



Meeting of the BBC Board

MINUTES

17 October 2024
Broadcasting House, London

ITEMS OF BUSINESS

1. Chair's Introduction
2. Apologies and Conflicts of Interest
3. Minutes and Matters Arising
4. Committee Reports
5. Editorial Guidelines: Public Consultation
6. Executive Reporting
7. BBC Culture Journey
8. Investigations and Projects
9. Sports Rights
10. Global Director's Briefing
11. Papers for Approval
12. AOB

ATTENDANCE

Present

- Samir Shah Chair
- Tim Davie Director-General
- Damon Buffini Non-executive director
- Robbie Gibb Non-executive director
- Muriel Gray Non-executive director
- Chris Jones Non-executive director
- Charlotte Moore Chief Content Officer
- Michael Plaut Non-executive director
- Nicholas Serota Non-executive director
- Michael Smyth Non-executive director
- Marinella Soldi Non-executive director
- Leigh Tavaziva Group Chief Operating Officer
- Deborah Turness CEO, News and Current Affairs

Apologies: Shumeet Banerji

With

- Phil Harrold Company Secretary
- Jo Clarke Secretary to the Board
- David Jordan Director, Editorial Policy and Standards (items 4 and 5)
- Rhodri Talfan Davies Director, Nations (item 5)
- Gautam Rangarajan Director, Strategy and Performance (items 5 and 6)
- Holly King Group Financial Controller (item 5)
- Uzair Qadeer Chief People Officer (items 6 and 7b)
- Gemma White KC Guest (item 7)
- Nick Wilcox Legal Director (item 7)
- John Shield Director, Communications (item 7)
- Alice Macandrew Director, Corporate Affairs (item 7)
- Nigel Lewis HR Director (item 7b)
- Lucy Heyhoe Legal Director (item 7b)
- Richard Armstrong CRBA Director (item 8)
- Jonathan Munro Global Director, Deputy CEO News (item 9)

BOARD MINUTES 17 OCTOBER 2024

1. Chair's Introduction

- 1.1 The Chair opened the meeting by updating the Board on the publication of the terms of reference for the Workplace Culture Review.
- 1.2 The Board discussed the themes which would be explored in the Chair's November speech.

2. Apologies and Conflicts of Interest

- 2.1 Shumeet Banerji had sent his apologies for the meeting.
- 2.2 No conflicts of interest were declared in addition to those already recorded.

3. Minutes and Matters Arising

- 3.1 The Minutes from the 19 September Board meeting were approved.
- 3.2 The Board noted the Matters Arising paper.

4. Committee Reports

Commercial Board

- 4.1 The Board noted an update from the Chair of the Commercial Board.

Sub-committee Reports

- 4.2 The Board noted and discussed written reports from the Remuneration Committee; the England Committee and the Editorial Guidelines and Standards Committee.

5. Revision of the Editorial Guidelines: Public Consultation

- 5.1 The Board considered a paper submitted by the Editorial Guidelines and Standards Committee setting out the approach and the draft consultation document for the public consultation of the BBC's Editorial Guidelines.

- 5.2 The Board approved the draft revised Editorial Guidelines and consultation document for publication, subject to a number of drafting amendments.
- 5.3 The Board noted that the public consultation would be held for six weeks from week commencing 4 November 2024.

6. Executive Reporting

Director-General and Executive Report

- 6.1 The Director-General briefed the Board on the Disasters Emergency Committee's appeal for the Middle East, which would air that evening.
- 6.2 The Board noted an update on funding for the World Service.
- 6.3 The Board noted a number of content highlights over the previous month. *Ludwig* had been the biggest comedy launch in five years, whilst News teams had produced strong coverage and stories, including the Al-Fayed investigations.
- 6.4 The Board discussed the Chief Operating Officer's report, which included a briefing on the East Bank project.

Quarterly Performance Report

- 6.5 The Board discussed financial performance and progress with the savings plans.
- 6.6 The Board discussed audience performance over the summer and the extent to which sports and live events had strengthened it. Directors discussed how to maximise audiences when the availability of such content was lower.
- 6.7 Directors discussed the relationship between the ease and effectiveness of the audience user journey on iPlayer and the consumption of programming.
- 6.8 The Board noted the Editorial Standards and Complaints Report.

7. BBC Culture Journey

- 7.1 The Board discussed a paper which summarised progress against its organisational culture and people strategy, since its inception in 2023. The update focussed on five specific areas: strategy, leadership, performance management, inclusion and respect at work. The paper also set out the top four priorities for 2024-25.

- 7.2 The Board discussed the challenges of implementing culture change consistently across a large and geographically diverse organisation with a significant freelance workforce. Directors also discussed in detail the measures introduced to manage performance and to enhance the skills and effectiveness of line managers.
- 7.3 The Board noted the update and endorsed the strategic direction of the work.

8. Investigations and Projects

Tim Westwood Review

- 8.1 The Board welcomed Gemma White KC, who had been appointed to review what was known about concerns regarding Tim Westwood's conduct during his time with the BBC, to introduce her report.
- 8.2 The Board discussed the review and accepted its findings.
- 8.3 The Board agreed that a set of actions based on the findings of the review should come to the next meeting of the Board. A Board statement would also be prepared for approval and publication.

Legal Advice Update

- 8.4 The Board noted an update on the potential for changes to the BBC's Disciplinary and Managing Health and Attendance policies. Consultation with the BBC's trade unions would begin in November.
- 8.5 The Board noted a briefing on Common Law Police Disclosures.

9. Sports Rights

[paragraphs 9.2 and 9.3 redacted for commercial confidentiality]

- 9.1 The Board considered a paper requesting a mandate for the acquisition of sports rights.
- 9.4 The Board approved the mandate for the acquisition of Sports Rights and a delegation to the Director-General, Chief Content Officer and Chief Operating Officer to oversee the bid process and the final terms of the acquisition.

10. Global Director's Briefing

- 10.1 The Board received a briefing on the initial priorities for the new Global Director, BBC News, in the context of current market and organisational challenges, including the current funding bid.
- 10.2 Board members discussed the briefing with particular regard to the impact of current global conflicts; international governance and compliance frameworks; and, the development of a global strategy.

11. AOB

- 11.1 There was no additional business.