



BBC Executive priorities and summary workplan for 2011/12

Statement from the Senior Independent Director

This workplan for the BBC is the first edition of a new annual publication. It summarises the BBC's strategy, objectives and outline budget for the year ahead together with noteworthy individual events.

The publication of this workplan is part of the BBC's commitment to openness and transparency, both to the BBC Trust and to licence fee payers. The document is also an important part of the way that I, as the BBC's Senior Independent Director, acting together with my fellow non-executive directors on the BBC's Executive Board, will ensure that the BBC meets its strategy and fulfils its obligations to the satisfaction of the BBC Trust and licence fee payers.

This document is not a blueprint for the year ahead. Plans must and no doubt will change in certain areas to accommodate events. The BBC has, however, a clear strategy in *Putting Quality First* and, with the licence fee settlement of October 2010, a clear budgetary framework to work within. Whenever our plans change they must, on balance, remain focussed on delivering against our strategy and within our budget. It is intended that the annual workplan will assist this reconciliation of our regular affairs with our long-term strategy and budget.

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

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Senior Independent Director
BBC

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I Introduction

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

But the environment in which the BBC operates continues to change at an unprecedented pace, as technologies and industries converge and as competition becomes increasingly global. The public's expectations of institutions like the BBC are changing fast, too. New standards of transparency are being set across the public sector; in a challenging financial climate licence fee payers expect the BBC to demonstrate that it is spending the licence fee wisely on priorities that they recognise and support.

To fit itself for the future, the BBC must engage in an open discussion about itself, its values and its operations. The BBC must provide information about its activities not just to the minimum that it is obliged to, but in a way which sets a high standard for openness, simplicity and accountability. This is precisely what this first annual workplan aims to do.

Called for by the BBC Trust as part of its final conclusions on the BBC's Strategy Review, this workplan forms part of the BBC's commitment to greater accountability and openness. It details the BBC's objectives for the year (section 2); any notable service developments or investments that are known at this stage in the year (section 3), together with a summary budget (section 4). It also includes the BBC's annual Statements of Programme Policy which set out the BBC's programme commitments for the coming year (section 5).

2010 was a significant year for the BBC. Audience perceptions of quality and approval continued to grow, as did reach across television, radio and online. The BBC also reached agreement with the Government over a new licence fee settlement to 2017. Implementing the requirements of this settlement is the central strategic challenge for the BBC in 2011/12 and the focus for much Executive activity across the year. The results of this project will have consequences for many BBC services and activities and are likely to be significant in a number of areas. But the BBC's basic proposition – of a broadly based independent public broadcaster funded by all and accountable to the public, with a mission to inform, educate and entertain everyone with services that are free at the point of use – has proven both adaptable and resilient over many decades. The BBC must use the opportunity of this licence fee settlement to transform itself and focus on quality, on excellence and ambition. A BBC that achieves this will hold the support of the public and be fit for a fully digital future.

2 Strategic overview of the year

In December 2010, the BBC Trust published its final conclusions on the BBC's *Putting Quality First* strategy. It set four over-arching objectives for the organisation between now and 2016:

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

The BBC Executive has committed itself to delivering against these objectives. They require a challenging programme of organisational and cultural change across a relatively long time period. 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 staff to ensure the organisation begins to deliver against the Trust's six-year objectives and to ensure they 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.

Improving quality and distinctiveness

Two landmark events in 2010 have given the BBC a historic opportunity to plan for its future. The Government has determined the level and broad commitment of the licence fee to 2017, and the BBC Trust has substantially approved the Executive's strategy *Putting Quality First*. The planning opportunity created by these events involves many challenges; chief amongst these are: how to meet a stretching savings requirement; how to make the most of a converging, fully digital media environment; and how to unite staff around an inspiring common purpose to deliver the highest quality programmes and services.

To meet these challenges, the BBC Executive has launched a programme of work over the first half of 2011 to use the principles and priorities of *Putting Quality First*, together with the clear parameters of the licence fee settlement, to create a practical and inspirational plan for the next six years. This programme of work is called *Delivering Quality First*.

The overall objective of this work is to achieve a BBC that:

- Puts quality first in everything it does
- Does fewer things better in ways which increase quality, impact and value and help the BBC as a whole maintain its reach to audiences
- Defends public space and guarantees that the benefits of digital should be available to all
- Serves audiences and invests in talent and production across the whole UK
- Supports the wider creative industries by setting clear boundaries for itself and by investment, shared technology, training and partnerships
- Makes the licence fee work harder through better allocation of resources and reduction of overheads as well as improved productivity

- Strives for simplicity, speed and ease of use in its decision-making and in all its processes and structures.

Specific commitments from *Putting Quality First* will also have to be included in the project, for instance proposing that by 2013/14 at least 90p in every 'BBC pound' goes on high-quality content and getting it to audiences; there is a 25% reduction of spend on bbc.co.uk and that the new Online strategy is delivered; senior management numbers and paybill are reduced in line with commitments to the Trust; and talent spend is controlled and wherever possible reduced.

Nine workstreams have been set up for the project to answer questions relating to the BBC's digital future; its journalistic, television and radio output; its operations across the UK; future opportunities for efficiency savings; its relationship with staff; and its commercial operations.

Each workstream has been set three challenges: to contribute to the pan-BBC financial challenge of finding 20% savings by 2016; to increase delivery of the five editorial priorities (journalism; knowledge, culture and music; UK drama/comedy; children's; events that bring communities/nation together); and to increase quality while maintaining the reach of the BBC's services to audiences.

The BBC Executive expects to present formal proposals to the BBC Trust in the summer of 2011. This is expected to be followed by a period of public consultation, with final conclusions before the end of 2011.

Other actions in this area include implementing the conclusions of recent BBC Trust Reviews: in particular for BBC One, BBC Two & BBC Four; Radios 3, 4 and 7; and BBC Red Button. Another area of focus will be the new Online strategy. For further detail on both of these areas, see notable service developments and Statements of Programme Policy later in this document.

Objectives and actions related to this topic are included under the heading *Putting Quality First* in the BBC Executive's objectives for staff.

Improving value for money

The BBC has a financial imperative as well as a public duty to make every pound of the licence fee work hard for the people who pay for it. Doing more for less in tough financial circumstances is not new – in fact since the 1990s when the BBC started moving to digital it has been making significant efficiencies to bring the BBC's running costs down from 24% of the licence fee to around 12% today (with a new target to bring these under 10% from 2013/14).

Following the 2007 licence fee settlement the BBC established a further £2bn efficiency drive running to 2012/13. It has already delivered £560m of savings in the first two years and is on course to meet the target of delivering over 3% per annum in efficiency savings between 2008/9 and 2012/13. These savings have been invested back into high quality programmes and services for the public; into developing services like the iPlayer; and into pioneering new initiatives like tapeless production.

The financial environment for the next two years (2011/12 and 2012/13) is significantly more difficult than previously projected. Back in September, in recognition of the tough times licence fee payers face, the BBC agreed to freeze the licence fee for two years until 2012/13. This means the BBC needs to find an extra £140m in savings over those two years. It also needs to invest an average of £80m extra a year to deal with a projected deficit in the BBC Pension Scheme.

The approach taken to these savings will ensure the BBC continues to prioritise investment in content. Savings will mainly come through improvements in the way the BBC operates, through technology or through investment choices. The BBC will, in particular, continue to:

- Reduce spending on running costs: to protect front-line content and services, reductions to the cost of running the BBC, including back-office and support functions such as HR and finance, are greater than for content areas
- Increase the share of the BBC's public service budget that is invested in creating content and reduce the proportion of the public service budget classified as 'overheads' to under 10% from 2013/14
- Seek to reduce licence fee collection costs even further
- Maximise commercial revenues within the clear boundaries set by the BBC Trust
- Do fewer things better in content areas, ensuring it does this without reducing quality wherever possible
- Reduce the senior management pay bill by 25%, with a 20% reduction in numbers of senior managers
- Aim to reduce talent costs when negotiating new contracts, having achieved significant savings already.

Objectives and actions related to this topic are included under the heading *Making the Licence Fee Work Harder* in the BBC Executive's objectives for staff.

Serving all audiences

During 2011/12, 308 transmitters will undergo switchover (bringing the total converted to 967 of 1158), increasing the percentage of the UK population in digital-only areas from 27% to 71%. Over 10.8 million homes will undergo switchover during this period. By the end of 2011, the whole of the West Midlands, East and Yorkshire regions will have been switched over, and Scotland will have joined Wales as a digital-only nation.

The Help Scheme is progressing well, with three-quarters of a million installations completed. Satisfaction levels remain high with 95% giving us 8 out of 10 or more and complaints running at 0.3% of installations. But the UK is only a quarter of the way through switchover in terms of population and the biggest challenge is to maintain the quality of customer service as volumes increase. The first half a million customers were served over a three-year period with the next half a million due to be served in a nine-month period.

The Scheme is now most active in the Anglia, Central, and STV Central regions which all switch in 2011 and where projected opt-in rates are 23% Anglia, 22% Central, 17% STV Central (above the Scheme average to date of 17%). It has also begun operations in Yorkshire, which also switches in 2011, and then in 2012 come the challenges of Meridian, London, Tyne Tees and Ulster.

Also during the year the BBC will complete the current phase of rollout of the BBC National Digital Radio Multiplex delivering its network services (target end date December 2011). This will add another 37 transmitting stations throughout the UK, bringing the total to 226, and complete the BBC's commitment to the Trust to deliver at least 90% population coverage of the UK during the current Charter period.

As part of *Putting Quality First*, the BBC has committed to enhancing its national DAB coverage so that it approaches FM equivalence for all the BBC's UK-wide digital services as soon as feasible. Discussions are continuing with Government and commercial radio, while planning work for this is incorporated into the *Delivering Quality First* process.

The BBC is currently exploring how IPTV could enrich and add value to its television services. The ambition is to enhance the television experience by bringing the best of the BBC's interactive output to the television screen and to extend audiences' experience of its television channels. It is anticipated that the current Red Button service will play a vital role in acting as a navigator and guide to these new experiences. This connected broadcasting strategy builds on work being conducted across the organisation, including syndication policy, red button development work, and ongoing negotiations with platforms, devices and other third parties. The strategy is still in development but is likely to work within the frameworks of current service licences.

YouView remains a priority for the BBC across 2011/12. Alongside this, the BBC continues to develop its broader free-to-air strategy, including its involvement in joint ventures such as Freeview and Freesat, updating its strategies for these platforms to reflect the latest developments in the UK TV market.

Objectives and actions related to this topic are included under the heading *Guaranteeing Access* in the BBC Executive's objectives for staff.

Openness and transparency

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

- Publish a much wider range of information quarterly, including audience performance data for BBC services and audience assessments of quality
- Extend and simplify the existing arrangements for the publication of pay and expenses of senior BBC managers
- Publish talent costs broken down into figures for aggregate spend in the bands suggested by the Culture, Media and Sport Select Committee.

Working Together

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

BBC North

BBC North is now a cohesive content-producing division, and the first test productions have taken place at the MediaCity site. The priority for 2011 is the safe migration to Salford, with the vast majority of roles moving north between May and December 2011, and most recruitment also taking

place at this time. The new operating model for BBC North will have simplicity and working together as two of its main priorities.

Planning for London 2012

2012 will be a hugely important year for the UK and for the BBC. Not only will the UK host the London Olympics for which the BBC is the UK rights holder, but there will also be a series of other major events including the Diamond Jubilee and Festival 2012. The BBC's plans for comprehensive multimedia coverage of the Olympics will involve virtually every BBC service working together (see notable developments for further details).

Integrating News and Global News

During 2011/12 BBC News and Global News will come together as part of the News Group. A programme of activity is currently being undertaken to assess how far and in what areas integration of the operations can be achieved, mindful that a key enabler for change will be the move into the redeveloped Broadcasting House, which does not happen until 2012/13. Although funding will remain separate until 2014/15 under the terms of the licence fee settlement, from 2011/12 these divisions will be managed together and integration will begin in number of operational areas. During this year, a more detailed governance and organisational model for the intervening period and post 2014/15 will be agreed, including a revised statement of the remit of World News and bbc.com/news.

Fabric / Digital media initiative

2012 will see Fabric, the BBC's new digital production environment, rolled out across BBC Productions. It will transform the production process by providing a toolset that connects everyone involved in the creative process and enabling them to collaborate with each other using digital technology. Moving to a shared digital workspace will both aid creativity and increase the value for money of production processes. Alongside rollout inside the organisation, the BBC is exploring whether Fabric could have wider utility across the media sector.

Partnerships

The partnerships proposals announced in December 2008 aimed to explore how the BBC could use its scale and secure funding to help sustain PSB and benefit the rest of the media sector for the long term. Since then demonstrable progress has been made on the BBC's strategic partnerships including YouView, Radioplayer, iPlayer Linking, the Bristol City partnership (named Anchor), Media Literacy, Digital Production, editorial partnerships like *A History of the World in 100 Objects* and many others.

For 2011, the BBC is focusing on delivering major milestones for some of the existing partnership projects, continuing to develop partnerships in three key areas (training, Digital Public Space and City/Regional partnerships) and planning for how the BBC will meet the new partnerships commitments agreed as part of the recent Licence Fee settlement. Engraining a culture of partnering within the organisation is also a key theme for the year.

BBC Executive 2011/12 objectives for management and staff

Overarching objective	
<p>Develop and start implementing a costed and compelling plan to deliver <i>Putting Quality First</i> within the new licence fee settlement ('Delivering Quality First')</p> <p><i>Submit proposals to the Trust no later than September 2011</i></p>	
Putting Quality First	
Objective	Action
<p>Improve the quality and distinctiveness of our output with more of it focussed on the BBC's five editorial priorities, whilst maintaining reach</p> <p><i>Quality and Distinctiveness metrics (primarily AIs and 'fresh and new')</i></p>	<ul style="list-style-type: none"> Implement the conclusions of BBC Trust Reviews for BBC One, BBC Two, BBC Four, Radios 1, 2, 3, 4 and 7, and BBC Red Button
<p>Spend less on a more focused and higher quality website</p> <p><i>Quality measures improved as changes progress</i></p>	<ul style="list-style-type: none"> Implement the new Online strategy and monitor progress at Executive Board
Making the licence fee work harder	
Objective	Action
<p>Improve how we run the BBC and increase value for money for licence fee payers</p> <p><i>Value measures; CI/PPI targets; SM targets</i></p>	<ul style="list-style-type: none"> Start delivering 25% overheads reduction target Implement BBC Worldwide strategy, increasing international revenues to two thirds of total
Guaranteeing access	
Objective	Action
<p>Meet audiences' expectations by progressing key digital projects</p> <p><i>Milestones met for actions</i></p>	<ul style="list-style-type: none"> Successfully launch YouView and develop an editorial strategy for IPTV in general Work with Government and other stakeholders to deliver a roadmap for digital radio and broadband
Working Together	
Objective	Action
<p>Keep major projects (Salford, WI, 2012, Fabric) on track</p> <p><i>Measured against project plan milestones</i></p>	<ul style="list-style-type: none"> Officially open BBC North and successfully implement digital production technology, pioneering more efficient and simpler ways of working
<p>Complete pan-BBC reorganisation to deliver VFM and simplicity</p>	<ul style="list-style-type: none"> Plan for and begin greater integration of News (domestic and global)
<p>Improve communications and engagement with the whole BBC</p> <p><i>Staff survey metrics</i></p>	<ul style="list-style-type: none"> Engage the whole BBC in Delivering Quality First
Openness and transparency	
<p>Held as a corporate-level objective</p>	<ul style="list-style-type: none"> See actions noted above

3 Notable service developments in 2011/12

This section sets out proposals for BBC services that represent either a notable change in output or initiatives that may be significant and therefore could require Trust approval. However, inclusion in this section does not prejudice any future assessment of whether proposals may need such Trust approval. As yet unforeseen notable service developments may also emerge with good reason throughout the year; the BBC Executive will set out publicly any such proposals later in 2011/12 if necessary. The BBC's interactions with third parties around joint ventures and commercial activities may also raise issues and opportunities in the course of trading that are as yet unclear, unforeseen or commercially confidential.

2011/12 is an unusual year because of the Delivering Quality First process. This is likely to recommend a number of changes to BBC output and services that might be notable or significant; these will be set out publicly later in the year.

Implementation of a new strategy for BBC Online

April 2011 sees the start of the two year-long plan to implement the renewed strategy for BBC Online. The service will take on a new shape during 2011/12, consolidating around ten audience-facing services or 'products', giving greater clarity and coherence to the audience experience: the BBC homepage, News, Sport, TV & iPlayer, Search, Weather, Radio & Music, Knowledge & Learning, CBBC, and CBeebies.

The ten products are currently at various stages of maturity and will be developed accordingly throughout 2011/12. The new TV & iPlayer, Radio & Music and Knowledge & Learning products will be developed; Homepage and Sport will be comprehensively refreshed and News, Search, Weather, CBBC and CBeebies will see more ongoing refinement.

The new TV & iPlayer product will unify all the current Drama, Entertainment and Comedy, TV, /programmes, /archive and iPlayer offers into a cohesive experience for audiences to find, enjoy and interact with their favourite TV brands. Releases throughout the year will be developed in line with this vision.

The new Radio & Music product will bring together all BBC radio station sites, music events and podcasts into a single, cohesive service. This will integrate radio listening and music discovery experiences with highly interactive radio station sites, with programme pages, social media and deeper content (intuitive access to 'best bits', past and present) as well as pan-BBC content and external links. Elements of this vision will be visible on screen throughout the latter half of 2011/12, with the full vision realised the following year.

The new, single Knowledge and Learning product will streamline and organise the BBC's knowledge and learning content. The initial elements of the new approach will be visible during 2011/12, with the full vision for the new product to be realised next year.

The major refresh of the Sport site will bring the navigation and layout in line with the recent News refresh, providing a new user experience and information architecture that lays the foundation for London 2012.

The next version of the Homepage product will offer users the ability to explore and access the full depth and breadth of BBC Online. The first instance of Nations Editions will be delivered on the Homepage, allowing users to tailor the product to their national perspective.

Following the launch of the News application in 2010/11, 2011/12 will see the development of more applications for mobile and IPTV platforms. These will include Sport and TV & iPlayer, with appropriate regulatory considerations as necessary.

In addition to development of the ten products, a small number of pan-BBC activities will ensure licence fee payers will gradually experience a more consistent and high quality visual experience no matter what device they use to access BBC content delivered over the internet. They will also find more accessible and rewarding links between BBC Online and other sites and services on the web.

Radio 4 Extra

The launch of Radio 4 Extra marks an exciting moment for BBC radio audiences and lays a cornerstone in the delivery of *Putting Quality First*. Radio 4 Extra will premiere and extend a number of Radio 4's most popular titles, while staying true to Radio 7's roots as a non-live entertainment station. The core elements of the Radio 4 Extra development are:

- Closer editorial ties with Radio 4, including extended versions of favourite Radio 4 weekly programmes (e.g. *Desert Island Discs*, *The Now Show*), the premiering of programmes (e.g. comedy series such as Arthur Smith's *Balham Bash* and Sarah Millican's *Support Group*), and the offer of further catch-up opportunities for new Radio 4 comedy
- Digital-only programming such as the *4 O'Clock Show*, featuring quizzes, stories, comedies and interviews. New dramas to be enjoyed by all ages will include *The Silver Sword* and *Chitty Chitty Bang Bang*
- Doubling the level of cross-promotion from Radio 4 with the aim of boosting awareness and sampling. This will be supported by a complementary approach to scheduling and greater coordination during high impact seasons and anniversaries
- Rebranding the station as Radio 4 Extra to accelerate success by underlining its association with a familiar and well-loved brand.

The launch of Radio 4 Extra aims to support the BBC's commitment to digital radio, increase overall BBC radio listening, and enhance the delivery of the public purposes.

Radio 7 has been very successful in building a loyal and passionate audience of around one million listeners. However, low general awareness of the station limits its potential¹. Creating editorial ties with Radio 4 and sustaining regular cross-promotion will increase awareness and encourage sampling², boosting listening to the station and to the BBC as a whole.

Implementation of this development is sensitive to the impact on existing listeners of both stations and the BBC is particularly careful to preserve the distinctive and much-loved elements of Radio 7. With this in mind, we welcome the strengthening of Radio 4 Extra's service licence commitments by the BBC Trust as part of the recent service review³.

¹ Radio 7 has 17% awareness amongst the general population in contrast to 30% for 5Live Sports Extra

² Supported by research, *Driving Digital Listening*

³ Increase the minimum hours of comedy each week from 50 to 55; increase the minimum hours of drama each week from 50 to 55; ensure that no more than 15 per cent of output across the year is Radio 4 catch-up programming

Radio 7 was rebranded as Radio 4 Extra in early April and the full set of programming changes will be woven in gradually throughout the course of the year. We will monitor impact of this development on existing Radio 7 and Radio 4 audiences, refining the approach as necessary.

The development will be delivered within the current service licence budget. The cost to develop and commission the programme ideas will be around £1.5m and will be managed through reprioritisation of the existing budget.

London 2012

2012 will be a defining year for the UK: one in which the BBC will be in the international spotlight as never before. The UK will host the London Olympics (for which the BBC is the UK rights holder) and there will also be a series of other major events including the Diamond Jubilee and the arts festival *Festival 2012*. For the BBC it presents a unique opportunity to show that it is still at the heart of national life, still the place where people come for the biggest moments.

The five objectives for the year are to:

- Bring the UK together around a series of events in 2012 – from what is expected to be the first Diamond Jubilee since 1897 through the Cultural Olympiad to the Olympic Torch Relay. It should be an amazing year and it will be celebrated across all our genres: from the big ceremonies and state occasions to music, performance and comedy
- Deliver brilliant coverage of the London Olympic Games as the biggest sport occasion ever held in this country. Beijing set a high standard, but we believe the BBC presentation style and craft skills that brought more than 45 million people to the Games in 2008 can be even better deployed on home soil
- Have wide-ranging and expert reporting of the news of the year – globally, nationally and locally. Only the BBC can offer the strengths of TV, radio and online news at every level from the communities of the UK to audiences across the world
- Drive digital – supporting innovation and offering an unprecedented amount of choice and personalisation. 2012 is the year when analogue television will be facing its final switch-off, and digital technology will provide more opportunities to offer people what they want whenever they want it
- And finally, the BBC must help secure a legacy for the UK and for itself through engaging the widest possible range of audiences, encouraging participation and delivering projects with long-term benefits.

2012 presents an unprecedented opportunity for the BBC to be at the heart of the biggest events in the UK for generations and to show the relevance and potential of public service broadcasting in a digital age. The BBC intends to deliver, for the first time, live sport throughout each day from every venue of the Olympic Games. There will be up to 24 simultaneous streams of live sport available online, and connected TV and devices will offer new opportunities for the audience to personalise their viewing experience.

Changes to BBC services to allow this to happen are being considered by the Trust and include the use of BBC Parliament bandwidth for Olympic coverage during the games; providing an additional DAB stream to carry Olympic coverage, during the games; and streaming Olympic coverage on BBC Online, consistent with the BBC Online service licence.

To support the 2012 legacy the project is running a variety of ambitious programmes. For example, the school twinning project, World Class, will encourage thousands of schools across the UK to embark on a global conversation with schools overseas and has developed a strong Public Value Partnership with the British Council. 2012 Apprentices will see up to 350 entry-level young people from a diverse range of backgrounds work with the BBC and formal learning at college.

BBC One HD Nations Opts

BBC One HD launched as a network only service in November 2010, with a view to adding BBC One Scotland, Wales and Northern Ireland in HD at a subsequent point. Assuming current levels of output continue, these changes are scheduled for delivery from 2012. This would allow viewers in the Nations in HD homes to access the same service in HD as they currently do in standard definition. This would create a more developed BBC One HD service, which better reflects the UK. There would be greater visibility of Nations' content and services within HD homes.

BBC Archive – Journal of Record

The major development in 2011/12 in the BBC's developing Archive Strategy is likely to be the Journal of Record. The long-term vision is to open up the whole news archive by making at least one news report available from each day. *Putting Quality First* set out the BBC's ambition for the Journal of Record:

“the definitive and impartial journal of record of the UK as a whole and its engagement with the world: over eighty years of BBC journalism in the form of daily news bulletins, broadcasts and scripts, together with the live broadcasts of key events. This unique and irreplaceable collection would be made available to audiences as a national resource, searchable and available for syndicated use by the BBC's public service partners as well as by schools or other educational institutions.”

In order to make this archive resource available, changes to existing Service Licences may be required. As and when appropriate, the BBC Executive will approach the Trust with proposals.

Other archive developments (already approved) include the following:

- **BBC Four** will be the key service promoting access to the television archive. Collections of archive material will be devised to support major broadcast seasons and series (such as February's British Sculpture), benefiting both from the marketing of the season and from the channel's current archive expertise in long-running strands such as *Timeshift*. Selected new programming would be included for permanent publication to complement the archive content (including Nations programming where appropriate). These collections will be presented on BBC Online, with appropriate contextual material, alongside the channel's catch-up programming within the new TV-iPlayer product. To start this process, the majority of BBC Online's current Archive Collections will be re-packaged under the BBC Four brand
- **Radio 4** will become the BBC's key online destination for access to serious speech-based audio archive. This builds on the network's existing on-air and online strengths in this area, with strands such as *In Our Time* already publishing complete online archives. The BBC will move towards permanent publication of most key factual strands on the network, thus building a 'future archive' of content from point of transmission
- **Radio 3's** archive offer will involve permanent publication of key programme strands relating to classical music in context, guides to commercial recording, world music recorded on location and topical arts commentary (but not long-form music performance). All permanent

content published under the Radio 4 and Radio 3 brands will be presented within the Radio & Music product on BBC Online

- Complementing the long-form strands and collections presented by these three service brands, the **Knowledge & Learning** portfolio of BBC Online will host a growing archive of short-form material (Wildlife Finder, etc.) selected for its lasting factual and educational value.

Additionally, we continue to work with BBC Worldwide to ensure that the BBC's commercial strategies for archive release extend and complement the BBC's public service ambitions.

4 BBC budget 2011/12

Introduction

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

- To maximise licence fee income through the efficient collection of the licence fee
- Consistent with the terms of its charter and other obligations to maximise funding from other sources, most significantly Worldwide, the BBC's commercial trading operation
- To ensure value for money for the licence fee payer is achieved through prioritising BBC expenditure towards the right activities and supporting the BBC's overall strategy
- To ensure that these activities are then undertaken as efficiently as possible.

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

Licence fee income

The increase of 2% in the licence fee planned for April 2011 has not been implemented, as the BBC has agreed to freeze the licence fee within the current licence fee period until 2012/13, and consequently the licence fee income is budgeted to increase by less than 1% to £3,698 million in 2011/12. This is largely driven by 0.65% growth in the number of households paying the licence fee and by holding licence fee evasion at its current level of 5%.

There is a proven historical link between the overall state of the UK economy and two factors affecting licence fee income: the rate of household growth and the level of licence fee evasion. Despite significant expectations of rises in the levels of unemployment, the BBC is aiming to contain licence fee evasion at its current level in 2011/12.

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

Supporting Putting Quality First

This is the first budget since the publication of the *Putting Quality First* proposals in March 2010 and the Trust's final conclusions in December 2010. Its principles have been applied in prioritising the allocation of funding for the period, and though this is a time of major financial challenge, the BBC's 2011/12 budget supports the *Putting Quality First* direction of travel.

The BBC's expenditure has been examined and rebalanced to address the additional financial pressures caused by foregoing the planned increase in the licence fee and incremental pension deficit costs. This has made it necessary in some instances to either slow the pace of progress or to make it less ambitious. A greater burden has been placed on non-content areas so as to ensure the on-air impact of the savings is kept within acceptable limits. The additional savings from this project also need to be viewed in the context of the scale of savings already being delivered by the Continuous Improvement Programme and the challenge facing the BBC over the next two years as it delivers a number of major projects (BBC North, Broadcasting House and London 2012).

This budget demonstrates the BBC's commitment to deliver on its five editorial priorities as well as the other commitments to guarantee access for all, do fewer things better and make the licence fee work harder. With these projects and editorial priorities also requiring significant amounts of cash in the short term, the BBC is also committed to reducing its overhead spend and can show a decrease in real terms after taking account of the major projects in the year and the running costs of the new properties in WI and Salford. Initiatives to manage both senior manager pay and numbers and talent costs are also on track.

The financial impact of Delivering Quality First is not reflected in this budget because proposals will not be finalised or approved until later in the year. Once the necessary plans from that review have been approved, and depending on the materiality of the changes on the next two financial years, this budget may need to be updated.

The five editorial priorities

Overall, the editorial priorities are supported as follows:

1. Best journalism in the world

- Journalism bears the lowest divisional proportion of additional savings
- Local news coverage continues to be enhanced in the Nations and in England

2. Inspiring knowledge, music and culture

- Additional funding to increase distinctiveness retained on television
- Building on Radio 4's success with *A History of the World in 100 Objects*, additional resource has been allocated to develop further partnerships

3. Ambitious UK drama and comedy

- Increase on BBC Two in Drama and Comedy, although less than the initial ambition
- Radio 7 re-brands as Radio 4 Extra

4. Outstanding children's content

- Maintain CBeebies and CBBC through enhancing existing brands, reducing repeats and developing distinctive new titles

5. Events that bring communities and the nation together

- Funding committed to London 2012, including Cultural Olympiad.

Doing fewer things better

This budget shows a clear reduction in Online service licence costs with the BBC on track to deliver its 25% reduction by 2013/14. The closures of BBC Switch and *Blast!* with the relevant savings are also included.

Guaranteeing access

This budget aims to support the BBC's distribution strategy and maximise the value of the spectrum the BBC maintains. It includes plans to:

- Provide on-demand access to programmes via iPlayer and investing in IPTV
- In conjunction with Arqiva, to extend high power DTT coverage and complete the digital switchover of a further 10.5 million homes (40% of UK population)

- Increase DAB penetration.

Setting boundaries

The reductions in sports rights and programme acquisitions will continue to be implemented and the BBC will deliver on its targets for expenditure in these areas.

Spend on service licences

In 2011/12 the BBC is planning to spend £2,459 million on content on BBC services, which is a reduction on the prior year due to the biennial nature of the major sporting events (specifically the Olympics and the World Cup, which increase BBC costs every other year). Expenditure on BBC services is also reduced by the commitment to reduce expenditure on BBC Online by 25% by 2014.

Budgeted direct content spend by individual service licence for 2011/12 is as follows:

£m	11/12		11/12
BBC One	1,102	Radio 1	39
BBC Two	436	Radio 2	46
BBC Three	84	Radio 3	38
BBC Four	52	Radio 4	91
BBC HD	2	Radio 5	53
BBC Alba	5	Radio 5 LX	2
CBBC	85	1Xtra	8
CBeebies	29	BBC 6 Music	7
BBC News	45	BBC 7	5
BBC Parliament	2	BBC Asian Network	9
Total TV	1,843	Total Network radio	299

£m (note)	11/12		11/12
BBC Red Button	15	BBC Local Radio	116
BBC Online	120	BBC Scotland	22
Total interactive	135	BBC Radio nan Gàidheal	4
		BBC Wales	13
		BBC Cymru	11
		BBC Ulster & Foyle	16
		Total Nations & Regions Radio	182

Key changes to note over the current year are:

- Spend on BBC One is projected to fall in 2011/12, reflecting the additional costs in 2010/11 of the World Cup in South Africa, the Commonwealth Games and the UK General Election
- BBC Online reflects the first instalment of the 25% reduction approved by the BBC Trust
- Significant short-term investment in key infrastructure projects, such as BBC North, digital production and Broadcasting House, while other indirect costs reduce.

Other BBC spend

Other costs budgeted for the year include further content spend of £81m, which is not specific to individual services. Distribution of the BBC's services will cost £235m.

In addition there are number of infrastructure and support costs funded from the licence fee, including collection costs of £127m, digital switchover costs of £180m, property costs of £179m, technology costs of £191m and costs to cover the deficit on the BBC's pension fund of £110m.

The BBC's total expenditure (including content) as funded from the licence fee in the year is budgeted at £3,876 million before any restructuring costs.

An analysis of all licence fee funded expenditure allocated across the BBC's service licences (i.e. including distribution and infrastructure and support costs) is included at the end of this chapter.

Summary Income and Expenditure Account

	£m	£m
Income		3,775
Expenditure		
Service licence budgets	(2,459)	
Other content spend	(81)	
Total content spend	(2,540)	
Service distribution	(235)	
Technology	(191)	
Property	(179)	
Licence fee collection	(127)	
Digital switchover	(180)	
Pension fund deficit	(110)	
Marketing	(89)	
Support functions	(225)	
Total expenditure		(3,876)
Net deficit before exceptional items		(101)

The BBC's expenditure is managed across the licence fee period, so that more will be spent in some years than others. The deficit in the year arises from the high levels of activity in the year (moves to Salford and W1, preparation for 2012, peak of digital switchover activity), and follows on from the delivery of a significant surplus in 2010/11 (subject to audit).

Making the Licence Fee work harder

The BBC has a proven record of delivering efficiency savings. Under its Value For Money initiative, in the three years to 2008, £129 million of annual and perpetual efficiencies were delivered in the BBC's support services.

In 2008/9 the BBC launched a five-year 'Continuous Improvement' initiative to deliver annual efficiencies of 3% per annum. 2011/12 is the penultimate year of this programme, and the BBC is budgeting to deliver annual efficiencies equivalent to £500 million or 15% of its 2008/9 cost base. Over the five-year life of the programme we are budgeting total efficiency savings of £1,893 million, or 3.3% annualised, exceeding the set target of 3.0%.

2011/12 will be another important year for the BBC, with two major transformation projects (the BBC's redeveloped headquarters at Broadcasting House in London and the new broadcasting centre for BBC North in Salford) nearing completion as well as the need to continue preparations for 2012 Olympics and the Diamond Jubilee. As a result the BBC anticipates there will be significant short-

term investment in the following key projects: BBC North, Fabric (the BBC's digital production initiative) and Broadcasting House.

These projects will mean short-term increases in the BBC's property and technology costs as it transitions to the new infrastructure and the operating practices it will enable. We anticipate these costs will reduce in future years. As set out in *Putting Quality First*, the BBC Executive is committed to the reduction of overheads to 10% of qualifying costs by 2013/14. To this end, and against a background of high inflation projections for the year of 5%, the costs of running all the BBC's support functions (Strategy, Human Resources, Finance & Procurement, Marketing and the Executive Unit departments) are budgeted to be lower in nominal terms in 2011/12 than they are in 2010/11.

Digital switchover funding surplus

As a result of lower rates of take-up and procurement efficiencies, the BBC anticipates that the surplus of licence fee funding over actual costs will increase by £20m in 2011/12 to £315m, which will be paid over to the Exchequer on a schedule to be agreed with the Department for Culture, Media and Sport.

BBC World Service

In line with the Comprehensive Spending Review, the cost of running the BBC World Service and BBC Monitoring will fall from £284 million in 2010/11 to £276 million in 2011/12.

This reduction reflects the initial impact of the funding reductions to the World Service announced in the Government's Comprehensive Spending review, which include the following changes:

- The closure of five language services: Albanian, Macedonian, Portuguese for Africa and Serbian, as well as the English for the Caribbean regional service
- The end of radio programmes in seven languages, focusing those services on new media content and distribution. These include: Azeri, Mandarin Chinese (note that Cantonese radio programming continues), Russian (some programmes will be distributed online only), Spanish for Cuba, Turkish, Vietnamese, and Ukrainian
- Reduction in much short-wave and medium-wave distribution
- In World Service English the schedule will become simpler and some programmes, Europe Today and Politics UK will be decommissioned.

Key Budget Risks

The current economic environment poses risk to both the BBC's income and its costs. In regard to income, licence fee evasion is regarded as the most significant risk, but the budget target of holding evasion steady is regarded by the BBC Executive as achievable.

The short-term inflation outlook also poses risk across the BBC cost base, although as large elements of the BBC's expenditure for the year are already fixed, the material risk is restricted to those major contracts which are formally linked to the movement in RPI. Overall, the Executive believes there is enough flexibility in the BBC cost base for additional cost to be absorbed so long as RPI remains within the range of industry forecasts.

Annex - PSB expenditure split by service licence

Service licences show the cost to the licence fee payer of providing the relevant service and therefore exclude any costs funded by a third party co-producer. The allocation of costs, especially of distribution and infrastructure and support costs, is based on the pro-ration of the relevant cost in proportion to the relevant service licence's underlying content costs. Accordingly, the costs of individual service licences set out below are not directly equivalent to the costs which would be incurred by such a service on a stand-alone basis.

Additionally, for BBC HD, BBC Online and BBC Red Button, the licence reflects only the incremental costs of getting content to air unless the content is specifically commissioned for one of these three services. The cost of the original content is allocated to the service on which it is first transmitted.

The CBBC and CBeebies licences have been adjusted to reflect these brands rather than the channel children's programmes were broadcast on. Accordingly, BBC One and BBC Two no longer include spend on children's programmes.

The total expenditure is lower than that shown earlier as it excludes the costs of digital switchover activity and other corporate restructuring costs.

Service Licences (£m) 2011/12 budget	Content	Distribution	Infrastructure /support	Other items	Total
BBC One	1,102.6	63.2	255.6		1,421.4
BBC Two	435.7	26.1	103.8		565.5
BBC Three	84.5	4.9	19.9		109.3
BBC Four	52.0	3.6	12.6		68.2
BBC HD TV	2.1	10.2	0.7		13.0
BBC Alba	4.7	1.9	1.0		7.5
CBBC	84.8	3.9	20.6		109.4
CBeebies	29.3	4.2	6.9		40.4
BBC News Channel	45.3	7.7	7.2		60.2
BBC Parliament	2.3	5.9	0.5		8.7
BBC Red Button	15.1	22.7	3.7		41.5
Television	1,858.2	154.1	432.5	-	2,444.9
BBC Radio 1	39.0	5.0	4.4		48.4
BBC Radio 2	45.7	5.1	6.0		56.7
BBC Radio 3	38.0	5.2	8.3		51.5
BBC Radio 4	91.1	11.4	18.4		120.9
BBC Radio Five Live	53.3	6.8	11.6		71.8
BBC Radio Five Live Sports Extra	2.5	0.3	0.6		3.5
BBC Radio 1Xtra	7.8	0.4	1.7		9.9
BBC 6 Music	7.2	0.4	1.4		9.1
BBC Radio 4 Extra	5.3	0.4	1.2		6.9
BBC Asian Network	8.9	0.7	2.0		11.7
BBC Local Radio	115.7	8.5	24.4		148.6
BBC Radio Scotland	22.5	3.5	4.6		30.5
BBC Radio nan Gaidhael	3.6	1.3	0.8		5.7
BBC Radio Wales	12.7	1.2	2.6		16.5
BBC Radio Cymru	11.4	1.8	2.4		15.6
BBC Radio Ulster/BBC Radio Foyle	15.8	2.1	3.3		21.1
Radio	480.5	54.1	93.7	-	628.3
BBC Online	119.7	26.2	28.2		174.2
Online	119.7	26.2	28.2	-	174.2
Spend regulated by service licence	2,458.5	234.4	554.4	-	3,247.3

Licence fee collection costs				126.5	126.5
Orchestras and performing groups	20.2		5.1		25.3
S4C	24.6		5.2		29.7
Development spend	35.7		9.1		44.8
Costs incurred to generate third party income				53.5	53.5
Other	80.5	-	19.4	180.0	279.9
Restructuring costs				61.5	61.5
Total Home Services expenditure	2,539.0	234.4	573.8	241.5	3,588.8

5 Statements of programme policy

BBC One

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

Controller's vision for the service in 2011/2012

BBC One aims to be Britain's most popular and highly-valued channel, offering something of importance to everyone in the UK. BBC One needs to reflect the whole of the UK, from programmes like The One Show to balanced portrayal in drama, comedy and factual programmes. BBC One will continue to bring the nation together at times of significance and during major sporting events, for example Wimbledon and the 6 Nations.

I trust BBC One to be the place viewers turn to at times of great national significance, from peerless coverage of this year's Royal Wedding to the highest quality news and current affairs. It is important to me that the channel regularly engages viewers with serious factual content, both via established programmes like Panorama and new experimental formats in science, history, arts and documentary.

The channel should focus on programmes that are creatively ambitious and distinct from other channels, and I am committed to ensuring that our drama and natural history provide a unique scale and quality to the output. This creative ambition must also be at the heart of our comedy and entertainment offering and we will bring warmth, humour and the best-loved talent to the channel with a series of new commissions.

Danny Cohen, Controller, BBC One

Notable service developments in the coming year

- The BBC Trust review of BBC One highlighted the need to address the distinctiveness of pre-watershed content and show more creative ambition at 9pm. We are putting plans in place to address this with a range of ideas for singles and series from different genres.
- We know that BBC One audiences value factual series, with scale, ambition and outstanding quality. This year we aim to bring a natural history series to the channel, Frozen Planet and a science series Dinosaur Planet (working title). We are also in production with a landmark history series for 2012 about the British Empire with Jeremy Paxman.
- It is important that BBC One continues to offer range, depth and quality in drama. This year we will deliver ambitious drama that explores a range of British experience from the distinctive contemporary story-telling of One Night to classic adaptations such as Great Expectations.
- We will aim to bring a range of exciting comedy with broad appeal to BBC One. Will Mellor will be starring in a brand new family drama, In with the Flynns and Candy Cabs is a warm comedy set in the north east about a female taxi firm. We're also welcoming Miranda on to BBC One.
- We will be introducing a number of fresh factual features (singles and series), to appeal to a broad heartland audience. These programmes will tackle issues that really matter to people. The Great British Weather Show (working title) is an ambitious and exciting event format, rich with information and insight for a family audience.
- We are strengthening consumer journalism and current affairs and event-led programming in BBC One Daytime. Two slots, at 0915 and 11am, are to be devoted to these genres across the whole year and where possible tied into related dramas such as Rewind the 60s and The Indian Doctor. Forthcoming examples include a social history week around the census, 100 Years of Us and 32 Brinkburn Street; consumer series Tricks Of The Tradesmen; current affairs series Britain's Killer Roads.
- BBC One HD – see notable developments for further details.

BBC Two

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

Controller's vision for the service in 2011/2012

BBC Two is the mainstream alternative channel, with a spirit of bold creativity as our defining characteristic. Reaffirming our ability to launch ambitious factual programmes at the heart of peak-time has been my most important task here and it's great to see them coming thick and fast, in all shapes and sizes, from Wonders of the Universe to The Normans and Secret Iraq to Gareth Malone Goes to Glyndebourne. 2011 sees no let-up.

BBC Two is about speaking intelligently to broader audiences too and I'm deeply committed to developing more original series with the potential to engage large numbers of viewers hungry for meaning across a huge, eclectic mix of subjects. Most recently it was stripped live shows, Stargazing and Lambing, which reinvigorated that great BBC Two trick of combining extraordinarily detailed content with a sprinkling of entertainment stardust to become must-see events for the whole family. It was also a great year for exciting new talent heading their own peaktime shows – historians Amanda Vickery, Mary Beard and Ben MacIntyre, physicist Maggie Aderin-Pocock and polymath Lorraine Pascale, to name a few, brought authority and expertise in inviting and accessible ways.

In the last year we have launched distinctive and impactful Comedy from Rev to The Trip and from Grandma's House to Roger and Val Have Just Got In. This year we want to balance giving second series to the shows we've come to love with leaving room to develop some fresh voices. In 2011, the Drama slate is loaded with new projects, with four new home-grown six-part series alongside a range of single films and mini-series.

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

Janice Hadlow, Controller, BBC Two

Notable service developments in the coming year

- BBC Two will play a central role in the BBC year of books with programmes on Charles Dickens, Jane Austen and William Golding, while Stephen Fry will present a major landmark series on the development of language. Melvyn Bragg will investigate class, Waldemar Januszczak will bring Impressionism to life and Arena will meet George Martin and Jonathan Miller.
- BBC Two will show a range of new drama series from literary adaptations like The Crimson Petal And The White by Lucinda Coxon from the novel by Michael Faber to new writing as various as Abi Morgan's 1956-set The Hour, Paula Milne's epic White Heat which traces a group of friends across fifty years and Hugo Blick's noir thriller, The Shadow Line.
- Afghanistan ancient and modern will feature strongly - former diplomat Rory Stewart will bring us a history of The Great Game and three BBC journalists recently based there will bring the story up to date. Evan Davies will investigate the UK economy to discover which parts generate our wealth, Adam Curtis will argue that mass democracy is threatened by an increasing distrust of the idea of progress and Professor Diarmaid McCulloch will explain How God Made the English.
- In Frontline Medicine, Michael Mosley will show how medical advances in the field of war benefit us here at home. We will host a season on the experience of Mixed Race Britons. New series will observe the worlds of social workers, care homes and adoption, Gareth Malone will work with a choir of army wives while their husbands serve in Afghanistan and The Hairy Bikers will campaign for better meals on wheels. BBC Two will reflect the broadening range of genres in daytime, introducing more history, arts and heritage. Melvyn Bragg will raid film archive collections to uncover fascinating stories about how life in Britain used to be and Show Me the Monet will encourage the audience to paint and see if their work is good enough to sell at local galleries.

BBC Three

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

Controller's vision for the service in 2011/2012

BBC Three is a channel that provides a rich mix of innovative, exciting and creatively challenging programmes across all genres for younger viewers. We know we are in tune with our target audience because BBC Three continues to be the most watched digital channel for 16-34 year olds during its broadcast hours. This year, we will bring a range of new stand-out programmes and build on our engagement with our audience in the online space.

BBC Three remains the only digital channel providing high impact factual content that is engaging and informative for young people. I am planning a follow up to last year's hugely successful Adult Season that will examine what it means to grow up and be on the frontline of adulthood and a Bringing Up Britain Season looking at issues around parenthood. There will be further editions of Young Voters Question Time too.

BBC Three should never be afraid to try out new things. We had breakthrough hits in comedy with the puppet show Mongrels and the sitcom Him and Her, in entertainment with Lee Nelson's Well Good Show, in drama with Lip Service, and we will build on the momentum this year. BBC Three also has an important role in growing new talent onscreen as well as behind the camera with initiatives such as 'Fresh' for first time directors.

Zai Bennett, Controller, BBC Three

Notable service developments in the coming year

- We wish to explore contemporary history for our target audience. We have a documentary in development called The History of Single Mums. We are also undertaking an ambitious project, Their War (working title), which will tell the history of the war in Afghanistan through footage shot by soldiers on the frontline.
- With the success of our one-off investigative documentaries on consumer issues, BBC Three is developing a consumer journalism strand. We have commissioned a series that will be investigating the beauty industry in the UK.
- With the success of Being Human and Lip Service, BBC Three is developing a reputation for standout drama for a younger audience. Alongside new series of both these titles, BBC Three will be bringing a new high-concept supernatural drama, The Fades, to the screen this year.
- BBC Three has a vital role in delivering current affairs to a young audience. We will continue to do this in our 60 Seconds news bulletins and in our current affairs documentaries. We know that at this moment in time employment is a big issue for young people. Working collaboratively with BBC Learning we plan to jointly commission a high-impact series looking at employment for young people.
- BBC Three has made considerable strides recently engaging with our audience online. This year we want to deepen the experience with our audience by increasing our impact through social media and having high-impact online content supporting the channel with initiatives such as the Afghanistan series and the employment project.

BBC Four

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

Controller's vision for the service in 2011/2012

BBC Four aspires to be the most culturally enriching channel in UK broadcasting, the channel of distinction for people who love to think. BBC Four's foundation is purpose, proposition and passion. It will continue to champion the expression of opinion and point of view from experts in their field, all with something to say. In doing this, BBC Four aims to be as much part of Britain's arts output as the culture it reflects upon.

BBC Four will continue to be the gold card channel for arts and culture, approaching subject matter at a level of depth, detail and authority second to none. It is not just committed to coverage of the arts but actively celebrates them, producing content with a broad appeal. The channel is curious about the role of arts and culture in our modern society. That includes tackling some of the big arts subjects like Symphony and a celebration of America's cultural contribution in the 20th century, as well as subjects from the genome to electricity, luxury to the British Army, Iceland to lost kingdoms of Africa.

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

Richard Klein, Controller, BBC Four

Notable service developments in the coming year

- The highlight of our arts year will be a month long season on the Art of America: complementing Andrew Graham-Dixon's three-part series, photographer Rankin will celebrate Life Magazine, Rich Hall will cast an acerbic eye on Road Movies, Rick Stein will travel the Mississippi in search of the Blues and four music documentaries will analyse black music acts of the 1980s. We will devote a season to the history of the Symphony and will launch a major 18 month investigation of the applied arts, starting with Ceramics. James Fox will present a series on 20th century British painting, Lucy Worsley will celebrate the Art of Regency, and Benedict Cumberbatch will re-examine Terence Rattigan. As part of BBC Four's archive project, In Their Own Words will raid the BBC's archives in search of philosophers. Additionally there will be a selection of programmes made permanently available online.
- BBC Four's international focus will be as strong as ever. Storyville will contribute to BBC Four's year of Justice with a week of programming on international justice including films on the 50th anniversary of Amnesty International and behind the scenes at the I.C.C. Have you heard from Johannesburg will recount, across five hours, the struggle against apartheid. Returning series of Spiral and The Killing will augment our foreign language film premieres and World Cinema Awards. Simon Sebag-Montefiore will bring his book on Jerusalem to the screen and BBC Four will devote a week to Iceland.
- We will evaluate the early days of British documentary-making and have new documentary films on Grammar Schools and Catholics as well as a major Army Season – including a year at Sandhurst Academy, a social history of regiments, and examinations of the logistics of the modern army and the legacy of ENSA.
- BBC Four's Science will turn its attention to Botany, Electricity, the Genome, the biology of decay and the human impact on different environments. And the historical series, A Child in Time, will present four portraits of documented children's lives which reveal how the societies they lived in viewed and valued the lives of their children.

CBBC

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

Controller's vision for the service in 2011/2012

CBBC has had a record-breaking year on TV and online in 2010/11 and now needs to build on this success in 2011/12. Next year we want to strengthen our position as the nation's favourite by bringing even more children to the channel, representing the full diversity of kids in the UK and reaching out to children in satellite and cable homes.

CBBC carries a broader range of programmes than any other children's channel, from comedy to current affairs. CBBC is also the only channel for its age group to broadcast serious citizenship and factual programmes, like My Life or the Newsround Specials (which have recently covered topics including alcoholism and bullying). This breadth will continue in 2011/12.

The channel will also retain its focus on British content made for and featuring British children, as well as its unique, anarchic feel. Humour is intrinsic to this and CBBC understands the importance of making our audience laugh, even with typically straight subjects like history or science. We don't want kids to feel like they're being taught, we want them to laugh themselves smart.

Damian Kavanagh, Controller, CBBC

Notable service developments in the coming year

- Following the success of Horrible Histories, CBBC will commission more factual programmes with real content at their heart (for example, Vikipedia presented by Vic Reeves and the disgusting new bodies and biology show Squeamish). Alongside Specialist Factual, Citizenship programmes will also remain a core part of CBBC.
- CBBC programmes like Gimme A Break aim to empower kids and put them in control. There will be a continued focus on this over the next year in titles like Project Parent, Remote Control Star and CBBC Driving Academy.
- Getting out and about is a big part of the CBBC brand, particularly as the channel moves to its new home in Salford. Upcoming events include Live and Deadly, Blue Peter Olympic Torch and Extreme Cuisine (Gastronuts on tour).
- CBBC will also encourage children themselves to get outside and be active, through new commissions like Deadly Art and a stronger emphasis on activity and engagement in Blue Peter.

CBeebies

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

Controller's vision for the service in 2011/2012

I want to open up the world for very young children and create distinctive, age-appropriate content, made by those who are able to look at the world through the eyes of a pre-school child.

The unique identity of CBeebies comes from being rooted in the real world with programmes based on live action and real people, whether in presentation or in new shows like Justin's House, I Can Cook On the Road and Andy's Wild Adventures. These programmes feel tangible to our audience and encourage them to have a go or discover something new for themselves.

The move to Salford should make this kind of audience connection an integral part of what we do, as the site will welcome children to events and performances throughout the year (for example, the CBeebies music boxes at the Manchester International Festival and the recording of the CBeebies Christmas Pantomime – now an annual highlight in the schedule!).

In addition to live action, top quality animation is a core component of the channel. The underwater adventure series Octonauts has been an instant hit on TV and on iPlayer, as has Rastamouse; and established shows like Timmy Time remain immensely popular.

Inclusivity and diversity remain central to both presentation and programming on CBeebies. Shows like Same Smile, Something Special and The Lingo Show offer a diverse range of references and role models while still appealing to the whole of our audience.

Running through all of these programmes is a thread of embedded learning, humour and above all quality. The very young deserve the very best and my aim is to ensure that CBeebies remains the number one destination for children under six.

Kay Benbow, Controller, CBeebies

Notable service developments in the coming year

- Creating content and appointments to view for 4-6 year olds will be a particular focus for the channel in 2011/12. We need to work harder to retain the older viewers and migrate them to CBBC via key brands and online activities.
- We will continue to reach out to our audience, for example by re-commissioning programmes that encourage children to take part (like Mr Maker Comes To Town) and by taking existing shows out on the road (like I Can Cook).
- Factual and Learning remain big parts of CBeebies. Recent commissions include Andy's Wild Adventures (using talent from presentation and the unique expertise of the NHU), language programmes Talkie Time and The Lingo Show, and a series of Nina and the Neurons answering children's questions about bodies. A new number series for very young children is also planned.
- CBeebies aims to retain the best animation in the world. We will continue to look for new animations while holding on to current successes, in the face of more lucrative global deals from competitors.
- Online, a new audio offering is being developed, as well as a refresh of the Grown Ups website, which will give parents more information and help them to understand what each CBeebies show does for their child.

BBC HD

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

Controller's vision for the service in 2011/2012

Over the next year I hope that BBC HD will continue to grow both the numbers of viewers with access to HD who visit the channel, and in its ambition to offer an unparalleled range of programming in high definition.

In the last year, BBC HD gave birth to BBC One HD, which now offers a home to all BBC One programmes made in high definition. That has opened up BBC HD to offer more programmes from the BBC's other channels, from Madagascar and Wonders of the Universe on BBC Two, to Being Human from BBC Three, Hattie on BBC Four, and titles such as Horrible Histories and Rastamouse from our Children's services.

I want BBC HD to continue to support all tastes and interests, and to work to offer intelligent choices when it is unable to offer simulcast programmes.

Danielle Nagler, Head of BBC HD

Notable service developments in the coming year

- BBC HD will maintain its commitment to moving into HD established programmes from across the portfolio. Over the next year, Mock the Week, Mastermind, Masterchef: the Professionals, The Russell Howard Show, and Only Connect will all be broadcast in HD for the first time on BBC HD.
- We will also bring to viewers exciting new programmes from across the BBC's channels, including Frozen Planet, Dinosaur Planet (working title), Great Expectations, The Birth of Islam, Frontline Medicine, the Origins of Us and Art of America.
- We will continue to bring HD viewers coverage of significant live events which the BBC broadcasts, including the Chelsea Flower Show, which has not been seen in HD for a number of years, as well as Wimbledon and other sporting events, the Proms, and Glastonbury.
- These programmes will be in addition to titles already well established in HD, including Top Gear, Railway Walks, Later with Jools Holland, Horizon, Natural World, Dr Who Confidential, and Lead Balloon.

BBC Radio 1

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

Controller's vision for the service in 2011/2012

My ambition is for BBC Radio 1 to remain an essential destination for young people across the UK, offering a range of ambitious and distinct programmes on-air, supported by relevant visual content online.

We will concentrate on four key themes over the coming year. Firstly, we will continue to maintain our focus on the under-30s, developing our team of presenters and ensuring our music and editorial coverage reflects and leads the lives of youth audiences.

We will also look for new ways to connect with audiences – exploring how we can exploit the digital space to future-proof Radio 1. Whilst younger people may not listen as long as previously, many enjoy a richer overall experience through the consumption of online services. Our plans for the next 12-months include a new homepage and increased efforts to provide short-form content on-demand.

The other two themes revolve around creating programmes of quality and distinction, both ambitious, standout moments in the schedule, such as Radio 1's Big Weekend or the Teen Awards, and initiatives that only the BBC could, or would, provide.

Andy Parfitt, Controller, BBC Radio 1

Notable service developments in the coming year

- We are developing a major new addition to our live events calendar in early 2012. Radio 1 Live In... will see many of our specialist programmes descend on a UK town or city for a series of gigs, special shows and dance events.
- Radio 1's Big Weekend will visit Carlisle in May; we have ambitious plans for our regular Ibiza weekend in August; and the Radio 1 Teen Awards will again celebrate teenage life in the autumn.
- Newsbeat will have a dedicated reporter with a brief of digging deeper into foreign stories which impact on our listeners, in particular Afghanistan and the work of the armed forces.
- Radio 1 and IExtra will come together in June to broadcast a Dubstep Symphony, a unique collaboration between electronic music producers Nero and the BBC Philharmonic, performed live in Salford.
- The work of BBC Introducing in helping discover grassroots music makers will be showcased through a dedicated slot on Radio 1's playlist, giving a different act each week exposure to daytime audiences.
- Our social action and campaigns output will include another Summer Surgery series, as well as a return to the volunteering theme around Radio 1's Big Weekend. We will also look for ways to highlight issues around online privacy to our young listeners.
- The Radio 1 Stories documentary strand will include a three part behind the scenes look at life in a band, visits to Moscow and Toronto for International Radio 1 and a programme marking the 10th anniversary of the Twin Towers attack looking at how 9/11 affected bands and musicians.
- Online, Radio 1 will launch a new homepage designed to reflect the live, on-air, listening experience more closely. We will also increase our focus on providing short-form audio and visual content, segmenting it where appropriate to offer listeners shareable and downloadable highlights.

BBC Radio 2

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

Controller's vision for the service in 2011/2012

Radio 2 welcomes a large and diverse audience to BBC radio through a range of stimulating original music and speech programmes that are hallmarked with entertainment value. In a schedule that has been radically reshaped, with major new programmes in key breakfast, early breakfast and drive time slots, we will offer broadcasting that is positive and warm in tone, and that celebrates creativity and quality.

Our pivotal role in music will continue, extending listeners' tastes and supporting artists. The station's commitment to live music will be extended through the enhancement of the In Concert weekly show. We will continue to showcase the rich popular culture of the nation, drawing upon the best of our comedy heritage in a refocused commitment that will also offer opportunities for new writers and performers, and celebrating our indigenous musical forms such as brass and folk.

It is my ambition to provide a service that continues to offer surprises but at the same time is more cohesive, with our digital offer taking a central role. We will further develop new opportunities in our daytime output to reflect the specialist music programmes and documentary output of the evening schedule.

Bob Shennan, Controller, BBC Radio 2

Notable service developments in the coming year

- Rufus Wainwright's new Opera, Prima Donna, will be premiered from the Royal Opera House.
- We will continue to develop our Hometown gigs by celebrating Elbow's return to Manchester, and we will feature KD Lang's only UK performance at The BBC Radio Theatre.
- The station will also Celebrate Eden's 10th birthday with a unique performance from Brandon Flowers.
- There will be a 6 part series from Barbara Windsor celebrating female comediennes, and a 4 part series from Moira Stuart celebrating the work of female Jazz vocalists, like Lena Horne.
- The story of Paul Robeson and his unique relationship with the Welsh miners will be broadcast.
- Radio 2 will broadcast a major 50 part series: Sounds Of The 20th Century, presented by Jeremy Vine and promoted weekly with a special "daytime" cut of the series for daytime promotion in the Ken Bruce show.
- We will take Nitin Sawhney to Pakistan, birth place of Nusrat Fatah Ali Khan to explore the influences on the music of Nusrat Fatah Ali Khan.
- Michael Grade will present an 8 part series on the history of television.
- We will increase radio production delivered by independent radio companies to 34% from 18% by end of 2011.

BBC Radio 3

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

Controller's vision for the service in 2011/2012

In its Service Licence Review of Radio 3, the BBC Trust endorsed the station's strategy to present high quality music and arts, while continuing to develop the station's accessibility. We will be focussing regularly on core classical repertory and recordings in our weekday morning programmes, providing an entry point for new listeners. Complementing this, the station will start featuring in a systematic way some of the most seminal pieces of 20th-century music in Hear & Now. We will also enhance our classical music offer at weekends with a regular daytime concert broadcast.

From May 2011, the station's involvement in classical music and its geographical breadth will be underlined by broadcasting live concerts each weekday evening from around the UK. To increase the impact of the overall BBC classical music offering, we will work with colleagues in television to present a major season on the symphony.

We intend to develop our online navigability to make it easier for audiences to access particular programme genres. We will also develop a permanent archive online offering for those wishing to pursue their individual interests in music and the arts through our past programmes.

Roger Wright, Controller, BBC Radio 3

Notable service developments in the coming year

- From May the station for the first time will broadcast a live concert every weekday evening for the vast majority of weeks in the year. This new initiative will reflect a wide range of performers and venues across the UK, including the BBC orchestras and BBC Singers.
- Radio 3 will create a regular guide to key classical works and recordings across weekday mornings.
- The station's new music programming will launch a new initiative to feature fifty major pieces of music composed in the second half of the 20th century.
- Radio 3 will provide a special focus on both light music and choral singing. There will be a weekend based around our Light Fantastic festival in June, which will include performances by the BBC performing groups. Later in the year, Radio 3 will host the international choral competition, Let the Peoples Sing, in Salford, providing a focus for celebrating amateur choral singing.
- The station will celebrate the 200th anniversary of the birth of Franz Liszt with an international day of musical performance, including concerts from places with which he was associated. In addition, we are planning another single composer focus, and will celebrate the 50th anniversary of the death of the conductor Sir Thomas Beecham with a special evening of programming.
- The BBC performing groups will join in a UK-wide celebration of orchestral music as part of the build-up to Festival 2012.
- Radio 3 will also work with the Manchester International Festival to broadcast its events exploring the importance of the human voice in religious practice, and which will be recorded at different sacred locations in the city.

BBC Radio 4

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

Controller's vision for the service in 2011/2012

My ambition is for Radio 4 to continue to be the most listened to speech station in the UK, maintaining the highest levels of audience appreciation for its variety and quality of output. Overall I want to add a layer of creativity and surprise to the intellectual rigour of Radio 4, to add a focus on contemporary life to our strong history offer and to bring, in a subtle way, a more international flavour to the network.

We will report and analyse developments in British and world politics and society through reactive news and current affairs commissions, including a Jeremy Bowen series on the crisis in the Arab world, as well as through debate, features and drama, such as a reading of the modern Egyptian classic, *The Yacoubian Building*.

We will enhance the impact of factual programmes by introducing a new regular science slot in which leading scientists explain their work to a peak-time audience.

History remains vital to us, including narrative history on a scale unmatched elsewhere, such as the story of Russia in *The Wild East*. I also want greater focus on contemporary Britain, revealing the way we live now, through, for example, an update of the 1980's BBC Domesday Project.

We remain committed to offering the widest range of original drama in the UK, including a dramatisation of Vasily Grossman's epic novel *Life and Fate*, scheduled across every drama slot for a week.

Gwyneth Williams, Controller, Radio 4

Notable service developments in the coming year

- Landmark factual commissions will include *Sport and the British*, a 30 part history of the unique relationship between Britain and the games it has exported to the world
- Radio 4's commitment to communicating serious science will include a season on the brain and the implications of neuroscience for society and public policy.
- Ambitious drama productions will include a season of Terence Rattigan and dramatisations of Raymond Chandler's Marlowe novels. We will also mark the bi-centenaries of Charles Dickens and of the Brothers Grimm.
- Radio 4 will promote the culture of live performance by being a major presence at the Edinburgh festival and the Cheltenham Literature Festival
- We will reflect events that bring the nation together, providing live coverage of the Royal Wedding in April and programmes in early 2012 that anticipate the Diamond Jubilee.
- We will develop Radio 4 Extra as a sister station, building on the success of Radio 7, and promote it to encourage the Radio 4 audience to discover the advantages of digital listening.

BBC Radio 5 Live

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

Controller's vision for the service in 2011/2012

This is the year when Radio 5 live relocates to its new Salford home. I will maintain the station's commitment to breaking news as it happens and to live sport as well as its role as the home of UK-wide debate and journalism which gets straight to the heart of things. We will use the move out of London as an opportunity to pull in even more stories, voices and opinions from every part of the UK. Our aim is to develop further 5 live's distinctive news agenda, both with original journalism and by fully exploring the stories which are truly relevant to our listeners' lives. We will build on the strengths of our sports coverage and will again introduce new voices particularly as contributors and analysts.

We will continue to take 5 live to our listeners, building on the increased outside broadcast activity of the last twelve months including our General Election debates and Septemberfest in Newcastle/Gateshead. We will also continue to represent the different communities of the UK as the country's economic fortunes continue to be a key theme. A key part of 5 live's success is our direct relationship with our audience; the use of social media such as Twitter and Facebook continues to increase. We will use these comments, as well as the more traditional means of sharing opinion, to reflect people's experiences, views and concerns.

Last year also saw a development of the weekend evening schedule with four new programmes; Saturday Edition and on Sunday, Pienaar's Politics, On The Money and 5 live Investigates. We will continue to promote and build the reputation of these shows for groundbreaking journalism in their diverse areas of expertise.

It is important that 5 live continues to push the boundaries in the delivery of news and sport. We will aim to surprise with one off commissions including documentaries, special debates and series of programmes reflecting particular themes (such as the Family Week we ran in December 2010). We will innovate with partnerships inside and outside the BBC, taking advantage of new opportunities provided by BBC North. 5 live will continue to cover the biggest moments in the nation's life with coverage of the Royal Wedding a centrepiece in the year ahead.

Adrian Van Klaveren, Controller, BBC Radio 5 live

Notable service developments in the coming year

- Breakfast presenter, Shelagh Fogarty moves to a new lunchtime slot in May 2011, with her place at Breakfast being taken by Rachel Burden. A new Weekend Breakfast presenter will replace Rachel.
- The station will work with the BBC Trust to review its service licence this year.
- A new Sunday morning schedule will include a 90 minute programme provided by BBC News – Double Take presented by Laura Kuenssberg and Sam Walker.
- Sporting highlights include the Cricket and Rugby World Cups, the World Swimming championships in Shanghai and the World Athletics Championships in South Korea.
- 5 live begins its move to Salford in September 2011 with the transition due for completion by the end of November.

BBC Radio 5 Live Sports Extra

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

Controller's vision for the service in 2011/2012

My ambition is for Radio 5 live Sports Extra to continue to help grow the audience for digital radio by offering more choice and a wider range of live sports coverage to sports fans. In the year when the station will relocate to its new Salford home, Sports Extra will continue its commitment to be the home of the best cricket commentary, from Test Match Special to the best in one-day cricket, using our unrivalled and award-winning team of commentators and summarisers.

The station will continue its commitment to feature a wide range of secondary fixtures and minority sports, including Olympic sports in particular. We will build on work done last year to broadcast more coverage of women's sports including the women's FA Cup Final and the women's Cricket and Rugby Union World Cups. We will aim to develop the way these sports are featured and the voices that commentate on them for us.

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

Adrian Van Klaveren, Controller, BBC Radio 5 live Sports Extra

Notable service developments in the coming year

- 5 live Sports Extra will begin its move to Salford in September 2011, with the transition due for completion by the end of November.

BBC Radio 1Xtra

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

Controller's vision for the service in 2011/2012

My ambition is for BBC Radio 1Xtra to continue growing its audience, whilst remaining a unique and distinctive service that complements Radio 1.

We began 2011 by introducing an exciting new daytime schedule that blends two fresh, up and coming stars, Twin B and Gemma Cairney, with two of black music's most respected presenters – Trevor Nelson and Westwood. Together with 1Xtra's team of specialist DJs, they will work to discover and help support the next generation of homegrown talent and showcase the best in new black music.

I will also be challenging production teams to create distinctive programming with similar ambition to last year's DJ Relay World Record attempt and 1Xtra Live, delivered across the range of digital formats frequented by our audience.

Andy Parfitt, Controller, BBC Radio 1Xtra

Notable service developments in the coming year

- We will work hard to develop Twin B's Breakfast Show, together with Trevor Nelson and Gemma Cairney's new solo programmes, introduced in January.
- Our specialist output will be showcased through a series of 'takeover' days, which will take daytime listeners deeper into each musical genre.
- The 1Xtra Stories documentary strand will mark the 30th anniversary of Bob Marley's death, explore the Mexican musical scene with International 1Xtra and feature a programme investigating the use of steroids.
- We will look to further build awareness for 1Xtra with a varied calendar of events ranging in scale from our flagship 1Xtra Live, down to smaller, more specialised nights like 1Xtra's Soundclash.
- A highlight in June will be a Dubstep Symphony, broadcast with Radio 1, a unique collaboration between electronic music producers Nero and the BBC Philharmonic.
- Online there will be emphasis on short-form audio and visual content, tailored and delivered in a way designed to reach new audiences for 1Xtra.

BBC 6 Music

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

Controller's vision for the service in 2011/2012

My ambition for BBC Radio 6 Music is to take its place within the BBC popular music portfolio, as the third of our popular music networks, alongside BBC Radio 1 and BBC Radio 2. It will remain a distinct service, whilst growing beyond its 1.2 million loyal listeners with an average age of around 37.

6 Music will also provide opportunities for the independent radio production industry to help create a hub of creative excellence in Salford, in partnership with our in-house teams, when independent production increases by March 2012. The arrival of Radcliffe and Maconie to 6 Music will also see our talent line up move to another level.

The network will continue to nurture its already strong relationship with the music industry, specifically artists and bands who are the alternative to the mainstream. Live music will continue to be a key feature of its personality and my aim is to be able to visualise these moments much more often.

Bob Shennan, Controller, BBC 6Music

Notable service developments in the coming year

- A new marketing campaign in April will use the key Music Trusted Guides from the network to help explain who the network appeals to. This is a direct response to recommendations from the BBC Trust to focus the service brief.
- A move away from “personality DJ’s” to authentic music broadcasters is now complete with Radcliffe and Maconie moving from Radio 2 to 6 Music in April. Adam & Joe will also start a new commission in 2011.
- Joint documentary commissions with BBC Radio 2 will grow, often with first plays on 6 Music. Relevant Radio 2 talent with new shows on Radio 2 and 6 Music will help drive awareness. These shows include Huey Morgan, Mark Radcliffe, and a landmark 50 part commission for Radio 2 for Stuart Maconie. Steve Lamacq retains his Radio 2 show as well as his key weekday show on 6 Music.
- The new Radcliffe and Maconie weekday daytime show will be independently produced, as will the weekend breakfast show. Total independent production hours will be around 20% by March 2012.

BBC Radio 4 Extra

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

Controller's vision for the service in 2011/2012

Radio 7 was launched in 2002 and has grown to be one of the most successful stations in the BBC's digital radio portfolio. With the network being rebranded from Radio 7 to Radio 4 Extra, I want to retain our loyal listeners and at the same time attract a new audience to speech entertainment radio.

We will strive to increase our listenership of one million by continuing to cherry-pick drama and comedy programmes with high production values which will engage, surprise and delight the audience. In order to maintain the network's distinctiveness, archive material will be repackaged creatively; for example, performers/contributors will introduce and discuss programmes and seasons, setting them in a contemporary context.

As primarily an archive entertainment network, we will continue to give listeners the opportunity to enjoy cherished programmes, both classic and contemporary from the BBC archives. At the same time we will refresh the schedule with commissions and acquisitions in popular genres to supplement the archive, giving listeners more of what they like.

Gwyneth Williams, Controller, Radio 4 Extra

Notable service developments in the coming year

The launch of Radio 4 Extra marks an exciting moment for BBC radio audiences and lays a cornerstone in the delivery of Putting Quality First. Radio 4 Extra will premiere and extend a number of Radio 4's most popular titles, while staying true to Radio 7's roots as a non-live entertainment station. The core elements of the Radio 4 Extra development are:

- Closer editorial ties with Radio 4, including extended versions of favourite Radio 4 weekly programmes (eg The Now Show and The News Quiz), the premiering of some comedy series prior to transmission on Radio 4, and the offer of further catch up opportunities for new Radio 4 comedy.
- A new comedy magazine will be launched, What's so Funny?, previewing comedy programmes and events for the coming week, interspersed with interviews with comedy performers.
- Children's programming will be reformatted, focussing on programmes with a family appeal. This will include a daily magazine series, The 4 O'Clock Show featuring quizzes, comedy clips, interviews and stories.
- A new young, classic drama slot at the weekend which will include dramatisations of popular titles such as Chitty, Chitty, Bang, Bang, The Wizard of Oz and The Silver Sword.
- Building on one of Radio 4's most popular brands, The Archers, with a new twice weekly, drama spin-off called Ambridge Extra.
- Doubling the level of cross-promotion from Radio 4 with the aim of boosting awareness and sampling. This will be supported by a complementary approach to scheduling and greater coordination during high impact seasons and anniversaries.
- Rebranding the station as Radio 4 Extra to accelerate success by using a familiar and well-loved brand.

BBC Asian Network

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

This Statement of Programme Policy has been written following the decision to include the future of the Asian Network in the Delivering Quality First project. This has overtaken the BBC Strategy Review of March 2010 which stated that the Asian Network should be closed as a national DAB service.

Following an increase in the audience of 25 per cent across 2010, there is a proposal for the service to remain as a national service for a further period. During this time, the cost per listener per hour will be reduced to be more in line with other digital networks through increases in weekly reach and hours, and a reduction in costs.

Controller's vision for the service in 2011/2012

The BBC is formulating its lead option for the future of the Asian Network and those plans will be presented to the BBC Trust for approval in this year. There are some exciting opportunities to serve the British Asian audience and my vision for this next year is to continue growing and improving our offer whilst preparing ourselves for the outcome of this review. I want us to build on the growth in reach and hours that we have seen in 2010 by cementing the success of our daytime programmes, particularly focusing on our successful breakfast programme with Tommy Sandhu. We will also aim to build our reputation for being the place where Asian communities can come together to find out more about themselves and each other, and to discuss their concerns and ideas openly. In music, we know we are a key part of the British Asian Music scene and we want to continue to support artists in what are difficult times for the industry.

Andy Parfitt, Controller, BBC Asian Network

Notable service developments in the coming year

Final decisions about the future of the Asian Network will be made in the next year. The management will aim for the station to be ready for this outcome. In particular we will aim to build further on our 2010/11 growth and continue to build our reputation with the UK Asian communities:

- Continue to increase reach by focusing on content relevant to British Asian communities, whilst maintaining quality and distinctiveness of output.
- Examine the schedule to ensure efficiency whilst continuing to reflect the strategy of being a 'friend to the family' and to celebrate the best in UK Asian culture.
- We will look to expand the range of programming coming directly from Asian communities. This will include Melas for music and entertainment but also we will aim to take a series of other live programmes on the road as part of a drive to connect more closely with audiences.
- 'Get Healthy' month. In May we plan a month of programming to help Asian communities understand why they suffer disproportionately from many diseases – and help them find ways of improving their own, and their family's health.
- 'In Conversation' events with major Asian stars and more Red Button offerings.
- Documentaries investigating topics of specific concern to the UK Asian communities.

BBC Online

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

Controller's vision for the service in 2011/2012

April 2011 will see the start of the two year-long plan to implement the renewed strategy for BBC Online. BBC Online will now comprise ten products each with a clear remit, an expectation in terms of public value generated, clear targets, supporting budget and organisational structure.

In additions to development of the ten products, emphasis is being placed on a small number of pan-BBC activities, which together will ensure the combination of the products is greater than the sum of their parts. Licence fee payers will gradually experience a more consistent and high quality visual experience no matter what device they use to access BBC content delivered over the internet. They will also find more accessible and rewarding linkages between BBC Online and other sites and services on the web.

These and other changes are the direct result of applying the corporation wide principles of the BBC's wider strategic review – putting quality first, doing fewer things better, guaranteeing access, making the licence fee work harder and setting new boundaries – rigorously to BBC Online.

Andy Conroy, General Manager BBC Online

Notable service developments in the coming year

- Consolidating the service around fewer products: BBC Online will take on a new shape during 2011/12, consolidating around ten audience-facing products⁴, giving greater clarity and coherence to the audience experience. The ten products are currently at various stages of maturity and will be developed accordingly:
 - significant refresh of existing products: Homepage, Sport, CBBC
 - development of new products: TV & iPlayer, Radio & Music, Knowledge & Learning
- Building up to London 2012: 2011/12 is a significant year of preparations for our coverage of the London Olympics. Development of the London 2012 offer will be largely completed during the year.
- Broadening horizons (contextual navigation): The ambition of 'broadening horizons' will begin to emerge across BBC Online. Users will not only find more accessible linkages between products within BBC Online but also between areas of BBC Online and other sites and services on the web.
- Delivering Editions (including Nations): The capability to publish Editions of products, tailored to users' perspectives (eg Nations editions of BBC Online products), will be delivered. The first instance of this will be the release of a new version of the Homepage.
- Applications and multiplatform versions of products: Following launch of the News application in 2010/11, 2011/12 will see the development of more applications for mobile and IPTV platforms, optimising the product set across platforms and devices. These will include Sport and TV & iPlayer.
- Develop more pan-BBC Online features: BBC Online will deliver richer and more consistent BBC Online to audiences through features including cross-platform availability, personalisation, sharing via social networks, support for multiple languages (both within the UK and globally), and a unique range of accessibility features. In 2011/12 progress will also be made with the rationalisation and retirement of a number of legacy technical systems to facilitate product and feature development.

⁴ Homepage, News, Sport, TV & iPlayer, Search, Weather, Radio & Music, Knowledge & Learning, CBBC, CBeebies

BBC Red Button

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

Controller's vision for the service in 2011/2012

BBC Red Button saw strong growth in 2010 but faces a number of challenges this year as broadcast capacity remains at a premium. In 2011, we will continue to focus on the activities that are most appreciated and valued by audiences, i.e. the provision of news and information content through digital text, and additional coverage of major live events.

With an increasing number of TVs now connecting to the Internet we intend to build on our successes in 2010 to educate audiences to the benefits of connectivity and Red Button can provide an important bridge to the future in this regard: from delivering a consistent and coherent BBC iPlayer proposition across connected TV devices and platforms in line with syndication guidelines; to building on 'red button' as the link between BBC linear, interactive and on-demand programming to help viewers to discover more of our portfolio, both current and archival.

We will also explore the potential of companion screen services to showcase online content relating to programme output.

John Denton, Managing Editor, TV Platforms

Notable service developments in the coming year

- **News:** Continuing to provide universal access to continuous news, weather and information through digital text and video to offer access to the BBC's highest quality multimedia News proposition.
- **Road to 2012:** As Britain looks forward to the 2012 games, we will show Olympic sports from around the world, especially those that feature Team GB participants. We will help bring the nation together to celebrate the exciting build up to 2012.
- **Children's:** Building on our existing provision for children, we will explore how new services delivered to the TV via the Internet will allow wider access to the BBC's portfolio of children's content including links to CBeebies iPlayer where appropriate.
- **Music for All:** We will continue to deliver a fantastic range of music for all ages and musical preferences, from Radio & TV Sessions through to our world class coverage of music festivals including Scotland's T in the Park, Radio 1 Big Weekend, Glastonbury, the Proms and alternative music output in 2012 when Glastonbury will not be running.
- **Red Button On-Demand:** We will create innovative experiences on emerging platforms, technologies and devices that offer audiences the benefits of streamed media including on-demand capabilities where available to enhance output such as Music Showcase. We will also begin exploring how we translate the BBC's Online Knowledge and Learning strategy to the world of connected television.
- **Celebrating Family:** Supporting TV events in the schedule with play-along quizzes that retain audiences and enhanced features that help celebrate a night in front of the TV; including key events such as the Eurovision Song Contest and extending our highly valued sing-along offering where appropriate.

BBC News Channel

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

Controller's vision for the service in 2011/2012

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

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

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

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

Kevin Bakhurst, Controller, BBC News Channel

Notable service developments in the coming year

- Special programming will be broadcast to mark and cover the Royal Wedding of Prince William and Kate Middleton, and also to mark the 10th anniversary of 9/11.
- There will be comprehensive coverage of the build-up and the results of the English council election; the Scottish Parliament elections; the Welsh and Northern Irish Assembly elections and the AV vote.
- Throughout the year we will bring coverage of the build-up to the London 2012 Olympics and Paralympics, including "One Year to Go" and New Years Eve.
- We will work with the BBC News website to develop and build on the Live Page (video and text) for major events.
- We will also continue to explore the opportunities offered by new technology for news channels, such as Twitter, with user generated content.

BBC Parliament

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

Controller's vision for the service in 2011/2012

BBC Parliament achieved record growth last year and I want to build on that performance with programmes and coverage of debates that give viewers the means to understand and engage with the fast changing political climate we find ourselves in. We will also develop more explanatory programming to meet the needs of our growing audience.

I also want to see BBC Parliament develop in a joined up way with Democracy Live, so that users of both services have access to the widest range of live and recorded programmes, valuable background information and have the tools to track the work of their elected representatives in Parliament.

Drawing on the success of our comprehensive coverage of the General Election last year, we will offer extensive coverage of the election campaigns this year for Holyrood, Stormont and Cardiff Bay and analyse the make-up of the new legislatures and their changing relationship with Westminster. We will also explore historic and cultural aspects of our parliamentary democracy through new landmark programming.

Peter Knowles, Controller, BBC Parliament

Notable service developments in the coming year

- In 2011/12 Westminster will take on a huge workload of Bills to reform public services (health, schools, localism and police) and the constitution (fixed term parliaments, the make-up of the House of Lords and the right to recall MPs). We will provide the context to understand this complex legislative programme through on-screen text and in interviews on The Record Review.
- BBC Parliament will show news conferences by campaigners in the referendum to change the voting system to elect MPs.
- The lectures and discussions at the Festival of Politics, from Edinburgh, will consider the new political landscape after the May elections.
- Marking the anniversary of the 1911 Parliament Act, the Speaker's lecture series will reflect on the most celebrated parliamentary figures from the last century. Highlights include Baroness Williams on Lady Astor, Sir Nicholas Soames on Churchill and Tristram Hunt on Tony Benn.
- On the 70th anniversary of the destruction of the House of Commons by German bombers we'll look at what happened on the night of the 12th May 1941 and at the years of reconstruction.
- To fulfil the BBC's plans for coverage of the Olympic Games, BBC Parliament bandwidth will be required for the duration of the event.

BBC Local Radio in England

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

Controller's vision for the service in 2011/2012

BBC Local Radio gives communities a voice in England. In a radio landscape in which commercial stations are consolidating and becoming less local, a speech service which reflects localities, provides a platform for their issues, and offers intelligent debate is, I believe, increasingly important.

Our focus this year is on improving the quantity and quality of speech. As a result of the work we've already done audience numbers have grown over five consecutive quarters. The BBC's College of Journalism will continue to provide structured support for the development of news, current affairs and debate at mid-morning and drivetime.

We will continue to forge a closer relationship with our online offering and increase the use of social media, as this offers our stations valuable new opportunities to originate stories and connect with new listeners via the internet.

David Holdsworth, Controller, English Regions

Notable service developments in the coming year

- BBC Local Radio will evaluate pilots which are under way in two regions to share programmes between neighbouring stations in the afternoons
- A project is under way to increase the level of resources devoted to mid-morning programmes, with an increased focus on involving listeners in debates on the main topics of the day.
- A review of news bulletins across all the stations will aim to further improve production standards and the range of content.
- Better liaison and cross promotion between local and network radio is also planned after encouraging pilots, for example the "Living Longer" investigation into the ageing population with Radio 4's You and Yours.
- As of early 2011, each Local Radio station has a dedicated programme which is aimed at making local bodies such as councils, the police, agencies and quangos directly accountable via phone-in, debate and other programming. We look forward to these becoming Local Radio cornerstones which support active citizenship and local democracy.

BBC Local Radio stations in England

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

There are 40 BBC Local Radio services in England, plus opt-out services covering Dorset (Solent), Milton Keynes (Three Counties), Peterborough and the Fens (Cambridgeshire), Swindon (Wiltshire) and Plymouth (Devon).

BBC Radio Scotland

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

Director's vision for the service in 2011/2012

In the year ahead I want BBC Radio Scotland to build on the success of the schedule changes introduced over the previous twelve months. These changes were driven by what listeners told us during an extensive audience research project. Those listeners wanted more high-profile presenters in the daytime schedule and a refreshment of formats and presenters in the evening speech programmes.

Presenters such as Kaye Adams and John Beattie are already helping us attract bigger audiences and many listeners feel they now have a stronger emotional connection with the station. Similarly new voices such as Ricky Ross and Bruce McGregor have brought new expertise and enthusiasm to our music programmes and help meet the audience demand for our programmes that reflect contemporary Scotland.

In the coming months I hope we can offer many more high quality programmes across all genres, including comedy, drama and factual documentaries. Our Sports programming is already hugely popular but, again, we will continue to review formats.

BBC Radio Scotland serves listeners best in times of crisis, emergency or breaking news and we'll develop our journalism information and weather service to ensure that we have the capability to respond to unfolding events at all times of the day.

Ken MacQuarrie, Director, BBC Scotland

Notable service developments in the coming year

- BBC Radio Scotland will exploit the resource of a 24/7 newsroom to launch a live early morning 'news briefing' programme.
- The Scottish Parliamentary election campaign and its results will get extensive coverage during April and May 2011 and will involve news, analysis, debate and listener participation.
- Sport programming will follow Scottish competitors as they prepare for the Olympic and Commonwealth Games. We will examine the impact of the Commonwealth Games preparations in Glasgow.
- We will launch a major series exploring the history and future of Scotland's universities.
- Investment will continue in quality comedy, drama, original journalism, and in efforts to include and reflect the diversity of the Scottish population in urban and rural areas.
- Special seasons and themed weeks will cover topics such as the Pakistani community in Scotland and notions of fatherhood and masculinity in Scottish society.

BBC Radio nan Gàidheal

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

Director's vision for the service in 2011/2012

Over the coming year BBC Radio nan Gàidheal will continue to serve its audience in its unique role as a service where Gaelic is spoken and can be heard every day.

Last year we introduced the lunch-time Feasgar programme with Cathy MacDonald. This year Radio nan Gàidheal will seek to provide even greater diversity in its schedules, engaging with a variety of age groups by developing its use of social media and nurturing on-air talent.

In the year ahead I want to ensure a fresh emphasis on collaboration and I expect Radio nan Gàidheal to continue to pursue partnerships which help to secure the best value for its audience. I hope we will be able to build on the legacy of the award-winning Bliadhna nan Òran project increasing access to and understanding of the riches contained in the BBC Gaelic archive.

Ken MacQuarrie, Director, BBC Scotland

Notable service developments in the coming year

- The experience of the tri-media Gaelic coverage of the 2010 General Election will inform and enhance coverage of the 2011 Scottish Parliamentary Election for the Gaelic audience.
- Building on the audience appreciation of the Bliadhna nan Òran / Year of Song model, the celebrations of Scotland's Island Culture will be an editorial priority for the service across the year.
- Working in collaboration with partners MG ALBA, comedy and satire will make a return to the Radio nan Gàidheal schedule, providing development opportunities for writing and on-air talent.
- The Radio nan Gàidheal schedule will continue to provide a home for Gaelic and traditional music while also offering audiences of all ages the opportunity to engage with a wide variety of musical genres, including live music, in a Gaelic language-speaking environment which is relevant to them.

BBC Alba

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

Director's vision for the service in 2011/2012

BBC Alba, which the BBC delivers in partnership with MG ALBA, will continue to reflect traditional and contemporary Gaelic culture. It will offer fresh and new insights and meet the needs of Gaelic speakers and those learning the language, while actively seeking to reach out to and connect with new audiences through a relevant and appealing programming. As part of the portfolio of BBC Scotland services it will feature content which is culturally distinctive and which delivers added value to audiences.

In the coming year BBC Alba will report on the issues that matter to the audience, reflecting the lives and experiences of communities of interest across Scotland through programmes which have wide audience appeal.

BBC Alba is the natural home for celebrating the culture's rich musical heritage. Events such as Celtic Connections, RockNess, the Blas music festival and the Mod will be among the highlights for 2011/12.

Ken MacQuarrie, Director, BBC Scotland

Notable service developments in the coming year

- BBC Alba will be made available on the Freeview (DTT) and Cable platforms in 2011, extending the service to new audiences across Scotland.
- Experience gained in covering the 2010 UK General Election will provide the foundation for coverage of the 2011 Scottish Parliamentary Elections.
- The European current affairs series Eòrpa, the acquired documentary strand Soillse and the innovative World Indigenous Television Network (WITBN) programme exchange scheme will provide viewers with a broad perspective on world issues.
- There will be live coverage of Magners League rugby and football from the Scottish Premier League will also feature.
- Gaelic-speaking children will be supported through informal learning opportunities within the regular pre-school schedule and with originated series such as Dè a-nis? and Gleusta.

BBC Radio Wales

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

Director's vision for the service in 2011/2012

My vision is for Radio Wales to drive distinctive, compelling content that reflects, analyses and celebrates Wales and its people. With an increasingly devolved political settlement and a sharp reduction in locally produced commercial media, the public value, relevance and distinctiveness of the station will continue to grow.

Over the past year, we have successfully strengthened our journalistic offer on Good Morning Wales, Jamie and Louise and the Radio Wales Phone-In while introducing a new political programme, Sunday Supplement. We propose to continue this evolution by harnessing the expertise of BBC Wales' correspondents and specialist reporters to increase the originality of Good Morning Wales in particular.

BBC Radio Wales will remain at the heart of events that bring the nation together, with comprehensive coverage of both the National Assembly Elections in May and the Rugby World Cup in September. The station will nurture new Welsh talent both through music and comedy, where we will look to introduce a new stand-up format. Programming which helps audiences learn about Wales will be a key part of our mix, including programmes exploring the history of Wales as part of a multiplatform BBC Cymru Wales season.

Keith Jones, Director, BBC Cymru Wales

Notable service developments in the coming year

- Good Morning Wales, the Radio Wales Phone-In and Good Evening Wales will tour Wales to engage with and inform the Welsh electorate ahead of the Assembly Elections in May.
- Despite a lack of commentary rights, we'll have reporters in New Zealand to bring to life Wales' quest for the Rugby World Cup.
- Daytime programming will be strengthened with additional knowledge content in Roy Noble and with a greater editorial focus on Welsh arts, entertainment and culture in the third hour of Jamie and Louise. Live music will play a greater role in daytime programmes, building on the success of the annual Radio Wales Music Day.
- Our built feature highlights include seasons on Education, Rural Wales, as well as a season marking the first twelve months since the Government's budget measures were unveiled. Former First Minister Rhodri Morgan presents an empowering series on life after 60; and we go behind the scenes with soldiers on their way to Afghanistan as we explore Life in a Battalion.
- We will continue to strengthen our comedy output, including a new sitcom devised by Ruth Jones and the introduction of a new stand-up format in 2012.

BBC Radio Cymru

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

Director's vision for the service in 2011/2012

My ambition is for Radio Cymru to continue to be the most listened to station amongst Welsh speakers, and continue to deliver a uniquely distinctive and high quality service for our audiences with a wide variety of programmes which are engaging and relevant to Welsh speakers.

High quality journalism throughout the day will remain a priority. We will aim to deliver a greater proportion of original stories from within Wales whilst continuing to cover international stories from a Welsh perspective.

We will continue to be a major champion and platform for Welsh language music and culture. We will provide extensive coverage of events such as the National Eisteddfod; the Urdd Eisteddfod and other events of national importance.

I want Radio Cymru to be the station that unites Welsh speakers and for the service to reflect the issues that are of importance to them.

Keith Jones, Director, BBC Cymru Wales

Notable service developments in the coming year

- We will provide comprehensive coverage of the Welsh Assembly Election. Coverage will include a tour around Wales. We will explain the issues and themes to our audiences in a challenging and engaging way.
- Live events will include the Urdd Eisteddfod and the National Eisteddfod, which celebrates its 150th birthday in Wrexham this year. We will also cover other events which are of interest to our audiences including the Cerdd Dant Festival; Royal Welsh Show; and Young Farmers Eisteddfod.
- The Rugby World Cup in New Zealand in the autumn will form an important part of our sports coverage as we follow the Welsh team. We will also start to cover the build up to the Olympic Games in 2012 and to follow some of the Welsh competitors' journeys.
- We will work with the interactive department on a new approach to the delivery of Welsh language and Radio Cymru online content through the introduction of 'nations editions' and a radio product.
- We will continue to showcase new Welsh language music and new talent. Coverage will include live sessions on C2; our young bands competition and several specialist music programmes during the year as well as a second series of the Radio Cymru talent show Cyfle Cothi.
- We will create greater impact with our quality offerings in the field of radio drama, comedy, features and documentaries and will further highlight our innovative ideas and projects by putting more effort into trailing, press and social media coverage whilst also building on our partnership ties in the communities of Wales.

BBC Radio Ulster/Foyle

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

Director's vision for the service in 2011/2012

BBC Radio Ulster/Foyle has maintained its position as Northern Ireland's 'national' radio station for over 30 years – and through often difficult times for the wider community. Political and social life has changed significantly in recent years and our output has sought to keep pace with these developments.

Innovation and renewal are constants in our work – seeking out new talent and ideas and finding ways to better reflect the diversity of everyday life.

I recognise the fundamental importance of our news service and the value which audiences attach to their involvement with our programming through phone-ins, outside broadcasts and events. I want to ensure that we build on these strengths over the coming year.

We will continue to develop programme formats and talent across the schedule and will seek to increase the impact of our work, getting even closer to audiences and working in partnership with a range of external organisations. We will also enhance our coverage of sport and will bring big subjects, community and cultural events to life for the whole audience.

All of this work will be based on a close understanding of audience needs.

Peter Johnston, Director, BBC Northern Ireland

Notable service developments in the coming year

- We will provide extensive coverage of the NI Assembly and local government elections in May 2011.
- We will deliver an ambitious week of programmes as part of Wild Week, with special features, outside broadcasts and events.
- We will increase the number of Sports bulletins, facilitating easier access to news and updated information about local fixtures and events.
- We will deliver a range of high-impact audience events – showcasing new and established talent and creating a unique sense of BBC occasion for our audiences.
- We will continue to develop and refresh our news output, reflecting social, economic and political developments and their impact on local audiences.
- We will review the impact of recent schedule changes to BBC Radio Foyle as part of our commitment to serving audiences in the North-West.
- We will develop a mix of programmes making use of the BBC's local programme archive and will explore ways in which we can encourage talent, voices and ideas that are reflective of contemporary life.