WHAT IS BBC GLOBAL NEWS?
BBC Global News brings together the excellence of BBC World Service and the BBC World Service Trust, BBC World News, bbc.com/news and BBC Monitoring. It’s an internal structure and brand which enables us to work more closely together.

WHAT IS ‘DELIVERING CREATIVE FUTURE’?
The BBC tells the stories of our audiences and reports the news and events that shape their world. We reflect their experiences and are in turn inspired by them to deliver brilliant, trusted content that enriches and informs the lives of our audiences across the globe.

Within the BBC, the component parts of Global News make great and distinctive contributions. We now need to emphasise the value we bring to the organisation.

We have to continue to work together to consolidate what we do and how we do it. And of course we’ve got to keep growing, developing and adapting to fulfil the needs of our global audiences.

As part of the strategic review of Global News, we asked ourselves some difficult questions:

- What is our purpose and how do we share a passion for international news among our diverse parts?
- Where and how do we make our most valuable contributions?
- What do we want to achieve over the next five years and how do we propose to deliver this?

WHY NOW?
Global News reaches 233 million people a week in 33 languages across a growing range of media platforms. With its roots in BBC World Service, Global News has over the past five years been engaged in bringing together all of the BBC’s news and information services for audiences under common management.

The time is now right to push the BBC’s global news proposition to a new level. The BBC now has a Global Purpose in its Royal Charter, and changes in a complex world are making international news more relevant than ever.

We already have a unique and diverse workforce which is committed to serving these purposes. Our task now is to unite these talents so that Global News can reach its full potential.

WHAT ARE THE CHALLENGES?
Delivering Creative Future presents a great creative challenge. Internally, Global News is a part of the BBC that colleagues generally regard with affection, if not complete understanding. However, Global News remains an under-developed division and this can lead to internal tension and a lack of engagement with other parts of the BBC.

Within many of the markets where we operate, competition for audiences is emerging rapidly and powerfully. In others, our competitors already take the lead. Whether domestic or international, we need to rise to the challenge of competition across all platforms.

For example, where choice is the greatest – online – we are finding it very hard to make sustained progress.

Much is made of BBC Global News’ multimedia edge, but at the moment only a few examples of genuine multimedia working exist. It is a potential largely unrealised.

We’re not making enough of our expertise in the newsgathering and journalistic experience of BBC World Service, especially in non-English services.

AIMING HIGH
BBC Global News aims “to be the world’s best-known and most respected international news provider.”

How do we realise this vision?

DEFINING OUR ROLE WITHIN THE BBC
We have to be:

- The BBC’s champion of international news audiences
- Recognised as the source of global expertise and knowledge in the BBC
- Enthusiastic in our pursuit of a multilanguage, multimedia news future

How do we strengthen this?
WHAT DO WE WANT TO BE?

BBC Global News provides high-quality, impartial and authoritative international news to audiences around the world. For many, news from the BBC addresses a vital need, either for an alternative voice or, crucially, for at least one reliable news source. It is a noble public purpose.

This is what we already stand for and provide. To build on these foundations we now need to:

- Make our commissioning in English more coherent right across Global News, informed by a rich understanding of international audiences
- Better co-ordinate delivery of our services in English across platforms
- Build more multimedia commissions increasing the impact of major Global News projects, (e.g. the Bangladesh by River project and the US presidential election bus tour)
- Develop online and mobile services in languages and with bbc.com
- Develop and evangelise the expertise and resources of the non-English language services
- Establish a compelling international news brand across all platforms

WHAT ARE WE DOING ABOUT IT?

A number of internal changes will support our aims.

We’ve set up a Global News Editorial Board

Led by the Director of Global News, the Board will integrate editorial oversight, develop content strategy, ensure that we fully exploit our journalistic expertise and install a common commissioning approach.

We’re understanding our audiences better

Although diverse geographically and demographically, in behavioural terms there is essentially one audience for our international BBC news services in English – on radio, television and online. Within this segment there is a large worldwide audience for the kind of high quality, internationally-minded news that the BBC provides best.

We need to be realistic in how we pursue this audience, recognising where best to commit our resources and funds. This will sometimes mean exiting from markets where we cannot grow or maintain an audience.

We’re building more partnerships

For our language services we need to continue to manage the likely decline in shortwave transmissions – both through the active pursuit of partnerships and re-broadcasting opportunities, and through the ongoing use of the internet as a distribution platform.

We’re expanding our television offer

Currently Global News operates two channels, (BBC World News and BBC Arabic TV), and will launch a Persian television channel by the end of 2008.

There are further television opportunities to be explored, especially via partnerships. BBC Turkish are among the pioneers of this, working with NTV in Turkey.

We will develop a coherent international online news strategy

Encompassing language sites, bbcworldservice.com and bbc.com/news should work seamlessly to serve audience needs and build the BBC’s online reputation around the world. We need to bring consistency to our approach.

We will give them a reason to come to us

Given the choice available online, we have to express much more clearly why internet users would come to the web pages of a foreign broadcaster for their news, information and insight.

We will focus on the future

In coming years we have to focus on the role wireless devices will play in transmitting news and information. Already, there are more mobile phones with internet connections in the world than there are personal computers.

HOW DOES THIS AFFECT ME?

The impact on anyone’s day-to-day working won’t be immediate. What we want is to set everyone thinking about their role in the broader context of the BBC’s international, multimedia news and information services.

We want people to channel some of the loyalty and passion felt for their programmes and services into common creative and strategic solutions. Solutions which build the habit of working together and thinking about opportunities across all languages.

The simple perception of us outside the UK is “news from the BBC” – a known and loved service. As far as possible, we need to start thinking and organising ourselves, according to this uncomplicated and inclusive image.