

Ofcom Board agenda for the meeting on 17 December 2025

1. Declarations of interest
2. Minutes of the meeting held on 19 November 2025
3. Chair's report
4. CEO report
5. Risk and Audit Committee update
6. Strategic risk deep dive: Managing our regulatory environment/trusted regulator
7. Out of London strategy
8. Telecoms Access Review 2026-2031
9. Legal Enforcement team update
10. Spectrum update August-November 2025
11. Contract expenditure
12. Annual Report – s129 of the Online Safety Act
13. Reports from non-executive members
14. Monthly performance update
15. Board work programme and publications schedule
16. Minutes from other Boards/Panels/Committees
17. Items in the room: Ofcom Risk Appetite Statement; Communications Consumer Panel/ACOD update
18. Any other business
19. Date of the next meeting: 4 February 2026