Executive Board

13 September 2010
1100 – 1530
Rm 3028, Broadcasting House, London

Attendees .............................................................................................................................................................................. 2

1 Minutes from the Executive Board meeting on 12 July 2010..................................................................... 3
2 Updates ................................................................................................................................................................... 3
3 World Service Update......................................................................................................................................... 3
4 Putting Quality First: Online Strategy 2012-13.............................................................................................. 3
5 Platform Strategy .................................................................................................................................................. 3
6 Commercial Update............................................................................................................................................. 4
7 Putting Quality First: Objectives and Incentives............................................................................................ 4
8 Children in Need Annual Report...................................................................................................................... 5
9 BBC Charity Appeals Annual Report............................................................................................................... 5
10 Director updates................................................................................................................................................... 5

Papers for approval ............................................................................................................................................................. 5

11 BBC Portfolio Status Report.............................................................................................................................. 5
12 Project Management: Lessons, Benefits, Risk Management........................................................................ 6
13 Project North – Update to the BBC Trust..................................................................................................... 6
14 Quarterly Property Update................................................................................................................................6
15 Trials Register........................................................................................................................................................ 6
16 Syndication Six Monthly Update.................................................................................................................... 6
17 Quarterly Performance Report......................................................................................................................... 6
18 Compliance Report – Quarter 1 2010/2011 ................................................................................................. 7
19 Digital Switchover Quarterly Update............................................................................................................ 7
20 Other Business...................................................................................................................................................... 7

Papers for noting ................................................................................................................................................................. 7

21 Summary of papers and actions from Finance Committee......................................................................... 7
Attendees

Present
Mark Thompson  Director-General (Chair)
Lucy Adams  Director, BBC People
Sharon Baylay  Director, Marketing, Communications & Audiences (MC&A)
Jana Bennett  Director, Vision
Mark Byford  Deputy Director-General
Erik Huggers  Director, Future Media and Technology (FM&T)
Zarin Patel  Group Finance Director
Peter Salmon  Director, BBC North
Caroline Thomson  Chief Operating Officer
Tim Davie  Director, Audio and Music (A&M)
Marcus Agius  Senior non-executive director
Val Gooding  Non-executive director
Mike Lynch  Non-executive director (items 1-3, 10 onwards)
David Robbie  Non-executive director
Samir Shah  Non-executive director
Robert Webb  Non-executive director

With
Jo Clarke  Acting Head of the Executive Unit (Secretary)
Jessica Cecil  Head of the Director-General’s Office
Roly Keating  Director, Archive Content (item 4)
John Smith  Chief Executive BBCWW (item 6)
Peter Horrocks  Director, World Service (item 3)
James Micklethwaite  Head of Strategy, FM&T (item 4)
Anna Mallet  Controller, Business Strategy (item 5)
Alix Pryde  Controller, BBC Distribution (item 5)
Adrian Ruth  Head of Department, Strategy (item 7)
David Ramsden  Chief Executive Officer, CIN (item 8)
Paul McCauley  Charity Appeals Advisor (item 9)
Stephen Dunmore  Chair, Appeals Advisory Committee (item 9)
Nicholas Eldred  Group General Counsel & Secretary (items 11-19)
Balbir Binning  Controller, Fair Trading (items 11-19)

Apologies
Jana Bennett  Director, Vision
1 Minutes from the Executive Board meeting on 12 July 2010

1.1 The minutes from the July Board were approved. Executive Board members noted the summary of the minutes for publication.

2 Updates

2.1 Lucy Adams, Zarin Patel and Caroline Thomson updated Executive Board on business over the summer.

3 World Service Update

3.1 Mark Byford and Peter Horrocks updated Executive Board on the discussions taking place with the Foreign Office regarding World Service funding and the funding of BBC monitoring.

4 Putting Quality First: Online Strategy 2012-13

4.1 This paper laid out the strategy for BBC Online during the period 2010-13, based on the recommendations of Putting Quality First. The strategy had been discussed by Executive Board at its July meeting when the Executive Board broadly approved the strategy but requested:

- Amendments to the supply annex
- Analysis of the strategy’s impact upon the move to BBC North, and ensuring that the implementation timetables were aligned
- Preparation of associated communications.

Executive Board noted that the additional information requested at the July meeting had been supplied.

4.2 The Board discussed the paper with particular regard to the effectiveness of the planned performance measures and objectives.

4.3 Executive Board approved the strategy, specifically including:

- The overall strategy to ‘do fewer things, better’ and associated RQIV objectives – including a 25% reduction in service licence spend, budget allocation between products, and the associated risks
- The audience-facing blueprint for the service in FY12/13
- The proposed approach to define and measure distinctiveness

Executive Board noted that further detailed work on phasing and supply was underway.

5 Platform Strategy

5.1 As part of its consultation process for Putting Quality First, the BBC Trust requested an overarching strategy for the distribution of BBC services. It was requested that this include:
An updated definition of universality

The principles used in decision-making around distribution of services

A distribution and platform data pack to support their own analysis

Discussion/recommendations around some immediate issues.

The paper was intended both as a formal response to the Trust’s questions and as a statement of principles, aims and objectives for the BBC’s platform portfolio.

5.2 Executive Board discussed the updated definition of universality. It was agreed that the draft be amended to read; ‘Every household in the country must have access to each BBC service on at least one platform free at the point of use’.

5.3 Executive Board discussed the principles which it was recommended be used for decision-making around the distribution of services. It was agreed that the wording of the first requirement should be amended to read; ‘Safeguarding and provision of easy, accessible and open routes to BBC services’.

5.4 The Executive Board agreed to:

- Approve the updated definition of universality, the accompanying principles and the approach to new platforms, subject to minor draft amendments.
- Note some of the implications resulting from the application of the principles.
- Approve the submission of this paper to the BBC Trust.
- Note that a further platform strategy paper will be brought to the Executive Board later in the year which will build on the principles and the initiatives introduced in this paper.

6 Commercial Update

6.1 John Smith provided the Executive Board with an update on the commercial businesses.

6.2 The Board noted the update.

7 Putting Quality First: Objectives and Incentives

7.1 The aim of the Objectives & Incentives project was to create a simpler and more powerful way of setting BBC objectives, cascading them through the organisation and incentivising staff to act on them. It was also intended that the objectives themselves should also be simpler, clearer and more transparent. This would enable the whole organisation to be better aligned with the BBC’s strategic goals.

7.2 The paper summarised the changes that were recommended by the project and described how these were being put into practice in two pilot areas (BBC North and A&M Production). It also included a new template for the 2010/11 pan-BBC objectives.

7.3 Executive Board discussed the paper. Board members recognised the need for embedding objectives more firmly within the BBC’s processes, including appraisals and
the budget round. It was agreed that in order to achieve that it would be helpful to separate the objectives into annual and maintenance objectives.

7.4 Executive Board agreed the changes described in the paper, to be implemented over the coming year.

8 Children in Need Annual Report

8.1 The purpose of this paper was to update the Executive Board on the activities of the BBC Children in Need Appeal over the last year. David Ramsden, Chief Executive of Children in Need, summarised some of the key points of the Annual Report for Children in Need, including the fact that the fundraising for Children in Need 2009 had now achieved 40 million pounds.

8.2 Executive Board noted the Annual Report and congratulated the team on its achievement.

9 BBC Charity Appeals Annual Report

9.1 Stephen Dunmore, Chairman of the BBC Appeals Advisory Board, summarised some of the key points of the Annual Report.

9.2 Executive Board noted the Annual Report and thanked the Appeals Advisory Committee for all its work over the year.

10 Director updates

a) Audiences and all services

10.1 Sharon Baylay and Erik Huggers briefed the Board on key highlights for the previous month.

b) Regulatory and Industry

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

c) Finance

10.3 Executive Board noted the Finance Report

10.4 Executive Board noted the Continuous Improvement Report

d) Journalism

10.5 The Board noted the update from Mark Byford.

Papers for approval

11 BBC Portfolio Status Report

11.1 The paper was intended to inform the Executive Board of the issues arising from the Finance Committee’s scrutiny of the FY 09/10 Q1 status report on the BBC Portfolio of critical projects.
Executive Board approved the submission of the status report to the BBC Trust FCC.

Executive Board noted the discussion points and actions arising from the BBC Portfolio status report and in particular the heightened level of risk in the portfolio.

Project Management: Lessons, Benefits, Risk Management

The paper was produced to respond to the Executive Board’s request for a brief update on lessons learnt, benefits and risk management as project management disciplines.

The Board noted the update.

Project North – Update to the BBC Trust

This paper summarised the current status of Project North, the key issues and risks facing the project and the progress that has been made in each workstream. As well as covering Project North, this paper also looks at progress and risks around BBC North, the long term entity which Project North exists to create.

The Board noted the update and approved its submission to the Trust.

Quarterly Property Update

This was the first quarterly property update to the Executive Board for 2010/11. The report had been produced at the request of the Trust and was to be presented to the Trust Finance and Strategy Committee on 7 October 2010 (the last quarterly report was presented to the Trust on 10 June 2010). It provided an update on the current activities of BBC Workplace together with key property metrics.

This report was noted by the Finance Committee (FC) on 2 September 2010 and was amended only to update it for known changes in the dates and outcomes of other papers to which it refers.

Executive Board approved the paper for onward submission to the Trust.

Trials Register

The Executive Board is required to provide to the Trust a register of pilots and trials, updated on a quarterly basis. A summary of the contents of the trials register was included in the covering paper, and the full register was attached.

Executive Board noted that the register was up-to-date, accurate and comprehensive and approved its onward progression to the Trust SAC.

Syndication Six Monthly Update

The BBC currently syndicates content in line with the BBC Syndication Guidelines and the On Demand (iPlayer) Public Value Test. This paper was a regular update to the BBC Trust on syndication activity within the Public Service, i.e. not including commercial syndication by BBC Worldwide.
16.2 Executive Board noted the update and approved it for onward submission to the Trust.

17 Quarterly Performance Report

17.1 The paper presented to the Executive Board the BBC Quarterly Performance Report (QPR) for Quarter 12010 / 11.

17.2 Executive Board noted the report.

18 Compliance Report – Quarter 1 2010/2011

18.1 The Executive Board was invited to note the Compliance Report for the first quarter of 2010/2011. The Group General Counsel led a discussion of the key issues highlighted at the front of the Report.

18.2 Executive Board noted the issues that had been raised in the Report

19 Digital Switchover Quarterly Update

19.1 The paper provided an update on the latest developments for the digital switchover (DSO) programme.

19.2 Executive Board noted the paper and approved the information for future onward submission to the Trust.

20 Other Business

20.1 No other business was raised.

Papers for noting

21 Summary of papers and actions from Finance Committee

21.1 The Board noted the summary of papers and actions at the Finance Committee meetings.