

ACCELERATING THE TRANSFORMATION OF THE BBC

'A BBC for the Future' is a strategy to deliver a BBC that is more relevant, universally used and offers outstanding value for all. To make this happen, we are working hard to accelerate the transformation of the BBC that has been underway in recent years.

This report shows that the BBC is transforming at pace to ensure that we are in the best shape to meet the challenges of a fast-changing, digital-first landscape.

We are creating an even more streamlined, more agile organisation, and one that is as efficient and effective as possible. Since 2022/23 we have delivered total savings of £564 million against our target of £700 million – driven by organisational efficiencies and the reprioritisation of spend to maximise the value of the licence fee for our audiences.

We have once again reduced the size of our public service workforce, supported by an accelerated redundancy scheme which has allowed us to close and transfer roles while creating new roles in growth areas such as digital content.

We continue to evolve our services and grow our digital products. That meant that BBC iPlayer was the UK's fastest-growing long-form video-on-demand platform in 2024/25. BBC Sounds also grew to 2.6 billion plays this year and the BBC News app was the number one news app in the UK for monthly reach.

We are accelerating the transformation of the BBC through cutting-edge technologies and AI-driven innovation. This year we used Gen AI to increase the value we offer audiences in areas such as the translation of news content and subtitling for programmes on BBC Sounds – all in line with our published AI principles. We want to help lead the debate on how the responsible use of AI can support human creativity and growth in the creative industries, while protecting the intellectual property of creators.

We are working hard to boost our commercial income to generate maximum possible value for the licence fee. BBC Commercial achieved record sales this year of £2.2 billion, even against a challenging landscape. In November the NAO's review of BBC Studios concluded that it has succeeded in delivering increasing returns to the BBC, achieving growth by adapting to a changing market.

We are collaborating more closely than ever with our partners to enhance the impact of our public service mission. We are also establishing major new partnerships that can allow us to reach new talent, access capital and secure scale.

Our record of transformation this year shows how determined we are to build a global public service media organisation that is fit for a digital, AI-driven age.



For more on the transformation of the BBC **see page 57**

Former Prime Minister Rishi Sunak appears in an exclusive interview with Nick Robinson, reflecting on four years in Downing Street





The ultimate game of detection, deception and trust, *The Traitors*, returned for a third series in 2025

As we transform the BBC for the future, we are also aware that this year the process of renewing our Royal Charter begins in earnest. It is a process that will determine the scale and scope of the BBC beyond 2027, and therefore its long-term role and impact for the UK.

We believe it is vital that our audiences should be at the heart of that debate. The public own the BBC, and we want to make sure everyone can have a say on its future.

That's why in March we launched our biggest-ever public engagement exercise, 'Our BBC, Our Future', asking BBC account holders across the UK to help identify what they want from the BBC now and what they want from it in the years to come.

As well as listening carefully to our audiences, we are also having conversations with everyone who has a stake in the future of the BBC. That includes our staff, as well as over 360 partners we work with each year to help us deliver our content and services.

The BBC's partnerships have always played a vital role in enabling the BBC to deliver our public service mission, but as part of 'A BBC for the Future' we are committed to working even more closely with our partners.

As we enter a new technological era, we want to do more than ever before to expand the reach and impact of our public service mission.

Transforming the BBC also means creating a modern organisation that all our staff can be proud of, and which enables them to do their best work. This year that included the publication of our BBC Diversity, Inclusion and Belonging Strategy, which for the first time brings together our workforce diversity ambitions and our creative diversity plans. It also included the publication of our first Climate Transition Plan, detailing how we intend to further reduce our environmental impact and be Net Zero by 2050.

And more recently we have published an independent review into the BBC's workplace culture, alongside a comprehensive set of actions we are committed to taking in response.

All this underlines how determined we are to go further and faster not only to build a modern BBC that is fit for the future, but also an organisation that is truly representative of all the audiences we serve and where everyone feels they belong.

Partnerships and collaborations across the BBC in 2024/25

BBC Area	Number of Partners
Content	219
Chief Operating Group	54
Corporate Affairs	9
Technology	42
News and Current Affairs	9
Chief Customer Officer Group	2
Nations	76
Strategy	1
Total	370

A number of partner organisations appear in these figures multiple times because they are engaged in partnership work with more than one BBC division. Where this is the case, the partner is counted in each division they work with, for example, University College London counts in the totals for both Content and Technology, but only once in our overall total.

i For more on our people see page 65

For more on sustainability see page 70

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The BBC is rapidly transforming to be an agile organisation that is fit for the future.



Shantol Jackson and Don Gilet appear in Series 14 of comedy drama series *Death in Paradise*