## Executive Board

20 January 2014  
1000 - 1530  
Room 3028, Old Broadcasting House, London

### Attendees

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Attendees

Present
Tony Hall  Director-General (Chair)
Lucy Adams  Director, HR
Helen Boaden  Director, Radio
Anne Bulford  Managing Director, Finance and Operations
Danny Cohen  Director, Television
James Harding  Director, News and Current Affairs
James Purnell  Director, Strategy and Digital
Simon Burke  Non-executive director
Brian McBride  Non-executive director
Fiona Reynolds  Senior Non-executive director
Howard Stringer  Non-executive director

With
Tim Davie  CEO, BBC Worldwide and Director, Global
Alan Yentob  Creative Director
Lynsey Tweddel  Head of Executive Unit (secretary)
Jessica Cecil  Chief of Staff, Director-General's Office
Tanya Van Niekerk  Business Manager
Gautam Rangarajan  Director, Strategy (items 1, 2, 6 & 7)
Dominic Coles  Director of Operations (items 3 & 11)
Bal Samra  Commercial Director (item 4)
Helen Jackson  Managing Director, BBC Worldwide (item 4)
Kieran Clifton  Controller, FM&T Strategy (item 5)
James Jackson  Head of Distribution Strategy (item 5)
Ruth Mackenzie  Interim Launch Director, The Space (item 7)
Jonty Claypole  Head of Arts (item 7)
Andrew Bott  Interim CFO, BBC Worldwide (item 8)

Apologies
None
1 **Director-General update**

*General*

1.1 Tony welcomed Sir Howard Stringer as a new non-executive member of the Board and also Clare Sumner as the new Chief of Staff to the Director-General.

1.2 The Board reflected on how well the Christmas schedule had performed.

1.3 It was noted that publication of the Dame Janet Smith review was likely to be delayed at the request of the police and the Crown Prosecution Service. The BBC had not yet received a formal letter from the Review. Work was ongoing to scope the child protection audit with an independent company.

1.4 In terms of harassment and bullying it was important in any communications to be clear about the policies and support in place now at the BBC.

1.5 The Board noted the upcoming Public Accounts Committee hearing on DMI. The PwC report on DMI had been published before Christmas.

*DG Objectives*

1.6 This paper updated the Trust on progress against the objectives set for the Director-General for 2013/14.

1.7 In line with the governance review recommendations the Board was keen to ensure that the objectives, strategy and KPIs were clearly aligned. The timing of the governance review had slightly disrupted the business planning cycle for this year and it was important to maintain close dialogue with the Trust on the development of objectives.

2 **Executive Financial Report and Budget**

*Finance Report*

2.1 Anne Bulford summarised the key highlights from the monthly report.

*Budget*

2.2 This document briefed the Board on the current status of the budget summarising progress on DQF targets and funding proposals for the strategic initiatives. The timetable for agreeing the budget was challenging and there were some phasing issues but overall there was now better clarity on the options available.

2.3 The Board reviewed the divisional budget positions focusing on TV and News in particular. It was agreed that it would be helpful to approach the budget in two phases, agreeing the base budget first before focusing on the difficult choices being presented.
The Board meeting later in February would aim to debate and agree the approach to the difficult choices.

2.4 Anne would be working with divisions to ensure they were clearly aligned on headcount.

3 Location Strategy

*Summary:* This discussion focused on making best use of the BBC’s property estate and in particular considering the options for the Media Village from 2015 and the implications for the BBC’s location strategy. The Board was keen to ensure the right balance was struck between what made sense from a financial point of view and what worked for the BBC creatively and editorially.

4 BBC In-House Production – The Group Perspective

*Summary:* This presentation and discussion centred on the opportunities and challenges presented by the relationship between BBC in-house production and the BBC Worldwide strategy and how these might be approached both in the short and longer term.

5 Free to Air Platform Strategy and Funding

5.1 This item set out the context for the BBC’s free to air (FTA) proposition, the changing market environment and the BBC’s ambition in this space. The Board noted that it was important to make some decisions now to maintain the public service features of the current ecosystem, notably universality and access, but also to shape and influence the development of connected FTA platforms and devices so that consumers could easily access public service content and innovative connected TV functionality.

5.2 Other options had been explored but the proposals presented were designed to enable the BBC to deliver its ambitions by focusing each FTA platform on its greatest strengths, expanding the availability of innovative functionality and ensuring prominence for public service broadcast and on-demand content.

5.3 There was some discussion about Freesat and its importance in the developing market.

5.4 The Board agreed the recommendations put forward.

6 Long Term Planning

6.1 In general the Board supported the approach set out but agreed that it would be helpful to capture more creative warmth in the presentation of the arguments, pointing to the importance of stimulating and exciting audiences.

6.2 The topic would return monthly to the Board who also asked to be kept abreast of the Select Committee inquiry into the Future of the BBC.
7 The Space 2.0

7.1 The Board was briefed on the background and rationale for The Space, a digital arts proposition in partnership with the Arts Council of England. The proposition was central to delivering the BBC’s strategic aim of rediscovering its core cultural mission around music and arts. Although a separate entity there were a number of ways in which The Space related to BBC services, for example through co-commissions with BBC services.

7.3 The Board approved the launch of The Space in Q2 2014 and BBC involvement in the proposition for the three year period. The in principle contribution was also approved, subject to the financial control and governance arrangements set out in the paper, and any additional funds required for editorial BBC co-commissions.

8 BBC Worldwide CEO and CFO Reports

Summary: The CEO and CFO of BBC Worldwide provided an update on matters covering strategy, financials, major deals and partnerships.

9 Commercial update

9.1 This item was deferred.

10 BBC Portfolio of Critical Projects: Status Report

Summary: This report provided an update on the portfolio of critical projects as at mid December 2013. The Board discussed the status of a number of projects, commenting on specific points and noting issues that had arisen together with mitigating actions to address them.

11 E20 Programme

Summary: The Board discussed the recommended approach to the upgrade of the EastEnders set, exploring the background and rationale and seeking assurance on the total investment required. The recommended option was approved.

12 Six Month Risk update

12.1 This session was deferred to a later meeting. However, the Board talked briefly about the need to achieve the right approach to identifying risks which should then underpin Board discussions. The Management Information pack should include the top risks.

12.2 The Board agreed it was important to find some focused time to discuss the topic.
13 Feedback from Executive Committees

13.1 No key points were raised.

14 Any other business

14.1 The Board expressed its sadness at the recent and sudden death of Komla Dumor, presenter for BBC World News and Focus on Africa who had been popular both with staff and audiences alike.

14.2 The Board noted and supported the proposal that Brian McBride’s term be extended for a period until the new non-executive appointments were made.

Papers for offline approval/ noting

The following papers were circulated for offline approval/noting this month. Unless otherwise indicated below, the papers were approved/noted.

- Minutes from Executive Board on 9 December 2013
- Minutes from 18 November and 6 December Finance Committees
- Respect at Work – quarterly update
- BBC Appeals Advisory Committee members – Appointments and Renewal
- The First Year of Global News Ltd
- Curating Global News in the UK