# Executive Board

7 December 2009  
1030 – 1515  
Rm 3028, Broadcasting House, London

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Attendees

Present
Mark Thompson (Chair), Director-General
Mark Byford, Deputy Director-General
Lucy Adams, Director, BBC People
Sharon Baylay, Director, Marketing, Communications & Audiences (MC&A)
Jana Bennett, Director, Vision
Tim Davie, Director, Audio and Music (A&M)
Erik Huggers, Director, Future Media and Technology (FM&T)
Zarin Patel, Group Finance Director
Peter Salmon, Director, BBC North
Caroline Thomson, Chief Operating Officer
Val Gooding, Non-executive director
Mike Lynch, Non-executive director
David Robbie, Non-executive director
Samir Shah, Non-executive director
Robert Webb, Non-executive director

With
Jessica Cecil, Head of the Director-General’s Office
Lynsey Tweddle, Head of the Executive Unit (secretary)
John Tate, Director, Policy and Strategy (item 2)
Roly Keating, Director, Archive Content (item 2)
Gautam Rangarajan, Head of Strategy (item 2)
Adrian Ruth, Head of Department, Policy & Strategy (item 2)
Mike Ford, Acting Director, Risk and Assurance (item 3)
Charles Toomer, Head of Risk (item 3)
John Linwood, Chief Technology Office (item 3)
John Smith, Chief Executive, BBC Worldwide (items 5 – 7)
Chris Kane, Head of Corporate Real Estate (item 7)
Catherine Smadjia, Head of Special Projects (item 7)
Frances Allcock, Organisational Development and Change Director (item 8)

Apologies
Marcus Agius, Senior non-executive director
Minutes from the Executive Board meeting on 9 November 2009

1.1 The minutes from the November Board were approved and the summary for publication noted.

Strategy Review and Partnerships: one year on

2.1 The strategy review paper summarised, in draft, five initial proposals of the Strategy Review 2009/10. The partnerships paper summarised the progress on the programme of partnerships supporting UK public service broadcasting and the wider UK media sector. It reflected on lessons learned over the past year and proposed a revised approach to partnerships going forward. It also incorporated the quarterly partnerships update.

2.2 The Board noted progress on partnerships and agreed the proposed way forward including:

- Guiding principles for the consideration of partnerships and related communications
- Making partnerships part of the BBC’s mainstream activities
- Focussing efforts in the coming year on four areas with significant potential: training, digital public space, infrastructure and city/regional partnerships.

Risk Review – December 2009

3.1 This paper provided the latest risk review for the Board, highlighting key risks and their impact.

3.2 In addition, the Board received a report on the network and telephony outages that had been experienced recently, noting that technology investment was being assessed to ensure it was sufficient.

3.3 The Board asked that ‘safety in the field’ and ‘live events’ be included as key risks for the Board to consider and monitor.

3.4 The Board reviewed the contents of the latest Risk Review summary and considered the key risks and forecast changes in exposure over the next six months.

BBC Online Review

4.1 This paper made recommendations to strengthen the overall coherence and management of BBC Online as well as for related governance and organisational changes.

4.2 The Board approved the recommendations for BBC Online as set out in the Executive Summary of the paper.
5 Commercial update

5.1 John Smith provided an update on commercial matters.

6 BBC Worldwide Half Year Financial Review

6.1 This report updated the Board on the financial performance of BBC Worldwide for the six months to 30 September 2009, and considered the outlook for the remainder of the current financial year.

6.2 The Board agreed it would be useful to have a clear statement about the dividend return to the BBC public service as a result of BBC Worldwide’s success.

6.3 The Board discussed the report and BBC Worldwide’s half-year position.

7 National Audit Office Value For Money Study: The BBC’s Management of Three Estates Projects

7.1 This paper explained that the National Audit Office (NAO) had finalised its report on the management of three estate projects (Broadcasting House, Pacific Quay and Salford Quays).

7.2 The Board noted the NAO report and approved the management response, subject to comments made.

8 BBC People/Leadership Strategy

8.1 The Board received a presentation on the BBC leadership strategy, which provided some background data and analysis to inform the discussion.

9 Director updates

a) Audiences and all services

9.1 Sharon Baylay and Tim Davie updated the Board on audience figures and services for the last month, which included key highlights for Vision, Audio & Music and online. The Board viewed some short trails from the Christmas schedule.

b) Journalism

9.2 Mark Byford provided an update on Journalism matters.

c) Regulatory and industry

9.3 Caroline Thomson provided an update on regulatory and industry matters.

d) Finance

9.4 The Board noted the finance report which provided an update on the current financial position of the BBC.
Papers for approval

10 Commercial Review: governance

10.1 This paper finalised the outstanding recommendations on governance that emerged from the Commercial Review of 2008.

10.2 The Board agreed the recommendations in the paper.

11 The Open iPlayer Partnership

11.1 Following the Trust’s decision on the Open iPlayer Public Service Broadcasting linking partnership, this paper sought approval for an alternative linking policy which could be implemented within existing permissions.

11.2 The Board endorsed the assessment that the restated linking proposal did not constitute a significant change to the UK Public Services for the purposes of Clause 25 of the Agreement. It was noted that implementation would begin following the above endorsement.

12 Radio Investigation Service

12.1 This paper explained the BBC’s obligations with respect to the Radio Investigation Service and the reason why new arrangements for meeting this obligation were being proposed.

12.2 The Board approved the recommendations for onward progression to the Trust for consideration. It was noted that the intention was to reduce to a minimum and if possible cease any in-home field survey activities.

13 Digital Switchover

a) Help Scheme Performance Measures
b) Digital Switchover quarterly update
c) Annual Progress Report on Digital Switchover for the Secretary of State 2009

13.1 The first two papers provided quarterly updates on Help Scheme performance measures and Digital Switchover respectively. The third paper provided the annual report to the Secretary of State on Digital Switchover.

13.2 The Board approved all papers for onward progression to the Trust. It was noted that, subject to Trust agreement, this annual progress report would then be submitted to the Secretary of State.

14 The Trials Register

14.1 This paper provided the Trust with a register of pilots and trials, updated on a quarterly basis.
14.2 The Board noted that the register was up-to-date, accurate and comprehensive and approved it for onward progression to the Trust.

15 Benchmarking of the BBC’s Expenses Policy

15.1 This paper explained that the BBC had commissioned KPMG to conduct a formal benchmarking exercise to compare the BBC’s Expenses policy to those of other suitable public and private sector organisations, including other media companies. The paper provided a high level overview of the results of the benchmarking study.

15.2 The Board agreed that the results of the benchmarking study were encouraging and approved the decision of the BBC Direction Group regarding no change to the BBC’s Expenses policy. Subject to Audit Committee endorsement later that day, the Board approved the paper for onward progression to the Trust.

16 Technology Strategy

16.1 This paper outlined the direction, key principles and approach to technology to support the objectives of the BBC. The paper explained that although the work was separate from the ongoing Strategy Review, the conclusions of the Strategy Review would influence the detail of the implementation of the Technology Strategy.

16.2 The Board approved the aims of the BBC Technology Strategy and the principles laid out in the paper and supported further work in developing the specific area strategies. The paper was approved for onward progression to the Trust but the Board asked that the strategy return for a wider discussion early next year.

17 Appeals Advisory Committee appointment

17.1 In line with its responsibilities, this paper asked the Board to approve an appointment to the Charity Appeals Advisory Committee (AAC).

17.2 The Board approved the appointment of Nick Roseveare as a Member of the AAC.

18 Renewal of non-executive appointment

18.1 This paper asked the Board to appoint Val Gooding to serve as a non-executive director of the BBC Executive Board for a further two years covering the period 1 January 2010 to 31 December 2011. The Board noted that the appointment had been approved by the Executive Nominations Committee and the Trust.

18.2 The Board appointed Val Gooding to serve as a non-executive director for a further two years, commencing 1 January 2010.

19 Any other business

19.1 No other business was raised.
Papers for noting

20 Summary of papers and actions from Finance Committee

20.1 The Board noted the summary of discussions and actions at the Finance Committee meetings held on 22 and 30 October and 3 November 2009.

21 Impartiality Tracking Report

21.1 This report provided the Board with a half year update (April 2009-September 2009) on delivery against the impartiality objective in the BBC’s Citizenship & Civil Society Purpose Remit.

22.2 The Board noted the report.