



## Meeting of the BBC Board

### MINUTES

26 April 2018  
Broadcasting House, London

#### ITEMS OF BUSINESS

1. Apologies and Conflicts of Interest
2. Minutes from the 22 March Board Meeting
3. Executive Reports
4. Diversity Strategy
5. Programme Investment
6. Transparency Review
7. Audience Engagement
8. Combined Audio Product
9. Commercial Strategy
10. Committee Reports
11. AOB

## ATTENDANCE

### Present

- David Clementi Chairman
- Tony Hall Director-General
- Anne Bulford Deputy Director-General
- Simon Burke Non-executive director
- Tim Davie Chief Executive Officer, BBC Studios
- Tanni Grey-Thompson Non-executive director
- Ian Hargreaves Non-executive director
- Tom Ilube Non-executive director
- Ken MacQuarrie Director, Nations and Regions
- Steve Morrison Non-executive director
- Nicholas Serota Non-executive director
- Elan Closs Stephens Non-executive director
- Ashley Steel Non-executive directors

There were no apologies

### With

- Phil Harrold Company Secretary
- Jo Clarke Secretariat Manager
- Charlotte Moore Director, Content (items 1-5)
- James Purnell Director, Radio and Education (items 1-4 and 8)
- David Jordan Director, Editorial Policy and Standards (items 1-3)
- Gautam Rangarajan Director, Strategy (items 1-3)
- Valerie Hughes-D'Aeth Director, HR (item 4)
- Tunde Ogungbesan Head of Diversity and Inclusion (item 4)
- Craig Holleworth Head of Business, Content (item 5)
- Alice Dickerson Executive Lead, DG's Office (item 7)
- Nick North Director, Audiences (item 7)
- Bob Shennan Director, Radio (item 8)
- Neelay Patel Director, Product and Systems (item 8)
- Clare Sumner Director, Policy (item 8)
- David Moody Director, Strategy, BBC Studios (item 9)

**I. Apologies and Conflicts of Interest**

- 1.1 There were no apologies. It was noted that Tim Davie would leave the room for the discussion on the proposed programme investment.

**2. Minutes from the 22 March Board**

- 2.1 The minutes from the 22 March Board meeting were approved.

**3. Executive Reports**

- 3.1 The Director-General presented a number of regular Executive Reports to the Board. These included reporting on performance, editorial compliance, operations and assurance.
- 3.2 The Director-General reported on progress with the different strands of pay work. The BBC had written to all the major broadcasters, suggesting the need for an industry-wide approach to tackling the concerns that were being raised about the engagement of individuals on freelance terms. A detailed response to the EHRC's request for further evidence on gender pay had been submitted this month. It was hoped that an ACAS-led process would resolve with the Unions the outstanding final areas under the Terms and Conditions process. This would run for the coming weeks, with a view to reaching agreement and launching a final ballot on the proposals towards the end of May.
- 3.3 The BBC had concluded giving evidence in the Cliff Richard trial. Directors were clear that an important issue was at stake and one that it was right to defend robustly.
- 3.4 The Board discussed some of the programme highlights of the past month including *Stephen: The Murder that Changed a Nation*, a three part documentary on the Stephen Lawrence case, an adaptation of *The Tempest* on CBeebies, and *The Queen's Birthday Party*. Directors noted that the BBC had a strong showing among this year's BAFTA nominations.
- 3.5 The Board discussed the performance of the BBC's programmes and services with audiences over the period. Directors noted that the Winter Olympics had drawn a large youth audience to BBC Two and BBC Three had achieved its reach target over the period, driven by titles such as *Life and Death Row* and *The Young Offenders*.

- 3.6 The Board discussed the editorial compliance and complaints report. Directors noted that an inaccurate sequence had been found in an episode of *Human Planet*. This was the third instance of inaccuracy within the series which would be withdrawn from distribution until a full editorial review had taken place.
- 3.7 The Deputy Director-General provided the Board with updates on finance and assurance matters, including the performance of the BBC's strategic contracts and major projects.
- 3.8 The Board discussed the critical projects portfolio. The re-basing of the E20 project had been completed and formal approval for the revised budget would be sought in the coming weeks. Northern Ireland Broadcasting House had been added to the critical projects list.

#### **4 Diversity Strategy**

- 4.1 The Board received an updated on the delivery of its Diversity and Inclusion Strategy, which was halfway through the period covered by its 2016-2020 implementation period. Directors discussed progress with the strategy and what the priorities should be in the next 12 to 18 months in order to achieve the BBC's diversity and inclusion commitments.
- 4.2 The Board noted that the executive had met our LGBT and Disability workforce targets and that substantial progress had been made towards meeting the BAME and women total workforce targets. However, further action was required to meet the BAME and women in leadership targets.
- 4.3 The Board agreed that action to improve the numbers of women and BAME staff in leadership roles needed to be prioritised, and at the most senior level of the organisation where there were still far too few role models available. Directors agreed that it was important to look at the various leadership programmes currently running and focus on those that were delivering the best results for their participants.
- 4.4 The Board discussed the importance of achieving an improved and more open relationship with BAME and female staff, which could help build trust and demonstrate the BBC's commitment to addressing the barriers to career progression which affected them.
- 4.5 The Board also considered that it would be useful to have some aspects of the reporting data provided in greater detail. A further update would return to the Board in June.

#### **5. Programme Investment**

[redacted for commercial confidentiality]

## **6. Transparency Review**

- 6.1 The Board considered an updated set of Terms of Reference for a review of its current transparency measures.
- 6.2 The Board approved the Terms of Reference subject to minor drafting amendments. Directors delegated authority to the Chairman to agree the final version with the independent reviewers.

## **7. Audience Engagement**

- 7.1 The Board considered a paper which proposed a programme of Board and Executive Committee audience engagement for 2018/19. The proposal was to hold at least eight sessions, four of which would be carried out by the Nations Committees and would focus on Nation-specific audience challenges, whilst the other four would be focused on pan-UK audience challenges. Each of the eight sessions will be held in a different location across the UK and will be attended by a different mix of Board and Executive Committee members.
- 7.2 The Board noted that the programme would contribute towards fulfilling the Charter requirement to ensure we are carefully and appropriately assessing the views and interests of the public and audiences.
- 7.3 The Board discussed the proposals. Directors approved the proposed programme of eight audience engagement sessions for the Board and Executive Committee for 2018/19, subject to incorporating older teenagers in the audience mix.

## **8 Combined Audio Product**

[redacted for future publication]

## **9 Commercial Strategy**

[9.2 redacted for commercial confidentiality]

- 9.1 The Board considered a paper which provided an update on the ownership status of UKTV and the opportunity that Discovery's (DCI) acquisition of Scripps gave the BBC in terms of UK commercial strategy, with particular regard of the Board's decision in February about the importance of the iPlayer.
- 9.3 The Board agreed that a sub-committee consisting of Tony Hall, Simon Burke, Steve Morrison, Anne Bulford and David Clementi should be set up to consider its progress, and that an update should come to the May meeting of the Board.

## **10 Committee Reports**

- 10.1 The Chair of the Audit Committee reported on the outcomes of the committee's latest meeting. Items on the agenda had included an update on the National Audit Office's audit of the BBC, the sign-off of a number of internal audits and a discussion around risk.
- 10.2 The Chair of the Scotland Committee reported on the most recent meeting. A cycle of meetings had been agreed, including audience engagement sessions. The committee had agreed the Terms of Reference, subject to an amendment on the role of advisors.

## **11. AOB**

- 11.1 The Board noted that the 8 o'clock news bulletin was to be withdrawn.