



Meeting of the BBC Audit and Risk Committee

SUMMARY MINUTES

Monday 22 September 2025

Broadcasting House, London

ITEMS OF BUSINESS

1. Committee business
 - a) Apologies and conflicts of interest
 - b) Minutes and matters arising from the 17 July Audit and Risk Committee
2. External audit effectiveness review
3. ICFR implementation update
4. NAO management letter
5. Internal Audit and Assurance
 - a) Quarterly Internal Audit and Assurance report
 - b) External Quality Assessment (EQA) – Progress Update
 - c) Sanctions Management Action Plan
 - d) Response to audit: International bureaux finance controls
6. Risk and compliance
 - a) Quarterly risk and compliance report
 - b) Risk appetite deep dive - data protection
 - c) Travel and Expenses Process Enhancements
7. Cyber deep dive
8. Bullying and harassment actions update
9. Transformation portfolio
10. Fair Trading
 - a) Fair Trading Three-Year Audit Plan
 - b) SLA simplification
11. AOB and for noting
 - a) S4C assurance report

ATTENDANCE

Members:

- Chris Jones Non-executive director (Chair)
- Shumeet Banerji Non-executive director
- Michael Plaut Non-executive director

Board members present:

- Tim Davie Director-General
- Leigh Tavaziva Group Chief Operating Officer

With:

- Alan Dickson Chief Financial Officer
- Balram Veliath Director, Quality, Risk and Assurance
- Claire Rollo National Audit Office (not 7b)
- Greg Wilson National Audit Office (not 7b)
- Chris Sandford Company Secretary (secretary)
- Ian Griffiths Commercial Board NED
- Bethan Pearce Head of Finance (2,4)
- Huw Jones Head of Projects, Finance (3)
- Peter Tansley Director, Internal Audit (5-10)
- Tim Earlam Senior Finance BP (item 5c)
- Claude Sarfo FD, News (item 5d)
- Gurdip Ryatt Head of Risk (item 6)
- Erin Stephens Chief Data Protection Officer (item 6b)
- Andy Ryan Director, Tech & Ops (7)
- Helen Rabe Chief Information Security Officer (item 7)
- Uzair Qadeer Chief People Officer (item 8)
- Nigel Lewis HR Director (item 8)
- Eddy Datubo Director, Transformation (9)
- Chris Rowsell Controller, Regulation (item 10)

AUDIT AND RISK COMMITTEE SUMMARY MINUTES – 22 September 2025

1. Minutes and matters arising from the 18 July Audit and Risk Committee

- 1.1 The minutes were approved.

2. Annual external audit effectiveness review

- 2.1 The Committee were briefed on the findings of the review. The positive position was welcomed, with benefits also being seen from improvements to internal processes. The NAO would report to the next meeting a summary of any steps being taken in response.

3. ICFR implementation update

- 3.1 Progress with implementation of the project on financial controls was discussed. The plan was assessed as being on track but with some issues to continue to be monitored. Positive alignment with the Commercial areas of the BBC was noted, as well as work underway to bring in more specialist resource. The level of support and engagement in the business was welcomed, though there was a need to consider organisational strain risks in the project given the amount of change in processes that was underway.

4. NAO management letter

- 4.1 The Committee reviewed the management letter, which had been delivered significantly earlier this year by the NAO.
- 4.2 The Committee reviewed the actions and recommendations set out and the proposed timetable for completion. It was agreed there was a need to look at what actions could be accelerated and completed quicker, without risk to overall delivery. Management would bring a delivery plan and update on actions to the next meeting. The Committee noted the report and requested that the next year should show medium level risks as well as high risk areas, to provide further context.

5. Internal audit and assurance

a) Quarterly Internal Audit and Assurance report

- 5.1 The Committee reviewed the quarterly report and the findings of audits during the period. Progress on overdue audit actions was noted. Internal Audit would propose a process for oversight and agreement on closure of audit actions.

b) External Quality Assessment (EQA) – Progress Update

- 5.2 The progress report was noted and the Committee supported the actions underway.

c) Sanctions Management Action Plan

- 5.3 The Committee were briefed on the actions being taken in response to an audit on sanctions management.

d) Response to audit: International bureaux finance controls

- 5.4 The Committee noted the management response to a previous audit on bureaux controls.

6. Risk and compliance

a) Quarterly risk and compliance report

- 6.1 The risk report was reviewed, with key strategic risks to be reported to the Board. Geo-political risks and personal safety issues continued to be a priority, including for freelancers working in dangerous environments. A deep dive on personal security would come to a future Committee. The update was noted.

b) Risk appetite deep dive - data protection

- 6.2 The Committee discussed a deep dive on BBC-owned data protection risk appetite. The ambition to reach a proposed level 2 of risk appetite was supported and the planned actions were felt to be sufficient to achieve this. Management would confirm any additional steps required to meet level 2, noting that TVL third party suppliers were excluded from this risk appetite; this would be considered separately. Executive management of data issues was discussed and a discussion on data strategy and policy would be arranged for a future Committee.

c) Travel and Expenses Process Enhancements

- 6.3 The Committee noted the update and agreed that, in future, updates on this matter would be raised by exception to the Committee.

7. Cyber deep dive

- 7.1 A deep dive into cyber risks was discussed, with good progress on password hygiene and administrator access welcomed by the Committee. Work was ongoing around permissions and controls and would come back to the Committee when agreed by the Executive. The Committee noted that work was underway on a dashboard of key Information Security measures. Consideration would also be given to how best to give information on endpoint and device usage risks.

8. Bullying and harassment actions update

- 8.1 The Committee were provided with an update on progress with implementation of actions on case management processes arising from the recent external assessment and from the Culture Review. Work to bring case closure time within SLA levels was welcomed, along with the impact of campaigns and additional specialist resource. Work underway to address funding needs for the reforms was noted. The upcoming publication of a sanctions matrix was welcomed, along with guidance and training for case managers. The Committee noted the update and this was an area in which the risks would continue to be actively monitored by ARC

9. Transformation portfolio

- 9.1 The portfolio was reviewed by the Committee and the overall picture remained stable. The report was noted, along with work being done to develop an overview of areas of strain in the organisation arising from transformation work.

10. Fair trading

a) Fair Trading Three-Year Audit Plan

- 10.1 The Committee reviewed a plan for Fair Trading assurance to be provided by the Internal Audit and Assurance team. The plan was approved. The Committee agreed to delegate final approval of the opinion, and any impacts on phasing of the work, to the Committee Chair, with Ofcom discussions on the matter to follow.

b) SLA simplification

- 10.2 The Committee noted the update on progress to simplify SLA processes across the Group.

11. AOB and papers for noting

a) S4C assurance report

- 11.1 The most recent assurance report was noted. The Committee Chair offered to meet the new S4C ARC chair.
- 11.2 There were no other items of business.