



BBC Executive Board

**Work Plan and Statements of
Programme Policy 2014/15**

May 2014

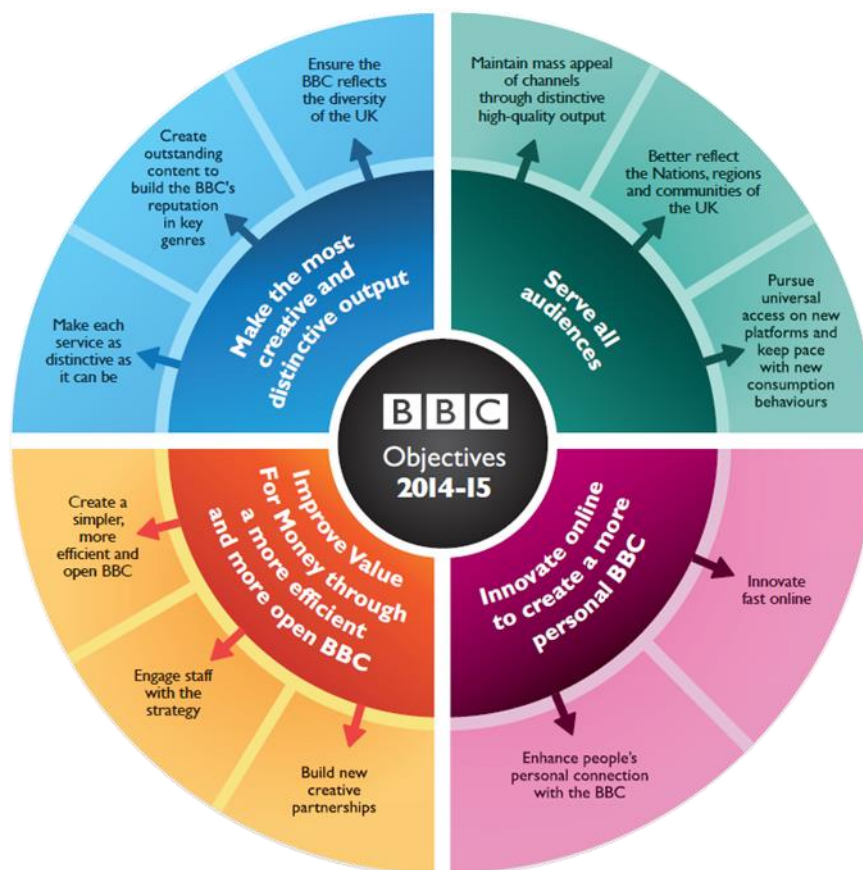
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I Strategic overview of the year

In October 2013, the Director-General set out a new direction for the BBC. Since then the Executive has been working with the BBC Trust to agree a single set of strategic objectives that match our long term aims and ambitions. These are grouped under four main areas of focus:

BBC Objectives



These objectives are designed to be clear and simple, and guide all aspects of the BBC's activity. They will be communicated to management and staff to ensure that the whole organisation is working towards the same ends. The Executive Board has also agreed a series of specific initiatives to deliver these objectives during 2014/15, described in more detail on the following pages.

These objectives come at a time of sharply declining income. Licence-fee funding for the BBC's UK services is expected to be 26% lower in real terms 2011/12-2016/17, due to the cash freeze in the licence fee and new and existing funding obligations. To meet these reductions and generate funding for investment in vital new strategic initiatives, the BBC will deliver significant savings over this period. These include £700m per year by 2016/17 under the 'Delivering Quality First' programme, plus a further around £100m per year as part of our most recent plans. This has already involved making some tough choices – most notably the decision to move BBC Three online (subject to Trust approval) - and we cannot rule out other difficult decision in the future. Further detail on our budget for 2014/15 is provided in Section 2 of this document.

1.1 Make the most creative and distinctive output

To bring the best to everyone, we need to make and commission the best programmes, content and services. The BBC has always aimed to make the good popular and the popular good. Our future vision is bolder even than that – we must be prepared to make something because, creatively or artistically, it is the right thing to do; because the idea is outstanding, unprecedented, or exciting; because no one else would dare.

In 2014/15 we will pursue five main initiatives to deliver against this objective:

- **Deliver exceptional coverage of WWI centenary, Scottish referendum, FA Cup, Commonwealth Games.** Our coverage of the World War One centenary is already well underway, with a huge range of programming and material across TV, radio and online. This autumn will see the return of the FA Cup to the BBC, as well as the Scottish Referendum in September. Plans are being developed to increase coverage of the referendum across the year.
- **Invest in original journalism, local news services and global News programmes and services.** Our ambition is to be the most respected news organisation in the UK and the world, as well as the most used and most trusted. We have set ourselves the ambition to double our global audience by 2022 to half a billion.
- **Deliver distinctive new arts and music programming.** We want to be the world's best arts and music broadcaster and in March 2014 we made the BBC's greatest commitment to arts for a generation. Arts will take centre-stage across the BBC with a new topical strand taking audiences to music and arts events across the UK. There will be a new online service, closer engagement with artists and institutions, more distinctive arts content across all the BBC's channels, and stronger leadership for the arts. We are already the biggest arts broadcaster anywhere in the world – but our ambition is to be even better. We will also shortly be announcing our plans in Music.
- **Plan three years of exceptional TV drama.** The Trust has made it a priority for the Executive to improve the quality, variety and originality of new drama on BBC One. Our proposals to make BBC Three an online-only service (subject to Trust approval) will free up the resources to help us do this, and we are planning a range of high quality commissions over the coming years.
- **Make the most of our IP and optimise income.** The past year has seen the BBC public service seeking to work more closely with BBC Worldwide to maximise the global potential of its key brands and genres. BBC Store has also now received approval from the BBC Trust. Store will make the BBC's programming, including archive content, available on a commercial basis: in the same way that audiences purchase DVDs of BBC programmes, BBC Store will enable them to purchase and keep digital copies for their on-going personal use.
- **Ensure the BBC reflects the diversity of the UK.** This is a major priority for us. The Trust has also made it a priority for the BBC to better reflect the diversity of the UK in its workforce and output. Firstly, we will set new targets for the diversity of our workforce and continue to expand our apprenticeship programme, adding another 45 apprentices in 2014/15, helping to bring in new talent from a wider range of backgrounds. But we want to do more than this and as such have further plans in development.

1.2 Innovate online to create a more personal BBC

The BBC Executive and Trust have agreed that innovation should be a greater priority for the BBC and one of its top-level objectives. This frames our ambition to begin building a more personalised BBC, with recommendations, participation and a two-way relationship with our audiences. This is the start of a journey towards ‘my BBC’ or ‘our BBC’ and a greater sense of ownership amongst licence fee payers. Innovation at the BBC will focus on building a BBC that is more personal, social and mobile.

Our priorities in this area include:

- **Make BBC iPlayer the best online video and audio player in the world.** In March 2014 we launched a new version of BBC iPlayer, and we will continue to improve the service by extending it in three ways (subject to approvals where necessary). Firstly, by offering more content, secondly by developing a truly online TV and radio experience and, finally, by making all of this content easier to browse, discover and enjoy. We already have approval to extend the catch-up window to 30 days. We plan to extend this to more archive material, BBC iPlayer-specific commissions, and the launch of BBC Store – a way to buy a whole range of programmes to watch and keep forever. Over time we expect BBC iPlayer to evolve in to the home of ‘online TV’ and ‘online radio’ – a refreshed experience that makes fuller use of the opportunities presented by the Internet, personalisation, mobile and social media.
- **Review the BBC Online product set.** We are currently reviewing our portfolio of online products to ensure it is equipped to serve existing and new audiences as well as possible. The internet is constantly evolving – and the BBC’s offering needs to reflect that evolution. This work has been undertaken within the context of the BBC’s overall strategic objectives and the main technological and editorial trends in the online world.
- **Deliver new digital propositions including BBC Playlist and The Space.** In music, we have launched BBC Playlist, an embryonic digital music product to help audiences discover, share and listen to new music. We will continue to develop this over the course of the year. We will also re-launch The Space, our pioneering online partnership with Arts Council England and others in June 2014 where we’ll work with artists and performances from all creative industries and art forms to commission new kinds of digital art and digital performance, and to find the next generation of talent. We will set up a new “digital innovation unit” in Birmingham to focus on next-generation content aimed at younger and diverse audiences.
- **Deliver the first phase of personalisation.** Creating a more personalised BBC will involve developing a set of features that will allow audiences to interact with our services in new ways. A major project is currently underway to build the necessary functionality across the BBC’s platforms, and we will be monitoring the number of users of the BBC’s services that choose to sign in with their BBC iD, as an indication of the impact of this programme on audiences.

1.3 Serve all audiences

The BBC maintains a very strong relationship with the public through its programmes and services, reaching around 96% of people every week for an average of more than 18 hours each. BBC Television reaches 84% of the UK public every week, BBC Radio 67%, and BBC Online and Red Button combined reach 65%. This year we will continue to strive to offer something of quality and relevance to everyone, and to deliver all the BBC's services to all audiences.

TV channels and radio stations are not going away. They bring millions of people around the UK together and audiences vote for them with their eyes and ears every single day. Our first objective in this area is therefore to maintain the mass appeal of our channels through distinctive, high-quality output – specifically we will:

- **Enhance the distinctiveness of BBC One.** We want BBC One to remain the nation's favourite and bravest channel, with a focus on thriving drama and entertainment.
- **Launch a BBC One +1 channel** (subject to approval from the BBC Trust). This is what audiences expect, especially younger audiences, and it means people can get more of what they've already paid for.
- **Refocus BBC Two and Four.** We want a BBC Two that is broad and popular, while BBC Four will return to its original role – a channel of culture, wit and ideas which makes the most innovative content on British television.

However, we also recognise that audience behaviours are changing, particularly amongst young people. Our second objective is therefore to pursue universal access on new platforms and keep pace with new consumption behaviours. This means we will:

- **Develop new and exciting ways of serving young people, including planning for an online BBC Three.** The move of BBC Three off linear platforms is proposed to take place – subject to Trust approval – in autumn 2015. In its place we plan to develop an ambitious, future-facing new version of BBC Three online, an opportunity for both radical thinking and unprecedented collaboration both inside the BBC and with our audiences and creative partners outside the Corporation. It will continue to have the things we all cherish most about the service – innovative comedy, unrivalled current affairs for young people, incisive and entertaining factual, and original entertainment. But it will also have the freedom to break with tradition – a creative opportunity to develop new formats and to reach young audiences in new ways.
- **Free-to-air platform strategy.** The BBC delivers free access to its services by working in partnership with other stakeholders to sustain the Freeview, Freesat and YouView free-to-air platforms. Over the last year the BBC has agreed new development strategies and funding arrangements which will secure the continued success of these ventures. These changes will promote and enable easy and low cost access to HD channels, BBC iPlayer and new services (like Connected Red Button) for the largest possible number of free-to-air viewers.
- **Improve the way we measure connected audiences.** As audiences spend more and more of their time with the BBC online, we need to develop a richer understanding

of their behaviour, requiring new and more sophisticated approaches to measurement. BBC Three will be a pathfinder for this change in the coming years.

The BBC needs to continue to better reflect the different nations, regions and communities of the UK in all of our activities. We will continue to build on our success in creating sustainable production hubs outside of London. With the recent appointment of a Director, England our particular focus this year is on improving the BBC hubs in England. Building on the success of BBC North in Salford, our efforts this year will be on developing the production hubs in Birmingham and Bristol.

We will also seek to improve the way that the BBC reflects the whole of the UK through on-screen portrayal.

1.4 Improve value for money through a more efficient and more open BBC

A key ambition for the Executive over the next year will be to create a simpler, more efficient and more open BBC. We have already taken steps to reduce the number of pan-BBC boards, improve individual accountability, and clarify the governance role of the BBC Trust. During 2014/15, we will continue our efforts in this area, with a focus on the following priorities:

- **Delivering the next phase of budget savings.** In order to fund our new ambitions, the BBC will have to save an extra £100m per year by 2016/17, on top of the savings already required by *Delivering Quality First*. We have asked divisions to develop plans for achieving target, and will begin implementing these plans this year. More detail on the BBC's financial plans for 2014/15 is contained in the Budget section below.
- **Deliver the efficiency and simplicity review.** In February 2014 the Director-General announced an efficiency review, to be led by the BBC's Managing Director of Finance and Operations, Anne Bulford. The BBC's budget for the next three years will see us shift around 4% more of the licence fee into our content budget, but the review will benchmark the organisation against others in the market to see if we can go further.
- **Ensure firm control of overall headcount.** As part of the efficiency review we will look further at the BBC's headcount and staffing profile. This will include continued reductions in the number of senior managers.
- **Continue with the new publications schedule.** The BBC already leads the public sector in publishing information on internal reviews and enquiries, pay and expenses, decision-making processes, and data on audience performance. This year we will continue our efforts in this area, as well as introducing new approaches to transparency.

This year we will also pursue the following initiatives to improve the way the organisation works:

- **Build new creative partnerships.** Our plans in the arts include a range of exciting new partnerships with cultural organisations around the UK, including The Space, discussed above. The BBC has also announced the creation of the Guerrilla Group, a new digital innovation unit, and is working together with the Creative City Partnership in Birmingham to allow the group to sit alongside, and work with, some of the city's most dynamic and creative SMEs.
- **Increase the engagement of our staff.** The BBC recently announced a new Director of HR, to start in August 2014. A priority for the new Director will be to raise the engagement of staff with the strategic direction of the BBC. As a first step, we are currently conducting a review of Internal Communications, seeking to learn from the success of BBC North in Salford.

1.5 Temporary services

In order to provide the best possible coverage of events for our audiences, the BBC occasionally launches temporary services. These must demonstrably contribute to the fulfilment of one or more of the BBC's public purposes, and adhere to the following three principles:

- a) Value for money – oversight of all new activity to ensure as much shared learning as possible, and best use of limited resources
- b) Market impact – that temporary services are of an appropriate scale, scope and duration
- c) Platform neutrality – that temporary services are so far as practicable offered to platforms on a fair, reasonable and non-discriminatory basis.

As of this year, the BBC has an obligation to provide and publish a provisional list of temporary services that we plan to launch during 2014/15. Our plans are:

- Glastonbury in June 2014, where we plan to make extended coverage available on Red Button streams.
- Wimbledon from 23 June to 6 July 2014, which we plan to make available on Red Button streams.
- The Commonwealth Games in Glasgow from 23 July 2014 to 3 August 2014, which will be available on BBC Three in SD and HD (with extended hours), and on an additional 15 SD and HD Red Button streams.
- Specialist music: BBC Radio is planning pop up station around four major specialist music events in May, November and February. Each of these would have dedicated digital radio stations during the events and possibly in the days running up to each event.
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The BBC will provide full details of each service no later than 28 days before its planned launch.

2 BBC budget 2014/15

2.1 Introduction

The BBC's unique funding basis places specific financial responsibilities on the organisation, specifically:

- To maximise licence fee income through its efficient and effective collection.
- To optimise funding from other sources, but to do so in a way that is consistent with the terms of its charter and other obligations,
- To provide value for money by concentrating expenditure on the services and content that the licence fee payer most wants from the BBC, and
- To ensure that this output is then delivered as cost-efficiently as possible.

This is a budget which is based on the delivery of the DQF strategy, but then goes further to include a set of new initiatives to meet our goals for online innovation, making creative content, and serving all audiences.

2.2 Current Funding position

The Budget is built on the agreement with the Government in October 2010 that the licence fee should remain at £145.50 through to the end of the Charter and that, in addition, the BBC would fund the extra broadcasting-related activities of BBC World Service, BBC Monitoring, an expanded partnership with S4C and support new local television services and broadband roll-out. Most of these new obligations started in the financial year 2013-14, but 2014-15 is the first year when the BBC World Service will be licence-fee funded.

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

2.3 Budget detail

Licence fee income

As in recent years and as it will be for the remainder of the Charter period, the licence fee for the year has been frozen. Growth in licence fee income to £3,762m will come from an assumed rate of growth of 0.6% in the number of households paying the licence fee. Despite the current difficult collection environment, no increase in evasion rates is planned, and it is assumed that the current evasion rate can be maintained. As a result of the renegotiated contract with Capita for the collection of the licence fee, no increase in collection costs is planned for 2014-15.

In addition, the BBC will continue to generate income from its trading and commercial operations which include BBC Worldwide, Global News Limited, and Studios & Post Production.

Financial plans

The 2014-15 base budget delivers a deficit of £390m - primarily as a result of meeting new obligations to fund World Service (ahead of DQF-led savings delivered in later years) and pension deficit cash payments. The deficit will reduce in 2015-16 and 2016-17, as DQF savings are delivered and income and expenditure come back in balance.

The total content budget increases from £2.5bn to £2.8bn, largely driven by the inclusion of World Service content spend (£217m) for the first time as World Service is funded through the licence fee. There is also incremental editorial funding for The Scottish Independence Referendum and the 2014 Commonwealth Games in Glasgow, as well as a cyclical allocation for the 2014 World Cup in Brazil.

Capital funding for the redevelopment of the *EastEnders* production site in Elstree is provided, as well as for initial work on New Broadcasting House in Cardiff – although the latter is still subject to Trust approval.

There is a significant investment in new initiatives in 2014-15, largely funded from existing strategic reserves. The BBC is building on its track record of delivering efficiency and productivity savings and these will continue to be pushed hard. However, based on the BBC's current constraints and financial risks, scope savings will be needed in the medium term to afford these new ambitions. Further scope reductions (other than those already proposed under DQF) have been avoided for 2014-15.

An increase in capital expenditure on equipment and technology to £170m is planned for 2014-15 which reflects the inclusion of World Service's capital spending this year but also our announced plans for the *EastEnders* plot in Elstree and initial work on our new premises in Cardiff.

2.4 Spend by service licences

In 2014-15 the BBC is planning to spend £2,474million on those services historically funded from the licence fee, as well as funding its new obligations for the World Service operating licence. This is a small year-on-year increase, principally on BBC One, reflecting the major sports events scheduled for 2014 as well as additional investment in BBC One content.

Service Licence	Planned spend 2014-15 £m
BBC One	1,180
BBC Two	397
BBC Three	86
BBC Four	44
BBC Alba	6
CBBC	77
CBeebies	28
BBC News Channel	48
BBC Parliament	2
Television	1,868
BBC Online and Red Button	126
BBC Radio 1	40
BBC Radio 2	46
BBC Radio 3	40
BBC Radio 4	90
BBC Radio 4 Extra	5
BBC Radio Five Live	50
BBC Radio Five Live Sports Extra	2
BBC Radio 1Xtra	6
BBC 6 Music	8
BBC Asian Network	6
Network Radio	293
English Regions	118
BBC Radio Scotland	21
BBC Radio nan Gaidhael	4

BBC Radio Wales	14
BBC Radio Cymru	12
BBC Radio Ulster/Foyle	18
Regional Radio	187
Service Licence Spend	2,474

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

Key changes to note over the current year are:

- Spend on BBC One increases significantly in 2014-15 to reflect the additional costs of the major sporting events in 2014 (especially football World Cup in Brazil, the return of the FA Cup and the Commonwealth Games in Glasgow) as well as other editorial features including Scottish Referendum)
- Nineteen of the 27 service licences are expected to show a reduction or no increase in the year as DQF savings are delivered to afford the BBC's new obligations.
- A new Operating Licence has been established to cover the content and distribution costs of the BBC World Service.

2.5 Other BBC spend

Other costs budgeted for the year include further content spend of £140m, which is not ascribed to individual service licences. This is significantly increased over 2013-14 to reflect new investment in - personalisation and developments to BBC iPlayer.

Distribution of the BBC's services will cost £236m. There are a number of infrastructure and support costs which are funded from the licence fee, including licence fee collection costs of £106m, central property costs of £146m, technology costs of £175m, and costs to cover the deficit on the BBC's pension fund of £163m.

A further £271m has been budgeted for the new obligations which include S4C (£76m) and UK Broadband rollout (£150m). This is on top of the costs of the World Service operating licence.

The BBC's total expenditure in the year (including restructuring costs) is budgeted to be £4,294m and will be funded from the licence fee and other income as well as from opening cash reserves.

Licence fee funded activities (£m)	2014-15
Income	3,904
Content and its distribution (incl. World Service)	3,067
Support costs	771
Restructuring costs	22
Pension deficit	163
Net surplus before new obligations	(119)
Other new obligations	271
Deficit	(390)

Income includes £100m of income not generated through the licence fee and dividends received from the BBC's Commercial activities.

Key Budget Risks

The current environment for licence fee collection poses risk to the BBC's income projections, and in regard to licence fee income, increased use of new technologies is regarded as probably the most significant risk, although there are parallel risks for both evasion rates and household growth. Current assumptions for household growth and evasion reflect the latest economic outlook for the UK economy.

The current economic environment is also placing pressure on other income streams.

In common with many similar organisations, the very low current gilt yields are affecting the BBC's pension scheme and have caused a large increase in the deficit on the BBC's pension schemes which crystallised in the recent actuarial valuation. The BBC does not currently consider this a major financial risk as a new repayment profile has now been formally agreed with the Scheme Trustees which addresses the risk.

Although there is still an element of risk to the delivery of the current savings targets, especially in the face of some specific inflationary pressures, most of this risk relates to future years with limited exposure for 2014-15.

3 Statements of programme policy

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

BBC One

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

Controller's vision for the service in 2014/15

BBC One continues to maintain its position as the most watched channel in the UK. In 2013 over 75% of the population watched BBC One every week, making it the widest reaching channel in the country by a considerable margin. To continue this growth, my ambition is for BBC One to speak to everyone in the UK through programmes that celebrate the rich complexities of life in new and surprising ways, appealing to all BBC audiences and expanding our connection with our hard to reach audiences. All our genres play a vital role in this, ensuring that our content has the very best production values and powerful story telling at its heart.

Drama will provide a platform for on and off screen talent to flourish and will continue to provide diverse stories with broad appeal. In Factual unique access documentaries will make for compulsive, talked about viewing and hard hitting journalism will continue to ask difficult questions. In Comedy and Entertainment much loved brands will return and with them a wave of new programmes, establishing the next generation of mainstream hits with mass appeal.

We will also continue to be the go-to channel for the Nation's most memorable events, from witnessing some of the world's finest athletes compete in the Commonwealth Games, to the moving and memorable ceremonies remembering those who died in WWI, to the nail biting drama of the World Cup and the spectacular firework extravaganza on New Year's Eve.

Charlotte Moore, Controller, BBC One

Key service developments

- **Diverse drama reflecting the lives of our audience:** BBC One is proud to launch a raft of powerful dramas this year. Common by Jimmy McGovern will tackle the much debated issue of Joint Enterprise. From Here to There looks at the impact of the Manchester bombings in the 80's and Happy Valley is a dark look at suburbia from the pen of Sally Wainwright. Kay Mellor's drama In The Club follows the varied lives of a group of expectant mums and Esio Trot sees Roald Dahl's charming tale brought to life by the Oscar winners Dame Judi Dench and Dustin Hoffman. In addition The Village, Last Tango in Halifax, Atlantis, The Musketeers, and Dr Who, with Peter Capaldi driving the Tardis, will all be returning
- **Reputational, and entertaining factual that serves wide audiences:** Two documentary series will uncover two very different worlds when BBC One is given unique access to The Met and KFC. The Gift is an emotive factual series which follows people as they go on a journey to find and thank those who changed their lives. Life Story is the new groundbreaking wildlife series from our Natural History Unit that will be fronted by Sir David Attenborough, and the channel will also spend time with more pound shops, more wheelers and dealers and a very memorable family-run scrapyards in the North East
- **Ambitious entertainment that appeals to all generations:** As well as seeing the return of big hitters Strictly Come Dancing and The Voice, BBC One will launch Let's Get Ready to Tumble which will entertain families across the country as they witness an all-star cast trained by professional and unforgiving gymnasts in a matter of weeks. Rob Brydon's Guess List is the gameshow with no escape for our unsuspecting panel of celebrities. Much loved entertainer Peter Kay also comes to BBC One with his new sitcom Car Share and The Great British Bake Off joins our raft of ever popular entertaining competition shows

BBC Two

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

Controller's vision for the service in 2014/15

BBC Two enters its fiftieth year of broadcasting on thoroughbred form, offering some of the most distinctive and challenging mainstream programmes on the BBC and having increased its peak time share over the year. It is a tribute to the outgoing Controller Janice Hadlow that she leaves the channel in such fine shape.

Drama and comedy are firing on all cylinders with a number of outstanding landmarks including Stephen Poliakoff's *Dancing on the Edge*, Jane Campion's *Top of the Lake*, Paula Milne's *The Politician's Husband* and the genre bending feats of *The Fall* and *Peaky Blinders*. Signature comedy included James Corden's *The Wrong Mans*, *Inside No 9*, Charlie Brooker's *Wipe* and *The Ambassadors*. Treats to come include Hilary Mantel's epic *Wolf Hall* An Honourable Woman from Hugo Blick and a musical from Victoria Wood.

Blue chip factual continues to be a defining feature of the channel ranging from Simon Schama's *Story of the Jews* to Howard Goodall's *Story of Music* and Amanda Vickery on *Women and Art*, with new series to come from Amanda Vickery on *Women and Art*, David Reynolds on the *First World War*, and Brian Cox on the *Human Universe*. Diversity will be a keynote of BBC Two in 2014 with major series on the Commonwealth soldiers of WWI, everyday life in Brazil (*Welcome to Rio*) and Reginald D Hunter tells the story of music from the American South

Mid-evening factual programmes continue to innovate with successes in 2013 including *Airport Live*, *Harvest* and *The Great British Sewing Bee* arriving to complement the established brands of *Stargazing*, *Lambing Live*, and *Spring and Autumn Watch*. New ventures in this territory include *Hive Alive*, *The Big Allotment Challenge* and new projects from Tom Kerridge and Lorraine Pascale.

In 2014, BBC Two will play a leading role in our cultural and political life through a variety of programmes designed to coincide with the debate over Scottish independence (featuring Andrew Marr, Robert Peston and Andrew Neil), participation with BBC Four in the *BBC Arts At* initiative, and an ongoing commitment to coverage of *World War One*.

Adam Barker, Acting Controller, BBC Two and BBC Four

Key service developments

- **The National life:** BBC Two is playing a leading role in the BBC's coverage of *World War One* with individual perspectives to come from Kate Adie, Simon Armitage, David Reynolds, and David Olusoga. Michael Cockerill has special access to capture life *Inside the House of Commons* and documentary strand, *Modern Times*, is back to capture the everyday.
- **Around the World:** BBC Two will look at daily life in Asia – from the natural history of the Monsoon to the history of Angkor Wat, from cabbying in Cambodia to the Mumbai Hotel and Sue Perkins will travel down the Mekong. In *This World* Ade Adepitan follows our charity-donated clothes to Africa and we visit the worlds' markets.
- **BBC Arts At:** A major new initiative will be taking place to increase coverage of the performing arts, launch more partnerships with UK arts organisations, and raise the profile of arts across the BBC. BBC Two will be playing a leading role and projects planned include the launch of a new Jacobean theatre on London's South Bank, coverage of a nationwide museums event, and a partnership with the Hay Festival

Other service developments

- A celebration of 18th century British culture will take place on BBC Two and BBC Four over the summer with programmes on Two including the story of Handel's Messiah with Amanda Vickery and Tom Service and Mozart's Don Giovanni with Rolando Villazon
- BBC Two is working on a number of major new seasons to come, many in partnership with BBC Four, and these will include programmes about Democracy, Women, the 2015 anniversaries of the Second World War and the liberation of Auschwitz, and the history of black experience in the UK

BBC Three

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

BBC's vision for the service in 2014/15

The channel will continue to be focused on serving 16-34 year olds. Viewers who are young in spirit and mind-set and under-represented elsewhere are at the centre of our gravity.

BBC Three is 'Never Afraid To Try New Things' and that's why we will continue to innovate with entertaining and emotive comedies, brave and hard hitting documentaries, bold new drama and intelligent, memorable factual formats.

With over three million BBC iPlayer requests a week for our content in 2013 and over four million a week for 2014 so far, we will continue to experiment on multimedia platforms, with online opportunities for talent in comedy, drama and factual genres. In the linear space too we will enable people to experiment and take risks in all genres, offering a vital springboard for talent to migrate to BBC One and Two.

Zai Bennett, Controller, BBC Three

Key service developments

- **Factual content that continues to ask tough questions and reflects the lives of our viewers:** This spring sees the launch of our Crime and Punishment Season. A series of hard hitting documentaries looks at the justice system here and in the US and questions how fairly young offenders are treated. Following on from her extremely successful Investigates series Stacey Dooley will be on her travels again, highlighting the rapidly growing drug industry in Mexico, India and South Africa. And Our War returns with a new series as well as a special Our World War commemorating those who died in WWI in a powerful and unforgettable way
- **Continued growth of unique and diverse entertainment and comedy talent:** New sitcoms Siblings, Jitterbugs and People Just Do Nothing will launch a range of talent, highlighting the worlds of a dysfunctional brother and sister, a new life behind bars and a very rosey pirate radio station. South Side Story will take the constructed reality format to a whole new level as the talented Peckham cast put their feelings into song and Nick Helm will take a short break from being an Uncle for some very Heavy Entertainment
- **New and impactful drama:** As well as the return of our critically acclaimed zombie drama In The Flesh we will be bringing a new supernatural thriller to the screen, Tatau. And continuing our history of exciting event TV the one off musical drama Glasgow Girls tackles some of the very real immigration issues facing families and young people today. In addition we will be working with BBC iPlayer to launch a series of exclusive dramas highlighting a wealth of new talent
- **Planning the move online:** The move of BBC Three off linear platforms is proposed to take place — subject to Trust approval — in autumn 2015. In its place we plan to develop an ambitious, future-facing new version of BBC Three online, an opportunity for both radical thinking and unprecedented collaboration both inside the BBC and with our audiences and creative partners outside the Corporation

BBC Four

BBC Four's primary role is to reflect a range of UK and international arts, music and culture, and to be a home to innovation across all genres.

Controller's vision for the service in 2014/15

Although the smallest of the BBC's channels, BBC Four punches well above its weight, having found a place at the heart of the cultural life of the UK. The channel's foreign language drama on Saturday nights, and music output on Fridays – both classical and contemporary – have become part of the nation's weekly television narrative, and BBC Four is home to some of the country's most venerated cultural events from the Proms to the Royal Institution Christmas Lectures.

Over the coming year the channel's story will only become stronger, with BBC Four lying at the heart of the Director General's strategy to increase the BBC's arts and music coverage, and an ever-stronger collaboration with BBC Two helping to bolster the impact of both channels' output. 2014 will bring major cross-channel seasons covering the art and culture of the 18th century, the Tudor era, and the science of our planet's atmosphere, while both channels are working together across the year on the BBC's WWI output.

The channel also has a strong slate of distinctly BBC Four programming for the coming year, including major seasons on abstract art, female singer-songwriters, and the Gothic era. The channel will also be celebrating two of our era's greatest conductors – Simon Rattle and Herbert Von Karajan – while 2015 will herald a major initiative with a whole Year of Song and Dance as BBC Four celebrates the two arts absolutely anyone can participate in.

Building on this year's Life Inside Out season, the channel will continue to build on its award-winning science output with new series on the genius of mass-production and the extraordinary life of spiders. Storyville will continue to bring the very best of international documentaries to a UK audience, with a major season planned to mark the 800th anniversary of the Magna Carta, and the channel will remain the home of innovative comedy such as Bob Servant.

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

Cassian Harrison, Channel Editor, BBC Four

Key service developments

- Forthcoming BBC Four series and seasons include The 18th Century, Female Songwriters, Great Conductors, The Art of China and Great Castles
- Partnerships continue to play a key role on BBC Four with projects underway with The British Library, the Tate Gallery, English National Opera and Sadlers Wells
- The channel has a series of exciting new foreign language drama acquisitions in hand including the Israeli thriller Hostages and Danish Broadcaster DR's first historical series 1864

Other Service Developments

- BBC Four will play host to a significant proportion of the new 'Arts at...' topical arts strand
- Only Connect, BBC Four's much-loved quiz show, will be moving to BBC Two later in the year, allowing the channel to introduce a new – and no less exacting – quiz format for the autumn

CBBC

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

Controller's vision for the service in 2014/15

CBBC is the vibrant home of BBC content for 6-12 year olds, and the TV channel leads all other kids' channels for this audience in the UK. We are proud of the wide range of captivating programmes we offer across an increasing number of platforms.

Continuing to develop interactive content for our mobile and tablet-friendly audience is a priority. We will expand on existing initiatives such as the second-screen app which allows users to play along at home with TV shows, web-exclusive drama episodes, and new forms of storytelling.

We will ensure content remains king for CBBC, regardless of the device on which it appears. Drama is a key genre and our most popular series such as *Wolfblood*, *Dumping Ground*, *4 O'Clock Club* and *Dani's Castle* boast large and extremely diverse casts. *Horrible Histories* sets the bar high in comedy but is matched by shows such as *The Dog Ate My Homework* and *Hacker Time*, as well as *Strange Hill High* our UK-produced animation.

In our factual output we will embrace other cultures with thought-provoking shows like *Extreme Schools* and *Show Me What You're Made Of*, which takes children overseas to see how their consumer goods are produced. Our *School* is a new documentary following the important transition to secondary education for a group of Middlesbrough children. and the peerless *Natural History Unit* will continue to thrill audiences with nature adventures such as *Deadly Pole to Pole*.

Participation will continue to be part of CBBC's lifeblood, whether online through votes and comments or on TV with children appearing in shows like *Junior Masterchef* and *Ultimate Brain*. *Blue Peter* continues to be contacted by thousands of children every month, and as part of the WWI centenary, conductor Gareth Malone will be creating a special *Big Performance*, using a choir made up of children with links to army personnel past and present.

Our mission for 14/15 is that the audience can have fun, absorb challenging and sensitive subjects and, best of all, participate in all that CBBC has to offer in a safe, supportive and stimulating environment.

Cheryl Taylor, Controller, CBBC

Key service developments

- CBBC will launch a standalone app in 14/15, with more to follow as the year continues
- The CBBC website will undergo a 'responsive' re-engineering, which will make it easier to serve content to the different platforms of mobile, tablet and desktop computer
- CBBC will launch a YouTube channel in early 14/15
- Re-commission of comedy panel show *The Dog Ate My Homework* which had a near fifty-fifty split of female and male comedy contributors across series one. We aim to better this in 14/15

CBeebies

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

Controller's vision for the service in 2014/15

I look forward to building on the success CBeebies enjoyed in 2013/14, which included remaining the most popular pre-school service in the UK, by maintaining our rich mix of high quality content on all platforms. With the growth of mobile devices continuing, more apps will be created to complement the existing CBeebies Playtime app. Our website is also being enhanced to better serve mobile users, and we look forward to developing the CBeebies YouTube channel.

In 2014/15 I want to continue the success of drama on the channel, which means second series of both Topsy & Tim and Katie Morag. A fantasy adventure series is now in development, moving from book-based drama to original scripted narrative. More event-based content includes our annual Christmas show and another partnership with the Northern Ballet. This July there will be a CBeebies Prom at the Royal Albert Hall (for the first time) and we plan to commission further inspirational content around pan-BBC events, such as with CBeebies Stargazing.

Opening up the world and encouraging a life-long love of learning remains at the heart of CBeebies, so there will be special episodes of My Story, giving a child's perspective on life during key periods in history. Zoologist Jess French is a new presenter who will be hosting Minibeast Adventures, and in My Pet and Me young children learn how to care for their animals. Finally, Teacup Travels will partner with museums across the country to tell the fascinating stories behind archaeological artefacts.

Our 'have-a-go' ethos continues in the many programmes which feature our audience, as we strive to empower our viewers to solve problems (Swashbuckle), deal with emotional challenges (Woolly and Tig webisodes) and expand our portfolio for children with special needs (Magic Hands, Melody).

Collaborations are essential to the success of CBeebies. This year the CBeebies in-house production team has joined creative forces with Sesame Workshop to bring Elmo and Cookie Monster to The Furchester Hotel, a new series demonstrating problem solving Muppet-style!

I believe that this diverse, multi-genre offering will ensure that CBeebies remains distinctive and unique amongst its competitors, reflecting the life experiences of all children across the country.

Kay Benbow, Controller, CBeebies

Key service developments

- Improvements to CBeebies Online with a responsive website which can deliver content, including CBeebies Radio material, across all online platforms
- Updated content for the CBeebies app, additional new apps will be released
- More drama, whether based on existing books or wholly original scripts
- The first TV co-commission between CBeebies and CBBC will take place in 14/15

BBC News Channel

The BBC News Channel should deliver up-to-the-minute, accurate, impartial and independent news. It should provide timely and comprehensive coverage of events as they unfold, specialist analysis and insight to put the news in context, and give UK viewers a wide and diverse range of guests and opinion.

Controller's vision for the service in 2014/15

The BBC News Channel will represent the best of News and Current Affairs from its home in Broadcasting House and continue to be regarded by our audience as “best for continuous news”. It will maintain a strong reputation for accuracy and authority, whilst improving perceptions of dynamism and engagement.

We will do this by providing high quality coverage of significant events, and comprehensive explanation and analysis of politics, business, the economy, social policy, science and world affairs. The channel will also use the digital technology, graphics and production techniques available in the BBC's multimedia newsroom to improve the presentation of its output. It will also provide a high definition service to many viewers as part of the BBC's recent increase in HD transmission.

2014–2015 is a key political year with European and local elections, the referendum on Scottish independence and the battleground for the 2015 General Election being laid out. We will cover the parties in depth, and explain what their policies mean across the UK. We will cover devolved and local politics around the country, including in-depth coverage of the campaign and result of the Scottish referendum.

We will explain the context and significance of major world events using our international bureaux and presenters on location – including the Ukraine crisis, the situation in Syria, Egypt and the wider Middle East.

We will enhance weekday business coverage, and continue our commitment to local and regional coverage through stories such as the aftermath of the winter floods, and innovative projects including WWI At Home.

We will also continue to provide extensive coverage of the arts, with regular reporting on books, film and the visual arts; and to provide a comprehensive sports news service.

Sam Taylor, Controller, BBC News Channel

Key notable service developments in the coming year

- Improvements to graphics and presentation on live and developing news stories, enhancing the News Channel's impact and engagement
- Deeper collaboration with BBC Nations and English Regions' teams to showcase local reporting and expertise, and ensure effective newsgathering across the UK
- In-depth coverage of the Scottish referendum – with regular campaign updates and live broadcasts
- Changes to business and economy coverage, expanding new formats to signpost content during weekday output
- Further enhancements to showcase feature programming, such as newspaper reviews, international current affairs, arts and sport programming

Other service developments

- Provide joined-up coverage of key international stories with BBC World News, World Service Radio and News Online, and showcase the BBC's specialist and multilingual journalists

- Build greater editorial and production links with the BBC's online and mobile news services – sharing content, and helping audiences to find in-depth digital content
- We will be working with producers to help them expand the range and diversity of our contributors, through training and practical assistance

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 2014/15

BBC Parliament will extend the range of its live and recorded coverage of the Scottish Parliament to give the fullest possible coverage of events leading to the Referendum on Independence.

BBC Parliament places a premium on 'live' and has extended the range of its live broadcasts to all the parliaments and assemblies within its remit. For the most important events the channel diverts from its planned schedule to follow events in chambers and committee rooms.

The newsworthiness of urgent statements and questions in Parliament is conveyed through frequent updates to the EPG (electronic programme guide) and other on-screen devices.

Peter Knowles, Controller, BBC Parliament

Key service developments

- Report the referendum campaign on Scottish independence through Holyrood and Westminster debates and hearings, as well as special programming from BBC Scotland and broadcasts from the Scottish Spring Conferences
- Develop our live schedules to reflect the growing importance of committees in the political and parliamentary process
- Develop our coverage, live and recorded, of sessions of the European Parliament in election year

Other service developments

- We will focus on the response to the winter's severe weather as it is examined by committee's considering flood defences, transport resilience and climate change
- Look back on Westminster in 1914: the drama of Sir Edward Grey's speech to Parliament and the declaration of war
- Recall the major anniversaries of elections in 1964 and 1974, harnessing the power of social media to create 'event' television

BBC Radio 1

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

Controller's vision for the service in 2014/2015

The coming 12 months promise to be both truly historic and hugely exciting as we complete the transition into a fully audio-visual brand with the launch of a dedicated Radio 1 space on BBC iPlayer (subject to BBC Trust approval). The network has always looked to embrace the opportunities that developing digital technologies have allowed over the past 20 years and I believe this latest enhancement is essential if we are to remain relevant to young audiences.

What you will see will look and feel very different from traditional long-form TV programming. Instead it will showcase some of the stand-out interviews, performances and features our audience currently love on the radio – as well as unique, one-off moments you just have to share with friends.

In terms of specific programming, Radio 1's Big Weekend in Glasgow looks set to have one of our best line-ups to date and will be the key focus of our live events coverage alongside Radio 1's Teen Awards, our Ibiza Weekend and reflection of iXtra Live. We are working to enhance Newsbeat's digital offering, the Radio 1 Stories stand again promises a rich and distinct mix of documentaries and we hope to help our audience tackle the issue of bullying with a major campaign.

And throughout the year Radio 1 will continue to celebrate and reflect being young in the UK - informing listeners about new music, educating each other on the issues and stories affecting their lives and entertaining them with a great and diverse set of presenters.

Ben Cooper, Controller, BBC Radio 1

Key service developments

- Subject to approval, Radio 1 will launch a visual offering on BBC iPlayer that allows viewers easy access to unique performances from the Radio 1 Live Lounge and other live events, together with other content highlights
- Radio 1's Big Weekend will head to Glasgow in May ahead of the Commonwealth Games, with a two day celebration of live music on Glasgow Green, together with a special dance party on the Friday night bringing a spectacular sound and light show to the city centre

Other service developments

- We will work to enhance Newsbeat's offering online and across other digital platforms to ensure the greatest possible impact on our audience
- A series of documentaries will mark the anniversary of the start of World War I, comparing and contrasting the experiences of young soldiers 100 years ago with those who have fought more recently in Afghanistan. We will also visit Brazil around the World Cup, pairing UK and Brazilian musicians, challenging them to get to know each other better and produce a collaborative track
- We will celebrate Radio 1's Live Lounge in September by inviting a different artist to perform each day throughout the month
- A series of initiatives will highlight our specialist music output, including a special rock event at the BBC's Maida Vale studios and Radio 1's Future Festival in early-2015, focused on emerging talent
- Together with iXtra, we plan to run a week long campaign in the autumn around bullying, aiming to raise awareness of the issue and help empower young people to tackle it

BBC Radio 2

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

Controller's vision for the service in 2014/2015

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

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

We will build on the success of our Children's writing contest, which received over 118,000 entries for our 500 Words competition, 28,000 more than last year.

Bob Shennan, Controller, BBC Radio 2

Key service developments

- We will focus on a schedule of programmes from Scotland, to include a series of live programmes; cultural specials, and documentaries made by BBC Scotland. Jeremy Vine's current affairs programme will also come live from Scotland for a week in September for the referendum
- Orchestral and Concert music will be given new emphasis with support for Friday Night Is Music Night, around standout moments
- In August BBC Radio 2 joins the rest of the BBC with a season of programming commemorating the centenary of the outbreak of World War I - this including a real time journey through the events, voices and music of 1914 in the Jeremy Vine show
- Our specialist genres remain key to Radio 2, and include the Olivier Awards, Blues at the Bluesfest, Jazz at the Cheltenham Jazz festival, live coverage of the Country Music Awards from Nashville, which will be a collaboration with BBC Television

Other service developments

- We will partner BBC Radio 4 Extra for the launch of the BBC Radio New Comedy Awards, which forms part of Comedy Week on Radio 2, which will showcase a series of new comedy formats for future development

BBC Radio 3

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

Controller's vision for the service in 2014/2015

Radio 3 is the home of classical music on the BBC. During the coming year, the station intends to sustain its regular commitment to broadcasting a live concert every day, a schedule innovation introduced in 2013. Radio 3 will collaborate closely with the BBC performing groups, as they will supply an increasing proportion of the schedule. In addition, concert performance from across Europe and beyond will be featured prominently. Radio 3 will be seeking to preserve the range and breadth of its broadcasting as far as possible within the stringent financial environment. It will also concentrate on maintaining the developing relationship with listeners through interactivity, and providing an authoritative guide to the world of music and the arts.

Roger Wright, Controller, BBC Radio 3

Key service developments

- The station will continue its focus on World War One, looking at the cultural background to the historical events both in the UK and abroad. This will include a live concert from Sarajevo on the anniversary of the assassination of Archduke Franz Ferdinand
- The BBC-wide series of programmes will provide the focus for celebrating the composers of the 18th century and their world
- The Commonwealth will feature prominently on Radio 3 throughout the year, as the station broadcasts features about music in every Commonwealth country leading up to the Games in Glasgow
- Radio 3 will offer extended coverage of the BBC Young Musician of the Year competition, presenting the category finals in full

Other service developments

- Radio 3 will mark the Dylan Thomas anniversary with a commemorative day and the premiere of a drama never performed in his lifetime
- Celebrating the 150th anniversary of the birth of Richard Strauss, Radio 3 will give special attention to his music, including broadcasts of his complete operas, feature material and a drama production
- During the autumn, there will be a week of programming focussing on the music of Johannes Brahms and examining his legacy

BBC Radio 4

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

Controller's vision for the service in 2014/2015

My vision is for Radio 4 to continue to be the most respected and listened-to speech station in the UK, maintaining consistently high levels of audience appreciation for its breadth and quality of programming and using digital media in innovative ways to reach new and younger listeners.

We will continue to build the reputation of Radio 4 for the highest intellectual ambition in British broadcasting, with a sustained focus on the shape and texture of political and cultural life in contemporary Britain, in all its diversity.

Radio 4 will make a significant and characteristic contribution to the BBC's programmes marking the centenary of the outbreak of World War One, with factual and drama projects launching in 2014 which will follow the course of the war across the next four years.

We will explore major themes in depth and at length through multi-part narrative history series on themes such as botany, psychology, India and Germany. We will contribute to the democratic life of the nation by reflecting on the legacy of Magna Carta, 900 years on, and by analysing developments in politics and economics, with particular attention to the debates over Scottish independence and the issues which will crystallise in the 2015 General Election campaign.

Radio 4 drama will cast fresh light on contemporary reality as well as bringing fresh life to classic literature. As the home of UK radio comedy, Radio 4 will seek out the best new talent as well as encouraging established artists to try new things.

Gwyneth Williams, Controller, BBC Radio 4

Key service developments

- Radio 4 will mark the World War One centenary by launching two ambitious drama series, exploring the realities of life on the battlefield and on the home front, which will follow the course of the conflict over the next four years. Major historical themes will be illuminated through series on India, Germany and the British Navy
- Extensive coverage and analysis of the debates before and after the vote on Scottish independence and of the political and economic issues which will shape the general election campaign of early 2015

Other service developments

- Radio 4 will contribute to reflect the ferment of British cultural life through participation in arts festivals across the UK

BBC Radio 5 live

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

Controller's vision for the service in 2014/15

Now that we are established in our Salford home we intend to focus even more on our key role - delivering a broader news agenda and connecting with audiences across the UK.

We will also further develop the key areas at the core of the 5 live offering.

We want to be even more distinctive in our news journalism through: explaining and debating all the big political issues in the run up to the 2015 General Election; providing outstanding journalism and balanced coverage of the Scottish independence vote; and providing in depth coverage on other news themes such as Afghan troop withdrawal and the WWI centenary.

We will deliver high quality journalism and commentary on the major sport events that define the year including: extensive coverage from Glasgow of the Commonwealth Games with a wide range of broadcasters from across the UK to tell the stories; being in Brazil for the World Cup, taking our listeners to the heart of Brazil and telling the dramatic story of the Ryder Cup from Gleneagles.

We want to build on our efforts last year that delivered the broadest range of live sport ever to include: magazine programming ahead of the Commonwealth Games, improved coverage of our cycling magazine programme Bespoke and a further focus on women's sport.

We intend to be pioneers of speech radio through delivering content to audiences in new ways. This will include a greater focus in delivering online content through a set of snackable best bits, called In Short, which will allow audiences to consume the very best of 5 live news and sport in a new way – whenever they want, wherever they are.

We will continue to develop relationships with the independent sector and look at new ways of working with them to increase our news impact and to add range and depth to our sport output. And, we will put a specific focus on increasing collaborations with other parts of BBC North and BBC News in the year ahead.

Jonathan Wall, Controller, BBC Radio 5 live

Key service developments

- Coverage of a significant year of news and sporting events including the World Cup in Brazil, Commonwealth Games in Glasgow and the Scottish vote on independence
- Opportunity to create greater impact off-air through continued focus on digital snackable content
- Further progress on the distinctiveness of our news offer with an extended early morning business programme, a new weekly science programme, and a new Sunday night news programme to wrap up the week

BBC Radio 5 live sports extra

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

Controller's vision for the service in 2014/15

We want this to be a year of innovation and creativity on 5 live sports extra building on the opportunity to create communities around the sports at the heart of the 5 live sports extra schedule.

The channel will remain *the* home of live cricket coverage in the UK. We will continue to ensure Test Match Special delights audiences and we have an England/India summer test series to look forward to. Alongside that, we will continue to innovate coverage of this sport – from the big fixtures in the women's game to county cricket commentary in conjunction with BBC local radio.

This year the station will be significantly increasing its live rugby league coverage – with more live games, more simulcasts with local radio and much more emphasis on creative pre-match build up, half time sequences, and a new post-match review.

There will be a new series built around live women's domestic football league commentary showcasing the station's greatest ever commitment to this sport and we will also be developing new female pundits.

We will use the station more this year to develop up and coming talent and to showcase the journalistic strengths of our correspondents and commentators.

5 live sports extra will provide extra hours from Wimbledon to support the coverage on 5 live, as well as continuing to innovate live coverage from the US Open and the Australian Open.

We will also lead the way at coverage of Olympic sports as we head towards Rio in 2016, with swimming, athletics, and cycling all central to our plans for the year ahead.

Jonathan Wall, Controller, BBC Radio 5 live sports extra

Key service developments

- Developing 5 live sports extra as the home of domestic rugby league
- A new women's football programme built around domestic league game commentary
- Delivering extra hours this summer to cover alternative sports when 5 live is covering World Cup and Commonwealth Games
- Adding further simulcasts with local radio

BBC Radio 1Xtra

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

Controller's vision for the service in 2014/2015

2013 was a fantastic year for 1Xtra, with a range of brand new shows, presenters and an extensive calendar of live music and events helping maintain audiences at over a million throughout the year for the first time. We will be working to continue this momentum throughout 2014, as well as trying to learn from Radio 1's success as we look to develop and expand our visual presence.

What makes 1Xtra stand out for me is the depth of musical knowledge our DJs have and the range of the genres they play – from dancehall to D&B, from hip hop to Afrobeats. 1Xtra in Jamaica illustrated this perfectly, with the five hour show deliberately scheduled across a whole evening to maximise its impact. Ideas to showcase other key genres are already in development for the coming year.

1Xtra Live will return in the autumn with a huge celebration of live music and we'll be in Glasgow to help warm the city up for Radio 1's Big Weekend in May. Just as importantly, we'll continue to utilise social media to interact directly with our audience and engage them in conversation on a day-to-day basis about the amazingly distinctive output.

Ben Cooper, Controller, BBC Radio 1Xtra

Key service developments

- We will focus on developing our visual presence on 1Xtra's YouTube channel, building on our experiences at Radio 1 to offer a compelling mix of live performance, freestyles and other unique content.
- Linked to 1Xtra Live, we will design an outreach programme, similar in style to 2013's Charlie's Army, aimed at encouraging and inspiring young people to reach their goals.

Other service developments

- The 1Xtra Stories strand will offer a distinct mix of documentaries including: a look at the desire for, and trade in, cheap skin-whitening creams, which often contain banned bleaching agents; and a programme exploring relationships between young people and the police.
- A range of initiatives will celebrate our specialist music programmes, including a hip-hop focus in September featuring 1Xtra's Mixtape Awards.
- Together with Radio 1, we plan to run a week long campaign in the autumn around bullying, aiming to raise awareness of the issue and help empower young people to tackle it.

BBC 6Music

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

Controller's vision for the service in 2014/2015

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

In 2014/2015 we will continue to focus on raising audience awareness among non-listeners. We will add to the diverse range of content in the 6Music schedule and we aim to increase the station's reach and maintain our strong listening hours. We will continue to enhance 6Music's reputation in new music, celebrate the BBC's rich musical archive and create closer links and collaborations with other complementary BBC services. 6Music will continue to contribute to the growing independent talent hub in Salford.

Bob Shennan, Controller, BBC 6Music

Key service developments

- A continued and ambitious Live Music & Events schedule focussed on our audience's love for live music. The format for 6Music Live at Maida Vale will develop to give our regular weekly live music sessions greater impact. We will repeat our own 6Music Festival, along with partnerships with The Green Man Festival, Latitude, and Bestival
- 6Music will increase its focus on social media to create a conversation between the network and potential new listeners that extends beyond transmission slots, using the Now Playing and 6Music Celebrates shows. Our audience-driven Sunday evening show Now Playing at 6Music will take the temperature of various social media and reflect it on-air by using content suggested by both artists and the audience

Other service developments

- We will capitalise on opportunities to build reach around catch up/on demand, consumption, and celebrate our archive documentaries
- 6Music will play its part in making Glastonbury a genuine stand out moment for the BBC and will continue to build on our partnerships, for example with the Radio Festival, The Peel Lecture, BBC4 collaborations around fashion, 5-Live and The World Cup and Cycling.

BBC Radio 4 Extra

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

Controller's Vision for the service in 2014/15

Our aim in 2014-15 is to build on public awareness of Radio 4 Extra by implementing plans to refresh the schedule without turning away the existing audience. We will continue to schedule regular arts and cultural documentaries to complement Radio 4.

Landmark programming in the schedule will include the first re-broadcast of In the Psychiatrist's Chair, complementing the Radio 4 narrative history series, In Search of Ourselves: The Story of Psychology and the Mind.

We will also broadcast distinctive material sourced from beyond the BBC's archives, including a special series of Tony Hancock treats, 60 years after his first broadcast, which will run alongside a special series on Radio 4.

Gwyneth Williams, Controller, BBC Radio 4

Key service developments

- A season of German literature and drama will complement Radio 4's narrative history of Germany, Germania
- A season of radio comedy will complement the Radio 4 series The Frequency of Laughter on the history of radio comedy from the mid-1970s
- Radio 4 Extra will re-run the whole of Radio 4's dramatisation of The Diary of Samuel Pepys, enabling the audience to enjoy it as one continuous series
- We will repeat this year's winner and the shortlisted stories from the BBC National Short Story Award just after the announcement of the decision
- A short series of plays and interviews will mark what would have been the 90th birthday of James Baldwin

Other service developments

- We will mark the 70th anniversary of D Day by re-broadcasting much of the special day of programmes created by Radio 4 for the 60th in 2004
- We will acquire and broadcast selected episodes of the world-renowned American PBS series This American Life
- Alongside other networks (including Radio 1 and 6Music) we will celebrate the life of John Peel and his work in speech broadcasting on the tenth anniversary of his death
- We will work with Radio 2 to broadcast the heats and final of their Stand Up comedy competition

BBC Asian Network

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

Controller's vision for the service in 2014/2015

Our challenge for the year ahead will be to build on the most successful twelve months in the history of the BBC Asian Network and continue to deliver our ambition of creating the best multi-platform offering for British Asian audiences in the UK.

We will place the BBC Asian Network right at the centre of programming across TV and Radio marking '50 Years of BBC Asian Programming' in 2015. There is a major opportunity to reinforce the relevance of the BBC to the lives of our British-Asian communities over the decades and Asian Network will perform a lead role in that landmark coverage.

BBC Asian Network has moved closer to the audience in the past 12 months and will continue to shine a light on the especially hard-to-reach sections of the Asian community through events such as Bangladesh Music Week. The station will also forge closer connections with Asian Community Radio stations and local audiences in Glasgow during two weeks of live broadcasting from the Commonwealth Games.

Bob Shennan, Controller, BBC Asian Network

Key service developments

- April sees a 'Bhangra Britain Season' on the station with a month dedicated to the most popular genre of British-Asian music. Highlights to include a 'Top 50 Bhangra Countdown' with an online audience vote, and a 'BBC Bhangra Gold' special on the Red Button service featuring classic archive performances.
- We will connect the Scottish-Asian audience to the BBC Commonwealth Games coverage from Glasgow with 41 hours of live output from Glasgow during the Commonwealth Games with a daily Afternoon programme with Noreen Khan based in the city across the two weeks.

Other service developments

- BBC Asian Network will deliver greater impact from its distinctive journalism including special commissions around 30th Anniversary of 'Operation Blue Star'. The station will continue to join up with BBC News and Radio 4, to reflect the significance of 'Operation Blue Star' and assassination of Indira Gandhi some 30 years ago and assess the continued impact on young British-Sikhs in modern Britain today.

BBC Online and Red Button

The remit of BBC Online and Red Button is to support the BBC's broadcast output, and promote its public purposes, by providing distinctive content via innovative online propositions.

Chief Operating Officer's vision for the service in 2014/15

In 2012 we focused on extending our ten products across four screens. In 2013 we began bringing these products together as one coherent service. In 2014 we will continue to bring the whole BBC to audiences via all screens – but in an increasingly mobile world. This means adapting content in innovative ways using new formats to increase personalisation, interaction and choice.

In a typical week, over half of BBC Online's reach comes from mobile or tablet – a striking shift from only a year ago. In line with this, BBC Online has enjoyed significant successes with applications or 'apps': the BBC Weather app was downloaded 1m times within 2 weeks and the CBeebies Playtime app prompted a surge in CBeebies weekly unique browsers.

2013 saw the launch of our music offer online, BBC Playlister. This harnesses the power of BBC talent, third party providers and the internet to provide the licence fee payer with a distinctive service. Again, our intention is to develop this personalised offer online still further.

Bringing the nation together will be a priority in 2014/15 – we will be offering an increasingly sophisticated suite of digital options to enable audiences to enjoy the big events, together. The new live platform brought audiences together in record numbers at Sochi and we want to build on that success in 2014: the World Cup, Glastonbury, Commonwealth Games and other major events will be more interactive, social and relevant at an individual-level by combining video, audio, text, data and social features across all screens.

Andy Conroy, Chief Operating Officer, BBC Online and Red Button

Key service developments

- BBC iWonder timelines will give our content producers another new digital format through which they can tell stories, share information and engage with audiences
- News will introduce connected storylines, an innovative format linking all forms of content – text, video, audio, social, photos, archive – around news stories, taking audiences on a deeper journey of discovery
- Radio and Music will launch a major new version of the BBC iPlayer Radio app for both mobile and tablet devices

Other service developments

- Sport's two-year strategy, 'The Road to Glasgow', will deliver key major events through 2014, including the World Cup, Wimbledon, Glasgow's Commonwealth Games and the return of the FA Cup to the BBC
- The live platform will deliver new one service experiences *beyond* Sport, with major events across News, Radio & Music and Event TV
- Weather will be looking to implement a longer range forecast for mobile devices as well as the ability to present location-specific weather and flood warnings
- Children's will launch additional apps for CBBC and CBeebies, including CBeebies Storytime
- Children's will be launching a CBBC YouTube proposition to promote CBBC brands.
- Children's are working with the BBC iPlayer team to launch a 'child safe' area within adult iPlayer for both CBBC and CBeebies

- Children's will complete the build of the responsive websites so all content can be view across all devices
- BBC iPlayer will see the cross-platform rollout of new BBC iPlayer, including 30 day programme availability and increased personalisation
- Connected Studio will be continuing to work with BBC News Labs, supporting open innovation for UK. Initiatives in Scotland, Belfast and London

BBC Local Radio

BBC Local Radio is a primarily speech-based service of local news, information and debate, with a strong emphasis on interactivity. We aim to provide a distinctive, trusted and high quality service which resonates with the audience.

Controller's vision for the service in 2014/15

We are extremely proud of the reputation our 39 stations have gained for stimulating and facilitating local debate, and will look to build, and promote more effectively, our role in providing a direct route for the audience to question and challenge those in positions of responsibility.

In addition to other key local government and Westminster stories, our dedicated network of local radio political reporters will report on, and make sense of, the twists and turns which will inevitably emerge in the run-up to next year's general election.

We will continue to lead high profile BBC-wide editorial projects - including the current season of output to commemorate the centenary of World War One which will involve each of our stations collecting and broadcasting dozens of stories examining how the conflict affected life in their areas.

Our goal to build on current weekly audiences of just over 7 million people will, we believe, be supported by our aspirations to see a more diverse line up of presenters across our stations, more closely reflecting the communities we serve.

We have made it a priority to improve our interaction with the audience through social media platforms. This will provide an opportunity for us to form a deeper relationship with many of our existing audience, but critically will also enable us to connect with a new group of people who may not use our more traditional services.

David Holdsworth, Controller, English Regions

Key service developments

- We will renew our drive and determination to develop the quality and range of our original journalism, strengthen the standard of our production and improve the diversity and consistency of our presentation
- As part of the Director-General's pledge to open up the corporation to people from a wide range of backgrounds, 45 apprenticeships are being offered across the local radio network
- Greater emphasis will be placed on ensuring that important stories and content are shared routinely with other parts of the BBC's multi-media news operation
- We are making a significant investment in providing satellite radio cars which will enable us to spend more time broadcasting from among our different communities

BBC Local Radio stations

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

BBC Radio Scotland

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

Director's vision for the service in 2014/2015

The next twelve months will be a very busy period for BBC Radio Scotland. We will continue with our series commemorating the centenary of the First World War. We also have major plans for special sport, music and cultural programming around the Commonwealth Games. That will include a week of live music concerts from the special site created outside our Pacific Quay HQ in Glasgow. We will launch a community training initiative in the east end of Glasgow aimed at leaving a legacy of media skills training and creating partnerships with other public service radio stations around the Commonwealth. A series of documentaries will complement our news and current affairs coverage of the Referendum debate and we will, of course, have comprehensive coverage of the results and the consequences of the decision.

A high profile drama initiative will allow listeners to see a drama being recorded on location. We will, again, have three weeks of live programming from the Edinburgh festivals, based at the BBC village on Potterrow and we will return to the Celtic Connections Festival in Glasgow for a series of live evening programmes.

Our sports teams will continue to provide coverage of top-flight Scottish football from across Scotland and we will also cover rugby, golf and all the medal winners at the Commonwealth Games. Our music programmes will continue to cover a range of genres, including traditional, classical, jazz and contemporary pop and rock – with an emphasis on showcasing emerging talent through live sessions. We will also make progress with our social media presence, exploiting the potential of social media platforms to promote programmes and allow for greater interaction with listeners.

Ken MacQuarrie, Director, BBC Scotland

Key notable service developments in the coming year

- We will foster a three-way partnership involving BBC Radio Wales and BBC Radio Ulster for a new travelogue/comedy format which will be transmitted across all three stations
- We will launch a major seven-part series on the history of Scottish literature
- We will air six new comedy pilots as sit-com formats in partnership with BBC Scotland television
- We will record at least 100 music sessions, across a variety of genres, as part of our commitment to promote music-making in Scotland

Other service developments

- Greater use of social networking sites to promote programming and encourage interaction
- Exploitation and promotion of the BBC's new BBC iPlayer Radio site and app

BBC Radio nan Gàidheal

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

Director's vision for the service in 2014/2015

BBC Radio nan Gàidheal is the only radio station in the world where the Gaelic language can be heard live, every day of the year, offering its listening audience a global hub for the language. Over the next year Radio nan Gàidheal will deliver programming which will reflect the significant events and anniversaries of 2014, primarily the centenary of the outbreak of World War I, the Commonwealth Games and the Referendum on Scottish independence. The resonance and legacy of World War I on Gaelic communities will be explored across daily strands, through documentary, children's and religious programmes. Collaboration with community and arts agencies will enable greater audience participation and impact. The news team will ensure, through debate and documentary, that the issues emanating from the Referendum on Scottish independence are explored with communities and Gaelic speakers across Scotland; and the spectacle and sporting achievements of the Commonwealth Games will be a highlight of the summer schedule.

Ken MacQuarrie, Director, BBC Scotland

Key notable service developments in the coming year

- The News team will deliver coverage of Referendum issues as they arise on the daily flagship programmes, *Aithris na Maidne* and *Aithris an Fheasgair*, as well as offering specialist documentary programmes and opportunities to debate and explore topics and themes through new formats which will also be reflected on BBC ALBA and on the news website bbc.co.uk/naidheachdan.
- Coverage of the Commonwealth Games will also feature prominently across the schedule during the run-up to and over the 11 days of the games through daily and weekly strands as well as bespoke programming such as the *Commonwealth Ceilidh* in partnership with Radio Scotland and BBC ALBA.
- To mark the centenary of World War One an extensive and informative portfolio of programmes will launch in late July and will include archive of first-hand accounts, poetry, drama, song, and prose across many programme genres and strands. Each week we will broadcast a special programme using BBC Radio nan Gàidheal's rich documentary and song archive which will be augmented and enhanced with new recordings.

Other service developments

- The Radio nan Gàidheal schedule will be refreshed in Autumn 2014 aiming to attract younger (under 45) and learner audiences.
- New and extended programming will be launched in the autumn within a zone targeted for Gaelic learners aiming to offer resources for learners across a range of levels of fluency. Programmes from the archive as well as recent recordings offer language-rich sources which can be versioned for learners and supported online.

BBC ALBA

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

Director's vision for the service in 2014/2015

BBC ALBA, which the BBC delivers in partnership with MG ALBA, seeks to serve fluent Gaelic speakers and learners, providing them with a credible, appropriate and relevant service. It also attracts non-Gaelic speakers, through its music, sport and documentary programming in particular and reaches communities of interest across Scotland and the rest of the UK with its distinctive linguistic and cultural perspective.

In 2014-15, programmes which link to the major events of the Commonwealth Games, the Referendum on Scottish independence and the Commemoration of the WWI centenary will feature across a range of genres. BBC ALBA will partner with other broadcasters, arts and creative agencies as well as community groups to add impact and reach to landmark projects.

The broadcast of BBC ALBA's first drama mini-series, which has been independently produced and partnership funded, will be a key milestone for the channel in Autumn 2014.

Ken MacQuarrie, Director, BBC Scotland

Key notable service developments in the coming year

- The continuation of the creative momentum for the further development and delivery of drama as a regular feature within BBC ALBA's schedule will be a key priority in 2014-15
- The weekday news programme, An La, is at the heart of the BBC ALBA's offering for the core audience. During 2014 BBC ALBA's schedule of news and current affairs programmes will be extended to reflect both the Commonwealth Games and the Independence Referendum through daily programme extensions, special documentaries, debates and new weekly output.

Other service developments

- The development and delivery of original comedy to the BBC ALBA schedule will be a priority. A short comedy series has been commissioned from production company The Woven Thread and aims to attract a younger (under-45) audience
- We aim to refresh the offering for bi-lingual children, in the 5.00-7.00pm slot each weekday. We will work with the BBC and independent companies as well as draw on audience research insights.
- Partnership within the BBC and with other creative agencies, through content related to WWI, drama, music and children's, will be a priority for the channel and producers.

BBC Radio Wales

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

Editor's visions for the service in 2014/15

In 2014/15 BBC Radio Wales will use a mix of journalism, culture and factual programming to tell stories and offer perspectives on Wales' past, present and potential future.

The station will focus on World War One from a Welsh perspective with news bulletins featuring real stories from the time, a focus on Wales' strong history of pacifism and even comedy with The Greatest Welshman You've Never Heard Of.

We'll also be commemorating the centenary of Dylan Thomas' birth by being at the heart of the BBC's four day Laugharne Live radio festival in May. Later that month, Radio Wales will also bring its programmes from the Hay as part of the BBC's coverage of the annual literature festival.

Led by Good Morning Wales, we will spend much of the next 12 months looking at the political future of Wales with coverage of the European Elections in May, the Scottish Independence Referendum in September and the lead up to next May's UK General Election.

We'll focus on innovation by spending a day celebrating great Welsh ideas and head to Glasgow to follow Wales' athletes at the Commonwealth Games.

Steve Austins, Editor, Radio Wales

Key notable service developments in the coming year

- The station will work with our colleagues in BBC Radio Cymru and partners at the Arts Council of Wales to raise the profile of new Welsh musical talent in the Horizons Gorwelion project.
- We will broadcast a weekend of programming across a number of different genres to commemorate Dylan Thomas' centenary.

Other service developments

- We will broadcast a number of daytime and evening programmes from Glasgow to tell the Welsh story of the 2014 Commonwealth Games.

BBC Radio Cymru

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

Editor's vision for the service in 2014/2015

During 2014/15 we will introduce a new and ambitious daily schedule on Radio Cymru. Radio Cymru will focus on ensuring the station is accessible and engaging for Welsh speaking audiences. In future, Radio Cymru will deliver daily programmes from four towns across Wales, will broadcast more often from communities across Wales and will aim to better coordinate efforts across Welsh language services, including S4C and the brand new Welsh language online service, Cymru Fyw.

BBC Radio Cymru will continue to put Welsh arts and culture at the heart of everything we do. Our coverage of the Dylan Thomas anniversary will include a live poetry competition. We will cover events of national importance such as the National Eisteddfod, the Urdd Eisteddfod and the Royal Welsh Show, along with ensuring our presence at smaller, more local festivals.

During 2014/15 Radio Cymru will work with the sports department on coverage of the Commonwealth games but also on developing a coherent sports strategy for the station.

Betsan Powys, Editor BBC Radio Cymru

Key notable service developments in the coming year

- Radio Cymru will focus on bringing new Welsh writing to the Radio Cymru audience. In co-operation with the Welsh Books Council, we'll introduce a *'Book of the Week'* to the morning programme, while continuing to commission original drama from both new and established writers.
- A four part series on the impact of the Scottish Referendum on Wales will be broadcast in June, and Radio Cymru will bring the latest news to listeners overnight and on the day following the vote. The station has also commissioned a series on Wales and the First World War that will develop over five years into a significant repository of audio and online contributions.

Other service developments

- Through the BBC Wales/Arts Council of Wales 'Horizons/Gorwelion' project, Radio Cymru will put a significant emphasis on live music and will focus on putting new talent at the forefront of the station's sound. A new twice-weekly programme, aimed directly at Radio Cymru's school-based audience will also be launched in 2014/15.

BBC Radio Ulster/Foyle

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

Editor's vision for the service in 2014/15

BBC Radio Ulster/Foyle remains the most listened to radio station in Northern Ireland. Maintaining its reach, relevance and appeal will be a key priority in the coming period. Changes in technology, listening habits and local society underscore the need for constant development and renewal. And I'm very much aware that our central role in community life is never something that we can take for granted.

Our programming should showcase talent and provide a managed and inclusive forum for debate. It should also reflect community life in all its different aspects and diversity. Much of our success depends on being an authoritative source of news, analysis and information. It also owes much to listener involvement with our output, providing audiences with opportunities to make their voices heard and to have their concerns investigated.

BBC Radio Ulster/Foyle's historic role as a meeting place and debating chamber of the airwaves is something which we will want to develop over the next twelve months. Social media and technological innovations will allow us to get closer to BBC audiences and to make our content accessible in new and different ways. And planned schedule changes will allow us to respond to an always changing media environment – and to fulfil our ambition to develop new talent and ideas.

I want to ensure that BBC Radio Ulster/Foyle plays an enabling role in the arts and creative industries. Co-commissions and partnerships will help to extend the range and reach of our work and our outside broadcasts will provide a point of connection with people and events across the region. Our news and current affairs programmes will provide definitive coverage of upcoming elections, the Assembly and Executive and also the full range of issues affecting social, economic and community life. And we'll continue to reflect our distinctive cultural and linguistic traditions alongside new/developing expressions of community diversity.

Fergus Keeling, Head of Radio, BBC Northern Ireland

Key notable service developments in the coming year

- We will reflect the significance of WWI for local communities, through specially commissioned programmes
- We will make a series of schedule changes that reflect changing audience needs and our editorial ambition for BBC Radio Ulster/Foyle in a fast-changing environment
- We will celebrate milestone birthdays for BBC Northern Ireland and BBC Radio Ulster, making use of archive programmes and looking to the future of broadcasting
- We will celebrate and explore community, cultural and ethnic diversity in a themed week of programmes, to include special features, outside broadcasts and debate

Other service developments

- We will seek to enhance our coverage of, and engagement with, the arts in Northern Ireland
- We will seek to develop broadcast and community partnerships in ways that add value and impact to our work and assist our efforts to serve BBC audiences better