

Box 1. Providing information to select committees

Information about the preferred candidate

- Name of the preferred candidate

Dr Samir Shah CBE

- Their current CV (redacted for publication)

Attached

- Declaration of relevant interests made by the candidate:

Conflict 1 - Owner and CEO of Juniper Communications for 25 years. Juniper is an Independent television and radio production company with c. 6 FTE plus freelancers. Based on our understanding, Dr Shah owns 70%, his wife 20% & Sleeping Partner 10%. Juniper makes programmes for the BBC, including two contracts with the BBC due to end in July 2024. **Mitigation** - Dr Shah has confirmed he will fully divest himself of all dealings with Juniper TV to resolve any potential conflicts of interest.

Conflict 2 - Mohit Bakaya, the BBC's Director of Speech and Controller, Radio 4, is Dr Shah's brother. **Mitigation** - As agreed with the BBC, there would be full transparency about the relationship and on the occasions when discussions may directly involve Dr Shah's brother, he would recuse himself from those discussions.

Conflict 3 - Co-author reviewing the BBC's impartiality for the Board in its coverage of Small Boats and Migration, due to end Jan 2024. **Mitigation** - Conflict will resolve itself in January 2024.

Conflict 4 - Chair - One World Media, a charity supporting journalism, which receives sponsorship from the BBC. **Mitigation** - Dr Shah is willing to resign from One World Media.

Conflict 5 - Leicester Unrest - part of a Panel examining the causes of the Leicester Unrest for DLUHC. It is paid. Current delivery Summer/Autumn 2024; **Mitigation** - Leicester Unrest is not a direct conflict but has been declared for transparency.

Conflict 6 - Honours Committees - member of Arts & Media, and member of Foreign Nationals Honours pre-committee. **Mitigation** - Dr Shah is prepared to step down from the Honours Committees.

Declaration of relevant political activity made by the candidate required under paragraph 9.2 of the Governance Code on Public Appointments:

As per the paragraph 9.2 of the Governance Code, political activity should not affect any judgement of merit nor be a bar to appointment. **The candidate has declared no such political activity.**

- Proposed terms of appointment and remuneration (if any)

This is a four-year appointment. The remuneration is £160,000 per annum for 3-4 days per week.

Further information on the BBC, the role, the process and the candidate can be found below. Also attached at Annex A is the CO's proforma.

[Background: the BBC and the role of the Chair](#)

About the BBC

The BBC's Mission is defined by [Royal Charter](#): to act in the public interest, serving all audiences through the provision of impartial, high-quality and distinctive output and services which **inform, educate and entertain**.

The BBC is required to do this through delivering five Public Purposes:

1. To provide impartial news and information to help people understand and engage with the world around them;
2. To support learning for people of all ages;
3. To show the most creative, highest quality and distinctive output and services;
4. To reflect, represent and serve the diverse communities of all of the United Kingdom's nations and regions and, in doing so, support the creative economy across the United Kingdom; and,
5. To reflect the United Kingdom, its culture and values to the world.

The BBC is a public corporation, independent in all matters concerning the fulfilment of its mission and the promotion of the public purposes. It is funded primarily by the licence fee and has a subsidiary commercial operation, which supports the delivery of the Corporation's Mission and Public Purposes.

Each year the BBC is required to publish an Annual Plan, setting out details of its creative remit for the forthcoming year, and an Annual Report and Accounts, reporting back on performance in the previous year. Copies of these can be found [here](#) and [here](#).

The BBC's activities and services

The BBC Board is responsible for the operation of the entirety of the BBC Group, which includes both its public service broadcasting responsibilities as well as its commercial operations, both in the UK and around the world.

The BBC Board is responsible for ensuring the delivery of the BBC's Mission and Public Purposes. The Chair leads the Board in this work, ensuring that the Corporation delivers its services and activities in the public interest.

The current public service broadcasting services delivered by the BBC are:

- a portfolio of **television** channels and services across the UK (with variants across the four Nations of the United Kingdom) providing mixed-genre services aiming for universal appeal; plus a dedicated television channel in Scotland;
- ten **UK-wide radio networks**, providing speech and music broadcasting across the UK, catering to all audiences;
- two **national radio services** in each of Northern Ireland, Scotland and Wales, catering to both English and indigenous language audiences, as well as a network of **local radio** stations across England and the Channel Islands, providing a unique and local/regional service to listeners;
- a range of **digital services** including iPlayer, BBC Sounds, and apps for News, Sport and Weather, among other online services;
- **education services**, primarily for children, including homework support and campaigns with wider educational benefit; and
- a global network of news and information services delivered through television, radio and online in over 40 languages through the **BBC World Service**.

In addition to this, the BBC operates a number of **commercial subsidiaries**, including: the producer and distributor, BBC Studios; and the physical studio operations business, BBC Studioworks. These subsidiaries provide vital services to the BBC Group and an important, secondary, revenue source to support the Corporation's public service broadcasting activities.

The BBC employs around 20,000 permanent staff and works with hundreds of contractors and freelancers across the industry. It has bases in all four Nations of the United Kingdom, along with bureaux and offices across the globe.

More information on the responsibilities of the Board can be found [here](#).

The BBC Board has established its own Code of Practice which all directors must follow; this document can be found [here](#).

Role specification

The Chair will be expected to:

- Support the Mission and Public Purposes of the BBC, which is to act in the public interest, serving all audiences and all sections of the population through the provision of impartial, high-quality and distinctive output and services which inform, educate and entertain;
- Lead an effective Board and support the Chief Executive (Director General) to deliver the BBC's strategic and business plans and effectively discharge its statutory and Charter responsibilities in line with corporate governance best practice, in particular through: ensuring that the Board meets with sufficient frequency; encouraging an open, inclusive discussion and challenge to the executive, where appropriate; ensuring the Board gives due time and attention to matters within its remit including matters reserved for the Board; and, evaluating the performance of the Board and individual directors;
- Provide leadership in a fast-changing media landscape in the UK, ensuring the BBC is up to the challenge of keeping pace with enormous technological changes, and promoting the BBC's status as a globally-recognised British institution; and
- Be the most senior representative and ambassador of the BBC to its various stakeholders, including the United Kingdom Government and Parliament and the Devolved National Governments of Wales, Scotland and Northern Ireland (working with the relevant Nations' Board members).

Person Specification

Prospective candidates for the role need to be able to demonstrate a commitment to the independence, mission and public purposes of the BBC, as well as demonstrating that they meet a majority of the following criteria to a high degree:

- Experience working at the highest level of public or commercial life in the UK and/or internationally;
- An understanding of the key challenges and opportunities facing the media and broadcasting market and/or the creative industries in the UK, and globally;
- The skills needed to be an effective Chair; including experience of exercising financial management and securing value for money;

- A proven ability to think through complex issues strategically, independently and imaginatively;
- Excellent communication and relationship management skills, and the ability to represent the BBC to a wide range of stakeholder groups, including audiences, parliamentarians and the media; and,
- Ability to challenge and vigorously scrutinise in the public interest, the operation of the BBC, including delivery of impartiality and global reach.

Independence of members

In accordance with best practice in corporate governance, the Chair and the majority of non-executive directors of the BBC Board will be required to be demonstrably independent of the Corporation. Independence will be assessed at the point of appointment and also annually by the Board itself. The criteria by which independence will be assessed will include whether a candidate:

- has been an employee of the BBC, or BBC Group within the last five years;
- has or has had within the last three years a material business relationship with the BBC either directly, or as a partner, shareholder, director or senior employee of a body that has such a relationship with the BBC;
- has received or receives additional remuneration from the BBC apart from a Director's fee; or
- has close family ties with any of the BBC's advisers, directors or senior employees.

Remuneration and time commitment

The remuneration for the Chair of the BBC Board is £160,000 per annum for 3-4 days a week. The Chair will be responsible for providing strong leadership of the Board and the role will require a greater level of public facing, engagement and management activity than the other Board members.

The BBC Board meets at least 11 times a year. Although the majority of those meetings have traditionally been held in London, the Board (including committee meetings) are also held in locations across the UK.

About the recruitment process

- The process to appoint a new Chair of the BBC opened to applications on 07 August and closed on 18 September. There were a total of 37 applications. There were a total of 37 applications, the diversity of which is outlined below.:
 - Female: 9/32 (28%) - 5 Undeclared
 - Ethnic Minority: 4/32 (13%) - 5 Undeclared
 - Declared Disability: 5/32 (16%) - 5 Undeclared
 - Living Outside London/South East: 11/32 (34%) - 5 Undeclared
- The Advisory Assessment Panel assessed ten candidates as meeting the criteria as published in the role specification and shortlisted them for interview. The field of ten applicants selected for interviews included three female candidates (one undeclared). Two of the shortlisted candidates are from a declared ethnic minority background (one undeclared). One of the shortlisted candidates declared a disability which impacted their ability to carry out daily activities at application. **Diversity data for individual candidates was not made available to the Panel.**
- All shortlisted candidates were invited to meet the Director General of the BBC and the DCMS Secretary of State prior to their interview.
- The Advisory Assessment Panel interviewed ten candidates and made an assessment on whether the candidate was appointable, or not, against the essential criteria in the published role specification; the Panel identified seven candidates as appointable to the role of BBC Chair.
- The DCMS Permanent Secretary, Susannah Storey, chaired the Advisory Assessment Panel (AAP) selection panel. She was joined by Sir Ron Kalifa (Senior Independent Panel Member), Bill Bush and Hedley Finn OBE.
- The process to appoint a new Chair of the BBC Board is set out in the BBC's Royal Charter. It is a fair and open competition, run in accordance with the Governance Code on Public Appointments. The Chair of the BBC Board is appointed by His Majesty The King via Order in Council. No recommendation may be made to His Majesty in Council to appoint the Chair unless a pre-appointment hearing has been held and a report published by the DCMS Select Committee.
- This appointments campaign was administered directly by the Public Appointments team at DCMS. The process was undertaken in accordance with the Governance Code and with the Principles of Public Appointments.

About the candidate

Dr Samir Shah, CBE, has worked in broadcasting for over forty years. He is the CEO and owner of Juniper, an independent television and radio production company. Before Juniper, Samir was head of current affairs and political programmes at the BBC. In 2022, the RTS (Royal television Society) awarded him its top honour: Outstanding Contribution (AKA Lifetime Achievement award) to journalism. Samir was a Non-Executive Director of the BBC (2007-2010), Chair of the Museum of the Home(2014-2022), and was a trustee then Deputy Chair of the V&A (2004-2014). He was Chair of the Runnymede Trust (1999-2009). He is currently Chair of One World Media. Samir sits on the Arts and Media Honours Committee.

Samir was appointed a CBE for services to Television and Heritage in the 2019 Queen's Birthday Honours. He was previously made an OBE in the New Year's Honours list 2000. Samir was elected a Fellow of the Royal Television Society in 2002. Samir was appointed Visiting Professor of Creative Media, Oxford University in 2019 and the University of Nottingham appointed him to a Special Professorship in the Department of Post Conflict Studies.

Samir was born In India and came to England in 1960. He is married to Belkis with one son, Cimran.

Annex A: Proforma for departments to provide campaign information to select committees

Campaign Launch Date	07 August 2023
Campaign Closing Date	18 September 2023
Reason for any changes in timetable to that originally published	There were no changes to the timetable that was originally published.
Advertising strategy	Executive search firm Saxton Bampfylde undertook a 'search only' process to attract a broad list of candidates for the role. The role was also advertised on the Cabinet Office Public Appointments website.
Advisory Assessment Panel	Panel Chair: Susannah Storey, DCMS Permanent Secretary Senior Independent Panel Member: Sir Ron Kalifa - Non-Executive Director on the Bank's Court of Directors and a member of the Audit and Risk Committee. Ron is also Chairman of Network International, a FTSE company and leading payments operator. Ron is a Trustee of The Royal Foundation. Additionally, he has been a Non-Executive Director for the England & Wales Cricket Board and sits on the Council of Imperial College London. Other Members (including name, position and organisation): Bill Bush - Former Executive Director of the Premier League and now Senior Adviser. He is currently a Member of the Arts Council Board, the Chair of the Alliance for Intellectual Property and a Board member of English Touring Opera and the Football Foundation. Bill worked as a Special Advisor to the Prime Minister (1999-2001) and to Tessa Jowell at the Department for Culture, Media and Sport (2001-2005), and was Head of Research for BBC News 1991-1999. Hedley Finn OBE - Hedley Finn is the Chair

	of LBT Global, an overseas crisis charity and sits on the Boards of the Lowde Music Trust, Surrey Supported Employment and Total Sense Media. Hedley is a founder of Care Radio and a founder and President of Radio Lollipop International. He was awarded the MBE in 1992 and an OBE in 2020. He was appointed to the Advisory Committee on Business Appointments in 2023.
Number of applicants	The campaign closed with a total of 37 individual applicants.
Number of candidates invited to interview	Ten candidates were invited to interview.
Number of candidates found appointable	Seven candidates were found appointable.