



# Candidate Information Pack

Channel 4 Television Corporation  
Non-Executive Chair

## Introduction

Channel 4 Television Corporation is a high profile publicly owned, commercially funded broadcaster transmitting across the whole of the UK and available on all digital platforms (terrestrial, satellite and cable) via a network of 12 television channels including Channel 4, E4, More4, Film4, 4seven and 4Music, as well as All4, the UK's biggest streaming service. Film4 co-produces feature films for the UK and global markets. Channel 4's total revenue in 2020 was £934 million, including a record £161 million in digital advertising revenue.

The current Chairman of Channel 4 will step down towards the end of January 2022 on completion of his second term of office, and Ofcom is seeking to appoint his successor. The appointment will be made by Ofcom, subject to approval by the Secretary of State for Digital, Culture, Media and Sport (DCMS).

The UK Government is currently consulting on a potential change of ownership of the Corporation, while maintaining its status as a public service broadcaster. In the event a decision is made to pursue a change of ownership of Channel 4, the potential implications for the organisation would be wide-ranging and the Chair would play a central role in stewarding the organisation through such a change. This may result in the appointed candidate not being required to serve a full three-year term.

## The Organisation

The primary responsibility of the Corporation is to secure the provision of the Channel 4 service in accordance with its public service remit, which is the provision of a broad range of high quality and diverse programming which, in particular:

- Demonstrates innovation, experiment and creativity in the form and content of programmes.
- Appeals to the tastes and interests of a culturally diverse society.
- Makes a significant contribution to meeting the need for the licensed public service channels to include programmes of an educational nature and other programmes of educative value, and
- Exhibits a distinctive character.

The Corporation has additional responsibilities to participate in:

- The making of a broad range of relevant media content of high quality that, taken as a whole, appeals to the tastes and interests of a culturally diverse society.
- The making of high-quality films intended to be shown to the general public at the cinema in the United Kingdom.
- The broadcasting and distribution of such content and films.
- The making of relevant media content that consists of news and current affairs.
- The making of relevant media content that appeals to the tastes and interests of older children and young adults.
- The broadcasting or distribution by means of electronic communications networks of feature films that reflect cultural activity in the United Kingdom (including third party films).
- The broadcasting or distribution of relevant media content by means of a range of different types of electronic communications networks.

It must also:

- Promote measures intended to secure that people are well informed and motivated to participate in society in a variety of ways.
- Support the development of people with creative talent, in particular people involved in the film industry and at the start of their careers.

- Support and stimulate well-informed debate on a wide range of issues, including by providing access to information and views from around the world and by challenging established views.
- Promote alternative views and new perspectives.
- Provide access to material that is intended to inspire people to make changes in their lives.

Channel 4 was created to be a disruptive, innovative force in UK broadcasting. Channel 4's current Future4 strategy (published in November 2020) is aimed at articulating the organisation's purpose, creating change through entertainment. Channel 4's role is to represent unheard voices, challenge with purpose and reinvent entertainment.

As a publisher-broadcaster, Channel 4 does not produce its own programmes but commissions them from more than 300 creative partners across the UK. It works closely with the independent production sector and invests heavily in training and talent development throughout the industry.

As part of its 4 All the UK strategy, Channel 4 established a National HQ in Leeds as well as creative hubs in Bristol and Glasgow. It has committed to upping spend on creative content in the Nations and Regions – from 35% to 50% of main channel UK commissions by 2023, worth up to £250 million more in total.

For further information about Channel 4, including its latest annual report and accounts (2020), please visit the website at [www.channel4.com](http://www.channel4.com).

## **The Board**

The Board comprises the Chair, Deputy Chair and up to 13 other members (executive and non-executive). It is currently structured as follows:

### **Non-Executive Members**

- Charles Gurassa (current Chair)
- Lord Holmes MBE (Deputy Chair)
- Althea Efunshile CBE
- Paul Geddes
- Tom Hooper
- Roly Keating
- Andrew Miller

Three other roles are currently being recruited.

### **Executive Members**

- Alex Mahon, Chief Executive Officer
- Ian Katz, Chief Content Officer
- Jonathan Allan, Chief Operating Officer

The Board provides strategic direction and ensures that Channel 4's statutory requirements and public service remit are fulfilled. The Board meets monthly except August, with meetings in London, the Channel 4 National HQ in Leeds, as well as in its offices in Bristol and Glasgow.

The Chair has responsibility for leading the Board in setting the values and standards of Channel 4, for managing and providing stability and direction to the Board and for maintaining a relationship of trust with and between the executive and non-executive members. The Chair also plays a key role in maintaining effective and collaborative relationships with key stakeholders, including with government.

The Chair is also responsible for, inter alia:

- Leadership of the Board, ensuring its effectiveness in all aspects of its role including the setting of the agenda.
- Ensuring that all members receive accurate, timely and clear information.
- Ensuring that all members continually update their skills and the knowledge and familiarity with Channel 4 required to fulfil their role both on the Board and on committees.
- Facilitating the effective contribution of non-executive members and ensuring constructive relations between executive and non-executive members.

It is the role of the Chief Executive to run the business of Channel 4 under delegated authority from the Board.

Please see Appendix I for the biographies of current Channel 4 Board Members.

### **The Candidate**

An individual is required who has successfully led or been involved in a significant organisation at senior level with a proven track record of strategic planning and stewarding such an organisation through a period of change, reflecting the rate of transformation across the broadcasting industry. The person appointed will be someone of considerable stature and reputation within his/her industry; with experience of exercising financial management, able to handle multiple and competing stakeholders and able to demonstrate leadership and understanding of contemporary consumer facing businesses. They should demonstrate a strong commitment to diversity and inclusion in all its aspects as well as adhering to sound corporate governance principles. Candidates should be able to demonstrate their understanding of the role Channel 4 plays in the UK's broadcast, digital and creative industries ecosystem and the major trends in the fast-changing global media landscape, including the growth in digital consumption and the preferences of younger audiences. An understanding and experience of how to sustain and grow an innovative and creative culture would be advantageous.

Noting the current consideration being given by the UK Government to Channel 4's operating model, including its ownership, remit and obligations, candidates should preferably have experience at board level of stewarding a business through a significant corporate transaction. Candidates should ideally demonstrate an understanding of such transactions and, in particular, the role played by the Chair and the Board as a whole in such processes.

Experience of either chairing a company or being involved with a company at board level or its equivalent is essential. A strong interest in broadcast media and/or the digital or communications sectors more generally would be advantageous, as would experience of the broadcasting industry. A track record of building effective and collaborative relationships with government and regulators would also be helpful.

The appointment calls for a mature, clear, outlook, consistently sound judgement and a proven record of handling difficult issues with authority and confidence. Strong leadership, strategic thinking and vision, and interpersonal skills are essential to deal effectively with internal and external relationships, even when these prove challenging. The ability to achieve consensus through balanced discussion at board level is vital and, therefore, personal characteristics such as patience and tolerance would be invaluable.

The individual must also be robust, lively, quick-thinking, of high intellect and independent spirit, who can challenge and act as a sounding board to the Chief Executive and other Board Members. Whilst providing leadership to the Board, the Chair will be committed to working collegiately with Board

Members and building a positive relationship and an appropriate division of responsibilities with the Chief Executive. Candidates must demonstrate personal integrity of a high order.

A fluent communicator is required who can represent the organisation externally as well as internally. The ideal candidate would be approachable and outgoing but have the strength and resilience to chair a company with demanding external and internal issues and challenging commercial objectives.

**Time Commitment**

The time commitment is likely to be four to five days each month although extra time may be required should the government decide to pursue a change of ownership for the Corporation. The successful candidate must be able to devote the time required to perform his or her duties satisfactorily. This will mean, in addition to attendance at board meetings, you will be expected to devote appropriate preparation time ahead of each meeting and to attend such other meetings as necessary to carry out your duties.

This appointment will be for up to three years, though possibly renewable by joint agreement. In the event of a change of ownership of Channel 4, the role may finish ahead of the specified three-year term.

**Remuneration and Other Benefits**

The appointee will receive appropriate remuneration.

**Expenses**

All reasonable and properly documented expenses incurred in performing the duties of the role will be reimbursed in accordance with Channel 4's expenses policy.

## The Selection and Recruitment Process

Russell Reynolds Associates has been appointed to support this recruitment.

The appointment to the Channel 4 board will be made by Ofcom, subject to approval by the Secretary of State for Digital, Culture, Media and Sport (DCMS).

The Appointment Panel will be chaired the Maggie Carver, Chair of Ofcom, and at least two independent panel members. Finalist candidates may be required to meet with the Secretary of State.

### Indicative Timetable *(subject to change)*

<b>Closing date for applications</b>	<b>13<sup>th</sup> December 2021</b>
<i>Shortlist Meeting – Appointment Panel</i>	<i>w/c 20<sup>th</sup> December</i>
Informal Fireside conversations	w/c 3 <sup>rd</sup> & 10 <sup>th</sup> January
<b>Final Panel Interviews</b>	w/c 17 <sup>th</sup> January

Diversity in TV and the media is a top priority for Ofcom and Channel 4. Channel 4's vision is to build on its heritage as a trailblazer in diversity, with an emphasis on achieving greater inclusion; to be a beacon to the UK industry of what an inclusive, diverse and creative culture can look like. Channel 4 believes diverse teams allow for a more creative and productive environment and therefore encourages applications from qualified candidates irrespective of ethnicity, age, disability or long-term conditions, gender/gender identity, sexual orientation, marital status, working patterns or religious beliefs.

## Application Instructions

**The closing date for applications is midday, Monday 13<sup>th</sup> December.**

Please submit your full application by email to [responses@russellreynolds.com](mailto:responses@russellreynolds.com). Please quote the role title and assignment code **2110-117L** in the subject heading of the email. All applications will be acknowledged. All applications must include the following:

1. A **Curriculum Vitae** with your education, professional qualifications and full employment history.
2. An accompanying **Supporting Letter** (maximum 2 A4 pages) – setting out your suitability for the role and how you meet the criteria set out in the person specification.
3. **Completed Declaration of Interest form**. Please find the form available [here](#).
4. **Diversity Monitoring Form**. All applicants are invited to complete a monitoring form to assist Channel 4 Television with monitoring its recruitment processes. The Monitoring Form will not be seen by anyone assessing your application. Please find the form available [here](#).
5. **Disability Confident Scheme, if applicable**.

As a Disability Confident employer, Ofcom guarantee to interview disabled applicants who meet the minimum selection criteria of the role as outlined in the job description. You can find more information on the scheme [here](#). To be considered under this scheme please select this option available on the Diversity, Equity and Inclusion monitoring form.

If you require an adjustment at any stage of the recruitment process, please email the team at [responses@russellreynolds.com](mailto:responses@russellreynolds.com).

If you are unable to apply through the website or require the candidate application pack in an alternative format such as Braille, audio recording or BSL, this can be provided on request.

## Appendix I – Board Biographies

### Non-Executive Members

#### **Althea Efunshile CBE**

Althea brings 35 years' experience of senior strategic leadership and management within the public sector. She has been a local authority Director of Education; a senior civil servant within the Department of Education; and Deputy Chief Executive of Arts Council England.

She has been Chair and Non-Executive Director of a range of public bodies spanning the arts, health, further & higher education, and housing. Althea is committed to the delivery of Channel 4's public service remit. She has a passion for diversity and inclusion, and for contributing to Channel 4's efforts to strengthen the diversity of its audiences, programming and internal organisation. Althea joined the Board in January 2018. Her appointment runs until 31 December 2021.

#### **Paul Geddes**

Paul is Chief Executive Officer of QA and Director of QA subsidiaries, the UK's leading technology, technology training and talent provider. He was previously Chief Executive Officer of Direct Line Group (DLG), having led through an IPO as part of the divestment from RBS in 2012, and into the FTSE 100 in September 2014. He is a former Deputy Chairman of the Association of British Insurers.

Previously, Paul was CEO of RBS Group's mainland UK retail banking business including NatWest, following a successful career in multi-channel retailing and marketing at leading companies such as Kingfisher, GUS and Procter & Gamble. He read Philosophy, Politics and Economic (PPE) at Oxford. Paul joined the Board on 5 December 2016. His appointment runs until 5 December 2022.

#### **Christopher Holmes**

Lord Holmes MBE is Britain's most successful Paralympic swimmer, winning nine gold medals including an unrivalled six at a single Games. He was also LOCOG's Director of Paralympic Integration, responsible for leading the team that planned and delivered the London 2012 Paralympic Games.

In 2013, Chris entered the House of Lords. His areas of interest include diversity and inclusion, the digital opportunity, culture, media and sport. He has been a member of Select Committees on Digital Skills, Social Mobility, Financial Exclusion, Artificial Intelligence and currently Intergenerational Fairness and Provision. He is also Co-Chair of the all-party groups on Assistive Technology and Blockchain, Deputy Chair of the all-party groups on fintech and AI and a founding member of the group focusing on the 4th industrial revolution.

Chris is Director of a niche change, insights and innovation consultancy. He is also Diversity Adviser to the Civil Service and Chancellor of BPP University.

Chris was Non-Executive Director at UK Sport, where he helped to develop the Mission 2012 strategy which led to Great Britain's Olympic and Paralympic success at London 2012 and Rio 2016. At UK Sport, he also chaired the audit committee for seven years. He was also a lawyer at a leading City firm where he specialised in pensions and employment law. Joined the Board on 5 December 2016. His appointment runs until 10 June 2024.

**Tom Hooper**

Tom is the Oscar-winning director of 'The King's Speech', 'The Danish Girl' and 'Les Misérables'. He began making short films as a teenager, and had his first professional short, 'Painted Faces', broadcast on Channel 4 in 1992.

His film and television work has received a number of industry awards and nominations – including Emmys and Golden Globes for 'Elizabeth I' and 'Longford', both of which he directed for Channel 4. Tom has been a Governor of the British Film Institute since 2011. Tom joined the Board in January 2018. His appointment runs until 31 December 2021.

**Roly Keating**

Roly Keating has been Chief Executive of the British Library since September 2012. In his tenure so far, he has overseen a series of significant developments including: the launch in 2015 of Living Knowledge, an ambitious new vision and strategy; a major expansion of cultural and learning activities, including landmark exhibitions on Magna Carta and Harry Potter; new pan-UK partnerships with public libraries including the successful Business & IP Centre national network; digital initiatives including Save Our Sounds to preserve the UK's audio heritage; the creation of the Knowledge Quarter, an innovative partnership of knowledge-based organisations near the Library's London HQ; and the initiation of major new capital projects in London and Yorkshire, including full-scale renewal of the Library's Boston Spa campus and creation of a major new public space in Leeds.

Roly joined the Library after a long and successful career as a programme-maker and broadcasting executive at the BBC, where he played key roles in the launch of UKTV, as its first Head of Programming, and BBC Four, as its launch Controller in 2002, before moving on to become Controller of BBC Two and Director of Archive Content, with editorial oversight of the BBC's online services including BBC iPlayer.

Roly is a Trustee of the Clore Leadership Programme, the British Library Trust, the American Trust for the British Library, the Gilson Trust, the Friends of the National Libraries and the Busby Trust and he chairs the Conference of European National Librarians.

Roly holds Honorary Doctorates from the Universities of Lincoln, Warwick and York. Roly joined the Board on 5 December 2016. His appointment runs until 5 December 2022.

**Andrew Miller**

Andrew is Chief Executive of Motability Operations plc. An accountant by training and a leader in digital transformation, Andrew has also held senior executive positions at a number of multinational consumer and media groups. These include CEO of Food Folk Holdings – owner of the McDonald's licence for the Nordics Scandinavia, CEO of Guardian Media Group and AutoTrader, taking the latter from a print magazine to a digital platform. Prior to this, Andrew held senior finance roles at Frito-lay Europe, Procter & Gamble and Bass. He has also held Non-Executive Director roles and was Audit Chair at the AA plc and Ocean Outdoor Media plc.

Andrew is a member of the Institute of Chartered Accountants of Scotland and sits on the Advisory board for Sarah Brown's Theirworld charity. Andrew joined the Board on 1 June 2020 as Non-Executive Director and Chair of Channel 4's Audit Committee for a term of three years.

**Executive Members****Alex Mahon, Chief Executive**

Alex Mahon became Chief Executive of Channel 4 in October 2017 and is the first female Chief Executive of a major UK broadcaster. Prior to this, Alex was the CEO of international software firm Foundry.

From 2012-2015, Alex was CEO of global producers Shine Group, where she oversaw the build-and-buy strategy of building up 27 production labels over 12 international territories and was responsible for all content strategy, including the launch of global scripted divisions and the rollout of formats internationally. Between 2007 and 2012, Alex was President at Shine Group based in LA and then London.

Alex began her career as a PhD Physicist and became a consultant and then part of the strategy team in Luxembourg at European broadcasters RTL Group followed by working at FremantleMedia and then Talkback in the UK.

**Ian Katz, Chief Content Officer**

Ian joined Channel 4 in January 2018. He has overall responsibility for the creative output of Channel 4's portfolio of channels and its on-demand viewing service, All 4.

Ian is an experienced creative leader with an award-winning track record in both broadcast and newspaper journalism. At Channel 4 he has been responsible for greenlighting critically acclaimed shows ranging from The Big Narstie Show to Brexit: The Uncivil War and recent hit, It's A Sin. He was editor of BBC Newsnight from 2013 to 2017, a period which saw the show collect awards for exposing the Kids Company scandal, covering the Grenfell fire and investigating the massacre of Rohingyas in Myanmar.

Previously, Ian worked in a wide range of roles at the Guardian, including features, foreign reporting and launching the paper on the Internet. Between 2010 and 2014, he was Deputy Editor of the Guardian, overseeing the paper's coverage of the WikiLeaks data dumps and phone-hacking.

**Jonathan Allan, Chief Operating Officer**

Jonathan was appointed as Chief Operating Officer in 2020, following two years as Chief Commercial Officer and seven years as Sales Director at Channel 4.

Jonathan graduated in Economics from Newcastle University and immediately joined a full-service agency, Cravens Advertising, in the City.

He joined the TV department at major London media agency OMD UK in 1995 and then was appointed to the Board as TV Director in January 2000. He subsequently moved into communications strategy and new business for a number of years and was appointed Deputy Managing Director in February 2005 and, in January 2007, he became Managing Director.