



Meeting of the BBC Board

MINUTES

19 March 2026
BBC Studios, TVC1, London W12

ITEMS OF BUSINESS

1. Chair's Introduction
2. Apologies and Conflicts of Interest
3. Minutes and Matters Arising from 28 January and 26 February Board Meeting
4. Director-General Appointment
5. Licence Fee Collection Plan 2026-27
6. Financial Strategy and Budget 2026-27
7. Performance Planning 2026-27
8. Board Reports
9. Finance Case
10. AOB

ATTENDANCE

Present

- Samir Shah Chair
- Tim Davie Director-General
- Damon Buffini Non-executive Director
- Jody Ford Non-executive Director
- Robbie Gibb Non-executive Director
- Muriel Gray Non-executive Director
- Chris Jones Non-executive Director
- Bérangère Michel Executive Director
- Michael Plaut Non-executive Director
- Michael Smyth Non-executive Director
- Marinella Soldi Non-executive Director
- Rhodri Talfan Davies Executive Director
- Leigh Tavaziva Group Chief Operating Officer
- Caroline Thomson Senior Independent Director

Apologies:

None

With

- Paul Oldfield Chief of Staff to Chair and Director-General
- Chris Sandford Company Secretary
- Jo Clarke Secretary to the Board
- Kate Phillips Chief Content Officer (from item 5)
- Helen Crowley Egon Zehnder (item 4)
- Dom Loehnis Egon Zehnder (item 4)
- Uzair Qadeer Chief People Officer (item 4)
- Alice Macandrew Group Corporate Affairs Director (item 4)
- Kerris Bright Chief Customer Officer (items 5 and 6)
- Shirley Cameron Director of Revenue (item 5)
- Rhona Burns Finance Director (item 6)
- Tom Fussell CEO, BBC Studios (item 6)
- Rhuanedd Richards Director, Nations (item 6)
- Jonathan Munro Interim Director BBC News and Current Affairs (items 6 and 8)
- John Curbishley Chief Strategy and Transformation Officer (items 6 and 7)

Rebecca Wallace

Nick North

Strategy Director (item 7)

Director of Audiences (item 7)

BOARD MINUTES 19 MARCH 2026

1. Chair's Introduction

- 1.2 The Chair highlighted the three key areas of business that the day's meeting would consider: the appointment of a new Director-General; the annual Budget and mid-term financial plan, and performance planning for the coming year.

2. Apologies and Conflicts of Interest

- 2.1 There were no apologies for this meeting.
- 2.2 No conflicts of interest were declared in addition to those already recorded.

3. Minutes from 28 January and 26 February Meeting

- 3.1 The Board approved the minutes from the 28 January and 26 February Board meetings. They would be published on 19 May in line with the publication schedule.

Matters Arising

- 3.2 The Board noted the matters arising paper.

4. The Appointment of the Director-General

- 4.1 The Chairman presented the Board with a recommendation from the Nominations and Governance Committee that Matt Brittin be appointed Director-General of the British Broadcasting Corporation.
- 4.2 The Board was briefed on the search and recruitment process by the search firm, Egon Zehnder, the Chief People Officer and members of the Nominations and Governance Committee. It had been an open and rigorous process in which the Chair and Committee members had full confidence.
- 4.3 The Board discussed the appointment paper and candidate report. It was clear that Matt was an outstanding candidate with the skills and experience to tackle the strategic challenges facing the BBC in the future. Following the discussion, the Board unanimously agreed to appoint Matt Brittin as the 18th Director-General of the BBC.
- 4.5 The Board also noted the final proposed salary for the role, which was within the mandate previously agreed by the Remuneration and People Committee.
- 4.6 The Chairman thanked the Nominations Committee for leading the process.

4.7 Subsequent to the meeting, the Board were briefed on 24 March on the due diligence and background checks undertaken by the Nominations Committee. It was agreed that the announcement should be made on 25 March and that Matt would commence his appointment on 18 May, following a period of onboarding and induction. Rhodri Talfan Davies would act as Interim Director-General during the intervening period as planned.

5. Licence Fee Collection Plan 2026-27

5.1 The Board considered a paper setting out the key elements of the 2026/27 plan for licence fee collection, which was submitted as part of the oversight arrangements through which the Board meets the Charter requirement to ensure “that arrangements for the collection of the licence fee are efficient, appropriate and proportionate”.

5.2 The Board considered the plan, which covered the approach to collection in the context of the current funding and enforcement model. Directors discussed the previous year’s licence fee sales and the approach taken to forecasting sales in the coming year. Directors also discussed the cost base of collection activity.

5.3 The Board approved the licence fee collection plan for 2026-27

6. BBC Group Budget 2026-27

6.1 The Board considered a paper setting out the BBC Group Budget for 2026/27 and the three-year financial shape to 2028/29, in line with Charter requirements (20(3)(c)) for the Board to approve an annual Budget within a three-year Plan. The paper summarised the Group’s financial outlook across Public Service Broadcasting (PSB) and BBC Commercial (BBCC) and set out the assumptions behind the projections.

6.2 The Board discussed the 2026-27 Budget, including the short-term measures required to deliver a financially balanced plan in 2026-27 and the identification of a new 10% savings task in the outer years. The Board discussed the proposed savings and the associated delivery risks with the Executive Directors responsible.

6.3 The Board approved the 2026-27 Budget.

6.4 The Board discussed the Group’s three-year financial plan to 2028-29. In the context of declining licence fee revenue and more challenging commercial market conditions, significant additional savings would be required. The Board requested that the savings proposals return to the Board as part of a framework setting out the decision-making criteria and illustrating the options and trade-offs required.

- 6.5 The Board approved the financial shape to 2028-29 and agreed and that it should be used in support of the going concern and viability assessments in this year's Annual Report.

Financial Strategy

- 6.6 The Board considered a paper which set out the Executive's plan to develop a financial strategy for the Group, including a proposed scope and timetable. It would return to the Board for approval in September. Directors were asked to provide any input offline.

7. Performance Metrics and Targets for 2026-27

- 7.1 The Board considered a paper setting out the Group KPIs and metrics, which had been developed to align with the long-term ambitions and strategic growth choices of the BBC's strategy.
- 7.2 The Board discussed the metrics and the reasons for the changes from last year. Directors noted that the "Brand Power" metric incorporated the previous "for me" measurement. Directors asked for measures on Public Service financial performance and AI adoption to be elevated to the to the top-level dashboards.

Annual Plan

- 7.3 The Board approved the Annual Plan for 2026-27.

8. Board Reports

Sub-committee Reports

- 8.1 The Board noted written reports from the Northern Ireland and England Committees, and the Remuneration Committee.
- 8.2 The Board noted a written report from the Editorial Standards Committee. The Election Guidelines had been approved in preparation for the May elections; Directors noted that the Election period would begin on 30 March. The Board noted an update on the ECU investigation into the broadcast of the BAFTAs.
- 8.3 The Chair of the Audit and Risk Committee reported on its most recent meeting. The Committee had focussed on the preparation for the year end Annual Report and Accounts including the expected areas of estimate or judgement, the approach to Going Concern and Viability and the NAO's progress on its audit. An updated briefing on the Board's Declaration on Controls, which would be required as part of next year's Annual

Report was being prepared for a future Board meeting. The Committee also approved the annual Internal Audit plan and reviewed updates on the Internal Audit first quarter work, together with key project status and risk updates.

Commercial Board Report

8.4 The Board noted a written report from the Commercial Board.

Director-General and Executive Report

8.5 The Director-General opened the session by highlighting strengthening audience performance over recent weeks. This had been driven by coverage of the Winter Olympics, *The Traitors*, *The Night Manager* and coverage of high-profile world events.

8.6 The Board noted the pressure on News teams, and on the Arabic and Persian services, as the conflict in the Middle East continued. News teams were producing exceptional coverage in trying circumstances and staff deployments and safety were under regular review.

8.7 The BBC's Green Paper response had been well-received. The Director-General credited the BBC's Corporate Affairs team for all their work.

8.8 The Board noted an update on funding for the World Service.

8.9 The Board noted the report from the Chief Operating Officer.

9. Finance Case: Technology Services

[Paragraph 9.2 redacted for commercial sensitivity]

9.1 The Board considered a paper seeking approval of the proposed procurement approach for the provision of End User and Infrastructure Services to the BBC, aligned to the BBC's Technology Strategy.

9.2 The Board approved the commencement of a regulated procurement for End User Services and Infrastructure Services

10 AOB

10.1 The Chair paid tribute to Tim Davie, at his last meeting as Director-General of the BBC. The Board thanked him for his dedication to the corporation and recognised the outstanding contribution he had made.