



BBC Executive summary workplan for 2013/14

May 2013

Statement from the Senior Independent Director

This is the third published annual workplan from the Directors and non-Executive Directors of the BBC. In it, we summarise the BBC's strategy, objectives and outline budget for the year ahead together with developments we think are noteworthy or could require formal approval. We also publish here the BBC's Statements of Programme Policy – our promises to licence fee payers about what the BBC's programmes and services will aim to achieve across the coming year.

The publication of this workplan is part of our commitment to openness and transparency. As non-Executive Directors, we want this document to be an important part of the way that we ensure that the BBC meets its strategy and fulfils its obligations.

The BBC's mission is to inform, educate and entertain audiences with programmes and services of high quality, originality and value. We believe it is a mission that endures and matters as much today as at any time in the BBC's history. At the same time, new technological and market developments are changing the way audiences use media and open up fascinating new opportunities to deliver the BBC's mission. To ensure that we can continue to meet and exceed the expectations of the public we serve, we have set the corporation ambitious objectives for the year ahead which are detailed in this document. However, the arrival of a new Director-General and a substantially new set of executive directors leading key areas of the BBC gives us a great opportunity to work closely with the BBC Trust to think again about what the BBC is for and how we will deliver our mission across the next decade. Over a period of months, this will set a long-term ambition for the BBC leading up to its 100th birthday in 2022 and ensure that it remains at the heart of British life for decades to come.

For this reason and others, this will be a fast-moving year for the BBC and we will need flexibility and adaptability to deliver our existing commitments and objectives while developing this longer-term strategy and purpose. In line with our commitments to openness and transparency, we will publish any major changes in strategy or operations and bring any proposals that require formal approval to the BBC Trust.

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

Dame Fiona Reynolds DBE

Senior Independent Director
BBC

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I Strategic overview of the year

The BBC Trust has set four over-arching objectives for the BBC to 2016, to:

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

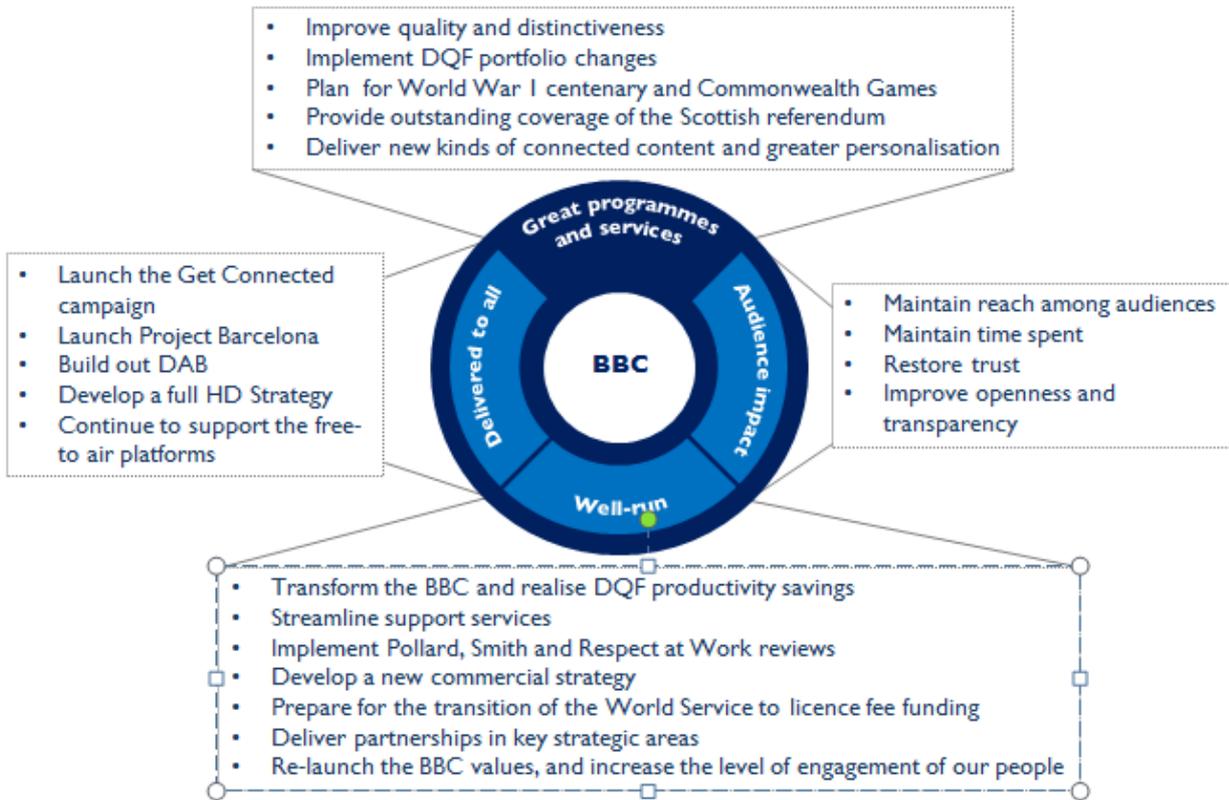
The BBC Executive has developed a set of proposals – *Delivering Quality First* – to deliver against these objectives and to make the savings required by the 2010 licence fee settlement. The BBC Trust has largely endorsed these proposals with a few key amendments. The proposals require a challenging 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. They are grouped under four headings linked to the Trust's overall objectives:

- Creating and delivering great programmes and services
- Sustaining and improving the BBC's impact and relationship with audiences
- Ensuring the BBC's output is delivered to all and takes advantage of new internet-based distribution services
- Running the BBC well, with a focus on value for money and staff engagement.

At the same time as delivering these objectives, the BBC Executive Board under the new Director-General will be working with the BBC Trust to reassess the BBC's long-term aims and ambitions.

BBC Executive objectives for management and staff 2013/14



1.1 Great programmes and services

At its heart the BBC strives to provide high-quality programmes and services that are loved by audiences. In 2013/14 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.

- Improve quality and distinctiveness – a theme across all our services; and tested and measured constantly. Progress against this objective is reported publicly every quarter and in the BBC's Annual Report and Accounts. This year's creative highlights for each service are described in the Statements of Programme Policy at the end of this workplan
- Implement changes flowing from DQF and Service Licence Reviews. In particular, the BBC Trust will be reviewing BBC One, BBC Two, BBC Three and BBC Four and the BBC News portfolio. Reviews of the BBC's children's output and Red Button / Online will be concluded. We are continuing to develop plans to improve the distribution of the Nations radio services, an action out of their Service Licence review
- Plan effectively for outstanding creative output in 14/15, including coverage of WWI centenary, Commonwealth Games and the Scottish Referendum. Plans are already well underway in all three areas, with a significant amount of output commissioned for TV, radio and online. The BBC's coverage of the Scottish referendum is monitored constantly and plans are being developed to increase output and coverage through 2014
- Deliver plans for creating high-quality connected content that takes advantage of the new creative opportunities of the internet. In 2012, we launched the Connected Studio – a place for creative people inside and outside the BBC to share and develop ground-breaking ideas for new kinds of content. We will continue and develop this work and also develop plans to increase the direct relationship between the public and the BBC, with greater personalisation and interactivity. If required, we will bring these proposals to the BBC Trust for regulatory approval.

A few specific areas of focus are detailed below.

The BBC's digital role in music

The BBC provides a valuable and unique role in music. It is a trusted guide to a distinctive range of music and provides support to UK music and emerging artists, alongside the broader music ecology whilst maintaining presentation that puts music in a cultural context. As audience behaviours evolve on new platforms and devices, the BBC has the opportunity to deliver further value to audiences digitally. The BBC will seek to strengthen its curatorial voice online, through integrating its linear and non-linear services, and by developing BBC iPlayer Radio for the future. If required, we will bring these proposals to the BBC Trust for regulatory approval.

Connected Red Button

The BBC launched Connected Red Button in December 2012 on Virgin Media's TiVo platform. The service seamlessly brings TV, radio and online content together on the living room TV – from iPlayer catch-up TV, to news headlines and weather forecasts – through the familiar press of a button whilst watching any BBC channel, and in this way combines the simplicity and immediacy of the BBC's successful Red Button service with the depth and flexibility of BBC Online. The BBC has been working to make this service as widely available as possible on connected TV platforms, and by the end of 13/14 we expect Connected Red Button to be built into many new models of Internet Enabled TV.

Connected Red Button will be used to deliver multiple streams of content for major events of 2013/14 including Glastonbury and Wimbledon. Going forward, we will build other features into Connected Red Button including live re-start, which allows users to rewind to the beginning of a programme being broadcast.

1.2 Audience impact

The BBC maintains a very strong relationship with the public through its programmes and services, reaching around 96% of the public every week for nearly 19 hours. BBC Television reaches 86% of the UK public every week, BBC Radio 67%, and BBC Online and Red Button combined reach 65%.

- Our objectives in this area are to maintain reach on TV and Radio, and increase reach online
- Time spent with the BBC across all platforms is a vital part of the relationship between the BBC and the public: we aim to maintain this level across 2013/14
- Trust in the BBC fell in autumn 2012 after the revelations around Jimmy Savile, from 6.7 out of 10 before the Olympics to 6.0. While it has since recovered to around 6.5, we aim to restore it over the year back to 6.7. Many of the actions to deliver this are listed under section 1.4. General impression of the BBC was not as affected and continues at around 7 out of 10.

In terms of openness and transparency, the BBC already leads the public sector in the publication of the following information:

- Internal review processes and enquiries
- Openness on internal decision-making processes, routinely publishing agenda and minutes of Executive and Trust meetings, as well as using blogs for topical issues and announcements.
- Information on the pay and expenses and declarations of personal interest of senior BBC managers
- Details of the aggregate spend on talent in different bands
- Access to a wide variety of quarterly data on audience performance and audience assessments of the quality of BBC services.

Last year, we published more data and information than ever before, but we believe we can still go further. We are exploring a range of ideas about how to become more open and transparent, including the following:

- Proposals to create a single easy-to-use portal through which audiences can access and navigate the wide range of BBC public documents;

- More proactive publication of management blogs like the Director of 2012's blog on resourcing the coverage of the Olympics
- More 'Access all areas' events where licence fee payers can come in and see the BBC at work.

1.3 Delivered to all

The universal nature of the licence fee brings with it an obligation to strive to deliver all the BBC's services, and the same quality of service, to all parts of the audience. The BBC seeks to ensure that every household has convenient access to each relevant service, free at the point of use. It must do so in a way that safeguards easy, accessible, open routes to BBC content; sustains quality, free-to-air platforms; represents value for money; secures baseline standards of quality, brand attribution and due prominence; meets legal obligations; and is technically feasible.

Some key areas of activity for 2013/14 are listed below.

Connected TV campaign

The BBC, through the provision of BBC Online and BBC iPlayer, has historically provided incentives for audiences to connect to the internet, often for the first time, and to consume content from the BBC and from the broader market. These services have been supported by a variety of effective marketing campaigns that have raised awareness and audience uptake.

In 2013/14 the BBC will build on this past success by launching a Connected TV marketing campaign to encourage further growth of the online population. It will also seek to encourage those audiences already online to connect their TV devices, so that all audiences may benefit from the myriad of services available across TV platforms, games consoles, and smart TVs.

The focus of the campaign will be on demystifying the benefits of connectivity. TV is getting better and better, but the benefits and ease of connection are unclear to many audiences. We will seek to create excitement and interest in the future of television, highlighting how easy it is to access the best of the BBC through iPlayer (both through our iPlayer app directly, and through backwards EPGs where available), and through Connected Red Button. The campaign will run across a variety of platforms, including TV trails and online.

Free-to-air platform strategy

The BBC delivers free access to its services by working in partnership with other stakeholders to sustain the Freeview, Freesat and YouView free-to-air platforms. Investment in these joint ventures is intended to maximise the audience benefits, whilst safeguarding the prominence and quality of BBC content delivery. The expiry of the YouView shareholder agreement in March 2014 and the Freeview shareholder agreement in November 2014 means that vital decisions must be made over the next year which will determine the future direction and development of these platforms. These choices will be central to delivering innovations such as a greater range of HD services, ease of access to iPlayer and Connected Red Button services for the largest possible number of free-to-air viewers.

HD channel portfolio

The BBC's existing HD strategy formulated during the DQF process will have only two HD channels (BBC One HD and BBC Two HD) on all major TV platforms for the rest of the licence fee period. To strengthen this offer, we are assessing the technical options and financial viability for

expanding the BBC's HD portfolio, as the existing HD line-up presents significant challenges around our editorial strategy and audience expectations.

The objective is to define a proposal that would deliver the BBC's audiences the full benefit of the BBC's investment in creating and acquiring HD content in time for key events.

DAB coverage

The BBC is committed to expanding the coverage of its National DAB services to 97% of the UK population over the next three years. We are now approaching the conclusion of the tendering process for the roll-out of the next phase of transmitters, with the aim of resuming the build programme by the end of 2013. Together with the commercial radio sector, the coverage of Local DAB services is also expected to expand over the next 12 months enabling the BBC to offer DAB distribution for English Local Radio services for the first time in Derbyshire, Hereford and Worcestershire, Lincolnshire, Somerset, Surrey and West Sussex as well as coverage for Radio Wales and Radio Cymru in North Wales and West and Mid Wales.

The BBC is working closely with Government, Ofcom and the radio industry to support the technical planning for a potential DAB switchover. The decision as to whether and when to switchover is for Government to make based on audience-led criteria.

Project Barcelona

This year the BBC will prepare a proposal for submission to the BBC Trust to make more of its programming (including archive content) available on a commercial basis. In the same way that audiences purchase DVDs of BBC programmes, Project Barcelona would enable them to purchase and keep digital copies for their on-going personal use. Project Barcelona would exploit the rights on a non-exclusive basis, so BBC content could continue to be available to buy through other providers as well. Our ambition is to make more of the BBC's archive available in this way over time. We are working in collaboration with rights holders prior to submitting a commercial proposal to the BBC Trust for consideration.

On-demand availability and content windowing

We are continuing to monitor audience demand for 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.

1.4 Well-run

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 2013/14 include:

- Beginning the *Delivering Quality First* productivity programme, expected to deliver 11% savings by 2016/17 across the BBC
- Scale up transformation projects to train staff and embed skills to enable them to improve the way they work and allow them to re-invest in creativity; pilot projects so far have proved successful
- Drive reductions in the property portfolio towards a full exit from West London by 2020. The sale and exit from Television Centre has already begun this process

- Support and run the BBC more effectively through a new Finance and Operations division. A new Managing Director, BBC Finance and Operations will be joining the BBC in June and a number of reviews looking at Technology, Operations, Distribution and digital production are already underway
- A review of BBC Pay and Grading has been underway since last year; we expect to begin to implement outcomes of that review this year
- Preparing for the transition of the World Service into licence fee funding from 2014, ensuring we protect its unique character while integrating it effectively with the rest of BBC News
- Continue to deliver partnerships in key strategic areas. A focus for the coming year will be city partnerships (particularly with Birmingham) and The Space.

BBC commercial activities

Subject to the requirements set out in the Charter and Agreement, over the next twelve months the BBC's commercial strategies will become more closely coordinated with those of the public service to ensure we have a coherent UK and international offer for audiences.

In addition, the BBC has challenging commercial financial targets to meet over the next year:

- Our wholly-owned commercial subsidiary BBC Worldwide aims to deliver a similar revenue and profit trajectory to recent years, though the trading outlook for the year ahead continues to be uncertain
- 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 will continue to be developed to meet this target.

BBC Values

A number of actions next year will be directed at ensuring that all BBC staff remain true to the BBC's values in the way we work. These include:

- Implementing actions from the Respect At Work review, the Smith review and the Pollard review around the BBC's culture, policies and processes
- Re-launching the BBC values, and ensuring we are behaving in line with them by monitoring scores in staff surveys
- Increasing the level of engagement of BBC staff, which we will monitor through the BBC staff survey.

2 BBC budget 2013/14

2.1 Introduction

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

- To maximise licence fee income through its efficient and effective collection
- 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 concentrating expenditure on the programmes and content the public most wants from the BBC
- To ensure that this output is then delivered as cost-efficiently as possible.

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

2.2 Budget overview

The BBC's budget for 2013/14 is designed to support the BBC's strategic objectives as set out in *Delivering Quality First*, by:

- Scheduling additional resource compared to previous plans to ensure there is not a major step down in the BBC's investment in content and production following the delivery of an exceptional year of output in 2012
- Concentrating expenditure on the flagship services (BBC One and Radio 4, for instance) and priority genres and services that the public expects from the BBC (e.g. original production in children's, Local Radio in England)
- Continuing the development of lean high-quality support services, releasing savings to be recycled into content. Over the next three years, 3% of the BBC's core spend will move from centrally managed costs to content and its delivery, as centrally managed costs are planned to reduce by 22%
- DQF savings plans and initiatives have now been embedded within divisions' financial plans, with very low rates of delivery risk identified for the twelve-month period
- Creating the financial headroom to take on the BBC's current new obligations which begin this year (S4C, BBC Monitoring, Broadband rollout and Local TV) as well as ensuring the capacity will be in place to absorb BBC World Service's running costs from next year.

2.3 Budget detail

Licence fee income

As last year, the fee for the year has been frozen, but growth in licence fee income to £3,742m is still planned from 0.5% growth in the number of households paying the licence fee. A reduction in evasion rates from 5.0% to 4.80% is also being targeted as a result of the renewed management contract with Capita, along with an improvement in the cost of collecting the licence fee, with a 4% reduction planned for 2013/14.

It is clear that the UK economic outlook is now set for a slower recovery, which places pressure on licence fee collection and on commercial income, and validates the recent conservation of cash. 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).

An important three years ahead

The next three years are important years for the BBC as it embarks on the delivery of the DQF strategy. 2013/14 is the first full year of DQF and the year in which it was targeted to deliver half of the 20% savings target.

2013/14 is also a year which follows the highlights of 2012 and the BBC's highly praised coverage of the London Olympics. Last year's Budget projected a significant reduction in content expenditure as a result of DQF savings and a lower profile year of broadcasts. Actions taken this year to defer content expenditure into 2013 mean that the year-on-year 'step-down' in content spend has been much reduced to avoid a significant deterioration in quality.

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, and these new obligations start to impact in the financial year 2013/14.

Spend by service licences

In 2013/14 the BBC is planning to spend £2,376 million on service licence content. This represents a small year-on-year reduction, principally on BBC One, reflecting the busy schedule of unique events in the UK in 2012.

£m	2013-14 Plan
BBC One	1,051
BBC Two	415
BBC Three	85
BBC Four	49
BBC Alba	5
CBBC	79
CBeebies	29
BBC News Channel	53
BBC Parliament	2
Television	1,768
Red Button	14
BBC Online	104
Online and Digital Services	118
Radio 1	41
Radio 2	47
Radio 3	39
Radio 4	94
Radio 4 Extra	4
Radio Five Live	52
Radio Five Live Sports Extra	3
Radio 1Xtra	6
BBC 6 Music	8
BBC Asian Network	6
Network Radio	300
Local Radio	119
Radio Scotland	23
Radio nan Gaidhael	4
Radio Wales	14
Radio Cymru	12
Radio Ulster/Foyle	18
Local and Nations Radio	190
Service Licence Spend	2,376

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 decreases in 2013/14 to reflect the additional costs of the major UK events in 2012 (Olympics, Diamond Jubilee, Cultural Olympiad, European Football Championships)
- BBC Online reflects the final instalment of the 25% reduction approved by the BBC Trust
- There is additional spending on BBC Local Radio in line with the findings of the BBC Trust's DQF consultation.

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, 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 with a marked reduction in acquired programmes.

- Spend on journalism will increase in 2013/14
- Spend on knowledge, music and culture will also increase this year
- As trailed last year, Drama output will decrease in 2013/14 as 2012/13 included additional costs for the Cultural Olympiad (including four Shakespeare plays)
- The cyclical nature of major sporting events causes Events spend to fluctuate year on year. It was significantly higher in 2012/13, a year which included the London Olympics and the European football championships, and will therefore reduce this year.

Other BBC spend

Other costs budgeted for the year include further content spend of £97m, which is not ascribed to individual service licences. Distribution of the BBC's services will cost £230m. In addition there are number of infrastructure and support costs which will be funded from the licence fee, including its collection costs of £107m, central property costs of £128m, technology costs of £216m, 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.

A further £278m has been budgeted for the new obligations with respect to BBC Monitoring (£22m), S4C (£81m), Local TV (£25m) and UK Broadband rollout (£150m).

The BBC's total expenditure (including restructuring costs) as funded from the licence fee in the year is budgeted at £3,864m including the above restructuring costs.

Home Services (£m)	2013-14
Income*	3,842
Content and its distribution	2,703
Support costs	769
Contingencies and provisions	114
Net surplus before new obligations	256
New obligations	278
Deficit	(22)

* Income includes £100m of income not generated through the licence fee.

Key Budget Risks

The current economic environment poses risk to the BBC's income. In regard to licence fee 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. The reduction in income as a result of lower than expected household growth is partly offset by revised assumptions on evasion and reduced collection costs.

The current economic environment is also placing pressure on other income streams, and a close watch is being maintained to ensure expenditure plans are moderated should this risk start to crystallise.

In common with the wider industry, the very low current gilt yields are having a negative impact on the deficit position of the BBC's pension scheme. At present the BBC does not consider it appropriate to set aside further funding in addition to the existing deficit recovery plan, and to do so would put content budgets at unacceptable risk.

3 Statements of Programme Policy

Statements of Programme Policy are the BBC's annual promises to viewers, listeners and users about how individual BBC services will contribute to its public service remit. These statements set out the Controller's vision for each of the BBC's services for the coming year and any notable editorial developments or programmes.

BBC One

BBC One's remit is to be the BBC's most popular mixed-genre television service across the UK, offering a wide range of high quality programmes.

Controller's vision for the service in 2013/2014

I aim to maintain and grow BBC One's position as the most watched and hugely appreciated channel in the UK. It is the job of the channel to combine programmes of the highest quality and distinctiveness with a tone and approach that allows them to appeal to the widest possible audiences.

Each of the key genres has an important role to play in this. High quality and distinctive drama will remain at the heart of BBC One with efforts continuing to diversify the range of themes, landscapes and dramatic genres that are brought to prime-time viewers. In our factual output we aim to inform and inspire through programmes of scale and ingenuity, programmes that reflect the lives of our viewers and through ground-breaking journalism. We will also aim to build on recent successes by bringing to air the next generation of mainstream comedies and new entertainment formats.

We will continue to bring diversity in all its forms to BBC One and engage our audiences beyond television with the channel having a significant presence on a number of platforms.

Danny Cohen, Controller, BBC One

Key notable service developments in the coming year

- Continue to develop BBC One's drama strategy around distinctive and high-impact series. This year we will offer perhaps our broadest ever range of dramas and dramatic worlds. From the world of *The White Queen* to the story of *The Village*, we will deliver high quality and distinctive series. We will also ensure a contemporary flavour with piece such as *Truckers* and *Our Girl*, as well as bringing audiences new series of dramas they have quickly grown to love including *Sherlock*, *Call the Midwife* and *Luther*.
- Strengthen the channel's connection with the contemporary world and the big issues at the heart of viewers' lives. Major documentary series will look at change and innovation in the NHS (*Life Savers*) and the issue of recidivism (*The Prisoners*). A season on the cost of living will explore some of the challenges of our times and how British people are coping with them. A new series on working Britain will explore how life has changed in recent decades and *Panorama* will continue to highlight domestic and international issues as well as respond quickly to major breaking news stories.
- Launch the next generation of popular returnable comedy series. We are keen to grow new titles alongside our much loved brands. New sitcoms will include *The Wright Way* written by Ben Elton, *Autumn Leaves* from David Walliams, and *Father Figure* from popular Irish comedian Jason Byrne.

Other service developments

- We will work to ensure that programmes for families and children continue to be part of BBC One's output following the move of the children's blocks. With the changes to daytime we will prioritise distinctive programming such as original dramas, *Indian Doctor*, *Moving On*, *WPC56* and *Father Brown*. We will also continue our drive into current affairs and campaigning programming.
- We will provide a range of output for broad audiences to mark the anniversary of World War One.
- We will continue to look for new ways of reaching audiences online and on multiple screens.
- We plan to maintain and grow our position as the most popular destination for viewers at key moments in the year.

BBC Two

BBC Two's remit is to be a mixed-genre channel appealing to a broad adult audience with programmes of depth and substance.

Controller's vision for the service in 2013/2014

BBC Two had a great year in 2012/13, from its Shakespeare and London seasons as contributions to the Cultural Olympiad through to the launch of 2013 as the Year of Invention. My ambition is continue this creative excellence through 2013 and into 2014.

The channel continues to offer the very best of landmark factual television in the UK, from *Brian Cox's Wonders of Life* to *Howard Goodall's Story of Music*, and with major series to come from David Starkey, Simon Schama, Dominic Sandbrook and David Reynolds. Only BBC Two combines real intellectual authority with broad popular television appeal in this way.

The channel's investment in original authored drama continues to bear fruit, this year marked by *Line of Duty*, *Parade's End* and *Dancing on the Edge*, with Paula Milne's *The Politician's Husband*, Jane Campion's *Top of the Lake* and Hilary Mantel's *Wolf Hall* all arriving on our screens soon. Signature comedy and entertainment has come from Sarah Millican and Sue Perkins, and this year will see new projects from Mitchell & Webb, Christopher Guest and James Corden.

Mid-evening popular factual continues to stir the nation as the *Great British Bake Off* and *Top Gear* go from strength to strength, our favourite bikers set out on a journey to discover Britain's industrial heritage, and Alex Polizzi continues to apply her unique expertise to small family businesses. BBC Two also ploughs its own furrow in science and natural history with the unique formats of *Stargazing Live* and Dara O'Brien's *Science Club*, spectacular explorations around the world from polar icebergs to Arabia - and a unique forthcoming experiment with creatures that dig (*The Burrowers*)!

This year will also see the first on-screen impact of the Delivering Quality First changes in output, and BBC Two faces some serious challenges along the way to maintain its scale and appeal without diluting its commitment to blue chip broadcasting. But we are determined to maintain our place at the top table of British television, and confident that the imagination of our rich pool of talented programme makers will more than rise to the challenge.

Janice Hadlow, Controller, BBC Two

Key notable service developments in the coming year

- In 2013 BBC Two has launched a year-long celebration of the Industrial Revolution and scientific ingenuity including Dan Snow's *Locomotion*, *Why the Industrial Revolution Happened Here*, *The Railway: Keeping Britain on Track* and films on Josiah Wedgwood, JMW Turner and Richard Feynman.
- The channel has forthcoming seasons planned on the Cold War, modern Germany and its place in Europe, the Iraq war, and a performance showcase celebrating the National Theatre at fifty.
- Landmark religious programming in 2013/14 includes a major series on the history of the Jews with Simon Schama, the story of the Ottoman Empire, and a celebration of Kumbh Mela.

Other service developments

- A feast of Tudor history will be on offer via a series of biographies of Thomas Cromwell, Anne Boleyn, Henry VII and Tyndale and later in the year, the dramatisation of Hilary Mantel's *Wolf Hall*.
- Early in 2014, BBC Two will play a major part in the BBC marking of the centenary of World War One, via a variety of documentary and drama offerings with contributions from David Reynolds, Ian Hislop and Fergal Keane.

BBC Three

The remit of BBC Three is to bring younger audiences to high quality public service broadcasting through a mixed-genre schedule of innovative UK content featuring new UK talent.

Controller's vision for the service in 2013/2014

BBC Three continues to be the most watched digital channel for 16-34 year olds within its broadcast hours. From quick commissions reflecting topics people want to know more about, to series that spotlight issues which have a growing relevance to our viewers, our factual output remains fresh and impactful. We are still the only digital channel providing powerful factual content for the younger audience.

We will shortly be showing fast turnaround documentaries on the horsemeat scandal and the Oscar Pistorius case. This spring we have our Baby Britain season, highlighting how new young parents cope and our Mental Health season in the summer will feature a range of illnesses that are growing issues for the 16-34 group, including OCD, depression and male suicide.

BBC Three also provides a platform for new talent both on and off the screen. Our Fresh project, in conjunction with BBC Learning, will commission documentaries from new directors, highlighting issues relevant to our audience. We have also successfully launched three new sitcoms, *Bad Education*, *Cuckoo* and *Some Girls*, all returning, and *Live at the Electric* continues to bring a raft of new comic talent to our audience.

Zai Bennett, Controller, BBC Three

Key notable service developments in the coming year

- BBC Three's factual output will continue to launch new series that speak to and inspire our audience. *Barely Legal Drivers* will highlight the impressive and reckless behaviour of new drivers, while *Don't Just Stand There I'm Having Your Baby* puts young dads at the centre of the birth for the first time. The work place will be put under the spotlight too with documentary series focusing on a call centre in Cardiff, the Metro Centre in Newcastle and new teachers working in South East London.
- BBC Three will establish 10pm as a destination for comedy and comedy entertainment with new and returning brands. As well as the sitcoms already mentioned we will be bringing back the political satire series *The Revolution Will Be Televised*. New comedies will include *Bluestone 42*, *The Secret Dude Society* and *Boom Town*. Studio entertainment shows will include *Sweat The Small Stuff*, a panel show hosted by Nick Grimshaw and chat shows from *Bad Education* writer and star Jack Whitehall, Russell Kane and Greg James, the stars of *Unzipped*.
- BBC Three will continue to grow its multi-platform presence. Fresh Online will run alongside our Fresh season and give budding directors the opportunity to showcase their vision. The re-branded Comedy Feeds continues to be a powerful platform for new comedy talent. It will commission up to 20 comedy pilots this year, all of which will premiere online. And from autumn 2013, all new BBC Three comedy will premiere 7 days before TX on iPlayer.

Other service developments

- BBC Three will continue to bring big live events to our audience. Working with Radio 1, we will showcase music acts from all the big summer festivals in the UK including Reading, Derry and Glastonbury. And in June, in conjunction with BBC Learning and BBC North, *Bollywood Carmen Live* will combine professional and amateur talent from across the UK on a massive scale, live from Bradford city centre.
- We will grow and refresh our established brands. *Sun Sex and Suspicious Parents* will become *Snow Sex and Suspicious Parents* this winter and recent hit *Unsafe Sex in the City* will continue to show the growing rise in STD's amongst the young, filming at different clinics around the UK.

BBC Four

BBC Four's primary role is to reflect a range of UK and international arts, music and culture.

Controller's vision for the service in 2013/2014

BBC Four is still a relatively young and growing channel, but in its 10 year lifespan it can lay claim to having changed the cultural landscape of the UK. The championing of foreign language TV drama (*The Killing*, *The Bridge*, *Montalbano*, *Borgen*) has made 'Saturday nights' a new way of life. The weekly commitment to music performance and documentary has made Friday nights a destination for music fans of all types, from classical devotees to rockers old and new.

On his visit to the Proms in 2012, Daniel Barenboim thanked the BBC for its commitment to broadcast his complete Beethoven cycle with the words - 'there is no country in the world that would do that for music and culture'. It is BBC Four's ambition – together with continuing to grow its increasingly large and loyal audience – to pursue this mission: not just to reflect the culture of the nation, but actively to contribute to it.

Seasons continue to play a strong role on BBC Four by offering a diverse range of views on a single theme or topic: 2013 kicks off with a startling series exploring how the world looks from an insect's point of view, and goes on to address subjects including 18th century culture, modern architecture, blues, folk and world music, and theatre. Adam Nicolson will also offer a unique insight into the personal writing of the 17th century.

Classical music will feature strongly in 2013 with a refreshed Proms programme, a season on Benjamin Britten, individual focuses on Wagner and Verdi, and the premiere of George Benjamin's opera *Written on Skin*. Film music and the stage musical will also receive a unique BBC Four focus.

Following on the success of the *Why Poverty?* initiative and the *Dark Side of the Internet*, the *Storyville* international documentary strand will offer insight into *Outlaws* around the world, together with the best of international festival documentaries. And BBC Four hopes that its new acquisition *Parks and Recreation* will generate another cult hit following in the footsteps of its Nordic crime dramas and *Mad Men*.

It is a matter of pride at BBC Four that you never quite know what's coming next on the channel – but whatever it is, will make you look at the world a little differently, and perhaps understand it a little better. That is the proposition we plan to fulfil over the coming year.

Richard Klein, Controller, BBC Four

Key notable service developments in the coming year

- Forthcoming BBC Four series and seasons include the *Secret World of Insects*, *Blues*, *World Music*, *Medieval Families*, *Modern Architecture*, *Collections* (with Helen Rosslyn) and *Winston Churchill*.
- Partnerships continue to play a key role on BBC Four with on-going relationships with the V&A (*Handmade...*), the South Bank (20th century classical music) and projects under way with English Heritage, the British Library and RIBA.
- BBC Four will be hosting a refreshed *Review Show* (and other new topical arts formats) from April.

Other service developments

- Theatre will come to the forefront this year with a celebration of the National Theatre at 50 (in partnership with BBC Two), and a documentary history of classical theatre with Michael Scott.
- 18th century culture will come into sharp focus with a series from Lucy Worsley exploring Hanoverian culture in Britain, Waldemar Januszczak's exploration of Rococo and a focus on 18th century music.

CBBC

The remit of CBBC is to provide a wide range of high quality, distinctive content for 6-12 year olds, including drama, entertainment, comedy, animation, news and factual.

Controller's vision for the service in 2013/2014

CBBC continues to be the UK's number one children's channel for our target audience and was named as Channel of the Year at the 2012 Children's BAFTAs. We aspire to maintain and improve on this over the coming year by continuing to deliver a highly diverse and diverting range of TV as well as an increased volume of interactive content and engaging brand extensions for desktop and mobile device consumption.

Our audience are experiencing a fast-moving revolution in terms of where, when and how they consume our content and we want to keep pace with them - at the same time as being conscious that the majority of our audience still consume on TV. "CBBC - everywhere you are" is our aim for 13/14 and we intend to couple investment in online with a focussed creative drive to establish complementary TV and interactive identities.

The breadth of our programming is key to CBBC's enviable public service reputation – particularly our highly entertaining and absorbing factual series. CBBC still carries the only bespoke news service for children with *Newsround* and we are ambitious for *Blue Peter* to continue to play a key opinion former role - with specials ranging from the Royal Family and Wimbledon to *Children in Need* and *Comic Relief*. CBBC has quickly established a major role in the overall BBC strategy in the North and our specialist in-house unit remains a key employer in the industry providing training for on and off-screen talent.

We remain committed to the diversity of our slate and to reflecting the lives of as many British children as possible. The truly distinct feature of CBBC lies in the fact that it is brimming with British content - made for and featuring children who live in the UK. Children will continue to be at the heart of the channel, both on and off air. The 6-12 age group are encountering many important milestones and life changes and we need to offer up sufficient authentic and accessible content to reflect and help make sense of their fast-changing world.

Across all genres we aim to satisfy and rouse their curiosity, inspire their thirst for knowledge and adventure, fire their imaginations and give them great comedy moments to laugh about and share in the playground. Talkability is a key factor for us - we want our viewers to thoroughly engage with what they see and "pass us on!"

Cheryl Taylor, Controller, CBBC

Key notable service developments in the coming year

- We will provide more mobile access to our top shows, including related video clips, games and unique interactive content for mobile devices. We are embracing connected red button and looking at how CBBC can engage with children on platforms outside the BBC such as YouTube, as these offer us the opportunity to extend our influence beyond 7pm with a curated schedule of content that appeals to the older viewing set.
- We will encourage graduation from CBeebies to CBBC with customised online and TV commissions to bridge the transition between the two brands.
- We will do more to represent the full diversity of kids in the UK, producing a great volume of content such as our award winning *My Life* films and *Newsround* specials.

CBeebies

The remit of CBeebies is to offer high quality, mostly UK-produced programmes to educate and entertain the BBC's youngest audience.

Controller's vision for the service in 2013/2014

In 2012 CBeebies continued to regularly reach almost 50% of children under 6 and remains the UK's most popular pre-school channel. It was voted Freesat Channel of the year (beating C5, ITV1 and E4) and Broadcast Digital Children's Channel of the Year. The CBeebies website and interactive offerings are equally successful. Following a complete refresh of the site, including Grown Ups, the number of weekly unique users is between 800,000 and 1 million.

My vision is to ensure that CBeebies maintains this high level of performance, by delivering content wherever and whenever our audience wants it, across all platforms - TV, Online (including CBeebies Radio), mobile devices and iPlayer. We will create appropriate content for each platform - radio podcasts, games for mobile devices, support for parents online and distinctive TV series that only the BBC would commission.

At the heart of CBeebies is the desire to enhance the lives of the BBC's youngest audience and encourage a life-long love of discovery, by opening up the world to them (*Andy's Dinosaur Adventures*, *Mr Maker Round the World*). CBeebies will continue our strong commitment to social and cultural diversity, ensuring that all children see themselves reflected in our output (*Something Special*, *My Story*, *Magic Hands*). We will deliver a rich portfolio, covering all genres, with a balanced mix of distinctive live action shows (*Old Jack's Boat*, *Woolly and Tig*) and high quality animation (*Tree Fu Tom*, *Baby Jake*).

Our content will reflect our 'have a go' ethos, with many programmes featuring members of audience doing just that (*Nina and the Neurons - Go Engineering*). We will encourage our audience to tackle and solve problems themselves and feel empowered. For 2013, I have commissioned two dramas for CBeebies with children as the lead characters (*Topsy & Tim* and *Katie Morag*). Adding drama as a new genre to CBeebies will enrich our portfolio and help us reflect the common experience of young children all over the country.

Kay Benbow, Controller, CBeebies

Key notable service developments in the coming year

- We will develop ideas to support the migration of viewers from CBeebies to CBBC, using audience and scheduling data and co-commission content where appropriate, particularly online.
- We will increase mobile content and propose a public service app. We will develop personalisation, dual-screen and multi-platform formats.
- We will seek a new 'channel-defining' series for the very youngest viewers, to complement the evergreen *In The Night Garden*.

Other service developments

- Retain and nurture new talent and increase the number of performers from diverse backgrounds.
- Work to retain position as the number one pre-school brand in the UK, in the face of tough competition, by commissioning unique and distinctive content.

BBC News Channel

The BBC News Channel should deliver up-to-the-minute, accurate, impartial and independent news, analysis and insight.

Controller's vision for the service in 2013/2014

Our ambition is for the BBC News Channel to represent the best of BBC News and current affairs from its new home in Broadcasting House, and for it to continue to be the UK's most watched continuous news channel. We aim for the channel to remain regarded by the audience as "best for continuous news", with a strong reputation for accuracy and authority, and improved perceptions for dynamism and engagement.

As well as providing high-quality and fast coverage of significant events in the UK and around the world, the BBC News Channel will use the enhanced technology, graphics and production techniques available in its new studio and multimedia newsroom to provide comprehensive explanation and analysis of politics, business, the economy, social policy, science and world affairs.

We will continue to cover the coalition government and the opposition parties in depth, and explain what their policies mean for the UK. We will further develop our links with the Nations and English Regions to cover devolved and local politics around the UK, including the lead up to a referendum on Scottish independence.

We will cover major world events using our newsgathering bureaux and presenters on location, explaining their context and significance to our audience – including the economic pressures in the Eurozone, the conflict in Syria and the continuing development of China, Brazil and India. We will also look to provide extensive coverage of the arts, sport and the environment; and to build on our reputation as a channel with contributors who represent a wide range of opinion and diversity of experience on the stories that matter.

Sam Taylor, Controller, BBC News Channel

Key notable service developments in the coming year

- Changes to presentation and production techniques in Broadcasting House, enhancing the News Channel's impact and engagement.
- Enhanced collaboration with BBC Nations and English Regions' teams to ensure effective newsgathering across the UK, and good use of local expertise and insight.
- Changes to business and economy coverage, incorporating key stories and analysis into core news output as part of our DQF changes.
- Enhancements to feature programming, including regular, scheduled newspaper reviews and improved showcase for BBC international and UK current affairs programming at weekends.

Other service developments

- We will work with BBC World News, World Service Radio and News Online to develop joined-up coverage of key international stories, and make greater use of the BBC's specialist and multilingual journalists.
- We will continue to develop the News Channel's role at the heart of the online live page, making it a key destination for breaking news for the digital audience, particularly on mobile.
- We will continue to explore the opportunities offered by new technology such as multimedia graphics, reporting via Twitter, and improved interaction with our audience by email, text and via social media.

BBC Parliament

The remit of BBC Parliament is to make accessible to all the work of the UK's parliamentary and legislative bodies and the European Parliament.

Controller's vision for the service in 2013/2014

BBC Parliament has at its core the broadcast of parliamentary debates and hearings. Statements and Questions in the House of Commons are now highly responsive to current events, which the channel will communicate through a range of new scheduling tools.

The channel is developing a new schedule to allow for much more live content, both from committees and the Lords. Audiences in midweek may encounter live broadcasting from 9am through to 11pm.

The channel will contribute to the debate on future constitutional relationships through special programming and our extensive coverage of parliamentary debates and hearings from Holyrood, Westminster and Strasbourg.

Peter Knowles, Controller, BBC Parliament

Key notable service developments in the coming year

- We will show Select Committee hearings live (as well as in recorded format) reflecting the high importance of these in the political and parliamentary process.
- We will report the lead-up to the 2014 referendum on Scottish independence through debates and committee hearings, as well as special debate programming from BBC Scotland.
- On the 2nd June we will mark the 60th anniversary of the Coronation of HM the Queen in a digitally re-mastered broadcast of the original day of programming.

Other service developments

- We will focus on the Banking Reform Bill as it is scrutinised in the Commons and Lords chambers and in Committee.
- We will offer additional live coverage from a wider range of parties in the Autumn Conference season.
- Building on the success of Harold Wilson Night, the channel will commission special programming on the tumultuous political year 1963.

BBC Radio 1

The remit of Radio 1 is to entertain and engage a broad range of young listeners with a distinctive mix of contemporary music and speech.

Controller's vision for the service in 2013/2014

2012 saw the biggest set of changes at Radio 1 over a decade, aimed at ensuring we remain relevant to a new generation of young listeners. Nick Grimshaw's move to the Breakfast Show was just one in a series of new programme launches; we adapted how we work to reflect the changing ways in which audiences consume and interact with us; and moved to new, purpose built studios, designed for a multi-media world.

Our challenge for the next 12 months is to develop and refine these new shows, whilst fully exploiting the facilities and technology at our disposal. In particular, fixed cameras, built in to the studios, will allow key moments to be easily and economically filmed. This, coupled with the ease in which audiences can now view video on mobiles, means live streaming will become increasingly common.

Personally, Radio 1's Teen Awards remains one of my favourite events of the year and I loved the creative ambition and digital innovation of *Access All Areas*, giving audiences a behind-the-scenes insight into how we work. I'm also looking for programmes which offer our young audience practical advice or food for thought. The Radio 1 and IExtra Academy which ran in conjunction with our Hackney Weekend in 2012 was a perfect example and we'll be adapting the model to work this year when Radio 1's Big Weekend heads to Northern Ireland.

Ben Cooper, Controller, BBC Radio 1

Key notable service developments in the coming year

- Radio 1's Big Weekend in Derry~Londonderry will help celebrate their UK City of Culture status. For the first time the event will span three days and we hope to make the most of our site right in the heart of the city to provide a truly unique spectacle.
- Our new studios now include a dedicated space for Radio 1's Live Lounge and you'll be able to enjoy more of them as a result, with 'Live Lounge Late' expanding the range and diversity of acts invited to perform. Artists permitting, we plan to film almost all live lounges in future.
- In common with many other parts of the BBC, we will be making changes to respond to Delivering Quality First. What our audience expects from us also continues to evolve and we will continue to monitor and reflect this to ensure we continue to successfully engage with them.

Other service developments

- The Radio 1 Stories strand won't shy away from dealing with real life issues affecting young UK. We'll take a look at the realities on and off camera for the girls looking for fame via late-night TV channels; follow five teenagers as they turn 16 and take on a whole new set of challenges; and tackle the difficult subject of grooming, giving victims an opportunity to speak out.
- Radio 1 will play a key role in the BBC's wider Glastonbury coverage in June, including an innovative audio and visual Essential Mix giving a flavour of Glastonbury after dark and away from the bits you see on TV.
- Newsbeat will continue to put those in authority under the spotlight, asking them the questions our young audience want answered. We are also planning a number of shows which will incorporate short films to help make an increasingly complex world more accessible to audiences.
- For those that like their music loud, Rock Week will showcase some of the most exciting new and emerging talent from the UK and beyond with a week of live performances.
- Together with IExtra, we plan to run a week long campaign focusing on 'sex, drugs and booze'. We won't be judging or preaching, but hope we can kick-start a conversation amongst young people and help them make informed decisions.

BBC Radio 2

The remit of Radio 2 is to be a distinctive mixed music and speech service, targeted at a broad audience, appealing to all age groups over 35.

Controller's vision for the service in 2013/2014

My ambition for Radio 2 is for it to deliver distinctive music entertainment of the highest calibre, with a rich and diverse portfolio, to the widest audience. I aim for us to use our size to bring our audience to our digital output, allowing them to engage with content in new ways. Our pivotal role in music will continue, extending listeners' tastes and supporting artists. We aim to continue the growth of our specialist music audiences with specialist programming, of jazz, rhythm and blues, country, and folk, scheduled for 7pm. The station's commitment to live music continues with a refreshed In Concert format, which has visualisation at its heart.

We have had significant success with unique, bold, creative ideas that take a "fewer bigger better" approach to scheduling across a week. *Titanic – minute by minute* was such a project: a real-time account of the event, using live music performances and narratives by the stations' stars.

We will build on the success of our Children's writing contest, which received over 90,000 entries for our *500 Words* competition, 20,000 more 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 a hectic summer of music we will broadcast live from Hyde Park, as part of Radio 2's "festival in a day". This will be the first time this event will be co-produced between Radio 2 and the newly formed BBC Popular Live Music team which works across all pop networks.
- Radio 2 will be a core part of the BBC's coverage of Glastonbury.
- Orchestral and Concert music will be given new emphasis with support for *Friday Night Is Music Night*, around standout moments involving *2Day*, themed editorial around *The Dambusters* and significant collaboration around the *Commitments*.
- The Radio 2 commissioning process will be reappraised to encourage more high impact, highly distinctive content into mainstream areas.

Other service developments

- Chris Evans will broadcast the final of his *500 Words* competition from the Hay Festival.
- We will host the 1963 Season which includes *JFK Minute By Minute*, a recreation of *That Was The Week That Was* and a celebration of the origination of *Dr Who*.
- We will celebrate the Blues Season in October with Hugh Laurie & Mick Jagger to tie in with BBC Four.
- To mark the Country Season in November, we will include profiles of Willie Nelson, Tammy Wynette, Jim Reeves and provide extended coverage of the Country Music Awards.
- The BBC Radio 2 New Comedy Award will launch in May with the grand final in Blackpool during November, in collaboration with Radio 4Extra.
- Mark Kermode will host Soundtracks series, including filming big interviews to go online.
- Moira Stuart will celebrate jazz guitarists, and Jamie Cullum showcases Jazz at the Movies.
- Returning specialist shows with Rodigan, Estefan & Brian Johnson.

BBC Radio 3

The remit of Radio 3 is to offer a mix of music and cultural programming in order to engage and entertain its audience.

Controller's vision for the service in 2013/2014

Radio 3 is the home of classical music on the BBC. It 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.

During 2013-14, Radio 3, the BBC Proms and the BBC Performing Groups will play a vital part in the delivery of the pan-BBC 'Alive with Music' campaign. It is some years since Radio 3 has refreshed its schedule, and during 2013-14 the station will be examining audience needs and looking to develop elements of its proposition; this will contribute to meeting the financial challenges the station faces. We will be looking towards the Glasgow Commonwealth Games, through extending our programming around Celtic Connections into a broader celebration of music-making across the Commonwealth. Radio 3 will be reflecting the incipient interest in classical music in various parts of the world.

Roger Wright, Controller, BBC Radio 3

Key notable service developments in the coming year

- Building on extensive listener interest in previous initiatives, Radio 3 will be announcing a further composer focus, exploring in depth the complete works of an individual composer.
- Radio 3 will be enhancing its Christmas and New Year broadcasting, with enhanced exploration of Christmas music, as well as related content around the Vienna New Year's Concert.
- To celebrate the centenary of Benjamin Britten, Radio 3 has developed a partnership with the Aldeburgh Festival, which will culminate in special performances around his birth date in November.

Other service developments

- Throughout 2013, Radio 3 will be celebrating the achievements of the anniversary composers - Wagner, Verdi and Britten – focussing on their operas, and using downloads to introduce these works to the public.
- During the year, Radio 3 will organise a season of programmes, involving the BBC orchestras, focussing on film music and a further series highlighting British music.
- The annual Radio 3 festival of ideas, *Free Thinking*, will for the first time reach beyond its primary geographical location in Gateshead with partner events.
- The website for the BBC Performing Groups will be refreshed, and we will enhance our data to complete our online identification of music broadcast.

BBC Radio 4

The remit of Radio 4 is to be a mixed speech service, offering in-depth news and current affairs and a wide range of other speech output including drama, readings, comedy, factual and magazine programmes.

Controller's vision for the service in 2013/2014

My vision 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 and using digital media to reach new, younger listeners.

We will continue to build the intellectual breadth of Radio 4, with an increased focus on modern Britain, its changing character and its diversity. In a time of prolonged economic and social crisis, with many of our institutions being questioned, we believe the cultural life of the nation takes on new significance.

Radio 4 will enhance its exploration of culture this year, and its role as a cultural patron, through the commissioning of drama and fiction and through a partnership with Artangel. We will throw fresh light on enduring human themes with big narrative history series. We will report and analyse developments in British and world politics, economics and society through reactive news and current affairs commissions, and landmark documentaries, as well as through debate, features and drama. As the home of radio comedy in the UK, Radio 4 will seek out the best new talent as well as giving scope to established writers and performers to try new things.

Gwyneth Williams, Controller, BBC Radio 4

Key notable service developments in the coming year

- Series illuminating modern Britain will include *The New North*, *British Conservatism: The Grand Tour*, *A History of Britain in Numbers* and *Acts of Union*.
- In partnership with a university research team, we will examine the diversity of experience and expectation among older people today.
- In partnership with Artangel we will invite artists to compete for a number of major open commissions.
- A natural history series will investigate the interrelationship of humankind with the other species with which we share the planet.
- *So You Want to be a Writer?* will invite people all over the UK to engage in creative writing and to have their work assessed by eminent authors.

Other service developments

- A number of Scotland-related commissions include four original dramas telling the story of the dynasty and dramatisations of three novels by Sir Walter Scott, scheduled in conjunction with Rossini's opera of Scott's *The Lady of the Lake* at the Royal Opera House.
- Narrative history commissions include multi-part series on Disability, Noise and the 20th century Navy.
- We will reflect on the origins of the First World War with documentaries on 1913 and on the Habsburgs.

BBC Radio 5 live

The remit of BBC Radio 5 live is to provide live news and sports coverage.

Controller's vision for the service in 2013/2014

My biggest priority is to increase 5 live's reputation for high quality news journalism, coverage and debate, and to change the perception of some that 5 live is primarily a sports station. We will do this by putting a bigger emphasis in the schedule on politics and by increasing the in-depth coverage of each day's main issues in programmes such as *Weekend Breakfast* and *Drive*. We will also increase the scale and frequency of news specials and maintain our reputation for delivering fast, accurate breaking news.

We aim to attract more female listeners to 5 live – plans include a major project on pregnancy in the UK, culminating in an ambitious outside broadcast from a maternity ward, plus a significant increase in coverage of women in sport.

The 5 live brand needs to become noisier off air, through other parts of the BBC, via social media and across devices and screens. We will set ourselves a range of digital targets to measure our progress in this new area, and will endeavour to learn from our colleagues across radio. Through our digital work, and our major outside broadcast plans, we will further increase the audience's two way relationship with the radio station. This will help with BBC North's northern audience ambitions and with the BBC's challenge to bring in a younger replenishing audience to speech radio.

This year, there are two Ashes cricket series – the premier event in world cricket. 5 live will deliver a range of programming and reporting to accompany the live commentary coverage on Sports Extra to ensure we share these special moments with the nation.

We will also set out to deliver the biggest range of live sport and sport journalism in our history, with commentary on at least 20 different sports. There will be an increase in non-football magazine programming within 5 live sport, including a new cycling show *Bespoke*. We will also continue to re-fresh the way we cover and discuss football, which will remain a key ingredient of the 5 live output.

We will continue to develop relationships with the independent sector and look at new ways of how we work with indies to increase our news impact and add range and quality to our sports output.

My aim is to create an even more stimulating culture in the station, to help generate more ambitious programmes on air whilst delivering a digital strategy that will increase the impact of our best content. Across everything we do, Radio 5 live aims to stimulate our audiences' to a greater understanding of the topics that matter every day.

Jonathan Wall, Controller, BBC Radio 5 live

Key notable service developments in the coming year

- Strengthen the station's reputation for news, breaking news and current affairs.
- Strengthen digital engagement with the station across all screens and devices.
- Significantly increase the coverage of women in sport.

Other service developments

- As part of our greater emphasis on politics, the weekly show *Pienaar's Politics* will move to a more prominent slot.
- Coverage of the two Ashes test series and an increase in Olympic sports such as women's football, world athletics and swimming will underpin the station's output, alongside live football coverage.

BBC Radio 5 live sports extra

The remit of BBC Radio 5 live sports extra is to bring a greater choice of live action to sports fans by offering a part-time extension of BBC Radio 5 live.

Controller's vision for the service in 2013/2014

My ambition is to see Radio 5 live sports extra reach record audiences in this year of two Ashes test series. I want to see its reputation for being the home of cricket increase as *Test Match Special*, with its strong team of commentators and pundits, goes from strength to strength.

Through sports extra I want to see our coverage of women's sport, Olympics sport and disability sport increase and improve. I also want to see us develop new talent, particularly new female talent.

I also want to use sports extra effectively to provide the biggest and best coverage we have ever achieved of a rugby league event. Sports extra will be the main home of this autumn's Rugby League World Cup with an opportunity for new and ambitious ways of covering the sport (rights permitting).

We will also work to maximise listener access to the BBC's sports rights - from football to rugby to golf. On a number of occasions over the past year Radio 5 live sports extra has helped listeners who have missed overnight action by running a re-run or highlights loop the following morning.

We will continue to offer sports fans an unprecedented range of live sports commentary by using this station to closely accompany the sports output on 5 live itself.

Jonathan Wall, Controller, BBC Radio 5 live

Key notable service developments in the coming year

- We will develop further the range of Olympic and Commonwealth Games sports covered, as part of the build-up to Glasgow 2014.
- Radio 5 live sports extra will be the home of live uninterrupted commentary of every ball of each of the 10 Ashes test matches.

BBC Radio 1Xtra

The remit of 1Xtra is to play the best in contemporary black music, with a strong emphasis on live music and supporting new UK artists.

Controller's vision for the service in 2013/2014

1Xtra has firmly established itself as a champion for new, urban music and provides a vital showcase for emerging UK acts struggling to gain mainstream support elsewhere. Over a million listeners a week have tuned in on average over the past year, but I believe there is potential to grow that further, with the iPlayer Radio App in particular ensuring we are far more accessible to our target audience.

Across the summer we'll be aiming to reach new audiences directly through a busy programme of live events – including hosting a stage at Radio 1's Big Weekend and playing a distinct role in the BBC's Glastonbury coverage; while in the autumn, 1Xtra Live will be back on tour again for four nights.

I'm also really looking forward to the challenge of continuing to build digital awareness of the brand. Our new home in Broadcasting House allows easy filming of interviews, features and live lounge or freestyle performances and we'll be encouraging listeners to spread word of 1Xtra by offering compelling, sharable content.

Ben Cooper, Controller, BBC Radio 1Xtra

Key notable service developments in the coming year

- An ambitious programme of live events will ensure 1Xtra gets out and meets potential new listeners. As well as a presence at Radio 1's Big Weekend, we'll be crossing boundaries by hosting a tent at the Reading/Leeds festival, returning to Global Gathering and bringing listeners a flavour of night-time Glastonbury.
- *1Xtra's Comedy Club* in April will showcase a new generation of up-and-coming comedians via a series of stand-up shows and guest 'take overs' of daytime shows.

Other service developments

- The *1Xtra Stories* strand will offer a wide range of distinctive documentaries including a trip round old-skool Brooklyn with Joey Bada\$\$ and a programme marking the 50th Anniversary of Martin Luther King's 'I Have A Dream' address, which will be re-versioned by listeners.
- *1Xtra Live* will again hit the road in the autumn, visiting a number of new cities during its four night tour. Running in parallel, and based around the successful model designed for our Hackney Weekend, the 1Xtra Academy will offer young people in each area visited a chance to join relevant workshop or Q&A sessions.
- Visualised streaming of live music performances, freestyles and guest interviews will become increasingly common as we utilise fixed cameras within our new studios to simply and cost-effectively film significant moments.
- Together with Radio 1 we plan to run a week long campaign focusing on "sex, drugs and booze". We won't be judging or preaching, but hope we can kick-start a conversation amongst young people and help them make informed decisions.

BBC 6 Music

The remit of BBC 6 Music is to entertain lovers of popular music with a service that celebrates the alternative spirit in popular music from the 1960s to the present day.

Controller's vision for the service in 2013/2014

My ambition for BBC Radio 6 Music is for it to maintain its status as a highly distinctive service whilst growing the audience. 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 content.

In 2013/2014 we will continue to focus on raising audience awareness among non-listeners. We will add to the diverse range of content in the 6 Music schedule and we aim to increase the station's reach and listening hours. We will continue to create awareness of our distinctive service through targeted social networking activity, as well as through closer links and cross-promotion with other BBC services. 6 Music will continue to contribute to the growing independent talent hub in Salford and will assist and encourage ideas from the independent sector.

Bob Shennan, Controller, BBC 6 Music

Key notable service developments in the coming year

- We will aim to build on recent schedule changes. The Weekend Breakfast show has moved to Media City UK and is now hosted by Mary Anne Hobbs. Our Sunday Midday hour remains flexible to both support the 6 Music creative calendar and invite new presenters to reach new audiences. We will constantly seek guest presenters who are credible and distinctive voices for 6 Music – the likes of Iggy Pop, Natasha Khan (Bat for Lashes), John Lydon and Patti Smith.
- Our annual plan for the Network's Live Music & Events is ambitious and focusses on our audience's love for live music. It has social media at its heart and is multi-platform where possible. We will build on the success of 6 Music Live at Maida Vale with our own flagship Live Event, several key artist-driven moments and by covering an established third party festival in Suffolk, Latitude.
- 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. Our audience-driven Sunday evening show *Now Playing at 6 Music* 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, particularly in partnership with other areas of the BBC. This will include regular links with BBC Radio 2 and one stand out moment with BBC Four. This will build on the success we had with the pan-BBC Punk Britannia season.
- 6 Music will play its part in making Glastonbury a genuine stand out moment for the BBC.
- We will capitalise on opportunities to build audience and distinctive content on Saturday mornings.
- We will continue to build our relationship with the music industry, supporting emerging acts through our own presenter talent and our relationship with *BBC Introducing*.

BBC Radio 4 Extra

The remit of Radio 4 Extra is to provide speech-based entertainment. Its schedule should include comedy, drama, stories, features, readings and programmes that appeal to children.

Controller's vision for the service in 2013/2014

Our aim this year is to build public awareness of Radio 4 Extra and extend listening by refreshing the schedule without diminishing its attraction for the existing audience. We want to convey a clear and appealing idea of the "Extra" the station brings to the Radio 4 brand. We will do this by extending the period within which a programme can be repeated and reviewing the range of programmes broadcast. We will schedule regular slots for arts and cultural documentaries to complement existing output and open the station to sources of material beyond the Radio 4 archive.

Complementing Radio 4's focus this year on modern culture, we will collaborate with *Front Row* for the first time on a major cultural project. *The 4 O'Clock Show* will have an extended omnibus edition at the weekend and *The Comedy Club* will run seven days a week from late 2013. We will commission a range of original 60 minute stand-up comedy shows.

Radio 4 Extra will curate the riches of the audio archive in more coherent ways, so that the station clearly offers something distinctive from what is available from other sources to stream or download online.

Gwyneth Williams, Controller, BBC 4 Extra

Key notable service developments in the coming year

- We will commission 20 three-hour themed compilations, hosted by guest presenters.
- Radio 4 Extra will offer a renewed focus on the work of particular writers for radio, starting with a celebration of David Pownall.
- We will mark the 25th anniversary of the Young Writers' Festival on Radio 4 which started the careers of many writers.
- We will celebrate the 50th Anniversary of *Dr Who* and the 60th anniversary of the Coronation.

Other service developments

- We will attend events alongside Radio 4 and will return, as a specifically Radio 4 Extra partnership, to the Machynlleth Comedy Festival.
- We will broadcast two original series of *Newsjack*, the topical sketch show that is providing a gateway for new writers into radio comedy.
- We will develop a more focused use of social media policy to extend awareness of the station.

BBC Asian Network

The remit of BBC Asian Network is to provide speech and music output appealing to British Asians, with a strong focus on news and current affairs.

Controller's vision for the service in 2013/2014

BBC Asian Network is now a smaller operation, but will continue to deliver high-quality, distinctive radio to British Asian listeners. A revised schedule has been introduced that builds on the highly distinctive character of the service and makes the wide range of our content accessible to a wider listenership. We will place a much bigger emphasis on digital growth this year, building on our success to date and our strategy of being 'A Friend to the Family' will continue, focusing on content relevant to British Asian communities.

It is my ambition to enhance our distinctiveness by taking the BBC Asian Network to audiences with major outreach events such as 40 years of Bhangra with British Bhangra legend A.S. Kang, in conversation with top Bollywood stars Amitabh and Jaya Bachan and our top line up of Melas throughout the summer. The Asian Network news team will continue to break new stories and examine relevant issues through Radio, TV and online output. The relocation of our News team to Broadcasting House places them closer to the heart of BBC News and we will invest in major journalism projects through specialist reporters.

I'd like to say a final word on the audience. The UK Mixed/Asian community has grown 0.4 million from 2001 to around 2.9 million in 2011 - a significant increase. This station is well positioned to understand and access this hard-to-reach section of the population and I believe that our editorial ambitions over the coming year will serve to strengthen the unique connection with our target audience.

Bob Shennan, Controller, BBC Asian Network

Key notable service developments in the coming year

- We will host a series of News specials, including a focus on Britain's Kenyan Asian community, a collaboration with BBC Three and Network Radio on a British-Asian perspective on the Delhi Rape case and women in India, and a focus on the struggle for British-Asian footballers.
- We will increase programming coming directly from British-Asian communities, with a town-hall discussion into grooming following the on-going Oxford court case, and Nihal will present live audience debates around the UK.
- We will increase the coverage of South-Asian arts, with a partnership with the South-Bank Centre's Alchemy festival in May, British-Asian comedy specials, and a renewed relationship with Arts centres in key Asian areas.
- We plan to increase commissioning partnerships across the BBC, including broadcasting BBC Three Live Musical *Bollywood Live* from Bradford, joined-up Religious Festival coverage with TV and Radio for Ramadan and Eid. April 2013 sees a season of programming dedicated to the 100th Anniversary of Indian Cinema, *Bollywood 100*, including Red Button programmes featuring the best of BBC TV's 'Asian archive' content since the 1970's.

Other service developments

- 2014 will commemorate the 30th Anniversary of Operation Blue Star and the storming of the Golden Temple, Amritsar with joined-up coverage across the BBC.
- New music champions Yasser and Kan-D-Man & Limelight will continue to strengthen the platform for British-Asian artists through live sessions.
- We plan to develop the new South-Asian regional language programmes and signpost our distinctive South-Asian cultural coverage more visibly.

BBC Online

The remit of BBC Online is to promote the BBC's public purposes, by providing innovative and distinctive online content and distinctive propositions that reflect and extend the range of the BBC's broadcast services.

Controller's vision for the service in 2013/2014

Since 2011, we have been building towards a vision for BBC Online of one service comprising ten products, delivered across four screens; an approach we saw demonstrated to such great effect in the London Olympics. In 2011 we moved from over 400 sites to ten products. In 2012 we focused on extending these products across four screens. In 2013 we will begin the process of bringing these together as one coherent service that is greater than the sum of its parts. In practice this means curating more user journeys across products, and ensuring that wherever you are within the service, the underlying rhythms of the product pages will feel familiar and all parts of the site will feel recognisably BBC.

But 'One Service' doesn't mean one identical service for everyone. We want BBC Online to feel like your BBC Online and will begin to offer a more personalised experience that empowers users to watch, listen, share, interact and discover the best of the BBC's distinctive content when and where they want.

Moreover, we don't think that this One Service exists only within the confines of bbc.co.uk. In 2013/14 we will continue to increase and improve our presence on third party sites and platforms wherever possible, making the full BBC experience available to our audiences wherever they are.

Andy Conroy, Chief Operating Officer, BBC Online

Key notable service developments in the coming year

- Transforming the Knowledge & Learning portfolio into a single integrated experience, curated around key themes from the current news agenda, curriculum and broadcast schedule, with interactive guides to facilitate learning and bring factual content to life.
- New features and enhancements within iPlayer to improve curation, personalisation and discovery.

Other service developments

- Further developing the Connected Red Button service and rolling out to HTML-based connected devices.
- Explore further mobile opportunities for the Weather and Children's products to take advantage of the unique characteristics of these screens.
- Creating a consistent and high quality BBC experience on social platforms.
- Developing the News product to provide a better and more relevant experience for people on all devices, including the rollout of a responsive design website and improved mobile applications.
- Improving user journeys through and beyond BBC Online.

BBC Red Button/Connected Red Button

BBC Red Button should offer continuously updated digital content, providing news and other information to digital television audiences.

Controller's vision for the service in 2013/2014

BBC Red Button continues to be a highly-valued, far-reaching BBC service, and we will look to build on its huge success during the 2012 Olympics. My main focus for the Red Button in 2013/14 will be continuing its transition from a broadcast-only service into a hybrid broadcast and IP-connected proposition, with further integration with BBC Online.

Connected Red Button, launched in December 2012, will play an increasingly important role in joining up our online products and linking them seamlessly to our broadcast output as it becomes available to more households.

Andy Conroy, Chief Operating Officer, BBC Online

Key notable service developments in the coming year

- Supporting the BBC's coverage of major sporting, music and cultural events using available broadcast capacity.
- Further developing the Connected Red Button service and rolling out to HTML-based connected devices.
- Further integrating BBC Red Button with BBC Online to deliver the Connected Strategy.

BBC Local Radio Stations

The remit of BBC Local Radio is to provide a primarily speech-based service of news, information and debate to urban and rural communities.

Controller's vision for the service in 2013/2014

Our 39 BBC Local Radio stations will continue to provide distinctive local radio output through dedicated resources focused on original journalism and high quality information. Their unique offer of detailed local news, information, sport, weather and travel is core to the BBC's relationship with its audiences. It fosters active citizenship and public debate and provides a platform to engage and challenge those in authority.

Our efforts to draw more effectively on network radio partnerships alongside multimedia local and regional operations continue strongly this year. Every station now schedules a BBC Introducing programme, showcasing the best of new local music, at a common time. We will also begin preparation for the approaching anniversary of WWI, which will allow our teams to play a key role in providing engagement and learning opportunities for the nation around this important editorial project.

We will continue to focus on growing the weekly audience for BBC Local Radio.

David Holdsworth, Controller, English Regions

Key notable service developments in the coming year

- Our weekday morning programmes will continue to provide distinctive, original journalism on the key stories that matter to local audiences, such as the economy and NHS changes.
- We hope to appoint Political Reporters to more stations this year, following their success in delivering improved journalism and accountability where previously deployed.
- BBC Local Radio will continue with initiatives to make savings between now and 2016 and focus on ensuring that previous changes to the schedule are fully bedded down and well received by our audience.

Other service developments

- As set out in Delivering Quality First, we will continue to plan for the transition away from medium wave at local stations where its coverage duplicates that of the station's FM coverage. We will focus on ensuring that audiences can continue to access their local station through FM or other means of distribution.
- We continue to work towards a better and more complete provision of BBC Local Radio on digital platforms, and a number of stations will be available on DAB for the first time in 2013.

BBC Local Radio stations

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	

BBC Radio Scotland

The remit of BBC Radio Scotland is to be a speech-led service for listeners seeking programmes about the life, culture and affairs of Scotland.

Director's vision for the service in 2013/2014

In the year ahead, BBC Radio Scotland will continue to evolve the schedule, offering more speech programming during daytime hours and new music programming in the evening. We will develop a new approach to covering the arts and culture scene in Scotland in a daily two hour programme running between 2pm and 4pm. There will also be new series devoted to social history and science, while the new *Kitchen Garden* programme will build on the current enthusiasm for grow-your-own gardening in Scotland. News teams will continue to provide comprehensive coverage of the constitutional debate and our Sports team will gear up toward the Commonwealth Games.

Our support for music making in Scotland will be reflected in our existing specialist strands, our coverage of festivals and events, and within the new *Morton Through Midnight* programme on weekend evenings. We aim to build on our presence at the Edinburgh Festivals and to develop yet more new comedy formats with a view to developing some of these for network radio.

Ken MacQuarrie, Director, BBC Scotland

Key notable service developments in the coming year

- A new weekday afternoon programme will be launched, combining speech and music, with a fresh focus on Scottish arts and culture.
- Our news teams will provide impartial and comprehensive coverage of the constitutional debate leading up to the Referendum in 2014. There will be daily news coverage alongside special debates and documentaries, with viewpoints from around Scotland and from overseas.

Other service developments

- A new food/gardening format will be launched, combining audience enthusiasm for cooking with the new surge in grow-your-own gardening. *The Kitchen Garden* programme will be launched in July 2013.
- We will co-commission a new language based comedy panel game with BBC Radio Ulster. *Bad Language* will be produced by an independent production company and will feature panellists from Scotland and Northern Ireland.
- We will dramatise the first of the popular Peter May books set on *Stornoway*. *The Black House* will air in four parts during December 2013.
- We will begin preview coverage of next year's Commonwealth Games, with special features within *Sport Nation* and other programming. The main content will appear in our weekly *Sport Nation* programme but there will be additional features and documentaries.

BBC Radio nan Gàidheal

The remit of BBC Radio nan Gàidheal is to deliver a comprehensive speech and music service for listeners seeking programmes in Gaelic about the life, culture and affairs of Scotland.

Director's vision for the service in 2013/2014

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

Radio nan Gàidheal will offer programming which informs and reflects the audience's experience of the significant events and anniversaries which will mark 2014, including the anniversary of the outbreak of World War I, the Commonwealth Games and the Referendum on Scottish independence.

The resonance and legacy of World War I on Gaelic communities will be explored across the service, with particular focus on the 100th anniversary, in 2014, of the beginning of the war. Historical and contemporary personal stories and Gaelic writing, poetry and song will chart the input to this war by remote and island communities and the impact which it had on them.

Partnership continues to be central to the service and over this year Radio nan Gaidheal will develop the youth programming hub which has been set up on Skye alongside MG ALBA. In addition the World War I anniversary offers opportunities to build on relationships with external groups including community-based groups and local historical societies.

Ken MacQuarrie, Director, BBC Scotland

Key notable service developments in the coming year

- The preparations for the Referendum on Scottish independence and Scotland's hosting of the Commonwealth Games will feature across the schedule over the year. Radio nan Gaidheal will place these events in context with its audience and reflect the mood of the country, both in its news programming and daily topical shows, through debate and bespoke community-based features, as well as in programming for children and young people such as *Aileag* and *Rapal*.
- To mark the centenary of World War I, Radio nan Gàidheal will offer new, bespoke programming featuring the poetic and musical legacy of the war culminating in a special concert. Archive recordings, mixed with present day expertise will build a picture of a pre-war island community and a planned drama-documentary based on a soldier's diary will offer a very personal perspective on events.

Other service developments

- We will create further opportunities for Gaelic writers and performing talent, working alongside partners such as MG ALBA and Comhairle nan Leabhraichean to build on the experience gained with the topical entertainment series *De do Naidheachd*, and most recently the youth drama *Samhraidhean Diomhair*.
- The Radio nan Gàidheal schedule will be refreshed with clearer definition of programme editorial briefs and improved targeting of programme genres against transmission slots.
- With 2013 designated as The Year of Natural Scotland, the weekday Coinneach Maclomhair show will open up the themes in hour-long specials. These will be recorded on-location from the perspective of both rural and urban communities.

BBC ALBA

The remit of BBC ALBA is to offer a mix of genres, including television news and weather.

Director's vision for the service in 2013/2014

BBC ALBA, which the BBC delivers in partnership with MG ALBA, will continue to reflect traditional and contemporary Gaelic culture. 2012 was the first full year that BBC ALBA was delivered by Freeview and Cable, and audience have grown as a result. Increased reach and audience numbers demonstrate that there is a strong demand for the channel, reaching far beyond its core Gaelic-speaking audience.

BBC ALBA therefore seeks to serve fluent Gaelic speakers and learners, providing them with a credible, appropriate and relevant service. It also reaches 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. The development of drama provision is a key ambition in 2013/14.

As part of the portfolio of BBC Scotland services, BBC ALBA will feature content which is culturally distinctive and which delivers added value to audiences. Events and anniversaries of particular cultural and historical significance such as the anniversary of the start of World War I will feature across a range of genres and the channel will partner externally with arts and creative agencies as well as community groups and other archive holders to ensure added impact.

Ken MacQuarrie, Director, BBC Scotland

Key notable service developments in the coming year

- The Gaelic news programme, *An La*, will offer detailed analysis of stories of local, national and international significance, with particular focus on the Referendum on Scottish independence and the 2013 World Island Games.
- The centenary of the start of the World War I will begin to be reflected in programmes and series across many genres, such as Factual, Children's and Music / Events. There will be collaboration with artists and musicians and we will engage with the many communities across the Highlands and Islands of Scotland which were impacted by the war.
- We will develop more original drama with investment in a number of key projects such as a collaboration with CBBC on *Katy Morag* and a pilot for a returning drama.

Other service developments

- The *learngaelic.net* partnership language learning site led by the BBC, MG ALBA and key stakeholders such as Bòrd na Gàidhlig will be developed to offer more original content including a new language learning course. Formal learning will be incorporated into the schedule with new learning series such as *Backyard Science* and *Ask Lara*.
- Work will begin on the preparation of special programming to mark the 2014 Commonwealth Games, particularly in the Factual genre but also within Children's.
- A new entertainment format, *Gun Sgot*, aimed at a younger audience, will also be launched.
- Observational documentary series will offer a window on contemporary life in Scotland. Alongside the regular, long-running single documentary series *Trusadh / Gathering*, these will include *Gach Creutair Beò / Highland Vets*; *From Harris with Love* and *Cùram Cloinne* which will follow the work of the Scottish Paediatric Intensive Care Unit.

BBC Radio Wales

The remit of BBC Radio Wales is to be an English language speech-led service for listeners seeking programmes about the life, culture and affairs of Wales.

Editor's vision for the service in 2013/2014

In 2013/14 BBC Radio Wales will build upon recent schedule changes by providing a mix of journalism, culture and knowledge for people passionate about the country. In so doing, Radio Wales will demonstrate its promise of distinctive and high-quality programming.

In particular, *Good Morning Wales* and daytime programme Jason Mohammad and Louise Elliott will work together to offer listeners perspectives on some of the biggest issues facing Wales today, as we did in early 2013 with seasons on benefit changes and food safety. The station will take an in-depth look at our relationship with England and in particular the fifth of the Welsh population born on the other side of the border.

In knowledge building, BBC Radio Wales will continue to offer reflections on contemporary Wales through its half hour features. In 2013/14 we'll learn more about the decline of the local newspaper industry in Wales and explore the consequences of the calls made by the country's decision makers.

BBC Radio Wales will continue to champion Welsh arts, entertainment and culture with a particular focus on live Welsh music - including this year live coverage from the world music festival WOMEX – and comedy with new commissions to bolster the station's Friday night comedy stable.

Steve Austins, Editor, Radio Wales

Key notable service developments in the coming year

- We will refresh the station's sport coverage to provide more quality journalism on both the country's most popular and minority sports.
- Radio Wales will also deliver a challenging season on Wales's relationship with England with a particular focus on the fifth of the population born on the other side of the border.
- The service will also continue to build on the station's growing reputation for nurturing new Welsh comedy by commissioning three new series for Friday nights.

Other service developments

- We will continue to support the music industry in Wales through specialist programmes and bespoke event coverage.
- We will offer a unique perspective to notable 2013 anniversaries including the 50th anniversary of *Doctor Who* and the centenary of the birth of Dylan Thomas.

BBC Radio Cymru

The remit of BBC Radio Cymru is to be a comprehensive speech and radio service for listeners seeking programmes in Welsh about the life, culture and affairs of Wales.

Editor's vision for the service in 2013/2014

BBC Radio Cymru will consolidate recent schedule changes designed to provide high-quality Welsh language programming covering a range of genres with a local and national resonance. Specifically, the station will focus its news efforts around its three refocused flagship programmes – *Post Cyntaf*, *Taro'r Post* and *Post Prynawn*.

The station will continue to champion Welsh arts and culture. We will broadcast the Cardiff Singer of the World competition as it celebrates its 30th anniversary and we will cover events of national importance like the National Eisteddfod, the Urdd Eisteddfod and the Royal Welsh show.

Welsh sports will be a prominent feature during this period including coverage of the Lions Tests in June and July, coverage of Wales' rugby tour to Japan and football coverage will be increased.

During 2013/14 we will address a range of strategic issues currently facing Radio Cymru. These include demographic changes in Welsh speaking communities as well consideration of the type of content which can deliver the largest possible reach in all areas of Wales but particularly in the heartland north of the country.

We will also deliver greater coordination across Welsh language services including working more closely with S4C on themed seasons and events.

Sian Gwynedd, Head of Welsh Language Programmes and Services

Key notable service developments in the coming year

- We will consider our music policy in light of the recent dispute over payments to Welsh language composers and artists with a view to using the BBC's scale to bring economic and cultural benefit to the sector.
- We will continue to support new and established Welsh writers with Friday night comedy drama, and a season of original drama on the station. We aim to deliver greater cultural impact with projects such as our radio adaptation of seminal Welsh author Meic Povey's autobiography, which will be produced as short form drama and broadcast on our daily afternoon strand in May 2013.
- The World Music Expo event (WOMEX) in Cardiff will be a key moment in autumn 2013 and we will bring include live coverage and specialist treatment of the festival. We have also commissioned special programmes to note prominent anniversaries in the Welsh music scene looking back at the influence of bands such as Edward H Dafis and the Super Furry Animals, as well as a series presented by Welsh music icon Meic Stevens.

Other service developments

- In March 2013 we will broadcast a series of programmes to commemorate the birth of Welsh poet RS Thomas. We will also note and plan coverage for several important anniversaries including the centenary of the Senghennydd disaster and 50 years since the campaign to prevent the flooding of the Gwendraeth Fach Valley.

BBC Radio Ulster/Foyle

The remit of BBC Radio Ulster/Foyle is to be a speech-led service for listeners seeking programmes about the life, culture and affairs of Northern Ireland.

Editor's vision for the service in 2013/2014

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 will be key priorities for the coming period.

Our programming should provide a showcase for talent and ideas, a forum for debate and an authoritative source of news and information. It is my ambition to develop BBC Radio Ulster/Foyle's role as a meeting place of the airwaves and to further extend our relationship with communities across Northern Ireland – working with others to create big and memorable experiences for our audiences.

Diverse stories, voices and experiences should be everywhere in our output. Over the next period, I'll want to ensure that we continue to refresh and develop our programming – trying new and different ways of doing things and making the best use of production and presenter talent. It will also be important for us to be alert to changes in wider society and for these to be reflected across the station's schedule. All of this is within the context of some stretching financial savings.

I will want to ensure that we maximise listener involvement with BBC Radio Ulster/Foyle's output through recordings, events and outside broadcasts. I will also want us to play an active and enabling role in City of Culture festivities in the North-West – commissioning special programmes and bringing events in Derry-Londonderry to a region-wide audience. Some of our most popular, and long-established, programme strands will be refreshed and we will provide dedicated coverage of major news stories, sporting and community events.

Fergus Keeling, Head of Radio, BBC Northern Ireland

Key notable service developments in the coming year

- We will reflect large-scale civic and community events, including City of Culture, the G8 Summit and World Police and Fire Games.
- We will deliver a themed week of programmes about family and health-related issues – providing information and advice and reflecting diverse experiences.
- We will develop an ambitious archive-based initiative, showcasing local broadcasting heritage and heralding the 90th birthday of BBC radio in Northern Ireland.

Other service developments

- We will make some phased scheduling and programme changes, including new features on travel and natural history and a daily arts programme on BBC Radio Foyle.
- We will extend the range of our music programming with a new series featuring contemporary Christian music.
- We will continue to showcase and develop local comedy talent, making use of different styles and types of programme.