



Candidate brief for the position of Director-General BBC

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About the BBC

The British Broadcasting Corporation is the world's leading public service broadcaster and occupies a special place in the cultural life of the UK.

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.

It does this by 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
- 5 To reflect the United Kingdom, its culture and values to the world.

The BBC is 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 seeks to deliver distinctive content that serves all audiences. It does this through:

- a portfolio of television services, including the UK's most popular channel BBC One, the 24-hour News Channel, acclaimed channels for Children and the young-audience service BBC Three, as well as national and regional television programmes and services across England, Northern Ireland, Scotland and Wales;
- ten UK-wide radio networks, providing the best live music and speech broadcasting in 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 39 local radio stations across England and the Channel Islands, all of which provide a unique and local service to listeners;
- award-winning and industry-defining digital products including iPlayer, BBC Sounds, apps for News, Sport and Weather, Children's online services, as well as our vast digital archive; and
- by providing trusted and impartial news for audiences across the world, delivered through the BBC World Service on television, radio and online in more than 40 languages.



In addition to this, the BBC's Commercial operations – including the producer and distributor BBC Studios, the BBC's Global News Channel and the Studioworks production services business – generate additional revenue for investment in new programming and services for UK audiences.

The BBC has an annual income of c.£5bn, made up of licence fee and commercial revenues. It employs over 20,000 people and has bases across the UK and in 59 countries globally.

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 most recent Ofcom Performance report on the BBC can also be found [here](#).



The Role

The Director-General

The role of BBC Director-General is one of the most important, high-profile public posts in the UK. It offers an unmatched opportunity to lead a creative organisation with a remit and a role that is critical in the cultural and political life of the country. It also offers the opportunity to lead the organisation at a time of significant change.

The Director-General is the Chief Executive Officer and Editor-in-Chief of the BBC. They are ultimately responsible and accountable to the Board for decisions on the BBC's editorial matters, creative output, public service delivery and the success of its commercial operations.

The BBC is an acclaimed and outstanding commissioner and producer of British content, a standard-bearer for trust and impartiality in the coverage of news and current affairs, a creative and financial partner for the UK's creative industries and a loyal friend to local audiences up and down the country. It is a tech firm and a newsroom. It is a live event producer and a born entertainer. It serves all audiences locally, national and globally. And it is the place where audiences across the UK come together, whilst also providing room for different voices and debate.

The Director-General is the figure who knits these strands together, setting out the creative vision for the organisation, establishing the strategy, balancing public service and commercial pressures and managing the BBC's finances across all its divisions and output.

But the role is also about change. The BBC's mission and public purposes remain the same but the way the organisation delivers them must adapt over time. The BBC has always been at the forefront of change in the media industry but today, as it approaches its centenary in 2022, it faces a unique set of challenges in a fast-moving and increasingly global market. New companies are entering the UK market, changing the traditional broadcasting ecology. A digital-native generation is growing up with a very different set of media habits and preferences. These new competitors and changing audience behaviours mean that the BBC is under unprecedented scrutiny over the breadth, quality, content and value of its services, as well as its funding. A 'mid-term review' of the BBC's governance and regulatory arrangements is due in 2022 and the next licence fee deal will take effect from April 2022.

The next Director-General will hold the role through a hugely critical and transformative period in the Corporation's history.



The Ideal Candidate

The Director-General has to fulfil a wide variety of functions and deal with an ever-changing range of complex, sensitive and strategic issues, often at speed. The right candidate is likely to have experience of managing a large, diverse organisation, dealing with significant budgets and delivering change on a significant scale. They will be able to demonstrate a strong combination of the personal qualities, experiences and competencies below, whilst recognising that no candidate will be likely to have all of these qualities in equal measure.

PERSONAL QUALITIES

Commitment to the BBC's public purposes

- *A strong understanding of the BBC's purposes and how it delivers its mission for audiences and licence fee payers*
- *A close knowledge of the BBC's role across the UK, the creative industries, and globally*

Exceptional leadership and communications skills

- *A proven ability to lead a significant organisation with national and international interests*
- *An advocate for the importance of on- and off-screen diversity and an inclusive workplace culture*
- *Capable of establishing a talented and focused team of leaders*
- *Clear, consistent and focused in message and action, comfortable with public speaking and able to communicate a compelling strategy to different audiences*

Demonstrable resilience

- *Able to cope with the inherent pressures of leading a major public organisation and being subject to scrutiny from audiences, Parliaments and National Assemblies, regulatory bodies and other stakeholders*
- *Able to take fine judgements on complex issues at speed and under scrutiny, in the best interests of licence fee payers*

COMPETENCIES AND EXPERIENCE

Strategic thinking in a creative organisation

- *Ability to set and lead a clear strategy for a large organisation, with knowledge of the metrics, measures and goals required to deliver for all audiences*
- *Inspires employees and stakeholders, fostering an environment in which creativity thrives*

Sound editorial judgement

- *Knowledge of the requirements and principles in the BBC's editorial guidelines*
- *Able to make complex and challenging editorial decisions, underpinned by the important principles of impartiality and editorial independence*



Knowledge of the broadcasting and digital sectors

- *Knowledge and understanding of the trends affecting audiences and consumption of media in the UK and globally, including the ways in which content is commissioned, sold and distributed around the world*
- *Awareness of technological trends and emerging thinking in the digital sector, including the opportunities these present*

Stakeholder management and understanding of audiences

- *Ability to engage with stakeholders across the spectrum of UK public life*
- *Adept at developing strong relationships with fellow Directors and Board members*
- *Deep understanding of the issues affecting the nations and regions of the UK and their different audiences*

Commercial expertise

- *Proven track record creating and maintaining strong commercial partnerships*
- *Experience operating in the global business world and with knowledge of operations in markets outside the UK.*



Governance

The BBC's Board ensures that the Corporation delivers its mission and public purposes, as set out in the Royal Charter. The current Charter began on 1 January 2017 and ends on 31 December 2027.

The BBC Board

The Board upholds and protects the independence of the BBC and makes its decisions in the public interest. It is accountable to licence fee payers for all of the Corporation's activities including both publicly funded and commercial activities, in both the UK and overseas. The Director-General is required to be a member of the Board under the terms of the Charter.

The current members of the Board* are:

- David Clementi, Chairman
- Tony Hall, Director-General
- Nicholas Serota, Senior Independent Director
- Elan Closs Stephens, Non-executive director; member for Wales
- Tim Davie, Chief Executive Officer, BBC Studios
- Shirley Garrood, Non-executive director
- Tanni Grey-Thompson, Non-executive Director
- Ian Hargreaves, Non-executive director
- Tom Ilube, Non-executive director
- Ken MacQuarrie, Director, Nations and Regions
- Steve Morrison, Non-executive director; member for Scotland
- Ashley Steel, Non-executive director; member for England
- Fran Unsworth, Director, News and Current Affairs

The Chairman and the Nation members of the Board are appointed by Government, in consultation with the relevant national assemblies. The remaining members are appointed by the Board on the advice of the Nominations Committee.

*As of February 2020, there is one vacancy on the Board for a member for Northern Ireland.

The Executive Committee

The Director-General also chairs the Executive Committee, which is responsible for delivering the BBC's services in accordance with the strategy agreed by the BBC Board and for all aspects of operational management. Detail on the membership of the Executive Committee can be found [here](#).

Accountability

The Office of Communications (Ofcom) is the UK's broadcasting, telecommunications and postal regulatory body. It regulates the BBC's UK Public Services.

The National Audit Office (NAO) is the body responsible for scrutinising public spending on behalf of Parliament. It is the BBC's statutory auditor and also undertakes a programme of value for money reviews on BBC spending each year.



The BBC is also required to engage with ministers and Government departments across the UK's Parliaments and devolved Assemblies. The Corporation's Annual Report and Accounts is laid by the DCMS Secretary of State each year in the United Kingdom Parliament. The BBC must then also lay the Report before the Scottish Parliament, the National Assembly for Wales and the Northern Ireland Assembly respectively.

Location

The role can be based in any of the BBC's main UK bases, but will require substantial time in London, travel around the UK and occasional international travel.



Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know. Email KScope.CEO@odgersberndtson.com.



How to Apply

Key Dates

The application deadline is **11th March 2020**. Following a longlist meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson.

The final interview process with the BBC will take place subsequently.

How to apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: www.odgers.com/75722

If you are unable to apply online please email: 75722@odgersberndtson.com

All applications will receive an automated response.

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist our client in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact 75722@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us response.manager@odgersberndtson.com.



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