



Meeting of the BBC Board

MINUTES

18 October 2018
The Mailbox, Birmingham

ITEMS OF BUSINESS

1. Apologies and Conflicts of Interest
2. Minutes from the 20 September Board Meeting
3. Executive Reports
4. Re-inventing the BBC for Younger Audiences
5. UKTV
6. UK Video on Demand Strategy
7. Innovation Review
8. The BBC's Responsibility for the Over 75s Concession
9. Strategic Risk Review
10. Local News Partnerships: Annual Review
11. Committee Reports
12. 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
- Ken MacQuarrie Director, Nations and Regions
- Ian Hargreaves Non-executive director
- Tom Ilube Non-executive director
- Steve Morrison Non-executive director
- Nicholas Serota Non-executive director
- Elan Closs Stephens Non-executive director
- Ashley Steel Non-executive director

Apologies: None

With

- Phil Harrold Company Secretary
- Jo Clarke Secretariat Manager
- David Jordan Director, Editorial Policy and Standards (items 1-3)
- Charlotte Moore Director, Content (items 1-6)
- James Purnell Director, Radio and Education (items 1-6 and 8)
- Fran Unsworth Director, News and Current Affairs (items 1-4)
- Gautam Rangarajan Director, Strategy (items 1-8)
- Kerris Bright Chief Customer Officer (item 4)
- Glyn Isherwood Group Finance and Operations Director (item 4)
- Clare Sumner Director, Policy (item 8)
- John Shield Director, Communications
- Sarah Jones Group General Counsel (item 7)
- Balram Veliath Director, Quality, Risk and Assurance (item 9)

I. Apologies and Conflicts of Interest

1.1 There were no apologies for this meeting.

2. Minutes from the 20 September Board

2.1 The minutes from the 20 September Board meeting were approved.

3. Executive Reports

3.1 The Director-General opened his report to the Board by commending the current high-quality drama and entertainment output. The new series of *Doctor Who* had achieved the second highest audience for a drama launch this year, and audiences for the new series of *Strictly Come Dancing* continued to achieve audiences averaging above 10 million. Radio Drama podcasts were also achieving record audiences.

3.2 The Board noted that the Director-General's speech to the Society of Editors, in which he set out the BBC's ambition to do more to protect journalism and to combat inaccuracies and misinformation in news reporting, had been picked up widely, including by the global press.

3.3 The launch of the BBC Sounds app would take place at the end of the month and a promotional campaign had been planned around it. The Board noted that at launch BBC Sounds would provide a number of new music mixes based upon the needs of young audiences.

3.4 The Director-General briefed the Board on the Culture and Career progression reviews. The Board noted that the Culture and Career Progression reviews for women, BAME and LGBT staff at the BBC had now been published. The remaining reviews would be published in the coming weeks. A paper on the final reviews and their recommendations, together with a monitoring framework, would come to the November meeting of the Board.

3.5 The Board noted an update from the Director of Content, which included a record-breaking performance from BBC iPlayer in September with the launch of *The Bodyguard* the highest ever viewed single episode and *Killing Eve* the highest viewed box set. Content performance with BAME audiences had improved year-on-year in reach and share, driven by *The British Asian Season*, *Dragons Den*, *The Misadventures of Romesh Ranganathan* and *Inside the Factory*.

- 3.6 The Director of Radio and Education provided an update on BBC Learning, which had re-launched Bitesize at the start of the school term, and the development of the education strategy. Radio One was touring the UK for three weeks as part of Freshers' week.
- 3.7 The Director of News and Current Affairs provided an update to the Board. Directors noted that as part of the Online Portfolio Review, a broader range of content was now available on the News front page. BBC Africa Eye's investigation into a video of women and children being killed in Cameroon had received critical acclaim and high reach.
- 3.8 The Director of Nations and Regions briefed the Board on preparations for the launch of the Scotland Channel in the New Year. Directors discussed progress with the new BBC Wales headquarters in Central Square, Cardiff.
- 3.9 The Chief Executive of BBC Studios reported that the new series of *Doctor Who* had had great results internationally, as well as in the UK. He also provided an update on upcoming productions including *Les Misérables* and *Dynasties* with David Attenborough.
- 3.10 The Board noted the Editorial Standards and Complaints Report. Complaint response times were well within target.
- 3.9 The Board discussed the Assurance Report, which included updates on financial, operational and assurance matters.
- 3.10 Directors noted a report on the Open Media fault in the W1 campus, which resulted in the News Channel and World News being unable to run live automated studio output for a short period. Business continuity plans were put in place and enabled the Six O' clock and Ten O' clock news to go out from Millbank. The fault had now been corrected.
- 3.11 The Board noted progress with outstanding pay queries.
- 3.12 The Board discussed the latest risk report, and noted changes to the risk profile.

Property Financing Transactions

- 3.13 The Board approved a proposal to set up a sub-group comprised of the Chairman, Director-General, Deputy Director-General, and Chair of the Audit and Risk Committee to provide more detailed oversight and delegate approvals for a number of financing deals relating to BBC properties as they progressed to completion.

4 Re-inventing the BBC for Younger Audiences

- 4.1 The Board considered a review of the pan BBC approach to re-invention for younger audiences, with a focus on young adults. The paper outlined the ambitious mid-term goals and described how the BBC needed to provide services that were useful and interesting every day and personally relevant and easy to find. The paper summarised the current plans and highlighted how they would underpin the goals. It also presented the opportunity to review the audience metrics and define a more meaningful set of measures to reflect new media habits.
- 4.2 The Board discussed the review. Directors expressed a range of views which included requesting the longer term strategy (10 year outlook) and exploring more fully how to optimise our broadcast and video-on-demand offer, to understanding more how we were incorporating the needs of the BAME audience among young people and how we could explore differences in style and tone across services.
- 4.3 The Board agreed that the approach to metrics for this audience should be explored and that any opportunity for the re-purposing of funding for content or service acceleration would be considered as part of the 19/20 budget process. The Director-General would return to the Board with next steps.

5. UKTV

[paragraphs 5.2 and 5.3 redacted for commercial confidentiality]

- 5.1 The Board noted an update on discussions with DCI/Discovery regarding the future of UKTV.

6. UK Video on Demand Strategy

[paragraph 6.1 and 6.2 redacted for commercial confidentiality]

- 6.1 The Board discussed a paper which set out the proposed approach to Video on Demand (VoD) in the UK for feedback, discussion and further development, including how iPlayer could be transformed into a destination through a new content availability framework;

7 Innovation Review

- 7.1 This item was postponed until a future meeting.

8. The BBC's Responsibility for the Over 75's Concession

8.1 The Board noted an update on planning for the consultation on the future of the over 75's concession.

8.2 The Board approved the draft consultation document and the Equality Impact Assessment for publication, delegating final approval to the Chairman and the Director-General.

9 Strategic Risk Review

9.1 Detailed discussion of this item was postponed until a future meeting.

10. Local News Partnerships: Annual Review

10.1 As part of the Charter discussions the BBC agreed a programme of Local News Partnerships with local and regional news providers. The BBC and News Media Association agreed that these partnerships should be subject to a joint annual review. The Board considered a paper which outline the BBC's input to the first year of the programme.

10.2 Directors discussed the report. The Board noted that positive and productive partnerships were being built with local news providers, which would benefit licence fee payers. A further review would be undertaken next year.

10.3 The Board approved the report for publication.

11 Committee Reports

11.1 The Chair of the Editorial Guidelines and Standards Committee reported on the most recent meeting. The consultation on the new Editorial Guidelines had begun.

11.2 The Chair of the England Committee reported on the most recent meeting. The new Director, England, had presented her plans for the new role; a deep dive into BAME audiences in England had been discussed and two audience visits in Leicester had taken place.

11.3 The Chair of the Northern Ireland Committee reported on the most recent meeting. The Director Northern Ireland had provided an update, including an introduction to the new Head of News. The Committee had considered audience performance among younger audiences in Northern Ireland.

- 11.4 The Chair of the Wales Committee reported on the most recent meeting. Committee members had discussed Ofcom’s out of London quotas, audience performance and the new comedy commissioning project in Wales.
- 11.5 The Chair of the Audit Committee reported on the most recent meeting. Committee members had discussed data handling and cyber security risks, noted the NAO’s audit plan for next year and agreed to resume scrutiny of the BBC’s critical projects.

Membership of the Nations Committees

- 11.6 The Board approved a BBC staff member to serve on each of the Nations Committees.

Board Committees Effectiveness Reviews

- 11.7 The Board noted that an Internal Audit had been requested to review of the effectiveness of the Board Committees. This review would also include a light touch effectiveness review of the Board itself, in line with good practice.

12 AOB

- 12.1 The Board approved the protocol for approving Section 36 exemptions to the Freedom of Information Act.
- 12.2 The Board noted an update on the IR35 settlement strategy.

Approved by the Board: _____ (Chairman)

_____ (Date)