

Written evidence submitted by the Department for Digital, Culture, Media and Sport

BBC Chair pre-appointment hearing - Select Committee Requested Information

Box 1. Providing information to select committees

Information about the preferred candidate

- Name of the preferred candidate

RICHARD SHARP

- Their current CV (redacted for publication)

attached

- Declaration of relevant interests made by the candidate:

Mr Sharp declared on his returned 'Declaration of conflict of interest form': All relevant private sector holdings are presently in a blind trust. Should I be selected then I would expect to discuss this matter with the appropriate authority. I am a Non-Executive Director of the Centre for Policy Studies; Mr Sharp is stepping down from this position.

- 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. Any reportable donations are publicly available on the Electoral Commission website.

- 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 B 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 the 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; the operator of the BBC's global news channel, Global News Ltd; 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.

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.

About the recruitment process

- The campaign opened on 14th October and closed on 11th November with a total of 23 individual applicants. 23 applicants returned a diversity form: 2 (9%) applicants identified themselves as female; 4 (18%) applicants are from a BAME background (1 undeclared); 2 (9%) applicants declared a disability (1 undeclared).
- Eight candidates were shortlisted. The field of applicants selected for interview includes 1 (13%) female candidate. There is 1 (13%) candidate from a declared BAME background and 0 (0%) declaring a disability (1 was undisclosed). **Diversity data for individual candidates was not made available to the Advisory Assessment Panel.**
- DCMS Ministers expressed disappointment about the lack of diversity of the shortlist (female, BAME and disability); however, the Panel were content that the shortlist included a number of individuals with a broad range of relevant experience and expertise (i.e. strong in diversity of skills).
- The Advisory Assessment Panel interviewed eight 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 five candidates as appointable to the role of BBC Chair.
- The DCMS Permanent Secretary, Sarah Healey, chaired the Advisory Assessment Panel (AAP) selection panel. She was joined by Sir William Fittall (Senior Independent Panel Member), Catherine Baxendale and Blondel Cluff CBE.
- 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 Her Majesty The Queen via Order in Council. No recommendation may be made to Her 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 interview process was undertaken in accordance with the Governance Code and with the Principles of Public Appointments.

About the candidate

- Richard Sharp has over 30 years of experience in the financial sector, including commercial banking, derivatives, fixed income, private equity and investment banking. He spent 23 years at Goldman Sachs, joining in 1984 to start and head its European Capital Markets Group. He subsequently held a number of senior roles, most recently as Chairman of Goldman Sachs' principal investment business in Europe. Prior to this, he worked in both commercial banking and investment banking for JP Morgan. He is also a Director of Oncimmune, a former Chairman and an Emeritus Trustee of the Royal Academy and a Director of International Rescue UK.
- Mr Sharp was a member of the Bank of England's Financial Policy Committee (FPC) from its formal inception in 2013 through to April 2019. The FPC is the entity charged by the UK Government with the powers and the duty to ensure financial stability in the UK. Elsewhere, Mr Sharp has headed the primary Eurobond business, the European Investment Banking Services, the UK investment Banking Business, the European Private Equity and Mezzanine Business. Mr Sharp was a Partner of Goldman Sachs and was a member of the European Management Committee.
- Mr Sharp is Chief Executive of DII Capital UK Adviser LLP, and a partner in Roundshield Partners LLP and SW7 Asset Management (UK) LLP. These commercial interests were all placed into a blind trust due to his role serving as a Special Economic Advisor to the Treasury, addressing national financial issues arising from the current pandemic. Mr Sharp is stepping down from this role immediately.

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

Campaign Launch Date	14th October 2020
Campaign Closing Date	11th November 2020
Reason for any changes in timetable to that originally published	There were no changes to the timetable that was originally published
Advertising strategy	The Public Appointments team advertised the role on the Cabinet Office Centre for Public Appointments website and on DCMS Social Media. The Secretary of State also announced the launch in the media. The BBC promoted this role within their own networks.
Advisory Assessment Panel	<p>Panel Chair: Sarah Healey, DCMS Permanent Secretary</p> <p>Senior Independent Panel Member: Sir William Fittall - Former Civil Servant and Secretary-General of the Archbishops' Council and of the General Synod of the Church of England.</p> <p>Other Members (including name, position and organisation):</p> <p>Blondel Cluff CBE - CEO of the West India Committee and Chair of the National Lottery Heritage Fund, London and South Committee.</p> <p>Catherine Baxendale - HR Consultant and Former HR Director at Tesco</p>
Number of applicants	The campaign closed with a total of 23 individual applicants.
Number of candidates invited to interview	Eight candidates were invited to interview.
Number of candidates found appointable	Five candidates were found appointable.