



Meeting of the BBC Board

MINUTES

26 June 2025
Broadcasting House, London

ITEMS OF BUSINESS

1. Chair's Introduction
2. Apologies and Conflicts of Interest
3. Minutes and Matters Arising
4. Board Reports
5. Executive and Director-General Report
6. Annual Report and Accounts 2024-25
7. Charter Review
8. Thematic Review of Portrayal and Representation
9. East Bank Update
10. World Service Annual Performance Review
11. Licence Fee Unit: Plan for Re-procurement
12. AOB

ATTENDANCE

Present

- | | |
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| • 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 |
| • Michael Plaut | Non-executive director |
| • Michael Smyth | Non-executive director |
| • Marinella Soldi | Non-executive director |
| • Leigh Tavaziva | Group Chief Operating Officer |
| • Caroline Thomson | Non-executive Director |

Apologies: Shumeet Banerji
Deborah Turness

With

Paul Oldfield	Chief of Staff to Chair and Director-General
Chris Sandford	Company Secretary
Jo Clarke	Secretary to the Board
John Curbishley	Chief Strategy & Transformation Officer (5 and 7)
Peter Johnston	Director, Editorial Reviews and Complaints (item 5 and 8)
David Jordan	Director, Editorial Policy and Standards (5)
Alice Macandrew	Group Director, Corporate Affairs (items 5 - 7)
Richard Burgess	Director, News (5)
Liz Grace	Senior Counsel (item 5)
Malak Johnson	Linklaters (item 5)
Balram Veliath	Director, Quality, Risk and Assurance (items 5 and 6)
Alan Dickson	Chief Financial Officer (items 6 and 9)
Holly King	Group Financial Controller (item 6)
Amanda Jones	Chief Financial Officer, BBC Studios (item 6)
Claire Rollo	NAO (item 6)
Greg Wilson	NAO (item 6)
Rebecca Wallace	Strategy Director (item 7)
Iain Bundred	Director of Policy & Public Affairs (item 7)

Ben Kerry	Head of Policy (item 7)
David Pembrey	Chief Operating Officer, Content (item 8 and 9)
Rhuanedd Richards	Interim Director, Nations (item 8)
Anne Morrison	Co-Chair, Thematic Review (item 8)
Chris Banatvala	Co-Chair, Thematic Review (item 8)
Jonathan Munro	Director, Global News (item 10)

BOARD MINUTES 26 JUNE 2025

1. Chair's Introduction

- 1.1 The Chair welcomed the Board to its June meeting. The main business of the day would include the approval of the BBC's Annual Report and Accounts for 2024-25; a discussion of the findings of the thematic review of portrayal and representation in BBC programmes with its authors; and a discussion on the Charter Review process.

2. Apologies and Conflicts of Interest

- 2.1 Shumeet Banerji and Deborah Turness had provided their apologies for this 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 24 April Board meeting were approved.
- 3.2 The Board noted the Matters Arising.

4. Board Business and Reports

Commercial Board Report

- 4.1 The Board noted a report from the Commercial Board. The Board agreed that greater involvement from the Commercial Board in the Charter Review process would be beneficial. A non-executive member of the Commercial Board would be asked to join the Charter Review Sub-group.

Sub-committee Reports

- 4.2 The Board noted written reports from the Editorial Guidelines and Standards Committee, the Remuneration Committee and Audit and Risk Committee.
- 4.3 The Board also noted an update from the Northern Ireland Committee, which included a report on the outcome of the defamation case heard in Dublin and brought by Gerry Adams in connection with BBC Spotlight programme.

- 4.4 The Board noted an oral update on the work of the Nominations and Governance Committee. Recruitment of a non-executive to replace Shumeet Banerji, who was to step down at the completion of his appointment term in December, was underway.

Committee Memberships

- 4.5 The Board approved the following nominations from the Nominations and Governance Committee:
- Caroline Thomson was approved as a member of the Editorial Guidelines and Standards Committee; a member of the Nominations and Governance Committee; and a member of the Northern Ireland Committee.
 - Michael Plaut was approved as a member of the England Committee.
- 4.6 The Board noted that Chris Jones had taken on the role of Whistle-blowing Champion and Caroline Thomson was now Chair of the Charter sub-group.
- 4.7 The Board also noted that there had also been a number of changes to the executive membership of the Nations Committees following the recommendations of an earlier effectiveness review.

5. Executive and Director-General Report

- 5.1 The Director-General opened the session by crediting news teams on their coverage of developments in the Middle East. The reporting coming from Tehran from Lyse Doucet was only available outside the country, and not for carriage on BBC Persian. Labelling was provided on-screen to inform viewers.
- 5.2 The Board noted an update on work to implement the findings of the Respect at Work review, which was well underway with a clear action plan and steps being taken to address cases flagged during the process.
- 5.3 The questionnaire sent to licence fee payers had generated over 800,000 responses.
- 5.4 The Chief Operating Officer provided an update on finance and operations, which included an overview of progress with critical projects.

Update on the Investigation into Gaza: How to Survive a War Zone

- 5.5 The Board noted an update on progress with the investigation into *Gaza: How to Survive a War Zone*.

Presenter Pay Audit

- 5.6 The Board noted a report from internal audit on its review of presenter pay at the BBC and its recommendations.

Full Year Performance Review

- 5.7 The Board noted the Full Year Performance Review.

6. Annual Report and Accounts 2024-25

Annual Report and Accounts

- 6.1 The Board considered the 2024/25 Annual Report and Accounts. The Board noted that it had been reviewed by the Audit and Risk Committee (ARC) on 18 June. The Chair of the ARC reported on the meeting and the improvements which had taken place in this year's process. He confirmed that the ARC had recommended the Annual Report and Accounts and the letters of representation to the Board for approval.

NAO Audit Completion Report

- 6.2 The NAO presented their audit completion report to the Board. The Comptroller and Auditor General expected to issue an unmodified true and fair audit opinion and regularity opinion on the BBC Group Accounts for 2024-25.

Going Concern and Viability Statement

- 6.3 The Board noted the analysis supporting the BBC's statements of going concern and viability. These were made on a 12 month from the date of signing and a three-year basis, respectively. Directors noted the assumptions underpinning the analysis and discussed the risks and mitigations in place.
- 6.4 The Board confirmed approval of the Going Concern and Viability Statements.

Internal Audit Assurance

- 6.5 The Board noted a paper providing assurance from internal audit on the accuracy of certain data points and assertions in the Annual Reports and Accounts which were not covered by the financial audit.

Approval

- 6.6 The Board approved the Annual Report and Accounts 2024-25 and Letters of representation for signature on 27 June by the Director-General and Chief Operating

Officer, which was expected to be followed by the NAO's opinions on 30 June. The Annual Report and Accounts would be published on 15 July.

7. Charter Review

[paragraph 7.1 redacted for future publication]

- 7.1 The Board discussed an update on the process and timeline of the review.
- 7.2 The Board discussed the approach to Charter Review, including how the response of BBC licence fee payers to the questionnaire sent to all account holders would be used to inform it.
- 7.3 The Board endorsed the Executive's approach to Charter Review

8. Thematic Review of Portrayal and Representation

- 8.1 The Board welcomed Anne Morrison and Chris Banatvala, co-chairs of the Thematic Review of Portrayal and Representation for a discussion of their draft report.
- 8.2 The Board discussed the draft report in full and agreed that it, and the accompanying audience research, contained valuable data and insights.
- 8.3 The final report and the executive response would return to the Editorial Guidelines and Standards Committee in the Autumn.

9. East Bank

- 9.1 The Board noted an update on the East Bank project.
- 9.2 The Board approved the proposed next steps and agreed that monitoring of the project would be provided by the Audit and Risk Committee.

10. World Service Annual Performance Review 2024-25

- 10.1 The Board approved the World Service Annual Performance Review for submission to the Foreign, Commonwealth and Development Office, subject to drafting amendments.

11. LFU Re-procurement

- 11.1 The Board approved the recommended procurement strategy to progress contract negotiations for an extension of the Licence Fee Collection Services provided by Capita. The final contract proposal would return to the Board for approval.

12 AOB

- 12.1 There was no other business.