally managed costs to content. Over the same period, the property estate will become 15% smaller; centrally managed costs fall by 11%; and support staff reduce by 20%
- Delivering against current productivity targets and embedding ambitious new efficiency plans within divisions. This involves the successful completion of the current Continuous Improvement programme, delivering £2bn of cumulative savings from 2007/8 to 2012/13. This is equivalent to an annual rate of c3.5% over the five years of the CI plan, exceeding the 3% target set by the BBC Trust. This budget also reflects the delivery of £108m of DQF savings in 2011/12
- Beginning to create the financial headroom to support the BBC's new obligations that begin in 2013/14 and a re-investment fund to support the continuous development of great content and its accessibility.

3.3 Budget detail

Licence fee income

The fee for the year has been frozen, but growth in licence fee income to £3,722m is still planned from 0.5% growth in the number of households paying the licence fee. A reduction in evasion rates from 5.2% to 5.0% is also being targeted as a result of the renewed management contract with Capita. Improvement is also being planned in the cost of collecting the licence fee, with a 2% reduction planned for 2012/13, and substantially larger reductions in subsequent years as the new management contract beds in.

In addition, the BBC will continue to generate income from its trading and commercial operations (Worldwide, World News, Studios & Post Production and other commercial activities).

Delivering Quality First

This Budget marks the transition from *Delivering Creative Future* and the Continuous Improvement (“CI”) efficiency programme to *Delivering Quality First*. 2012/13 will be simultaneously the last year of the five-year CI Programme and the first year of five of the DQF plan. It is also the year of the Olympics, and the Diamond Jubilee and the year of the moves to Salford and New Broadcasting House.

The Budget is built on the agreement with the Government in October 2010 that the licence fee should remain at £145.50 through to the end of the Charter and that, in addition, the BBC would fund the extra broadcasting-related activities of BBC World Service, BBC Monitoring, an expanded partnership with S4C and support for new local television services and broadband roll-out, although these new obligations do not impact directly on the financial year 2012/13.

The agreement with the Government was predicated on the basis that the new commitments, as well as future inflationary increases, would be funded by making 16% savings over the four years to 2016/17 in line with the level being asked of many other cultural bodies. This Budget includes the first tranche of those savings in 2012/13 as well as the delivery of the final year of CI efficiencies.

Spend by service licences

In 2012/13 the BBC is planning to increase expenditure on service licence content to £2,552 million, reflecting both the BBC’s commitment to maximising content spend over other types of spend but also the busy schedule of unique events in the UK in 2012 (Olympics, the Cultural Olympiad, and the Diamond Jubilee).

Budgeted direct content spend by individual service licence for 2012/13 is as follows:

£m	12/13		12/13
BBC One	1,184	Radio 1	41
BBC Two	422	Radio 2	47
BBC Three	88	Radio 3	40
BBC Four	50	Radio 4	96
BBC Alba	5	Radio 5	59
CBBC	86	Radio 5 Live Sports Extra	3
CBeebies	28	Radio 1Xtra	8
BBC News	49	BBC 6 Music	8
BBC Parliament	2	Radio 4 Extra	5
Total TV	<u>1,915</u>	BBC Asian Network	9
		Total Network radio	<u>316</u>
£m (note)	12/13		12/13
BBC Red Button	17	BBC Local Radio	121
BBC Online	<u>110</u>	BBC Radio Scotland	25
Total interactive	<u>127</u>	BBC Radio nan Gàidheal	4
		BBC Radio Wales	15
		BBC Radio Cymru	13
		BBC Radio Ulster & Foyle	17
		Total Nations & Regions Radio	<u>194</u>

Due to rounding, totals shown above might not agree exactly to the sum of individual service licences

Key changes to note over the current year are:

- Spend on BBC One increases significantly in 2012/13 to reflect the additional costs of the major UK events
- BBC Online reflects the second instalment of the 25% reduction approved by the BBC Trust
- The separate BBC HD service licence is being discontinued under DQF proposals, to be replaced by BBC Two HD.

Spend on editorial priorities

Under the *Delivering Quality First* strategy, the BBC has committed to increase the concentration of its creative energy and resources on the five editorial priorities. These represent the five things which the public said it most wanted from the BBC and which most clearly reflect its public service mission. In making choices and finding savings in DQF and in this Budget, the five editorial priorities are the guide. The BBC is planning to ensure it will be spending proportionately more of the licence fee in these areas by the end of the Charter.

- Spend on journalism will increase in 2012/13, reflecting the year of major events
- Spend on knowledge, music and culture will reduce as a result of the final year of the Continuous Improvement efficiency programme and the beginning of planned changes for DQF

- Drama output will increase in 2012/13 as four Shakespeare plays will be shown as part of the Cultural Olympiad but this increased spend will not be continued in future years
- The cyclical nature of major sporting events causes Events spend to fluctuate year on year. It is, of course, significantly higher in 2012/13 but will reduce in years to come, partly to reflect DQF reductions in sports and entertainment spend
- Other content spend will reduce, due to savings in the Formula 1 contract in 2012/13 and reductions in spend on programmes acquired from overseas.

Other BBC spend

Other costs budgeted for the year include further content spend of £92m, which is not specific to individual services. Distribution of the BBC's services will cost £223m.

In addition there are number of infrastructure and support costs which will be funded from the licence fee, including its collection costs of £124m, digital switchover costs of £92m, property costs of £202m, technology costs of £163m, costs to cover the deficit on the BBC's pension fund of £60m and one-off restructuring costs for the DQF savings proposals of £107m.

The BBC's total expenditure (including restructuring costs) as funded from the licence fee in the year is budgeted at £4,013m including the above restructuring costs.

Summary Income and Expenditure Account

	£m	£m
Income		3,876
Expenditure		
Service licence budgets	(2,552)	
Other content spend	(92)	
Total content spend	(2,644)	
Service distribution	(223)	
Technology	(163)	
Property	(202)	
Licence fee collection	(124)	
Digital switchover	(92)	
Pension fund deficit	(60)	
Marketing	(88)	
Restructuring costs	(107)	
Support functions	(310)	
Total expenditure		(4,013)
Deficit		(137)

The BBC's expenditure is managed across the charter period, so that more will be spent in some years than others. The deficit in the year arises from the high levels of activity in the year (Olympics, Euro 2012, Diamond Jubilee, moves to Salford and WI, and DQF restructuring costs) and follows on from the delivery of a surplus in 2011/12 (subject to audit).

Digital switchover funding surplus

As a result of lower rates of take-up and procurement efficiencies, the BBC anticipates that the surplus of licence fee funding over actual costs will continue to increase, which will be paid over to the Exchequer.

Key Budget Risks

The current economic environment poses risk to both the BBC's income and its costs. In regard to income, household growth is regarded as the most significant risk. The recovery in the economy has been weaker than expected and assumptions for household growth have therefore been revised down to the level experienced in 2010/11. The reduction in income as a result of lower than expected household growth is more than offset by revised assumptions on evasion and reduced collection costs resulting from the new TV Licensing collection contract which comes into effect in July 2012.

The BBC will also have to remain proactive in absorbing current pressures of inflation, and will continue to review its business models to reduce the levels of embedded risk carried. Although inflation is expected to continue to fall, this is by no means certain and inflationary pressures on the BBC cost base are still expected to remain significant, especially when set in the context of a licence fee fixed through to 2016/17. This means that divisions will be expected to search for new ways to control inflation, a pressure that may also increase if domestic competitors continue to invest and market aggressively. However, the BBC has a successful track record of managing inflation. It has delivered this by providing specific inflation allowances to divisions and requiring them to bear the risk of inflationary pressures, either by finding additional efficiencies or by allowing them to retain the savings where they have been able to manage their costs at below the inflationary allowance.

In common with the wider industry, the very low current gilt yields are distorting the deficit position of the BBC's pension scheme. At present the BBC does not consider it necessary to set aside funding in this Budget for further deficit correction payments as there has been no fundamental change in the nature of the Scheme or the BBC's covenant to it. To do so would put content budgets at unacceptable risk.

4. Statements of programme policy

BBC One

BBC One aims to be the UK's most popular television channel, with the broadest range of quality programmes of any UK mainstream network.

Controller's vision for the service in 2012/2013

BBC One aims to be the most popular and best loved channel in the UK. It has a key role to play in uniting the country and is the place where viewers turn at moments of national importance. I trust BBC One will deliver world-class coverage of the 2012 Olympic Games and the Diamond Jubilee celebrations, as well as the highest-quality news and current affairs.

To maintain its position at the heart of British life I believe BBC One must provide programmes of significance and relevance for everyone. Our audience must see their own lives and values reflected across our output, from the One Show to balanced portrayal in comedy and drama.

It's important to me that the channel continues to engage audiences with serious factual output. Fresh, inventive approaches to science, history, the arts and documentary should sit alongside the established, investigative journalism of Panorama and the consumer journalism of Watchdog.

The channel must concentrate on programmes which are distinctive and ambitious. Drama and natural history bring a unique scale and quality to BBC One. I am committed to building on our recent successes in both genres. Creative ambition must also drive our comedy and entertainment and we will bring warmth and humour and the best of British talent in our new commissions.

Danny Cohen, Controller, BBC One

Key notable service developments in the coming year

- It is important that BBC One continues to offer range, depth and quality in drama. This year we will offer a wide range of drama from the contemporary story-telling of spy thriller *Nemesis* (working title) to new period pieces such as *Ripper Street*. We also hope to build on our range of returning dramas with a new series of *Call the Midwife* amongst others. We will also be increasing our commitment to powerful single dramas such as *Bert and Dickie*.
- BBC One is the channel which aims to bring the Nation together. This year, as well as the annual sporting events like Wimbledon and the Six Nations, we are aiming to provide extensive, world-class coverage of the Olympics, the Queen's Diamond Jubilee celebrations and the European Football Championships.
- BBC One will offer factual series of scale, ambition and outstanding quality. This year we are bringing a natural history series *Africa* to the channel, as well as an ambitious live natural history event and a major series on the history of the world.

Other service developments

- BBC One will continue to embrace and develop a diverse range of talent. As well new faces like Reggie Yates and Kevin Bridges, established names like Michael Palin and Anneka Rice will be making a welcome return to our programming. The channel will also have a season of programmes focussing on old age with a range of presenting talent.
- BBC One Daytime will be refreshing its offer by developing recent consumer and current affairs titles like *Rip off Britain* and *Operation Hospital Food*. It will also be introducing a range of new titles including *Postcode Lottery* and *Robbed, Raided and Re-united*.

BBC Two

BBC Two aims to bring programmes of depth and substance to a broad audience. It originates the greatest amount and range of factual programming of all BBC TV channels, combined with distinctive arts, comedy and drama.

Controller's vision for the service in 2012/2013

BBC Two is the mainstream alternative channel, with a spirit of bold creativity as our defining characteristic. Reaffirming our ability to launch ambitious factual programmes at the heart of peak-time continues to be my most important task here and it's heartening to see them coming thick and fast, in all shapes and sizes. Recently these have included the much talked about from Terry Pratchett: Choosing to Die to The Life of Muhammad; those which inspired 40,000 people to attend Stargazing Live events across the UK or Gareth Malone and the Military Wives Choir to achieve their moving Christmas number one; and programmes which simply provided extraordinary access to unseen worlds from Children's Craniofacial Surgery to Putin, Russia and The West.

BBC Two is about speaking intelligently to broader audiences too and I'm deeply committed to developing more original series with the potential to engage large numbers of viewers hungry for meaning across a huge, eclectic mix of subjects. A stripped week which paired the science behind Nature's Weird Events with a wonderful portrait of George V and Queen Mary is simply the latest demonstration that popular factual can be intelligent and full of content. But it's not all facts. BBC Two takes its pleasures seriously too from celebrating the achievements of the Great British Bake-Off, sharing the lives of the staff of The Hour, joining the Top Gear team on their epic Indian roadtrip to the remote Kargil and following Warwick Davies in his struggles against life.

For me, BBC Two is all about the exciting combination of things – of knowledge and entertainment, authority and wit. It is this that makes it such a special and different proposition within television.

Janice Hadlow, Controller, BBC Two

Key notable service developments in the coming year

- In a major Shakespeare season, the cream of British acting and directing talent will bring to life a cycle of four histories specially filmed on location: Richard II, Henry IV Parts 1 and 2 and Henry V. These will be accompanied by a range of documentaries including Shakespeare and Us, in which Simon Schama will examine the historical context of the age and Shakespeare's Italy as seen by Francesco da Mosta.
- The arrival of the Olympics provides the opportunity for a London season. Jools Holland will seek out the sounds of London; director Julien Temple will chart the city's journey from Imperial capital of the Victorian era to today's globalised melting pot; London in Pictures will tell the city's history through its art; and a new six-part series will contrast the make-up of today's London streets with their appearances in Charles Booth's Victorian poverty maps.
- BBC Two will build on its unique ability to provide a platform for expertise. Among other things, this will bring us Howard Goodall presenting a landmark history of music from prehistory to now, Stephanie Flanders on the science of economics, Mary Beard on Ancient Rome, Dominic Sandbrook on the 1970s, Daniel Barenboim on Beethoven's Symphonies and Hilary Devey on women in the boardroom.

Other service developments

- In Science, we will search out new and innovative ways to understand how the universe works. Volcanoes will get the live strip treatment, we will follow an iceberg on its journey south, use the latest equipment to explore the nocturnal natural world and take a wholly new look at our ancestors in Prehistoric Autopsy.
- Documentary film-makers will continue to bring us unparalleled access behind the scenes of contemporary Britain in with portraits of life at Network Rail, The Market, Great Ormond St, and will offer a warm Welcome to Bradford. In Current Affairs, Fergal Keane will revisit the people he met in his series Forgotten Britain.

BBC Three

BBC Three is dedicated to innovative British content and talent. The channel aims to provide a broad mix of programmes aimed primarily at younger audiences.

Controller's vision for the service in 2012/2013

BBC Three is a channel which provides a rich mix of innovative, bold and creatively challenging programmes across all genres for young viewers. We know we are engaging our target audience as BBC Three continues to be the most watched digital channel for 16-34 year olds within its broadcast hours.

BBC Three remains the only digital channel providing high-impact factual for a young audience. We are never afraid to tackle difficult issues in a fresh and inventive way, and in the coming year I am planning a season of programmes looking at mental health. I also intend to build on the success of *Bringing up Britain*, with a follow-up season exploring issues around parenthood and family. There will also be 12 editions of a new topical debate show *Free Speech*.

BBC Three has an important role in nurturing new talent. In our narrative comedy *Bad Education*, comedian Jack Whitehall will make his writing debut. Our new show *Live at the Electric* will provide a platform for new comedy talent.

Zai Bennett, Controller, BBC Three

Key notable service developments in the coming year

- BBC Three will play a key role in helping deliver outstanding coverage of the 2012 Olympic Games. The channel will have its own distinctive presenting team, led by Jake Humphrey and Manish Bhasin.
- BBC Three has a vital role to play in delivering current affairs for a young audience. We will continue to do this with our 60 Second News bulletins and our one-off documentaries. In addition, in conjunction with BBC Learning, we will be delivering *Free Speech*, a 12 part series of topical discussion programmes. They will be hosted by Jake Humphrey and will have an interactive online element to ensure our viewers have their say across different platforms.
- BBC Three's factual output will find fresh and innovative ways to address the issues that matter to a young audience. In our new factual format *Be Your Own Boss*, entrepreneur Richard Reed will inspire young business hopefuls to strike out on their own. Our upcoming factual seasons will include one on mental health.

Other service developments

- We wish to build on our exploration of contemporary history for our target audience. We have recommissioned a second series of the award winning *Our War*.
- BBC Three has a key role to play in developing comedy talent. *Live at the Electric* will offer a platform for new talent on the channel. Our new narrative comedies will include *Bad Education* with Jack Whitehall, and *Cuckoo*.
- BBC Three will be strengthening the connection with our audience, increasing our impact through social media and online content in *Free Speech*, *Our War* and a range of factual output.

BBC Four

BBC Four aims to be British television's most intellectually and culturally enriching channel, offering an ambitious range of UK and international arts, music and culture.

Controller's vision for the service in 2012/2013

This year BBC Four celebrates its tenth birthday. As we did in the beginning, we still aspire to be the most culturally enriching channel in UK broadcasting, the channel of distinction for people who love to think.

BBC Four's foundation principles are purpose, proposition and passion. The channel will continue to champion the expression of opinion and point of view from experts in their field, all with something to say. In doing this, BBC Four aims to be as much part of Britain's arts output as the culture it reflects upon.

BBC Four will continue to be the gold card channel for arts and culture, approaching subject matter at a level of depth, detail and authority second to none. It is not just committed to coverage of the arts but actively celebrates them, producing content with a broad appeal. The channel is curious about the role of arts and culture in our modern society. The aim is to offer discourse and insight through factual, drama and entertainment programming – newly made and from the archive, onscreen and online through our Archive Collections.

BBC Four will continue to employ style and wit, to entertain as it informs and to be as enjoyable as it is knowledgeable and insightful. So, expect strong points of view and new ways of looking at subjects that open up debate in a collection of programmes that I hope people will find as entertaining as they are satisfying.

Richard Klein, Controller, BBC Four

Key notable service developments in the coming year

- A theme for the channel's arts coverage will be art of the Ancient World – Alastair Sooke will explore the art of Ancient Rome; in Age of Light, Waldemar Januszczak will bring his unique perspective to the Dark Ages; and James Fox will attempt to tell History of the World in Three Colours: Blue, White and Gold. BBC Four's two year partnership with the V&A, Handmade in Britain, will take in metalwork and wood. BBC Four will also contribute complementary films to the Shakespeare and London seasons, including James Shapiro on Jacobean Shakespeare and a new RSC production of Julius Caesar.
- 20th Century music in its most uncompromising forms will also be a theme. The Britannia series celebrates punk; and in a partnership with the South Bank the extremes of modern classical music will be anatomised. In conjunction with BBC Two, Daniel Barenboim will conduct the complete Beethoven Symphonies at the Proms and the Young Musician of the Year, Choir of the Year and Leeds Piano Competition will return. The channel's eclectic musical range will continue undiminished from the art of the Requiem to Chas n Dave.
- BBC Four's international focus will be as strong as ever. In addition to its regular presence, Storyville will host a major worldwide season of new documentaries, Why Poverty? Foreign language feature film premieres will continue to have pride of place as will Saturday night drama series – The Bridge will appear alongside new series of Borgen, The Killing and Spiral.

Other service developments

- Closer to home, we will follow a year with Stoke Council as they battle to cope with budget cuts. Barrister Harry Potter will present an authoritative history of the British legal system. After his series on fatherhood, film maker Steve Humphries will turn his attention to a century of love and marriage.
- In Science, BBC Four will present a major season on insects. Laverne Antrobus will examine what conditions like autism, ADHD and OCD can tell us about the nature of human child development. Jim Al-Khalili will investigate Order and Disorder, Marcus du Sautoy will uncover the science of measurement and Dr Mike Mosely will explore his own gut for a surprising Human Body week. Following his Royal Institute Christmas Lectures, Mark Miodownik will present a series on the structure of materials.

CBBC

The CBBC channel offers a distinctive mixed schedule for 6-12 year olds, with mainly UK programmes served in a stimulating, creative and enjoyable environment.

Controller's vision for the service in 2012/2013

CBBC has consolidated its position as the UK's most popular children's channel and website for 6-12 year olds, with appealing, engaging, relevant and challenging content.

Our vision is to sustain and build on our success. We want to deepen our engagement with current viewers and users of CBBC, and to broaden our reach to new audiences to become even more relevant and indispensable to all children across the UK.

We will make full use of our new home in Salford, and continue to strengthen our relationships with independent production companies based in the North.

Whether through drama, entertainment, factual, comedy or news programming, CBBC tells important stories which reflect children's views about the world, their place in it, and how they would like it to be. It is an important part of growing up, and provides a shared experience for all children across the UK. Children are at the heart of the channel, and our vision is to continue to create even more distinctive, entertaining, and challenging programming which keeps them there.

Damian Kavanagh, Controller, CBBC

Key notable service developments in the coming year

- We will work to minimise the impact on audiences from the *Delivering Quality First* proposal to remove children's output from BBC One and Two so that CBBC programming would be broadcast exclusively on its digital channel. Research confirms that this would not present significant audience challenges, but we will need to ensure that we migrate current audiences effectively, and bring in new audiences. We will achieve this through on and off-air scheduling, promotional and marketing strategies shared with BBC One and BBC Two.
- We will focus on building the success of the CBBC website. From an online sample, fewer than half of children that said they watch CBBC also claim to visit the website. Our broadcast and online strategies will be more closely aligned, and will be based on a clear understanding of children's online behaviours and expectations.
- We will aim to maintain and/or increase third-party and commercial funding. Many of our partners, dependent on the international market, are finding the current economic climate difficult. We will therefore face increased pressure to attract commercial income. In this environment, we will remain firm in our commitment to support innovative, popular programming with clear public service values.

Other service developments

- New and returning drama series including *Aliens v Wizards*, *Stepping Up*, *The Knot*, *Sparticle Mysteries*, *Dumping Ground*, *Leonardo*, *MI High*, *Wolfblood*, *4 O'Clock Club*, and *Young Dracula*.
- In comedy we have *FIT* (working title) - a new sketch show, *Strangehill High*, *Ooglies*, *Science Fiction*, *The Revolting World of Stanley Brown*, *Hacker Time*, *Shaun The Sheep*, and short programmes designed to celebrate the Olympics.
- New factual projects include the *Blue Peter Torch Relay*, *Newsround Specials*, and *Trade Your Way to The USA*. We have *Deadly 60*, *12 Again*, *My Life*, *Who Let the Dogs Out*, *Superhuman Superhero*, *Junior Masterchef*, *Pet School*, a second series of *Show Me What You're Made Of*, *Naomi's Nightmares of Nature*, *All Over The Place USA*, *Microdoc*, and *We Can Be Heroes*.
- New entertainment programmes will include *Dick And Dom Hoopla*, *Sam And Mark Big Friday Wind Up*, *Friday Download*, and *Marrying Mum And Dad*.

CBeebies

CBeebies aims to offer a mix of high-quality, mostly UK-produced programmes designed to encourage learning through play in a consistently safe environment for children under six.

Controller's vision for the service in 2012/2013

With share at its highest since launch, and reach close to 50%, CBeebies is the UK's most popular pre-school channel, and the website reaches over 900,000 children a week. Our vision is to build on this and to embed CBeebies even further into the life of children, parents and families.

Creativity and innovation are key to CBeebies, as is its unique commitment to diversity, and encouraging a love of learning. Our distinctive programmes blend storytelling with music, movement, arts and crafts, science, engineering, natural history and encourage enquiry and problem-solving.

We will continue to reflect children of all backgrounds and cultures, to encourage children to be active and explore the world around them. We will feature even more children in our programmes, so that audiences see themselves, their families and their friends on the channel, but are also introduced to new people, places and cultures. We will also present a wide range of role models to help children become more confident, more resilient and empowered. We will continue to find new ways to deliver rich content and experiences, while injecting even more fun and humour into our programming. We will make the most of our new home in Salford and strengthen our relationship with northern-based independent production companies.

We will also reach out more to parents and caregivers, to support them as their children develop, and to help them get the most from our programming.

CBeebies works hard to maintain its unique appeal to the audience, and it is our hope that in the face of increasing competition we can consolidate the role of CBeebies as a cornerstone of public service broadcasting.

Kay Benbow, Controller, CBeebies

Key notable service developments in the coming year

- We will work to minimise the impact on audiences from the *Delivering Quality First* proposal to remove children's output from BBC One and Two so that CBeebies programming would be broadcast exclusively on its digital channel. Research confirms that this would not present significant audience challenges, but we will need to ensure that we migrate current audiences effectively, and bring in new audiences. We will achieve this through on and off-air scheduling, promotional and marketing strategies shared with BBC One and BBC Two.
- We will strengthen CBeebies' relationship with adults, so existing and new audiences fully understand and appreciate the value and potential of our content. We will continue to develop the grown-ups' section of the CBeebies website, providing enhanced content for parents and caregivers.
- We will maintain or increase third-party/commercial income, while retaining uniquely UK-based public service content. We will continue to seek third-party income and commercial revenues through national and international partnerships with companies and organisations which share the same ethos, values and approach as CBeebies.

Other service developments

- We will enhance CBeebies' "Learning Through Play" values, so that we deliver real learning. We will build on our new "Love to Learn" collection of programmes, clustering together series with rich learning potential around numeracy and literacy, including NumTums, Alphablocks, LingoTV and Abadas.
- We will bring new ways of storytelling to the channel. Following the success of *Grandpa in My Pocket*, we will commission the development and production of an innovative live action drama series. This will also serve as a vehicle to help migrate CBeebies audiences to the CBBC channel.

BBC HD

The BBC HD channel is a high-definition television showcase for a range of programming from across the BBC's other television services.

Controller's vision for the service in 2012/2013

2012/13 is a transitional year for BBC HD as the service will cease in its current form and relaunch as BBC Two HD. However, in the lead up to closure BBC HD will aim to continue to grow the number of viewers and maintain the wide range of programming it offers from across the BBC portfolio.

We will continue to show the best of the BBC's output across this important year, with coverage of the Olympics in both HD and 3D, the Jubilee celebrations, and other key cultural and sporting occasions such as the Proms, Wimbledon, F1 and the Euro Football Championships, as well as the big Summer Festivals.

We will manage the migration of BBC HD to BBC Two HD in a timely and efficient manner, maintaining a continuity of high-quality broadcasting and content for our audiences.

Janice Hadlow, Controller, BBC HD

Key notable service developments in the coming year

- BBC HD will continue to plan for its closure and subsequent migration to BBC Two HD. We expect this shift to happen after the Olympics but before the end of the financial year, depending on technical and editorial decisions.
- BBC HD will continue to bring HD viewers coverage of significant live events which the BBC broadcasts, including the Jubilee, the Olympic Games, Formula 1, the Euro 2012 Football Championships as well as Wimbledon and other key sporting events across the year - we will also be bringing more Proms, Young Musician of the Year and other Cultural Olympiad content, as well as Festival coverage such as T in the Park and the Hackney Concert.
- We will also continue to experiment with the broadcast of 3D content when and where appropriate, such as the Olympic Opening and Closing ceremonies.

BBC News Channel

The BBC News Channel delivers up-to-the-minute, accurate, impartial and independent news and comprehensive coverage of local, UK and international events. It offers specialist analysis of the most significant stories to put the news in context.

Controller's vision for the service in 2012/2013

My ambition for the BBC News Channel is to remain the most-watched news channel in the UK, and continue to be regarded by the audience as "best for continuous news", with presentation and tone that remains authoritative and engaging.

As well as providing high-quality and fast coverage of events in the UK and around the world, the channel will provide comprehensive coverage of the coalition government and the opposition and explain what their policies mean for the UK. We will also continue to work closely with the Nations and English Regions to cover the devolved politics and elections around the UK, reflecting the importance of the devolved agenda.

We will cover the major world events, using our newsgathering bureaux and presenters on location, explaining their context and significance to our audience, whilst closer to home we will continue to bring insight and analysis of the most pressing issues of the day, especially the state of the economy and public sector cuts. There will be special coverage of the French and US Presidential elections, presented from location.

We will also look to provide extensive coverage of the arts, science and sport, and in particular the build-up to the London 2012 Olympics, including the Torch Relay.

Kevin Bakhurst, Controller, BBC News Channel

Key notable service developments in the coming year

- Special programming will be broadcast to mark and cover the Queen's Diamond Jubilee.
- There will be comprehensive coverage of the build-up and the results of the May local elections and the Mayoral elections in London and other English cities.
- Throughout the year we will bring coverage of the build-up to the London 2012 Olympics and Paralympics, including the Torch Relay and highlights of the Cultural Olympiad.
- We will work towards a successful launch in the new TV News studios and newsroom in Broadcasting House, making the most of the new technology and location to enhance the on-air impact of the News Channel.

Other service developments

- We will work with the BBC News website to develop and build on the Live Page (video and text) for major events.
- We will also continue to explore the opportunities offered by new technology for news channels, such as Twitter.
- We will build on the successful launch of the BBC's new Sport News Centre and studio in Salford.

BBC Parliament

BBC Parliament makes the work of the UK's parliamentary and legislative bodies and the European Parliament accessible to all, and offers analysis and context for the issues behind parliamentary debates.

Controller's vision for the service in 2012/2013

BBC Parliament has at its core the live and as-live broadcast of parliamentary debates and hearings. Business in the House of Commons has become vastly more responsive to current events through the use of a number of new procedural devices. Our challenge is to reflect these fast-moving events in such a way that the viewer has the greatest chance of finding the event in the first place and then of understanding what is often complex material.

The summer of 2012 offers two exceptional events in the Queen's Diamond Jubilee and the Olympics. This channel will mark the former with special programming and examine the build-up to the latter, and its legacy, in coverage of relevant committees. To fulfil the BBC's plans for coverage of the Olympic Games, BBC Parliament DTT bandwidth will be required for the duration of the event.

Peter Knowles, Controller, BBC Parliament

Key notable service developments in the coming year

- We will help guide the viewer through the maze of the parliamentary schedule by way of on-screen graphics and updated use of the electronic programme guide (EPG).
- We will report the debate on the referendum on Scottish independence through debates in the chambers, the work of committees, special programming from BBC Scotland and in the channel's own programmes of analysis.
- We will mark the Queen's Diamond Jubilee through special programming including showings of the Silver, Golden and Diamond Jubilee speeches made by the Queen in Westminster Hall and of the entire original Outside Broadcast from Coronation Day.

Other service developments

- We will broadcast the Speaker's 2012 lecture series on the Great Offices of State and create an online archive at www.bbc.co.uk/democracylive.
- We will show selected Supreme Court judgements and develop an online archive.
- We will broadcast committee hearings examining the governance of the 2012 London Olympics and its legacy.

BBC Radio 1

BBC Radio 1 aims to offer a high-quality service for young audiences combining the best new music and entertaining presenters, and offers a platform for live music, news and advice campaigns.

Controller's vision for the service in 2012/2013

2012 promises to be an exciting year for Radio 1. A new group of young, fresh presenters joined the station in April; our most ambitious live music event yet takes place on Hackney Marshes in June; and I also expect to see further developments in the digital world which change the way audiences consume radio and the way it 'looks'.

The changes to our line-up of DJs are part of our continuing strategy to attract younger listeners and will ensure our distinct musical offering reflects a wide range of tastes. But, in a world of smart phones, tablets and internet enabled TVs, we are also looking at how we deliver our content and exploring ways to reinvent radio for a new generation.

I believe it is also vital for Radio 1 to use its unique position in the market to try and offer young people in the UK a voice. Whilst some media services strive purely to entertain, Radio 1 aims to go further and I want to repeat the 'Big Conversation' we hosted in 2011, bringing together a wide range of young listeners and influential adults so they can discuss their issues, fears and ambitions.

Ben Cooper, Controller, BBC Radio 1

Key notable service developments in the coming year

- Radio 1's Hackney Weekend 2012 takes place in June. Around 100 acts, ranging from international superstars to unsigned, East London artists, will perform across six stages.
- Greg James will present a new afternoon programme (4-7pm) from April, switching places with Scott Mills; with Gemma Cairney moving from BBC Radio 1Xtra to host a new weekend breakfast show (7-10am). We are also refreshing our line-up of specialist DJs, reflecting the growth in dubstep with a new show for Skream and Benga, as well as representing a diverse range of other musical genres.
- Our impending relocation to new, purpose-built studios in Broadcasting House will help facilitate the growth of visualised content, with audiences able to watch live music performances and guest appearances with increasing regularity.

Other service developments

- Linked to our Hackney Weekend, the Radio 1 and 1Xtra Academy will open for three weeks in June and offer young people in the Olympic Boroughs a place to be inspired, gain practical experience and share ideas. Key sessions and activities will be filmed and shared online.
- Newsbeat will continue its dialogue with young audiences on the key current affairs issues affecting them, for example youth unemployment. Utilising social media we will ensure our reporting accurately reflects their concerns, engaging with key decision makers to get answers to questions raised.
- We plan to join forces again with the BBC Philharmonic for another innovative collaboration; and will broadcast a number of half-hour Live Lounge Special performances during Fearne Cotton's key mid-morning programme.
- We will celebrate the arrival of the Olympic Torch in the UK in May with a special dance event in Torbay and return to Wembley Arena for Radio 1's Teen Awards in the autumn.
- Our Take It On initiative will return in the autumn with an employment focus, aiming to give advice and encourage young people to take the first steps in achieving their goals.
- We hope to revisit Afghanistan with BFBS, while Tim Westwood will be meeting some of the military wives and girlfriends holding the fort back home in a special documentary.

BBC Radio 2

BBC Radio 2 brings listeners a broad range of popular and specialist music and live performances, complemented by a broad range of speech output including current affairs, documentaries, religion and the arts.

Controller's vision for the service in 2012/2013

My ambition for Radio 2 is for it to deliver distinctive music entertainment of the highest calibre, with a rich and diverse portfolio. I aim for us to be right at the cultural centre of the Queen's Diamond Jubilee and the 2012 London Olympics, with live programming broadcast right across the country, wherever these iconic events touch the lives of our listeners.

Our pivotal role in music will continue, extending listeners' tastes and supporting artists. The station's commitment to live music will be celebrated later in the year by a run of unique multi-platform live music events, with performances by world-famous artists. And in this year when the eyes of the world will be focussed on the UK I would like us to showcase the rich popular culture of the nation, and celebrate all things British!

We will build on the success of our Children's writing contest and our UK Stand-up New Comedy Award, to create more ambitious and more impactful events in 2012. We have already received over twice the amount of entries for our 500 Words competition than last year. We will also continue to reflect our evening specialist music programmes and documentary output in our daytime programming, and the return of 2 Day in May will help us showcase this.

Bob Shennan, Controller, BBC Radio 2

Key notable service developments in the coming year

- During the Olympic Games Chris Evans will broadcast live from the Olympic Park, as part of Radio 2's cultural reflection of the biggest sporting event ever to be staged in the UK.
- Radio 2 will broadcast a major 50 part series: The People's Music – The Songs That Made Britain, presented and written by Stuart Maconie - a series of authored musical essays chronicling the songs that shaped post-war British culture.
- A major initiative called The People's Archive will aim to recover the lost gems of the broadcasting archive.

Other service developments

- Chris Evans will broadcast the final of his 500 Words competition from the Hay Festival.
- We will develop a distinctive new music drama with BBC Radio Drama about the highs and lows of a life in the music industry, with a narrative driven by specially recorded music.
- Moira Stuart will celebrate the work of male Jazz vocalists, like Lou Rawls and Joe Williams.
- We will broadcast a 6 part series of Olympic Ballads – thematic stories of the history of the Games, told through archive, new interviews, and specially composed songs.
- Paul Gambaccini will present his six-part history of music radio, as part of the BBC's 90th birthday celebrations.
- To mark the 65th anniversary of Indian independence, Hardeep Singh Kohli travels the UK to discover how British and Indian cultures have merged.
- The BBC Radio 2 New Comedy Award launches in May with the grand final in Blackpool in November.

BBC Radio 3

BBC Radio 3 centres on classical music, around which it provides a broad spectrum of jazz, world music, arts programmes, religion and drama; there is a strong emphasis on musical performance from across the UK.

Controller's vision for the service in 2012/2013

Radio 3 will continue to concentrate on its unique programming of music and the arts, exploring new ways of engaging audiences and forming a closer relationship with our listeners by providing opportunities for them to communicate more effectively with the station.

In a summer of unparalleled interest in London and its hosting of the London Olympics, the BBC Proms will form part of the London 2012 Festival, providing two months of exceptional music-making. During the same period, we will once again – following the weekday live concert initiative of 2011 – develop our coverage of UK concert activity by broadcasting live from Edinburgh during the festival.

We will build on closer collaboration with television, for instance, working together on a history of music project. Externally, we are continuing to expand our range of partners, including the National Trust, with whom we are working on the Baroque Spring focus for early 2013.

We will continue our wide cultural breadth, for example by supporting a young musician from Columbia in the World Routes Academy, and refreshing our jazz programming.

Roger Wright, Controller, BBC Radio 3

Key notable service developments in the coming year

- Radio 3 will be broadcasting live from the Edinburgh Festival, providing unique access during the festival period and further enhancing Radio 3's commitment to live music.
- We will be building several projects jointly with BBC Television, including a history of music.
- In partnership with the National Trust, Radio 3 will present a special series of programmes called *Baroque Spring*, which will include concerts from historical venues.

Other service developments

- The Leeds Piano Competition will provide the opportunity for a focus on piano-playing through the autumn, and Radio 3 will also feature the Choir of the Year competition.
- 2013 marks the anniversary years of Wagner, Verdi and Britten, and will mark this by a celebration of their work throughout the year, including their complete operatic output.
- In May Radio 3 will broadcast a day dedicated to portraits in music, exploring how composers have sought to express character and personality; as part of the day, a new work will be commissioned reflecting a contemporary figure chosen by the audience.
- The year 1812 was extremely significant for Napoleon and the history of Europe, and Radio 3 will consider his cultural legacy.
- Radio 3 will present programmes evaluating the life and work of the experimental figure John Cage (b.1912).

BBC Radio 4

Radio 4 is a mixed speech service, offering in-depth news and current affairs and a wide range of other intelligent programmes in many genres including drama, readings, comedy, factual and magazine programmes.

Controller's vision for the service in 2012/2013

My ambition is for Radio 4 to continue to be the most listened-to speech station in the UK, maintaining the highest levels of audience appreciation for its variety and quality of output. We will continue to build the intellectual breadth of Radio 4 with creativity and surprise, add a focus on contemporary life to our strong history offer, reflect the diversity of modern Britain and enhance the international flavour of the station.

Radio 4 will continue to showcase science coverage, for instance by building on our new peak-time programme, *The Life Scientific*, presented by the physicist Jim Al-Khalili, in which scientists talk to scientists.

We will report and analyse developments in British and world politics, economics and society through reactive news and current affairs commissions, including landmark documentaries on topics such as Iran presented by John Simpson and series which make difficult subjects accessible, such as *Stephanie Flanders Stephanomics*, as well as through debate, features and drama.

2013 will mark an increased focus on culture for the station. We remain committed to offering the widest range of original drama in the UK, including a dramatisation of *Ulysses* broadcast across the day and a season on George Orwell.

Gwyneth Williams, Controller, BBC Radio 4

Key notable service developments in the coming year

- Landmark factual commissions will include Shakespeare's *Restless Years*, presented by Neil MacGregor which looks at the world through the eyes of Shakespeare's audience by exploring objects from that turbulent period.
- Saturday morning will be reconfigured, extending the length and scope of *Saturday Live*.
- We will launch *The Listening Project*, an ambitious oral history partnership with the British Library and local radio.

Other service developments

- Ambitious drama will include a season of George Orwell and one based on the Martin Beck novels which inspired the recent wave of Scandinavian crime writers.
- Radio 4 will promote the culture of live performance by being a major presence at the Edinburgh festival and the Cheltenham Literature Festival.
- We will reflect events that bring the nation together, providing coverage of the Cultural Olympiad and relevant programming around the Olympics, the Diamond Jubilee and the 90th anniversary of the BBC.
- We will provide comprehensive coverage and analysis of the US presidential elections, complemented with talks and readings.
- We will continue to nurture *Radio 4 Extra* after its successful launch, with complementary scheduling, promoting it to encourage the Radio 4 audience to discover the advantages of digital listening.
- We will enhance the Radio 4 offer online, making more of the rich archive available to listeners.

BBC Radio 5 live

BBC Radio 5 live broadcasts live news and sport 24 hours a day, covering events as they happen and providing context through analysis and discussion.

Controller's vision for the service in 2012/2013

The Olympics and Paralympics will be the highlight of an exciting year on 5 live as the station brings the breadth of the sporting competition and all the surrounding news stories to listeners. It's also the first full year that 5 live will spend in its new home at Salford Quays. Following a review of 5 live by the BBC Trust, I will strengthen the station's commitment to breaking news as it happens and to original journalism as well as maintaining our role as the home of UK-wide debate. We will continue to use the move out of London as a chance to pull in even more stories, voices and opinions from every part of the UK. We will maintain the strengths of our sports coverage and will introduce new voices particularly as contributors and analysts around the Olympics as well enhancing our commitment to a broad range of sports.

We will continue to take 5 live to our listeners, building on the successful big audience debates of the last twelve months, which have covered subjects such as unemployment and the Tottenham riots. We will mount another station-wide event in October, this time in Sheffield and we will use every opportunity to take still more of our programmes on the road.

We will continue our commitment to cover the economy as a key issue directly affecting all of our listeners and will look for fresh ways to tell the story. A recognised part of 5 live's success is our direct relationship with our audience by phone, email and through social media. We will continue to weave our audience's comments through our programmes, to reflect people's experiences, views and concerns.

Last year saw us work with a record number of independent radio producers, particularly in the North of England. We will continue to develop relationships with the independent sector, benefitting from the new ideas and treatments they bring to 5 live.

We will continue to think creatively about our delivery of live news and sport, working to emphasise our unrivalled credentials in breaking news. 5 live will also find new ways to surprise and challenge its audience, nurturing existing and new partnerships inside and outside the BBC. Above all 5 live will be the radio home for the biggest event of the year and we will focus on bringing every key moment of the Olympics and the Paralympics to our listeners.

Adrian Van Klaveren, Controller, BBC Radio 5 live

Key notable service developments in the coming year

- Implementing the recommendations made by the BBC Trust in the Service Licence review.
- Ensuring 75% of the station's output is defined as news: (Mon-Thurs: 0100-1900; 2230-0100; Fri: 0100-1400; 1600-1900; 2200-0100; Sat: 0100-0900; 2000-0100; Sun: 0100-0830; 0930-1100; 1900-0100).
- 5 live will broaden the range of sports covered live, with coverage of Football, Women's Football, Rugby Union, Rugby League, Cricket, Golf, Tennis, Athletics, Paralympic Sports, Formula 1, Boxing, Horse Racing, Swimming, Cycling, Rowing, American Football, Moto GP, Baseball, Triathlon and Basketball.

Other service developments

- The build-up and coverage of the Queen's Diamond Jubilee, the Olympics and Paralympics will be the focus of station activity for the coming year.
- As part of changes made to *Delivering Quality First* proposals by the public consultation, the 5 live Investigates programme will move to a higher-profile slot on Sunday mornings.

BBC Radio 5 live sports extra

BBC Radio 5 live sports extra is a part-time network that provides additional sports coverage using rights already owned by the BBC, and so delivering greater value to licence fee payers.

Controller's vision for the service in 2012/2013

My ambition is for Radio 5 live sports extra to continue to help grow the audience for digital radio by offering more choice and a wider range of live sports coverage to sports fans. Sports extra will continue as the home of the best cricket commentary, from Test Match Special to one-day cricket, using our unrivalled and award-winning team of commentators and summarisers.

During the Olympics the station will focus on cricket, golf and rugby league fixtures, ensuring that fans' enjoyment of these sports is not affected by the event. Sports Extra will then carry substantial coverage of the Paralympics. Sports extra will build on its commitment to a wide range of secondary fixtures and minority sports, including Olympic sports in particular. We will nurture new talent in relation to coverage of these less frequently featured sports.

We will also work to maximise listener access to the BBC's sports rights – from football to tennis to golf. On a number of occasions over the past year Sports Extra has helped listeners who missed overnight coverage of events to hear the key moments by running a highlights loop. We will continue to try to offer sports fans as wide a selection of pure sports coverage as possible.

Adrian Van Klaveren, Controller, BBC Radio 5 live sports extra

Key notable service developments in the coming year

- We will develop further the range of sports covered on sports extra.
- 5 live sports extra will focus on ensuring that cricket coverage is provided alongside the station and 5 live's commitments to the Olympics and Paralympics.

BBC Radio 1Xtra

BBC 1Xtra plays the best in contemporary black music, with a strong emphasis on delivering high-quality live music and supporting new UK artists.

Controller's vision for the service in 2012/2013

In the final quarter of 2011, Radio 1Xtra achieved a record reach of just over a million listeners a week and my ambition for 2012 is to continue engaging those listeners, as well as tempting new audiences, with a range of distinct music and programming.

Leading this will be the unique Academy we are setting up ahead of Radio 1's Hackney Weekend. I hope this will encourage young people in the area, many of whom currently have little or no other connection with the BBC, to be inspired and celebrate their achievements. We plan to offer young people a first step and practical options on how to achieve their goals, with the aim of leaving a legacy beyond the event itself. At the same time, it should help the BBC to learn new ways of communicating with this audience.

I am also looking forward to 1Xtra Live, which evolved into a four-night tour last year, allowing us to showcase our live music output to a more diverse range of people around the UK; and it is 1Xtra's 10th birthday this year, with our celebrations due to culminate in a trip to Notting Hill Carnival in August.

Ben Cooper, Controller, BBC Radio 1

Key notable service developments in the coming year

- The Radio 1 and 1Xtra Academy will open for three weeks in June and offer young people in Hackney and the surrounding area a place to be inspired, gain practical experience and share ideas. Many DJs and shows will be involved both on and off-air.
- Sarah Jane Crawford will present a new afternoon show from April, with Adele Roberts joining us at the weekend. We will look to refresh other areas of the schedule later in 2012.
- We will look to continue our unique under-18s club nights, working with experienced promoters to offer an exciting and safe environment for our youngest listeners to interact with 1Xtra.

Other service developments

- The 1Xtra Stories strand will offer a wide range of distinctive documentaries from both in-house and independent producers, including a programme asking if rap music predicted last year's riots and a two-part collaboration with the Prison Radio Association aiming to sift the myths of prison life from reality.
- A series of programmes will celebrate the 50th anniversary of Jamaica's independence in August.
- We will continue to develop the 1Xtra Live Lounge, giving daytime audiences a change to hear intimate live performances from their favourite artists; as well as supporting new UK music with a dedicated space on each week's playlist for an act uploading their music via BBC Introducing.
- Our impending relocation to new, purpose-built studios in Broadcasting House will help facilitate the growth of visualised content, with audiences increasingly able to view performances and guest appearances.

BBC 6 Music

BBC 6 Music aims to entertain lovers of popular music by offering the best music from the BBC sound archive together with current releases outside the mainstream, complemented by music news and documentaries.

Controller's vision for the service in 2012/2013

My ambition for BBC Radio 6 Music is for it to maintain its status as a highly distinctive service whilst growing the audience to the station. 6 Music will continue to take steps to realise its aspiration of being a highly social radio station as well as playing a leading role developing digital radio in terms of both DAB and beyond, with an increased emphasis on catch-up services.

In 2012/13 we will be focussing on raising audience awareness – amongst both current listeners and non-listeners – of the diverse range of content in the 6 Music schedule, to increase the station's performance in reach and listening hours. We will continue to create awareness through targeted social networking activity, as well as through closer links and cross-promotion with other BBC services. We anticipate an increase in the proportion of female listeners to the station, whilst maintaining the average audience age (currently 37).

6 Music will continue to grow its presence in Salford. 6 Music will continue to contribute to the growing independent talent hub in Salford.

Bob Shennan, Controller, BBC 6 Music

Key notable service developments in the coming year

- More planned schedule changes which aim to build momentum for the key moments of the editorial calendar, building on the success of monthly artist anniversary celebrations that preceded 6 Music's 10th Birthday in 2011/12.
- The addition of Gilles Peterson to Saturday afternoon will broaden music scope, attract new audiences, and – together with the show following Craig Charles' Funk & Soul – create more choice for listeners.
- We will increase focus on social media to create a conversation between the network and potential new listeners that extends beyond transmission slots, using the Now Playing and 6 Music Celebrates shows, as well as better coordination and deployment of social media around mainstream and weekend output. Now Playing will take the temperature of various social media and reflect it on-air by using content suggested by both artists and the audience.

Other service developments

- We will create more standout moments throughout the year such as Lauren Live at Maida Vale, and the John Peel Lecture.
- We will capitalise on opportunities to build audience and distinctive content on Saturdays.

BBC Radio 4 Extra

Radio 4 Extra provides speech-based entertainment including comedy, features, drama and readings, plus programmes for children. Most output is from the BBC archive, although the network also commissions and acquires some original content.

Controller's vision for the service in 2012/2013

We will build on the success of Radio 4 Extra's first year by enriching the schedule, complementing Radio 4 scheduling and evolving our promotional strategy to raise awareness of the station.

As primarily an archive entertainment network, we will continue to give listeners the opportunity to enjoy cherished programmes, both classic and contemporary, from the BBC radio archives (also from other BBC radio networks and regions). At the same time we will refresh the schedule with commissions and acquisitions in popular genres to supplement the archive, giving listeners more of what we know is popular. We will work within the limits of a reduced commissioning budget but without reducing the quality of original programming.

Gwyneth Williams, Controller, Radio 4 Extra

Key notable service developments in the coming year

- Radio 4 Extra will curate the best of the BBC's radio archive by scheduling and packaging its own seasons, such as Heroes, a selection of programmes acknowledging the unsung contribution which real people - both individuals and groups - have made to notable events.
- The 4 O'Clock Show and Family Classics will continue to provide programming which appeals to families and from April we will be introducing a weekend compilation of the 4 O'Clock Show, in addition to broadcasting Radio 2's 500 Words competition shortlist and winner.
- Presence at Comedy Festivals will give Radio 4 Extra an opportunity to reflect talent and creativity from across the UK - Machynlleth 2012, Edinburgh Fringe Festival and Liverpool 2012.

Other service developments

- Radio 4 Extra programming will contribute to pan-BBC content (e.g. the Just a Minute anniversary) and national events (e.g. the Diamond Jubilee and Shakespeare Anniversary).
- Radio 4 Extra will continue to repackage the archive imaginatively, scheduling theme nights (e.g. Clare in the Community, Count Arthur Strong, Ed Reardon). Contributors to these programmes will be interviewed alongside a selection of the programmes and the theme nights will tie in with Radio 4's scheduling of these series.

BBC Asian Network

BBC Asian Network offers speech and music appealing to British Asians, with a focus on news and current affairs. It broadcasts mainly in English, but does offer some programmes in other South Asian languages.

Controller's vision for the service in 2012/2013

The Asian Network will be a smaller operation in 2012/13, but will continue to deliver high-quality, distinctive radio to British Asian listeners. I will introduce a revised schedule that builds on the highly distinctive character of the service and makes the wide range of our content accessible to a wider listenership. Our strategy of being 'A Friend to the Family' will continue, focussing on content relevant to British Asian communities which I anticipate will continue to build reach and listening hours. It is my ambition to enhance our distinctiveness by taking the BBC Asian Network into the heart of the UK Asian communities with major outreach events such as Melas across the summer - and other outside broadcasts. I will bring the biggest names and personalities to our listeners with a special 'Asian Stars' marketing campaign in June and July and by more Red Button and 'In Conversation' events across the year.

The Asian Network news team will continue to break new stories and examine issues which are relevant to UK Asian communities. This original journalism will be fed into all journalism outlets across the whole of the BBC.

Bob Shennan, Controller, BBC Asian Network

Key notable service developments in the coming year

- We will refresh the schedule to ensure distinctiveness whilst continuing to reflect the strategy of being a 'friend to the family' and to celebrate the best in UK Asian culture.
- We will pursue original journalism around new stories and issues relevant to UK Asian communities - making this available to all BBC outlets.
- 'Asian Stars' campaign: this will be four weeks of significant publicity across the summer, highlighting major film, music, comedy and sports personalities from the world-wide South Asian communities.

Other service developments

- We will cover outreach events including Melas and major star 'in conversation' sessions, supported by Red Button offerings.
- We will commission editorial projects investigating topics of specific concern to the UK Asian communities, including the 40th anniversary of the expulsion of 80,000 Indian Asians from Uganda (27,000 of whom came to the UK) and revisiting the 'Get Healthy' campaign one year on.
- We will feature an original drama season with some of Britain's best-known Asian actors and writers.

BBC Online

BBC Online provides innovative and distinctive online content that reflects and extends the range of the BBC's broadcast services.

Controller's vision for the service in 2012/2013

April 2012 represents a critical waypoint for BBC Online in three key ways. First, it is the half-way point of a two year long plan to create a single, coherent service based on ten products and reduce our service licence budget by 25% as part of Putting Quality First (PQF). Second, building on these foundations of PQF for BBC Online, the service will embark on the three-year Connected Strategy - creating a more holistic offer which looks to integrate BBC Online and BBC Red Button services (subject to any approval required from the Trust. See section 2 for more detail on the Online Connected Strategy). The ambition is create one service from ten products across four screens. And third, we are on course to deliver an outstanding London 2012 digital experience.

We believe our Connected Strategy will make the BBC's editorial role in the digital space richer, more coherent and more distinctive than ever before. The vision will be delivered by focusing on three themes:

Connected: We will build a service based on a suite of products that work as an integrated whole – blending live, catch-up and archive video, audio and text, interactive and participatory experiences.

Curated: A successful connected strategy will mean surfacing our content in new ways through world-class curation. At its simplest, this means prompting and extending audience journeys and creating a service that is greater than the sum of its parts – akin to a digital schedule.

Open for all: Recognising that licence fee payers have every right to expect us to be as ambitious, open, and accessible in the connected digital space as we ever were in the analogue world.

We believe the BBC should support the development of open ecosystems in which connected media and the digital public space can flourish. No-one is excluded.

Andy Conroy, General Manager of BBC Online

Key notable service developments in the coming year

- Deliver an outstanding London 2012 digital experience for audiences across desktop, mobile, tablet and connected TV, creating a technical and editorial legacy for the service, and for sport in particular.
- Improve our presence on third-party sites and platforms: where technically possible, making the entire service, with complete content and functionality, available to audiences on third-party platforms. For example, by launching iPlayer on Sky we will increase access on the biggest screen in the house.
- Release the first phase of the new Knowledge & Learning product that will, for the first time, unite the BBC's factual and educational content in one place.

Other service developments

- Add 'enhanced live' to our radio stations, using digital services to make the most of live experiences.
- Launch new mobile applications for Radio & Music, improving access on the go.
- Develop more content, better features, and personalisation for email and social within the News product.
- Develop and trial companion experiences to give audiences new ways to engage with our biggest programmes while they watch – in Children's, iPlayer and Radio & Music.
- Bring new scheduling skills into our products, packaging and surfacing content in new ways to extend the power of our biggest TV and radio brands and take audiences on new and unexpected journeys.

BBC Red Button

BBC Red Button delivers interactive services and content to digital television viewers, including all-day, up-to-the-minute content and information, including news, weather, learning, entertainment, interactive programming and supports major events. It should also be an access and navigation point for BBC non-linear television and radio content.

Controller's vision for the service in 2012/2013

BBC Red Button continues to be a high-valued, far-reaching BBC service. My main focus for the service will be on shifting the broadcast-only service into a hybrid broadcast and IP-connected proposition, requiring further integration with BBC Online. Digital Switchover, increased media literacy and the rapid adoption of connected TVs, as well as BBC iPlayer success on these devices, mean that this year is the opportune time for the BBC to launch such a proposition.

The connected red button proposition will use the traditional red button navigation route to provide a wider and deeper range of our content to audiences.

Andy Conroy, General Manager of BBC Red Button

Key notable service developments in 2012/13

- Delivering the London 2012 Olympic proposition.
- Closing Red Button broadcast streams on satellite and cable – ensuring a consistent offering of one broadcast stream across terrestrial, satellite and cable platforms.
- Launching a hybrid broadcast/connected proposition in the second half of the year.
- Further integrating BBC Red Button with BBC Online to deliver the Connected Strategy.

BBC Local Radio in England

BBC Local Radio is a primarily speech-based service of news, information and debate, with a strong emphasis on interactivity.

Controller's vision for the service in 2012/2013

The importance of BBC Local Radio as a voice for communities has been the focus of significant attention this year. As commercial stations continue to consolidate, live local speech radio which calls decision-makers to account and which examines, uncovers, debates and celebrates local issues is, in most places, uniquely provided by the BBC.

We continue to show strong engagement with our audience of 7.3 million up slightly year-on-year.

Our commitment to original journalism has been strengthened by the appointment of Political Reporters at a number of stations and we have invested significantly in original journalism and projects which draw on our distinctive multimedia structure.

David Holdsworth, Controller, English Regions

Key notable service developments in the coming year

- BBC Local Radio will implement plans which will require it to make savings between now and 2016. This will be done principally by efficiencies and reducing management costs, with limited extra sharing of programmes between stations.
- We will continue to prioritise investment in Breakfast and key sequences, targeting these programmes for enhanced journalistic effort, key editorial projects and focused training.
- Our editorial focus will continue to be adding depth, breadth and interactivity to key stories with special attention given to the economy, the elections in May and the unique opportunities for strong and locally rooted coverage of London 2012.

Other service developments

- We will aim to build on our closer working relationship with Network Radio developed through projects such as 'Your Desert Island Discs' and 'The Listening Project'.
- Work will take place this year on creating a more consistent offering around specialist programming – mainly music and minority programming.

BBC Local Radio stations in England

BBC Radio Berkshire	BBC Guernsey	BBC Radio Manchester	BBC Somerset
BBC Radio Bristol	BBC Hereford & Worcester	BBC Radio Merseyside	BBC Radio Stoke
BBC Radio Cambridgeshire	BBC Humberside	BBC Newcastle	BBC Radio Suffolk
BBC Radio Cornwall	BBC Jersey	BBC Norfolk	BBC Sussex and Surrey
BBC Coventry & Warks	BBC Kent	BBC Radio Northampton	BBC Tees
BBC Radio Cumbria	BBC Radio Lancashire	BBC Radio Nottingham	BBC Three Counties Radio
BBC Radio Derby	BBC Radio Leeds	BBC Oxford	BBC Wiltshire
BBC Devon	BBC Radio Leicester	BBC Radio Sheffield	BBC WM
BBC Essex	BBC Lincolnshire	BBC Radio Shropshire	BBC Radio York
BBC Gloucestershire	BBC London	BBC Radio Solent	

In addition to the BBC's 39 local radio stations, the BBC provides a limited hours service for audiences in Dorset (BBC Radio Solent for Dorset). This is currently a programme on Saturdays which replaces the Radio Solent schedule.

BBC Radio Scotland

BBC Radio Scotland is a speech-led service for adults, offering a wide range of genres and reflecting the issues, events, culture and interests of the people of Scotland.

Director's vision for the service in 2012/2013

In the year 2012/2013, BBC Radio Scotland will continue to evolve the schedule based on the station's own audience analysis work and the recommendations of the BBC Trust's Service Review. There will be a greater commitment to speech programming in daytime hours and more specialist music in the evenings. This should allow new and occasional listeners to have a clearer understanding of the station's proposition. It should also reduce the editorial overlap with other BBC and commercial stations which are available to listeners in Scotland.

I want to support programme teams (both in-house and independent) who aim for innovation and creative ambition. There will be new formats and the revamp of existing formats. I will also encourage programme-makers and presenters to do more to reflect the social, geographic and ethnic diversity of Scotland, while retaining a strong focus on the target audience of parents and families.

Opportunities will exist to attract listeners using devices such as mobile phones and tablet computers. Genres such as news and sport already attract a critical mass of listeners on digital platforms, but I will encourage new thinking in areas such as music, comedy and archive exploitation.

Ken MacQuarrie, Director, BBC Scotland

Key notable service developments in the coming year

- A new Saturday edition of Good Morning Scotland will be launched. This will be part of our approach to covering the constitutional debate.
- There will be a greater focus on the thriving, world-class Classical and Orchestral scene in Scotland.

Other service developments

- BBC Radio Scotland will broadcast live from the Olympic Games in London.
- A further series of comedy pilots will be broadcast with the aim of finding a family-based sitcom to commission as a full series.
- A special season of programmes will focus on the challenges and opportunities that come with middle-age.
- A new drama series will rework the Jekyll & Hyde story in a contemporary setting.
- A factual series will explore the history of nationalism in Scotland.

BBC Radio nan Gàidheal

BBC Radio nan Gàidheal is a speech and music radio service for Gaelic speakers, offering a wide range of genres and reflecting the issues, events, culture and interests of the people of Scotland.

Director's vision for the service in 2012/2013

BBC Radio nan Gàidheal will continue, over the coming year, to serve its audience in its unique role as a global hub for Gaelic, where the language is spoken and can be heard every day.

Radio nan Gàidheal will offer programming which helps listeners to establish their own connections with the special events connected with this year of national celebration. It will also continue to reflect the audience's interest in grass-roots events in their own communities.

2013 marks a significant anniversary of the ties between St Columba and the island of Iona, which will be explored through new, bespoke programming as well as by gleanings from the archive.

Strengthening and developing existing partnerships to the benefit of the audience will remain a priority.

Radio nan Gàidheal will explore ways of developing comedy programming, building on the success of the satirical panel show *Dè do Naidheachd*. Such development will benefit both audiences and writing talent.

Ken MacQuarrie, Director, BBC Scotland

Key notable service developments in the coming year

- Through its daily news and topical discussion programmes Radio nan Gàidheal will offer coverage of the issues and debates at the heart of the Scottish local government elections this spring.
- Radio nan Gàidheal will complement other BBC output by offering special programming for its audience to mark this year's high-profile celebrations, including the Queen's Diamond Jubilee and the Olympic Games.

Other service developments

- A focus on literature will provide an opportunity for an exploration of the work of key writing talent in the Gaelic language.
- Youth drama will feature within the schedules, with a one-off drama produced in partnership with a young author and MG ALBA.

BBC Alba

BBC Alba offers to Gaelic speakers and learners distinctive originated programming that reflects and supports Gaelic culture, identity and heritage.

Director's vision for the service in 2012/2013

BBC Alba, which the BBC delivers in partnership with MG ALBA, will continue to reflect traditional and contemporary Gaelic culture. The positive audience impact achieved by the Freeview and cable carriage of BBC Alba in 2011 demonstrates that there is a strong demand for the channel, reaching far beyond its core Gaelic-speaking audience. BBC Alba will therefore seek to serve fluent Gaelic speakers and learners, providing them with a credible, appropriate and relevant service; it will also reach out to non-Gaelic speakers, providing audiences and communities of interest across Scotland and the rest of the UK with content which offers distinctive, alternative viewing.

As part of the portfolio of BBC Scotland services it will feature content which is culturally distinctive and which delivers added value to audiences.

Ken MacQuarrie, Director, BBC Scotland

Key notable service developments in the coming year

- *An La*, the evening news programme, will deliver daily reports with analysis of local, national and international issues as well as extensive coverage of key events such as the local council elections, the Olympics and the findings of the 2011 census.
- Observational documentaries will offer a window on contemporary life in Scotland. These will include Mnathan Glùine / Midwives and Bethesda Hospice, alongside the single documentary series Trusadh / Gathering.

Other service developments

- The learnGaelic.net language learning website will provide a focus for the partnership development of new learning resources led by the BBC, MG ALBA and key stakeholders such as Bòrd na Gàidhlig and Scottish Universities and Colleges.
- There will be live coverage of the Pro 12 Rugby competition and football from the Scottish Premier League will also feature, as well as coverage of key shinty cup and league games in the 2012 season.
- Gaelic-speaking children will be supported through informal learning opportunities within the regular pre-school schedule and with originated series such as *Dè a-nis?* and *Gleusta*.
- The European current affairs series *Eòrpa*, the acquired documentary strand *Soillse* and the innovative World Indigenous Television Network (WITBN) programme exchange scheme will provide viewers with a broad perspective on world issues.

BBC Radio Wales

BBC Radio Wales is a speech-led service for adults offering a wide range of genres and reflecting the issues, events, culture and interests of the people of Wales.

Editor's vision for the service in 2012/2013

My ambition for BBC Radio Wales over the coming twelve months is to demonstrate our commitment to compelling, relevant radio for people interested in the life and affairs of Wales through a refreshed weekday and Sunday schedule. In particular, Jason Mohammad and Louise Elliott's new weekday programmes will strengthen the journalistic thread running through the station, providing listeners with access to Wales' decision-makers, and champion Welsh arts, entertainment and culture.

The station will reinvest in consumer journalism, and an enhanced presence in north and west Wales, in line with the recommendations in the BBC's Trust report on the station in 2011. It will do this in tandem with delivery of its DQF savings.

The station intends to deliver ambitious weekday output that will build on initiatives in 2011/12 such as Learning Lessons – a season which explored falling academic standards in Wales – and its day with the BBC National Orchestra of Wales which kicked off our annual Six Nations coverage.

In an Olympic year we will tell the Welsh story of London 2012, including coverage of the Games and by following the Olympic Torch on its six day journey through Wales. The station will continue to nurture new Welsh talent both through music and comedy, including a weekend of coverage from the Machynlleth Comedy Festival.

Steve Austins, Editor, Radio Wales

Key notable service developments in the coming year

- We will extend Good Morning Wales to a new 6am-10am slot, which will incorporate the station's daily phone-in.
- Two new daytime programmes will be introduced – presented by Jason Mohammad at 10, and Louise Elliott at 1 – which will further our ambition for a stronger focus on journalism and culture in daytime.
- Two of the station's best-loved presenters, Roy Noble and Jamie Owen, will move to new Sunday peak slots to help increase listening.

Other service developments

- We will aim to create new production jobs in Bangor and Carmarthen in order to continually improve our coverage of the whole of Wales.
- BBC Radio Wales will cover the Welsh story of London 2012, with a focus on Welsh athletes building up to the Games, extensive coverage of the Torch Relay and reporters inside and outside the Olympic Park in London during both the Olympics and Paralympics.

BBC Radio Cymru

BBC Radio Cymru is a speech and music radio service for Welsh speakers offering a wide range of genres and reflecting the issues, events, culture and interests of the people of Wales.

Editor's vision for the service in 2012/2013

My ambition is for Radio Cymru to continue to be the most listened to station amongst Welsh speakers and to build on the reach and ambition of the service as the schedule is relaunched in October. There will be reinvestment in daytime programming.

The station will continue to deliver a uniquely distinctive and high-quality service for our audiences with a wide variety of programmes which are engaging and relevant to Welsh speakers wherever they live.

High-quality journalism throughout the day will remain a priority. We will review our flagship news programme with an aim to deliver more original stories from within Wales whilst continuing to cover international stories from a Welsh perspective.

We will provide extensive coverage of the Olympics, the Paralympics and the Torch as it travels around Wales. Radio Cymru will also continue to be a major champion and platform for Welsh language music and culture, including coverage of major events such as the National Eisteddfodau and the Royal Welsh Show.

I want Radio Cymru to be the station that unites Welsh speakers with content that is compelling, informative and impactful.

Sian Gwynedd, Head of Welsh Language Programmes and Services, BBC Cymru Wales

Key notable service developments in the coming year

- October will see the launching of our new schedule. We will launch a new daily strand produced and presented in South West Wales. The number of evening strands will reduce as we start delivering our DQF savings target, but we will reinvest in core output during peak. We will retain a rich diversity of genres and Radio Cymru will continue to mirror the diversity of life through the medium of Welsh.
- We will provide extensive coverage of the Olympic Games, the Paralympics and the Olympic Torch tour. We will follow Welsh competitors' journeys as they prepare and compete in the games. As the Olympic Torch tours the length and breadth of Wales we will tell the stories of some of those involved through additional programming.

Other service developments

- We will provide comprehensive coverage of the Welsh Local elections in May and inform our audiences about the key issues at stake.
- We will continue to support and develop artistic excellence and new talent in Wales. Young musicians will be able to compete in a Battle of the Bands. Established groups and performers will continue to receive our support through live sessions and performances, while new writing talent will be commissioned to create new drama and comedy.

BBC Radio Ulster/Foyle

BBC Radio Ulster/Foyle is a speech-led service that covers a wide range of genres and reflects all aspects of contemporary life in Northern Ireland, combining coverage of local issues, interests and events with coverage of national and international developments.

Editor's vision for the service in 2012/2013

BBC Radio Ulster/Foyle remains the most listened to radio station in Northern Ireland. Maintaining its reach, appeal and depth of connection with local audiences are key priorities for the coming period.

Our programming provides a showcase for new talent and ideas, a forum for debate and an authoritative source of news and information. Local voices, stories and diversity are everywhere in our output. It's my ambition to develop BBC Radio Ulster/Foyle's role as a meeting-place of the airwaves and to find ways of further extending our relationship with communities across Northern Ireland.

Editorial ambition, innovation and a commitment to creative excellence should be defining features of everything that we do. Over the next period, I'll want to ensure that we continue to refresh and develop our programming - trying new approaches and formats and making the best use of production and presenter talent. Much is changing in wider society and we'll need to keep pace with, and reflect, these developments.

Over the next year I'll want to ensure that BBC Radio Ulster/Foyle's programming is characterised by range and authenticity of voice; innovation and renewal; explanation and analysis; immediacy and impact; and that we continue to provide output that listeners enjoy, and remain involved with, across the schedule. I want BBC Radio Ulster/Foyle to be a service that helps to make great things happen, and which transforms lives - informing, educating and entertaining for the benefit of everyone. It should be *the* community reference point for serious news, but must also be a place where listeners can find humour, escapism and celebration.

Fergus Keeling, Head of Radio, BBC Northern Ireland

Key notable service developments in the coming year

- We will reflect all aspects of rural life in an ambitious and wide-ranging portfolio of programmes as part of Farm Week.
- We will provide extensive coverage of civic and community events linked to the Titanic anniversary, the 2012 Olympics and Derry-Londonderry's role as UK City of Culture.
- We will introduce new formats and programme initiatives, seeking to maintain the diversity, distinctiveness and broad appeal of BBC Radio Ulster/Foyle in a fast-changing environment.

Other service developments

- We will showcase local musical talent in a special concert to mark 150 years of the Ulster Hall in Belfast.
- We will seek to develop our commitment to comedy, local drama and documentary programming and to extend audience involvement with our work through the more effective use of social media.
- We will introduce a new programme strand focussing on business and economic issues.