



Meeting of the BBC Audit and Risk Committee

SUMMARY MINUTES

Wednesday 15 July 2026
Broadcasting House, London

ITEMS OF BUSINESS

1. Committee business
 - a) Apologies and conflicts of interest
 - b) Minutes and matters arising from the 23 June ARC
2. Strategic risk appetite
3. Internal audit and assurance
 - a) Internal Audit and Assurance quarterly report
 - b) Payroll audit - management response
 - c) Project Nexus audit - management response
 - d) Internal Audit Fair Trading Assurance Report
4. Transformation Portfolio Quarterly Update
5. BBC Pension Scheme – Reform options and update
6. Risk and compliance
 - a) Quarterly risk and compliance report
 - b) Material Controls Update and 25/26 Testing Results
 - c) Technology risk appetite
 - d) Cyber risk update
7. AOB
8. Private session
 - a) External report on cyber risk
 - b) Whistleblowing update

ATTENDANCE

Members:

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

Board members present:

- Leigh Tavaziva Group Chief Operating Officer (not 8)
- Bérangère Michel Group Chief Financial Officer (not 8)
- Rhodri Talfan Davies Deputy Director-General (not 8)

With:

- Balram Veliath Director, QRA
- Claire Rollo National Audit Office (not 8)
- Andrew Sharman National Audit Office (not 8)
- Chris Sandford Company Secretary
- Ian Griffiths Commercial Board NED, observer (not 8)
- Jody Ford Non-executive director (item 6c,6d,8a)
- John Curbishley CSTO (item 2)
- Gurdip Ryatt Head of Risk (item 2,6)
- Peter Tansley Director, Internal Audit (3,6b)
- Holly King Grp. Financial Controller (3b,5)
- Sam Carrier FD, Transformation and Ops (3b)
- Alistair Sandilands Senior Project Director (3c)
- Eddy Datubo Director, Transformation (4)
- Rhona Burns FD, Planning and Insights (5)
- Ross Cook Senior Finance BP (item 5)
- James Townley PwC (item 5)
- Andy Ryan CIO (6c,6d,8a)
- Justen Dyche Interim CISO (6d,8a)
- Mark Moran Head of Resilience (8a)
- Victoria Bach Director, Investigations (8b)

AUDIT AND RISK COMMITTEE SUMMARY MINUTES – 15 July 2026

1. Minutes and matters arising from the 23 June Audit and Risk Committee

- 1.1 The minutes were approved. The Chair noted his declared involvement with Legal & General Asset Investment Management, which was a second order conflict in relation to pension issues and was being managed. Matters arising were noted.

2. Strategic risk appetite

- 2.1 The Committee discussed an overview of material strategic risks, as part of the work to develop a Board declaration on controls to be published in 2027. The Board was responsible for overseeing strategic risks, whereas ARC led on operational risks on behalf of the board, and would be briefed on the work to develop the controls attestation at the October meeting.
- 2.2 In discussion, the Committee noted work being done to develop an aligned strategic and budget planning process, as a control to help manage risks and mitigate risks crystallising. The risk overview was noted.

3. Internal audit and assurance

a) Internal Audit and Assurance quarterly report

- 3.1 The Committee reviewed the quarterly report and the findings of audits during the period. Ten reviews had been completed in the period.
- 3.2 The response to audit actions was discussed. It was noted that the audit plan was on track and that a positive external report on actions being undertaken in response to the audit quality report of Internal Audit was welcomed. Proposed additions to the audit plan were approved and the report was noted.

b) Payroll audit - management response

- 3.3 Management's response to a recent audit of payroll systems was noted, including the actions being taken.

c) Project Nexus audit - management response

- 3.4 The response to a recent audit of the Nexus project on scheduling systems was noted, including actions being taken.

d) Internal Audit Fair Trading assurance report

- 3.5 The Committee noted the final format of the assurance opinion, which had been agreed by the Chair. The Committee would be updated on any reaction from stakeholders to the new approach at the next meeting.

4. Transformation portfolio quarterly update

- 4.1 The Committee reviewed the latest overview of projects. The project assessing material controls was moving to BAU but would continue to have quarterly review and oversight at ARC. An update on the East Bank project was noted, with handover of the building now being planned. An update on the Capita project was noted, with a need to continue to provide the most senior level of support to the oversight. The Transformation portfolio report was noted.

5. BBC Pension Scheme – Reform options and update

- 5.1 The Committee reviewed a paper giving an outline of longer-term options for the pension scheme, following up on a discussion the prior year. Work was ongoing to discuss the issue with the Trustees and to undertake the regular actuarial valuation. The Committee discussed the options, noting the overall size of the scheme and the need to balance the need for savings with a need to continue to ensure fairness in the scheme operation. The general view of robust governance and management of the scheme was agreed.
- 5.2 Decisions on benefits changes would continue to be reviewed by the Executive, with the Board and ARC to be kept advised of resultant risks.

6. Risk and compliance

a) Quarterly risk and compliance report

- 6.1 The Committee discussed the regular risk and compliance report. Security and cyber risks remained high. The process to hire a new Chief Information Security Officer was noted, with an update on interim arrangements to be provided once clear. The risk report was noted.

b) Material Controls Update and 25/26 Testing Results

- 6.2 The Committee noted an update on the work to draft a potential statement and attestation on material controls, for the 2026/27 Annual Report and Accounts. The update was noted.

c) Technology risk appetite

- 6.3 The Committee reviewed a paper proposing a risk appetite level for technology risks, looking across both audience-facing and enterprise technology systems.
- 6.4 It was agreed that a deeper dive on risk appetite in TV Licensing systems would come to the Committee later in the year, along with a deeper look at key IT risks as a whole. A paper on the approach to permissiveness of controls would also be brought back once reviewed by the Executive.

d) Cyber risk update

- 6.5 The Committee noted the regular update on cyber risks, with the overview showing a well-managed quarter in terms of key issues.

7. AOB

- 7.1 The Chair expressed on behalf of the Committee his thanks to Leigh Tavaziva at her last meeting as Group Chief Operating Officer. Her longstanding support and commitment to the work of the Committee was welcomed and recognised by all.
- 7.2 There were no other items of business.

8. Private session

- 8.1 The Committee were briefed on management of cyber testing activity in private session. A whistleblowing update was also noted.