



delivering **creative** future

A large background graphic featuring a halftone pattern of dots in shades of red, pink, and blue, forming abstract shapes that resemble the letters 'B' and 'C'.

Mark Thompson
Director-General

BBC

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**a smaller BBC,
focused on **quality**,
ready for **digital**.**

Our challenges

A precious heritage of quality and talent

Multiple audience groups with distinct needs and demands

A proven portfolio of services and programmes

BUT

Constrained funding

New calls on resources

- digital migration
- digital infrastructure

A smaller BBC

- Carefully targeted savings
- A smaller property footprint
- No new networks or local radio stations
- £1.5bn off investment proposals
- A smaller workforce BUT as much talent retention as possible

Concentrate on quality

Make less to a higher standard

- Fewer hours of TV origination
- Fewer webpages

Exploit a somewhat smaller amount of content on...

- the existing TV and radio portfolio
- the iPlayer and other new non-linear services

Get ready for digital

- Digital TV switchover
- Launch **Freesat** and develop **Freeview**
- Drive **high-speed broadband** use
- Launch **HDTV**
- Web 2.0 - **find, play, share**
- iPlayer / MyBBCRadio / MyNewsNow / MySportNow /
MyLocalNow / Knowledge / Multiplatform
- Integrated multimedia newsroom

Investment by content group

	2007/8 spend (£m)	2012/13 spend (£m)	% change (nominal)
BBC Vision	1,236	1,270	3%
Audio and Music	185	211	14%
Journalism	905	964	6%
Future Media & Technology	152	184	21%

Net redundancies	
Vision	640 – 660
Nations & Regions	510 – 550
News	355 – 370
FM&T	120 – 130

Net redundancies	
Audio & Music	65 – 75
Sport	Up to 20
Prof. Services	Up to 75
Total	c1800

What would success look like?

The best journalism in the world

- Local / UK / Global
- TV / Radio / Web

A more distinctive and high quality TV offering

- Strong networks
- On demand
- HD

Defence of existing quality and range of radio but digital evolution as well

The right mix of content and technology spend



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The Financial Picture

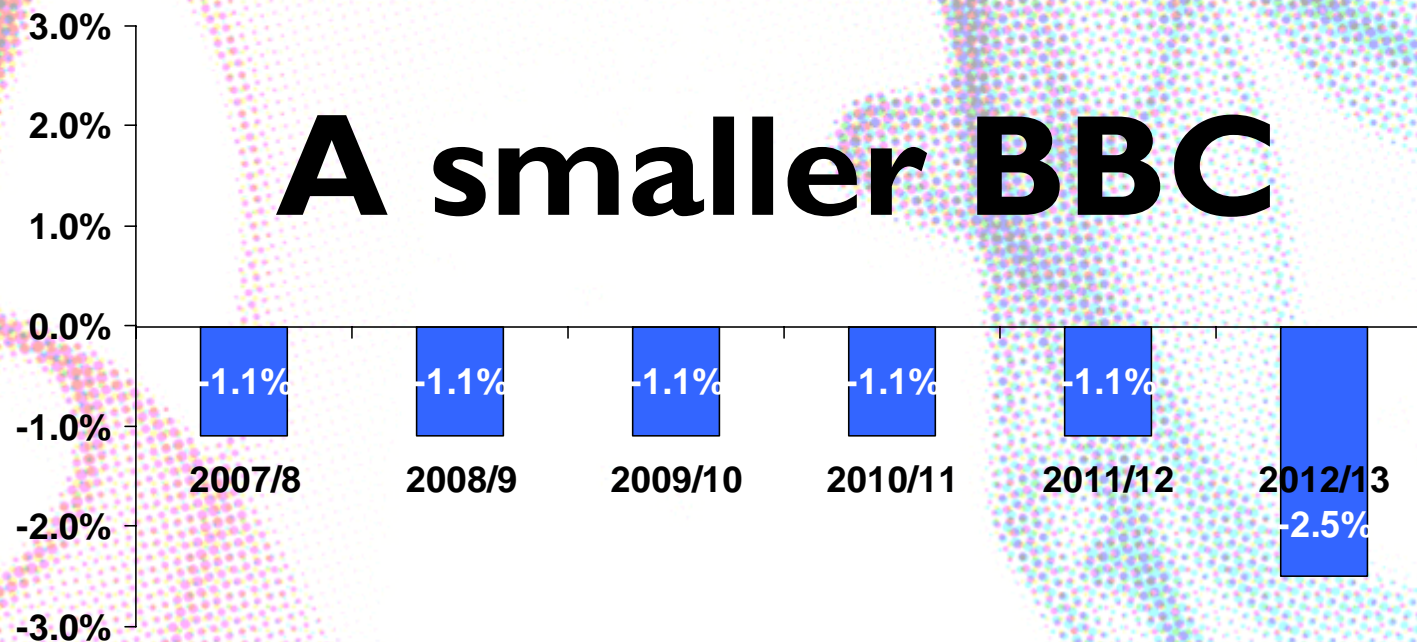
Zarin Patel
Group Finance Director

The Licence Fee settlement

	07/08	08/09	09/10	10/11	11/12	12/13
Licence fee settlement	3%	3%	2%	2%	2%	0-2%
Less ring-fenced amounts for DSHS / DUK	(1.6%)	(1.6%)	(0.6%)	(0.6%)	(0.6%)	0%
Settlement for BBC use	1.4%	1.4%	1.4%	1.4%	1.4%	0%

The Licence Fee settlement

After allowing for inflation at 2.5%, spending power drops





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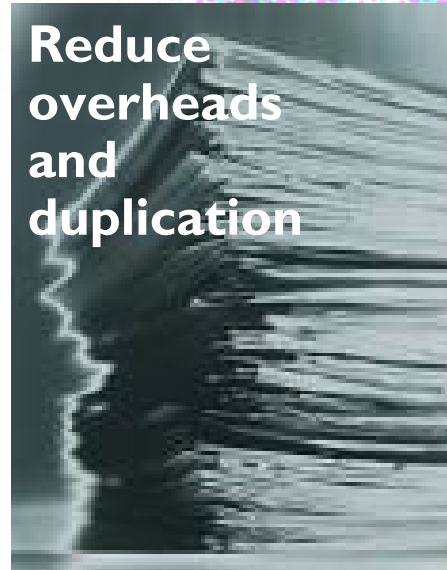
Our approach to efficiency – 3% a year

Reinvent production through technology



Multimedia newsroom

Reduce overheads and duplication



Reduce overcapacity and physical space



Better deals from suppliers

SIEMENS
CAPITA

xansa

RED
BEE



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Journalism Group

News, Sport, Nations and Regions and Global News

Mark Byford

18th October 2007

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The Best Journalism in the World

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**Threats NOW from
the Digital &
Audience
'Revolution'**

News

BBC TV News

Down by 5% since 2001 currently at



69%

BBC Radio News

Slight 2% rise since 2001



52%

BBC News Online

Sharp rise - not enough to make up the gap yet



12%

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**Threats NOW from
the Digital &
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The Creative Future Opportunity

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The Key Investment: ‘My Now’ Portfolio

BBC

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Meeting the Tough Financial Challenge

Post Closures

	<u>Min</u>	-	<u>Max</u>
News	475	-	490
Scotland	225	-	240
Wales	220	-	235
Northern Ireland	100	-	110
English Regions	370	-	390
Sport	30	-	35

Redundancies

	<u>Min</u>	-	<u>Max</u>
News	355	-	370
Scotland	155	-	165
Wales	145	-	155
Northern Ireland	75	-	85
English Regions	130	-	150
Sport	20	-	20

Radically reduce duplication

Ambitious multimedia working and multi-skilling

Redesign structures and streamline tiers & operations

Focusing funds on audience value

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**The Result in 2012:
The Best
Journalism in the
Digital World**



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BBC Vision

Jana Bennett
18th October 2007

BBC

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Vision's future portfolio



Mass
audience

bbc.co.uk
BBC

BBC iPlayer



Knowledge
Building

bbc.co.uk
BBC



Young
Audiences

bbc.co.uk
BBC

Films





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£7bn investment in content over 6 years

- The biggest investor in original comedy in the UK
- The widest range of drama of any broadcaster in the world
- Popular high quality entertainment
- The biggest investor in UK produced children's programming
- A commanding reputation in knowledge-building

£30m over next three years in multi-platform and on-demand



Tuesday 19th June 2007
bbc.co.uk homepage
Text only

Watch the BBC
ONE ids



WHAT'S ON



- 7:00 pm Trawlermen
- 7:30 pm **EastEnders (NOW)**
- 8:00 pm Holby Blue (NEXT)
- 9:00 pm Lenny's Britain
- 10:00 pm Ten O'Clock News
- 10:25 pm BBC London News

[View full schedule](#)

CATCH UP

Watch highlight clips:



Lee's winning performance
Any Dream Will Do



Simon gets Hired
The Apprentice



Jack's back... to the future!
Doctor Who

[More clips](#)

Watch full programmes:



PREVIEW

Coming soon:



Brand new Kay Mellor drama - starts 16 July
The Chase



Spooks returns - Autumn, 2007
Spooks



New comedy
The Omid Djalili Show

In development:



So you think you can dance?
Audition for Dance X



Welcome back Jana
Recommendations for you:

Not Jana? [Click here](#)



Panorama
Labour deputy leadership special debate from London



Lenny's Britain
What does our humour say about our nations?

Accessibility help
Text only
BBC Homepage



£30m over next three years in multi-platform and on-demand

HISTORY OF MODERN BRITAIN

Next episode: [Tuesday 12th June, 9pm, BBC TWO](#) Download the latest episode: [BBC iPlayer](#)

EPISODE GUIDE

- [Episode 1: Advance Britannia](#)
- [Episode 2: The Land of Lost Content](#)
- [Episode 3: Paradise Lost](#)
- [Episode 4: Revolution](#)
- [Episode 5: New Britannia](#)

ELSEWHERE ON THE BBC

Related programmes:
[A History of Britain](#)
[Start the Week](#)

Related products:
[British History Timeline](#)
[On This Day](#)

Browse by tag:
[1950s](#), [1960s](#), [1970s](#), [1980s](#), [1990s](#),
[Andrew Marr](#), [Britain](#), [History](#),
[Margaret Thatcher](#), [Modern](#)

ELSEWHERE ON THE WEB

[Internet Movie Database](#)
[Wikipedia](#)

WATCH HIGHLIGHTS



[Embed this video in your own website](#)

FROM THE ARCHIVE



"This Lady is not for turning"
Margaret Thatcher's infamous
1980 Party Conference speech

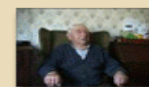


Profumo sex scandal
The 1963 resignation of Secretary
of State for War, John Profumo



Charles and Diana's wedding
The 1981 Royal Wedding of Prince
Charles and Lady Diana Spencer

YOUR VIDEOS



Gilbert Batts life in rural
North Oxfordshire 1940s, 50s



Reclaim the Streets
Birmingham, 1998



Skateboarding
Milton Keynes, 1980s

Upload your videos at: [YouTube](#)

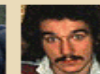
YOUR PHOTOS



1950s



1960s



1970s



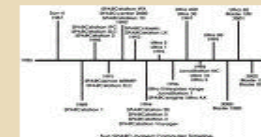
1980s



1990s

Upload your own photos at: [flickr](#)

YOUR MEMORIES

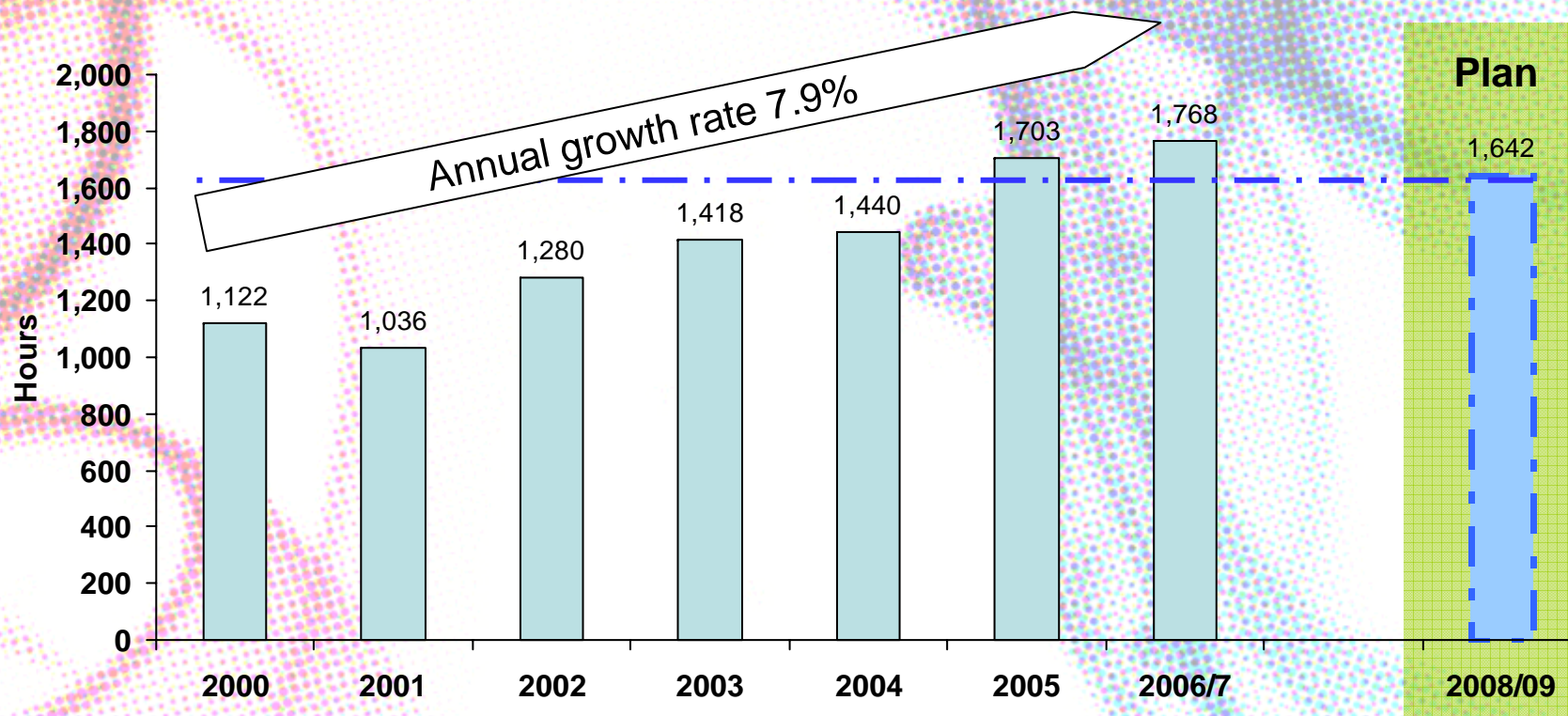


View other people's
memories of
Modern Britain or
add your own using
Memoryshare

Making less – what it means

- A significant reduction in the volume of output – 10% less over 6 years
- Reduction in the combined budget of BBC Three and Switch
- Make the portfolio work harder
- Prioritisation of peak-time and extend value of content investment through narrative repeats

Factual Hours (Peak) – BBC One to Four



Note: 2006/07 excludes PSR investment; 1,844 hours including PSR

Impacts on jobs in Vision

