



Meeting of the BBC Board

MINUTES

28 January 2026
Quay House, Media City, Salford

ITEMS OF BUSINESS

1. Chair's Introduction
2. Apologies and Conflicts of Interest
3. Minutes and Matters Arising from 18 December Board Meeting
4. Board Reports
5. Succession Planning
6. Executive Reporting
7. Media Tech
8. Charter Review: Green Paper Response
9. Outline Annual Plan
10. AOB

ATTENDANCE

Present

- Samir Shah Chair
- Tim Davie Director-General
- Damon Buffini Non-executive Director
- Jody Ford Non-executive Director
- Robbie Gibb Non-executive Director
- Muriel Gray Non-executive Director
- Chris Jones Non-executive Director
- Bérangère Michel 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:

None

With

- Paul Oldfield Chief of Staff to Chair and Director-General
- Chris Sandford Company Secretary
- Jo Clarke Secretary to the Board
- Kate Phillips Chief Content Officer
- Rhodri Talfan Davies Executive Director
- Helen Crowley Egon Zehnder (item 5)
- Dom Loehnis Egon Zehnder (item 5)
- Rhuanedd Richards Director, Nations (item 6)
- Amanda Jones CFO, BBC Studios (item 6)
- David Jordan Director, Editorial Standards and Policy (item 6)
- Jonathan Munro Interim CEO, News and Current Affairs (item 6)
- John Curbishley Director, Strategy (items 6 - 9)
- Nick North Director, Audiences (item 6)
- Storm Fagan Director, Product (item 7)
- Sarah Calcott Chief Operating Officer (item 7)
- Alice Macandrew Group Director, Corporate Affairs (item 8)

Kate Biggs	Controller Policy (item 8)
Iain Bundred	Director of Policy and Public Affairs (item 8)
Rebecca Wallace	Strategy Director (item 8)

BOARD MINUTES 28 JANUARY 2026

1. Chair's Introduction

- 1.1 The Chair welcomed Jody Ford and Bérangère Michel to their first meeting as members of the BBC Board.
- 1.2 The Chair summarised the key issues to be covered in the meeting. Aside from regular executive reporting the Board would consider its response to the recently published Green Paper for Charter Review.

2. Apologies and Conflicts of Interest

- 2.1 There were no apologies for this meeting.
- 2.2 No conflicts of interest were declared in addition to those already recorded.

3. Minutes from 18 December Meeting

- 3.1 The Board approved the minutes from the 18 December Board meeting. They would be published on 28 March in line with the publication schedule.

Matters Arising

- 3.2 The Board noted that the Board Call on 26 February would now be a formal meeting to allow for sign-off of the Green Paper response.
- 3.3 The Board noted that the Thematic Review of Portrayal and Representation would be published the following day.

4. Board Business and Reports

Sub-committee Reports

- 4.1 The Board noted and discussed a written report from the last meeting of the Editorial Guidelines and Standards Committee. The first meeting of the Editorial Standards Committee would take place on 11 March, following the appointment of its new non-executive members.
- 4.3 The Board confirmed it was content with the increased level of detail and actions the new sub-committee report provided and that it fulfilled the recommendations regarding reporting arising from the review of EGSC.

Committee Memberships

- 4.4 The Board was asked to approve proposals for Committee membership agreed at the Nominations Committee meeting on 20 January.
- 4.5 The Board approved the appointment of Chris Jones and Marinella Soldi to the Editorial Standards Committee, fulfilling the review recommendation that two additional non-executives join its membership.
- 4.6 The Board approved the appointment of Marinella Soldi to the Remuneration Committee as a replacement for Damon Buffini who had stepped down from the Committee.

5. Succession Planning

Arrangements for an Interim Director-General

- 5.1 The Board noted that the current Director-General would step down from the role on 2 April, using up accrued leave ahead of the end of his formal notice period on 9 May.
- 5.2 The Board approved the proposal from Nominations Committee that Rhodri Talfan Davies should be appointed as Interim Director-General at this point and until the formal start date of a new Director-General. The Board also confirmed that he would become a member of the Board in that capacity and would join the Board as an Executive Director in the interim, starting from 1 February.

Recruitment of the Next Director-General

- 5.3 The Board received an update on the recruitment of a new Director-General of the BBC from recruitment consultants, Egon Zehnder.

6. Executive Reporting

Director-General and Executive Report

- 6.1 The Director-General opened the executive reporting session by highlighting recent content. *The Traitors* and *The Night Manager* had proved popular both with audiences and commentators alike and the new *Match of the Day* digital formats were also performing well.

- 6.2 Christmas performance had been strong and, although down on 2024, the BBC had achieved nine out of the top ten programmes on Christmas Day and fifteen of the top twenty through the period.
- 6.3 The busy international and domestic news agenda had drawn audiences, including younger age groups, to BBC News. The Board noted an update on reporting the situation in Iran and the restrictions being placed on coverage.
- 6.4 The Board noted the Chief Operating Officer's report, which included updates on the finalisation of the new Capita contract and progress with the East Bank building.

Quarterly Performance Report

- 6.5 The Board discussed audience performance for October-December 2025. Audience consumption of BBC content had improved this quarter. *The Celebrity Traitors* was a key driver of this, with the average audience for each episode standing at over 15 million viewers. Consumption of online content had also improved with 64% of people now coming to the BBC online. However, despite improving levels of BBC usage among young audiences this year, performance remained below target this quarter.
- 6.6 The Board discussed the perception metrics among audiences to the BBC. These had remained at a low level overall, although audiences had reacted more positively to BBC News. The Board noted that research was underway to gauge the extent to which these falls were part of a broader societal trend and how they might be addressed. The Board would discuss this research further.
- 6.7 The Board noted an update on the BBC's financial performance over the period from the new Group CFO and Executive Board member, Bérangère Michel. Directors discussed licence fee income and requested that further analysis of the sales data come to a future session of the Board. The Board noted an update on progress with the Budget. A financial strategy would come alongside the Budget to the March meeting.
- 6.8 The Board also discussed headcount levels and the movement of staff resource between divisions. Directors noted that an efficiency report had been produced as part of the BBC's response to the Green Paper on Charter Review and would also be made available to the Board, alongside the other formal submissions.
- 6.9 The Board noted an update on editorial standards and complaints over the period. Complaints volumes had fallen to low levels. Ofcom had issued its finding *on Gaza: How to Survive a Warzone* and issued a sanction consisting of a direction to broadcast a statement.
- 6.10 The Board discussed preparations for coverage of the elections in the UK in May.

7. Media Tech Update

- 7.1 The Board noted an update on the first phase of implementation of the BBC Media Tech plans, including the integration of Product and Technology teams across the BBC Group.

8. Charter Review: Green Paper Response

- 8.1 The Board considered a paper seeking agreement for the BBC's formal response to the DCMS Green Paper on Charter Review. A set of specific questions and policy points were discussed, with the Board agreeing an outline position on each for further development by the drafting team.
- 8.2 The Board approved the overall shape, structure and tone of the response, with the resolution of any outstanding points delegated to the Charter Review sub-group. Directors noted that the response would return to the Board in February, along with the efficiency report, for approval ahead of submission to the DCMS.

9. Outline Annual Plan

- 9.1 The Board approved the proposal for the structure of the Annual Plan for 2026-27.

10 AOB

- 9.1 There was no additional business.