



BBC Online Creative Review

May 2016

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FOREWORD

For the last 20 years, public service broadcasting has been in the digital era. The internet has already changed what we make, how we make it, and how we get to audiences. In the next ten years the pace of change will increase – and what we do online will become as important as what we do over the airwaves.

This digital revolution has made us better informed, better able to communicate and more democratic.

Yet the contribution the internet has made – to knowledge, to wisdom, to prosperity – has not all been positive. It is easy to find information, but harder to know whether to trust it. It is easier to find small communities, but harder for the nation to speak to itself and to the world. It is easier to create, but it can be harder to find the financial support for high-quality creativity. And the internet age is great for those who can afford it and access it – but those who can not risk being left on the margins of society.

To these problems, the BBC provides a response. In the internet age, our mission is simple: great British content, and a trusted guide. For everyone.

We have a simple role when technology opens up new opportunities – to explore their creative potential, and then to bring them to everyone. Again and again, we have found ways of using new technology to deliver new services, before it was obvious how those could be funded commercially. We have found new ways to inform, educate and entertain – sometimes much better ways.

But this is a market that is changing fast. BBC Online is a vital destination for many people, but the reach of the online market is now global. The BBC is only one small, but important, part of that market.

So while we must seek to offer a universal service to licence fee payers, the BBC cannot look to be all things to all people online. In a world of almost unlimited choice, we need to understand better how to focus our resources.

Last autumn we launched a creative review to do that, led by James Harding, the BBC's Director of News and Current Affairs. This was not a ploy to expand or a trigger to diminish. It was a chance to re-examine what we can do better to inform, educate and entertain in a distinctive way, online.

This paper sets out our conclusions. We will offer a more open BBC. We will prioritise online what we are known and loved for: trusted, impartial news; the best of live sports coverage and sports news; a safe place for children; high-quality entertainment that enriches our lives; showcasing the best of culture, art and science; and live national moments and major events.

And where we do not add to the market, or help it to innovate, we will withdraw. This paper sets out our conclusions here, too. But in this area of all areas, creativity, distinctiveness and support for the UK market will remain a constant work-in-progress.

At some point – certainly more than a decade in the future – we will be living in an internet-only world. I believe that the BBC will be more necessary and more treasured in that world than it is today. Setting the BBC online on the right course to that future is essential and our proposals here begin that journey.

Tony Hall, BBC Director-General

I EXECUTIVE SUMMARY

The BBC's ambition online is to provide a distinctive public service that informs, educates and entertains. We will do this online by focusing our energy and creativity on six flagship areas:

1. Trusted, impartial and accurate news – BBC News
2. The best in live sports coverage and sports news – BBC Sport
3. Where UK children come to learn and play in safety – iPlay and BBC Bitesize
4. High-quality entertainment that enriches our lives – BBC iPlayer and BBC iPlayer Radio
5. The best of arts and culture, history and science – the Ideas Service
6. Historic moments, national events – BBC Live.

But the BBC is also facing a tough set of financial challenges. Our online operations will be part of how we meet an immediate £150 million savings target by 2017/18, and a longer-term £800 million challenge by 2021/22.

This Online Creative Review sets out a route to a more focused and distinctive service. By cutting back the spread of websites, apps and other operations it will deliver a total saving of more than £15 million, or 15% of the service's editorial spend.

In the next 12 months the following services will either be closed or scaled down, subject to any regulatory approval required. We will:

- Close the iWonder service, but redeploy its formats across BBC Online
- Close the BBC's Food website. BBC Worldwide's Good Food site will remain
- Focus on distinctive long-form journalism online under a Current Affairs banner and close the online News Magazine
- Integrate Newsbeat output into BBC News Online, but close the separate Newsbeat site and app
- Continue to offer travel news online as part of BBC News but close the Travel site and halt development of the Travel app
- Stop running local news index web pages, offering instead an open stream on our rolling guide to BBC and local news provider stories, 'Local Live'
- Remove ring-fenced funding for iPlayer-only commissions
- Reduce funding for Connected Studio, the digital innovation programme, with innovation increasingly funded within business-as-usual and the Studio maintained as an enabler of innovation
- Reduce digital radio and music social media activity and additional programme content that is not core to services.

2 THE BBC'S PURPOSE IN THE INTERNET AGE

The internet age makes possible a BBC that offers the best of everything for all of us, whenever we want it, wherever we are. It promises a BBC that reinvents high-quality entertainment, accessible education and trusted news.

The BBC in the internet age can, more than ever, enlighten our lives.

The internet requires the BBC to redefine itself, but not its mission: the BBC's purpose online is to provide a distinctive public service that informs, educates and entertains. The internet is not a reason for the BBC to expand its role, nor is it an excuse to diminish it.

The BBC operates online to deliver a public good. Like a national park, it is open to everyone, improves the quality of life and is good for the country. Quality is essential; universality a requirement; trust and openness its characteristics.

The BBC must also be clear about what it will not do online. It cannot be all things to all people. The internet is a vital marketplace for products and services, businesses and organisations that the BBC cannot hope to – nor seek to – compete with.

The BBC will not build services in pursuit of a political agenda. It will not misuse the data of members of the public for commercial gain. And it must hold true to its standards online: it will not do things editorially that it would not be willing to broadcast.

The BBC should enable a thriving market.

To do this, the BBC's services must be clearly distinguishable from the market. We will not ape the competition. We will continue to offer and improve services where the public value exceeds the market impact. Where we do not add to the market – in areas such as travel apps, for example – we should withdraw.

In areas such as news and entertainment, education and sport, arts and sciences – where the public expects the BBC to provide its services online – we should operate in ways that grow the market itself. So, we will open our online operations to serve as a platform for others. Why? Because it will enhance the opportunity for other providers. Better still, it will improve and expand what is available online for all of us.

3 BBC ONLINE, TODAY

BBC Online is the gateway to the BBC on the internet. It is consistently in the top five highest-reaching sites in the UK. It is the only British service to rank in that top five – all the others are based in the US.¹ It is the third biggest BBC service, providing public service content to half of British adults each week.² It is the most shared publisher in the English language on Twitter.³ From News Online to iPlayer to the Olympics, the BBC has pioneered innovation. It has opened doors for UK audiences and industry alike.

In 2010 the BBC streamlined its online offer. We went from over 400 individual websites to just 10 flagship products. Today, our flagship products are: iPlayer, iPlayer Radio, News, Sport, iWonder, Weather, Homepage, CBeebies, CBBC and Bitesize. We have recently added the new BBC Three to this list. We run other services for Food, Music, Earth, Arts, Newsbeat and Taster, which are available across a range of devices and platforms using the basic technology developed for the flagship products.

BBC Online accounts for around 4.5% of UK time spent online. Facebook attracts 20%.⁴ The BBC is a vital destination for millions, but by no means the only one: whether or not they visit the BBC, 97% of users of news and information websites use non-BBC sites.⁵

Our main products are market-leading. But some of the BBC's other initiatives have not proved as popular; others are not as good. Many of our innovations online have taken off, a few have not. The iWonder product, for instance, has provided valuable learning content and genuine innovation. But we believe it will be more cost-effective to deploy iWonder formats like guides across BBC Online rather than continue to build iWonder as a separate destination. The occasional product overlaps with another – for instance, the food website on bbc.co.uk with bbcgoodfood.com. And we believe that innovation should be business-as-usual for all our products, not something mostly directed centrally.

The internet enables us to measure better than ever what our audiences use, what audiences value. The numbers make the eloquent argument that the BBC must be more focused. It must have the confidence to try, fail and start again when it innovates online. It must recognise that this is a fast-changing world, which requires us not to review our online operations once every five years, but every year. And it must focus: we need to be clear what we want to be famous for online.

People tell us they find it hard to discover the full range and breadth of what is available on BBC Online.⁶ On average, our audiences use over two of our online products every week,⁷ but those that use more from the BBC value the BBC more. We can and should do more to help users find what they are looking for.

So we are working hard to deliver a BBC that is personalised to each and every online user. To do that, we are rolling out a programme we have called myBBC. More than six million users have signed in since May 2015 and now receive notifications and alerts of new content, such as when new editions of their favourite programmes are available. In sport, myBBC means we can deliver a service where you can receive alerts about your teams and create your own sport feed; on the BBC Homepage it means you can customise both what you see and in what order.

¹ Source: comScore, MMX Multi-Platform, July 2014 – March 2016, top five based on Unique Visitors, Top 100 Properties

² Source: Cross-Media Insight Survey by GfK for the BBC, c6,000 UK adults per quarter, based on average weekly reach 3+ mins, 2015; BARB, 16+, 2015

³ <https://mobile.twitter.com/NewsWhip/status/669597174326423553>

⁴ Source: comScore MMX Multi-Platform, UK, Average Total Minutes, [P] BBC Sites, [P] Facebook, Jan-Dec 2015. Data can be variable within a small range, depending on tagging

⁵ Multi-Platform Audience Duplication, UK, News Category, Unduplicated UVs, Dec 2015

⁶ Source: Qualitative research by SPA for the BBC, August 2015

⁷ Source: Cross-Media Insight Survey by GfK for the BBC, c6,000 UK adults per quarter, 2015/16

Personalisation will go much further in the future. For children, myBBC will deliver personalised, interactive experiences, from childhood to adolescence and into adulthood. For young learners, it means we can make Bitesize a fully personalised service delivering curriculum-focused resources in formats best suited to children's individual needs, as well as enhancing the BBC's education offer in Scotland, Wales and Northern Ireland.

The BBC should seek to serve all audiences. Yet BBC Online skews towards men – at least ten percentage points more than women in all age groups.⁸ For some younger female audiences, we seem to be less relevant.

If the BBC is to remain universal, it must change its tone, its range and its offer. BBC Three is already showing the way. In areas such as news and sport, we can make much more use of social media to reach people who may not come to the BBC directly. The BBC's news agenda needs to be closer to the interests of all its audiences, increasing coverage of arts and entertainment, technology and life.

And across the BBC's online services, we can appeal to a much broader range of people by enabling a far wider offer. BBC Online can be a platform. We already generate 18 million click-throughs to others in the digital economy every month.⁹ We want to do much more.

⁸ Source: Cross-Media Insight Survey by GfK for the BBC, c6,000 UK adults per quarter, 2015/16

⁹ Adobe Analytics - Digital Analytix, UK, 2015/16

4 BBC ONLINE'S FUTURE PRIORITIES

The BBC's ambition online is to provide a distinctive public service that informs, educates and entertains. We will do this online by focusing our energy and creativity on six flagship areas:

1. Trusted, impartial and accurate news – BBC News
2. The best in live sports coverage and sports news – BBC Sport
3. Where UK children come to learn and play in safety – iPlay and BBC Bitesize
4. Quality entertainment that enriches our lives – BBC iPlayer and BBC iPlayer Radio
5. The best of arts and culture, history and science – the Ideas Service
6. Historic moments, national events – BBC Live.

While we may have activity in other areas, these are our online priorities and it is our aim for each of these to be as high quality and distinctive as possible in their respective UK markets.

BBC Online – the platform

To do this, BBC Online will open up. It is going to change from being a provider to a platform.

What does this mean? In effect, the BBC will invite others on to its stage: BBC News will open up its digital services so other news providers can share our content and reach our audience; BBC Bitesize will surface content from other providers; BBC iPlayer will make available other TV channels and programmes; and we will launch the Ideas Service, a service that offers lessons for life not only from the BBC but from the great scientific, artistic and intellectual authorities of our times.

The BBC will continue to be defined by the quality of both its content and its curation: it will stand out as a trusted guide to the best ideas and information on the internet.

This will not be one-way traffic. A platform makes it easier for audiences to become participants. People can contribute to, as well as consume, what the BBC does online.

At the same time as providing a platform for others, we will ensure our content and services are available or findable on other platforms, too – making it easy for our audiences to come across BBC content when they are online. For our TV content, this means ensuring iPlayer is widely available on a broad range of devices and platforms. In news, in particular, the BBC will look to make the most of social media. We want people to be able to share our work, properly branded and distinctly BBC, on the feeds that come from family and friends. We need to be where our audiences are. And they are on their mobiles.

4.1 Trusted, impartial, accurate news: BBC News

The BBC is where people come for news they can trust, both in the UK and around the world.

The BBC pioneered news online. Now, we aim to lead the way on mobile: this year, the BBC will launch its Newstream upgrade to BBC News that offers live streaming and video news bulletins for mobile.

The BBC's strength is in video and audio, which is the primary focus of our future ambitions online.

Taking account of the changing ways in which people use the news locally, we will build on the success of news streams from the BBC and other news providers on Local Live. We will close the 40+ local news index pages. Our research shows they do not work well enough for audiences.¹⁰ The story count is low, the updates infrequent. Instead, we will use Local Live streams, which are now running across the country. We will make more of the BBC's radio and regional TV content in the Local Live feed and invite more contributions from our local radio audiences. But, most importantly, Local Live will enable us to link more to news and information providers outside the BBC. They will be able to share our content and reach our audience. We believe that this kind of partnership could be a pathfinder for partnerships with other kinds of news providers.

We will streamline the branding in News. For example, Newsbeat will become a central part of the online News offer with the Newsbeat site merging into the main BBC News site. The Newsbeat app will also close. Audiences want a broader range of stories, which Newsbeat will help deliver online. At the same time, people are not coming to those stories via a separate Newsbeat homepage.¹¹ They are telling us that, online, BBC News is the brand.

We have reorganised features and current affairs online. We will close the Magazine online – the BBC is not, nor does it have ambitions to be, a magazine publisher. We will continue to cover a full range of subjects and stories, but we want to make more of current affairs, narrative story-telling, news features, original stories and quality analysis. Our long-form journalism is rooted in the intelligence of the BBC's radio documentaries, the expertise of the BBC's global network of news correspondents, the force of the BBC's current affairs on television. We want to bring that work to the fore online.

4.2 BBC Sport

The BBC offers sport for everyone – free and open access to all of us. In a market increasingly defined by paid services, BBC Sport online reaches millions of people every week who do not pay to watch sport on TV.¹²

BBC Sport offers something for fans of all sports. The service covers over 50 sports. It provides unrivalled coverage and prominence of women's sport. It is the most comprehensive disability sports news website in the UK.

BBC Sport covers sport from all parts of the UK, too. We provide online services for England, Scotland, Wales and Northern Ireland, plus news and reports from every football league team in England and Scotland, and extraordinary community events like the People's FA Cup.

BBC Sport is open, too. It typically drives more than six million links to external sites per month.¹³

¹⁰ Online Quality Survey by eDigital for the BBC

¹¹ Adobe Analytics - Digital Analytix, global, January-March 2016

¹² Cross-Media Insight Survey by GfK for the BBC, c6,000 UK adults per quarter, 2015

As the TV sports rights market continues to experience unprecedented super-inflation, BBC Sport Online will be a key alternative offer for audiences – carrying live coverage into the online space and making UK sport accessible for millions who could be priced out of attending live events in person or from increasingly expensive TV packages.

4.3 Children and learning: iPlay and BBC Bitesize

For decades, children have learned and played with the BBC. Our television channels, CBBC and CBeebies, are the number one children's channels for their target age ranges.¹⁴

But digital is opening up a whole new world of fun, exploration, learning and creativity for children. The amount of time children spend online has more than doubled since 2005, from just over 4 hours a week to 11 for 8-11s, and from 8 hours to 19 for 12-15s, with TV also up for these groups.¹⁵ Children are moving online fastest of all age groups, as reflected by their prolific use of BBC iPlayer: 22% of CBBC viewing is through iPlayer – compared to 2% for BBC One.

The BBC's digital offer for children goes beyond watching TV online. Digital successes to date include the CBeebies Playtime app (six million downloads) and the Storytime app (two million downloads) for pre-school audiences.

BBC Bitesize, the BBC's resource for children and young people in formal education, supports study and revision outside the classroom, at home and on the go. Over four million pupils use BBC Bitesize, including more than half of all primary school pupils and 81% of secondary school students.¹⁶

The iPlay project is how we will deliver the next generation of digital services for children.

It will allow children to watch, create and explore. It will take a platform approach to the products and services we develop. It will surface Bitesize content.

As children grow older, learning generally becomes more formalised. The BBC has traditionally kept formal learning for children separate. However, the flexibility and tailored nature of iPlay means we will be able to bring more formal and informal learning seamlessly to children.

We are also exploring the potential of making BBC Bitesize an open platform. This would see educational content from other providers sitting side-by-side with content produced and commissioned by BBC Learning, delivering a richer experience for learners.

Ambitious platform ideas like iPlay take time to get right. But children are, justifiably, demanding new digital experiences now.

So, we have launched iPlayer Kids, a safe and tailored edition of iPlayer especially for children, and the first step on our journey to a richer, more engaging and more interactive digital offer for the nation's children.

¹³ Adobe Analytics - Digital Analytix, UK, 2015/16 monthly average

¹⁴ Source: BARB, CBeebies target audience measured through 4-6s and housewives with children aged 0-3; CBBC target audience measured through 6-12s; all homes; average weekly reach 3+ mins consecutive; 2015/16

¹⁵ Source: Ofcom, Children and Parents: Media Use and Attitudes Report, November 2015. Available at: http://stakeholders.ofcom.org.uk/binaries/research/media-literacy/children-parents-nov-15/childrens_parents_nov2015.pdf

¹⁶ Source: BBC Formal Learning Survey by EdComs Limited, April 2016, 1,000 8-16 year-olds. Question: Which of these resources have you used to help learn things at school, or to help learn things / revise at home?

4.4 High-quality entertainment: iPlayer for TV and radio

Since it first hit the UK in 2007, BBC iPlayer has grown to be one of the UK's top five brands.¹⁷ We have already developed two successful products in the BBC iPlayer stable – BBC iPlayer for TV and BBC iPlayer Radio. We have just launched BBC iPlayer Kids.

We want all three versions to enable all audiences to spend as much time as possible with BBC audio and video content. So, we are repositioning the BBC iPlayer products as vital, daily destinations, moving beyond simply being the place to catch up on shows people have missed or find radio programmes they already know.

As part of this, we also believe BBC iPlayer TV should be at the vanguard of the BBC as a platform approach.

We plan to include high-quality content from other providers within BBC iPlayer – alongside S4C which joined in 2014. We will curate this content using our editorial expertise and the BBC's personalisation capabilities – surfacing relevant programmes from third-party providers that users may not have found on their own. We will also use curation to reflect the different Nations of the UK.

We will make it simple for users to navigate to channels containing only content from specific providers but we will also curate exciting collections that include programmes from many providers. For example, we will include a range of third-party content as part of an iPlayer Shakespeare festival this year.

As part of iPlayer's journey to maturity, we are going to remove its ring-fenced commissioning funding. This investment has been essential for iPlayer's development. It has helped fund distinctive, innovative programmes like *Bitter Lake* and *The Rack Pack*, which have been well received. A key part of our iPlayer offer now is BBC Three. However, rather than regard iPlayer as a separate service requiring special treatment, it will now become a central part of our TV offering and we will fund online original TV commissions and premieres for iPlayer from the broader TV budget. Over time, we expect overall investment in iPlayer premieres to increase as we rebalance TV budgets, and move from a relatively fixed commissioning process where investment follows services to one that is more agile and aligns commissioning and investment more readily to audience need and behaviour.

BBC iPlayer Radio allows audiences to listen to and track the full range of audio content from the BBC, bringing it all together in one place – currently 58 radio stations, increasing to 70+ stations after the addition of the World Service, as well as on-demand content and niche services like our pop-up Jazz and Folk stations. It is also a home for big event coverage like *The Proms* and Glastonbury.

A renewed passion for podcasts also makes BBC iPlayer Radio a vital foothold in a market striving to find ways to attract and grow hard-to-reach young audiences. While it is primarily used to stream live audio, it is evolving to provide more opportunities for audiences to listen on-demand. For example, last year, iPlayer Radio added downloads and released some speech-based programming up to seven days before broadcast via the 'online first' function.

Over the course of the next Charter we will go even further and, like BBC iPlayer, make the most of personalisation. We aim to create the world's first fully personalised radio experience – combining the very best from live and on-demand content and, in time, from outside the BBC, too. At the same time, we will ensure all our radio and music activity remains value for money by reducing digital radio and music social media activity and additional programme content that is not core to services.

¹⁷ YouGov BrandIndex UK, 2012-2015 (2012: rank #1; 2013 rank #1; 2014 rank #4; 2015 rank #3). Available at: <http://www.brandindex.com/ranking/uk/2015-annual>

4.5 Arts and culture, history and science: the Ideas Service

From *Stargazing Live* to *Life on Earth*, the Radio 1 Academy to *100 Objects*, the BBC has been the place we come to open our minds long after we leave school. If we want to understand black holes or dig one to plant a hydrangea, if we want to know more about Runnymede or to bake a rum baba, the BBC makes it a pleasure to learn.

More than ever, there is an appetite for knowledge and inspiration. Notwithstanding economic pressures, literary, music and science festivals are more and more popular. It is easier than ever to be an autodidact.

The BBC plans a new service – the Ideas Service – to offer an informal education in arts and culture, science and the natural world, humanities and history. It will span broadcast and online. And it will include not just the programmes made by the BBC, but host the content of our partners.

We are working with the best minds and organisations in Britain to attract the next generation of viewers, listeners and creators. In working up plans with other organisations, we believe that there is potential to create a service that will be useful to millions of people around the world.

The Ideas Service will be our focus for serving factual content online. As we develop it, we will draw on what we have learned from iWonder. It has been valuable in learning about what factual content works in the online space and we have developed a range of innovative formats like iWonder guides and timelines. However, we believe that it would now be most cost-effective to deploy iWonder formats, like the guides, across BBC Online rather than maintain iWonder as a standalone destination and brand.

4.6 Historic moments, national events: BBC Live

For decades, the BBC has brought people together in their millions for live events and those national moments that shape us, from the Coronation to the Cup Final.

In an increasingly fractured digital world, the need to witness and engage with live events is even more important.

Delivering world-class live events online plays a central role in the development of the BBC's digital services. It is a key BBC skill and a unique differentiator online.

The BBC is an expert and innovator in digital live events coverage, most notably with coverage of London 2012, streaming every moment to millions across desktop, mobile, tablet and connected TV. Since 2012, born out of Sport, and the collaboration between technology and editorial teams, the BBC Live platform has enabled us to tell live stories and interact with the audience in real time, engaging audiences via social media in increasingly two-way coverage.

Audiences increasingly go to live events online, with live pages consistently among the most popular across BBC Online. Premier League football and Test Match Cricket routinely top more than one million unique users,¹⁸ while the General Election Live page was accessed by 7.2 million unique users¹⁹ and the tragic attacks in Paris by 9.1 million.²⁰

¹⁸ Adobe Analytics - Digital Analytix, UK, 01/01/2016-04/05/2016

¹⁹ Adobe Analytics - Digital Analytix, global, 08/05/2015

²⁰ Adobe Analytics - Digital Analytix, global, 14/11/2015

Across all genres, live pages average around three million unique users per day.²¹ Live pages are some of the most engaging on BBC Online, with users typically spending much more time with the content than on other pages.²²

Through 2016 and beyond our approach to live events will develop in two ways. We will cover more of the national and international moments that matter, across more genres, than ever before, including the Rio Olympics, EU Referendum, US Presidential Election, Glastonbury, Euro 2016, Wimbledon, Shakespeare Day, CBBC Live and Sport Relief. This includes the potential for BBC Live to be a platform: we are already running experiments in this area, for instance with partner-produced events coverage like the Elite Ice Hockey League Challenge Cup final.

And we will continue to develop the experiences we create and how we tell stories, making our live experiences more immersive, more social, more connected and more participatory.

²¹ Adobe Analytics - Digital Analytix, UK, 04/04/2016-03/05/2016

²² Adobe Analytics - Digital Analytix, UK, 27/04/2016-03/05/2016

5 SAVINGS AND CLOSURES

Financial reality means hard choices for the BBC. We have made cuts year-on-year in the past five years. We have to keep doing so: the BBC's online operations will contribute to a £150 million savings target for 2017/18 announced last summer.

The licence fee deal announced last July means a cash-flat settlement for the BBC for the five years to come. So, if the BBC wants to invest online, it is going to have to make savings to do so. This Online Creative Review sets out total savings of more than £15 million, around 15% of the service's editorial spend (excluding BBC Three).

In the next 12 months the following services will either be closed or scaled down, subject to any regulatory approval required. We will:

- Close the iWonder service, but redeploy its formats across BBC Online
- Close the BBC's Food website. BBC Worldwide's Good Food site will remain
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- Reduce funding for Connected Studio, the digital innovation programme, with innovation increasingly funded within business-as-usual and the Studio maintained as an enabler of innovation
- Reduce digital radio and music social media activity and additional programme content that is not core to services.

6 CONCLUSION

The BBC's mission has always been to inform, educate and entertain its audiences – wherever they are and however they use us.

As a public service, the BBC must endeavour to reach people in the way that best suits them. Where radio was once the pioneering medium for that, and then television, online and digital services are now transforming how we fulfil our public purposes.

This review has underlined the admiration for the BBC as a watchword for quality. The BBC's distinctly public service voice is, if anything, more valued in the noisy and fragmented world of the internet.

The digital age, like the revolutions wrought by radio and television before it, will require the BBC to change. Online will not simply be a mirror of broadcast. The BBC must be creative and innovative.

Our task is to reimagine public service broadcasting for the digital age – to play a pioneering role in how audiences can use technology, content and information to enrich their lives and the society we live in.