

BBC Charter Review *Licence Fee Seminar 2006*

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CORE PANEL MEMBERS:

Lord (Terry) Burns Chairman of Abbey National and a former Permanent Secretary to the Treasury

Lord Burns has been Chairman of Abbey National plc since 2002. He is also Chairman of Glas Cymru Ltd (Welsh Water) and a non-executive director of Pearson Group plc and British Land plc. He was Permanent Secretary to HM Treasury from 1991 to 1998 and was Chairman of the Inquiry into Hunting with Dogs in 2000 and Chairman of the National Lottery Commission from 2000 to 2001. He graduated with a BA in economics from the University of Manchester before joining the London Business School in 1965. He became Professor of Economics there in 1979. He was appointed Chief Economic Adviser to the Treasury and Head of the Government Economic Service in 1980, before becoming Permanent Secretary. Lord Burns was made a Life Peer when he stepped down from the Treasury in 1998. He is Chairman of the Governing Body of the Royal Academy of Music. He is married with one son and two daughters.

Margaret Exley C.B.E. is the Chairman of Mercer Delta in the UK, a consulting firm that works with Chief Executives and Chairmen of major companies on organisation design, leadership and corporate governance. She was a Non-Executive Director of H M Treasury from 1999 to 2005, and has had a variety of other Non-Executive roles in the public and private sectors. Before Mercer Delta, Margaret was Managing Partner for Towers Perrin Europe. She graduated with a BA (Econ) from the University of Manchester and completed an MSc at Warwick Business School, going on to a Research Fellowship at the Manchester Business School in 1973. Following a period in the Cabinet Office and the Civil Service Department Margaret joined Hay Management Consultants and from there she co-founded Kinsley Lord in the mid-1980s which grew to be the UK's leading change management consultancy. Her recent clients have included Shell, Unilever, Corus, HBOS, O2 and AOL. She also led the consulting teams which advised on the design and transition planning for the FSA and OFCOM. She has written and spoken widely on change management and leadership. In 2001 Margaret was awarded a C.B.E. for services to management in the public sector. She has two children and lives in West London.

Tim Gardam Principal Elect of St Anne's College, Oxford, previously Director of Television and Director of Programmes at Channel 4.

Tim Gardam is Principal Elect of St Anne's College, Oxford. Prior to this he was Director of Television and Director of Programmes at Channel 4 for five years, from November 1998 to November 2003. He was Controller of News and Documentaries at Channel Five where he was a founding member of the editorial team (1996–1998). He began his career as a journalist at the BBC from 1977 to 1996, during which time he founded the history programme Timewatch and served as Editor of Panorama and of Newsnight. Between 1993 and 1996 Tim Gardam was Head of Current Affairs for BBC television and radio.

GUEST PANEL MEMBERS:

Charles Allen has had an extensive career in business in a number of sectors ranging from the steel industry to microbiology. His principal focus has been on the leisure and hospitality industry in restaurants, catering and hotels and the media industry.

He has worked for British Steel, The Gallagher Group, Grand Metropolitan plc, Compass Group plc, Granada plc and ITV plc and has held a number of senior positions in the UK and has managed businesses in over 50 countries in the world.

He was appointed a non-executive director of Tesco plc in February 1999.

Charles has made a major contribution to the television industry and during this time, under his leadership at Granada, the Company built on its creative heritage and won more awards and made more programmes than at any time in its history. He has played a key role in the consolidation of ITV and is passionate about the role of television in the regions and the catalytic role the media can play in the community. He plays an active role in the media industry and is a Vice President of the Royal Television Society. He is a member of the Directorate of The International Academy of Television Arts and Sciences and his contribution to the industry were recognised by being awarded a Fellowship of the British Academy of Film and Television Arts in 2001.

On 2nd February 2004, ITV started official trading on the London Stock Exchange with Charles as the Chief Executive of the newly formed company. ITV is the leading commercial broadcaster and programme maker in the United Kingdom with a 52% market share of the TV advertising market.

In the hospitality world he played a key role in developing the contract catering industry and improving the performance and focus on customer service in the hotel industry. He also led the industry in improving recognition of the importance of the hospitality industry by chairing the British Hospitality Association Council.

He plays a leading role in the community and has been involved with Business in the Community for over ten years becoming Deputy Chairman in 1997. He has been Chairman of Race for Opportunity, a business driven initiative focused on increasing awareness of ethnic issues in business. During his time at Granada he has played a pivotal role to use the focus of the camera to effect social change and lead projects on adult literacy, homelessness and the Arts with the objective of creating a more inclusive society. His work in this area has been recognised by being awarded an Honorary Doctorate in Business Administration by Manchester Metropolitan University. Charles is also on the Board of Skillset.

In 1999 Charles was made HRH The Prince of Wales's Ambassador, recognising his contribution engaging business commitment to corporate social responsibility through Granada. It was also recognition of his personal commitment to help build the movement of Business in the Community.

He has played a number of roles working with both National and Regional Government. He led the Creative Industry Task Force to drive creative industry exports.

In 2002 Charles completed his role as the Chairman of the highly acclaimed Commonwealth Games 2002 in Manchester and is currently Vice Chairman of London 2012, the United Kingdom's bid for the Olympic Games in 2012.

In January 2002 the University of Salford honoured Charles with the Degree of Doctor of Letters Honoris Causa.

He was awarded a Commander of the British Empire (CBE) in the Queen's 2003 New Year's Honours.

He enjoys both the visual and performing arts and is passionate about international travel and other cultures.

Steven Barnett is professor of communications at the University of Westminster and a writer and commentator on broadcasting issues, specialising in areas of policy, political communication, journalism and BBC history. He was for many years an Observer columnist and writes frequently on broadcasting for the national and specialist press as well as

commenting for radio and TV programmes. He is the author or co-author of a number of books on the media, including books on TV and sport, on the BBC, and on the current state of political journalism. He is currently writing a book on television journalism, to be published next year.

He has directed a number of research projects on press and broadcasting. The most recent, *The World on the Box*, was an analysis of coverage of international issues in news and factual programmes in Britain from 1975 to 2003; an updated report covering programmes in 2005 is due to be published in May this year. He is an editorial board member of the British Journalism Review and a former chairman of the Social Research Association.

Before joining the University of Westminster in 1994, he was founder and director of the Henley Centre's Media Futures research programme (1990-94), Research Fellow and then Assistant Director at the Broadcasting Research Unit (1985-90) and a senior researcher at Consumers Association (1980-85). He graduated from Pembroke College, Cambridge in social and political science followed by an MSc in Sociology at the London School of Economics.

Patrick Barwise is Professor of Management and Marketing at London Business School and co-author (with Seán Meehan, IMD, Lausanne) of *Simply Better* (HBS Press, 2004: www.simply-better.biz), winner of the American Marketing Association's 2005 Berry-AMA Prize for the best recent book in marketing. He joined London Business School in 1976, having spent his early career with IBM. His previous publications include books on *Television and its Audience*, *Accounting for Brands*, *Strategic Decisions*, *Predictions: Media*, and *Advertising in a Recession*, as well as numerous papers and articles on brands, consumer and audience behaviour, marketing expenditure trends, and new media. In 2004, he led an independent review for the UK government of the BBC's digital television services. He is also a Fellow of the Sunningdale Institute, a government think tank and virtual academy on public service management, and a previous deputy chairman of the UK consumer organization Which?.

Mark Beilby is a Managing Director in the Capital Markets division of Dresdner Kleinwort Wasserstein and Head of Media Research.

He has been a Media Analyst for 18 years, working at JP Morgan, Deutsche Bank and UBS. He has been rated in the top 3 sector analysts by the accredited investor surveys in nine of the past twelve years. His financial career began as a corporate finance analyst with Morgan Stanley in 1986. Previously he worked as a researcher for White City Films (the BBC) and as an executive at Video Arts. He was educated at Oxford University.

Jana Bennett joined the BBC as Director of Television from Discovery Communications in the USA, where she was Executive Vice President and General Manager, in April 2002.

Jana has overall creative and leadership responsibility for BBC ONE, BBC TWO, the digital channels BBC THREE, BBC FOUR and the UKTV joint venture channels, as well as overseeing content on the international channels BBC America and BBC Prime.

She sits on the BBC's Executive Board of management.

Her award-winning production record, notably in science and factual, includes *Walking with Dinosaurs*, *The Human Body*, *Meet the Ancestors* and *Back to the Floor*.

In 2000 she was awarded an OBE in the Queen's Birthday Honours for services to science broadcasting.

Jana first joined the BBC in 1979 as a news trainee and worked on Nationwide, The Money Programme and Newsnight.

She became an award-winning producer of *Panorama* in 1986, and co-authored the book *The Disappeared: Argentina's Dirty War* with the BBC's diplomatic editor John Simpson in the same year.

She was appointed editor of *Horizon* in 1990, and was responsible for commissioning a number of Emmy award winning films before being appointed Head of BBC Science four

years later.

She led an expansion of science, technology and medical programming on BBC television, with Tomorrow's World, special editions of Horizon and QED and events to mark Science Week and other points in the calendar.

She created and launched Animal Hospital - now one of the UK's most popular factual programmes - and new strands for business and industry such as Trouble at the Top.

She joined the BBC's Board of Management in 1997 as Director of Production, then became Director of Programmes for the former BBC Production division until she left in August 1999. During her time at Discovery, and particularly at TLC (The Learning Channel), Jana played a key role in the strategic development of Discovery's channel portfolio in North America. She built TLC's reach and share in an increasingly fragmented market from 73 million to 83 million US homes.

She launched the "Life Unscripted" branding campaign, which defined the networks' entertaining and eclectic approach to programming, and launched highly successful series including Maternity Ward, Junkyard Wars, Flashback and Trading Spaces.

She also oversaw the production and international launch of the Discovery Pictures/BBC large format film The Human Body, based on the TV series she originally helped create.

Born in New Hampshire, USA, Jana had lived in Britain since 1969 before her recent return. She studied British and international politics, philosophy and economics at Oxford, and was awarded an MSc(Dist) at the London School of Economics where she majored on strategic analysis and international and defence studies.

Maggie Brown is a leading media journalist, who has written about the sector for twenty five years. Educated at Colston's Girls' School, Bristol, Bristol University(BA History honours), Cardiff University(MA Journalism), she was a graduate trainee, Birmingham Post & Mail(1973-5), then a Reuters economic correspondent, founder journalist at Financial Weekly(1979) and Guardian business section journalist 1980-1986. Founder and first media editor The Independent, 1986-1995.

1995/6 advised Price Waterhouse media practice. 1995 to current - writer and columnist for a wide range of national newspapers, magazines and publications, principally The Guardian media section and website, The Stage newspaper, but also PR Week, Media Week, Evening Standard, Observer, the Financial Times. She wrote a paper on the foundation of Ofcom for the European Media Forum(2002). She also authored a book on the Radio Authority(2003), and is currently writing the history of Channel 4, for publication 2007.

Maggie Brown is a trustee of the Sandford St Martin's Trust, which promotes excellence in religious broadcasting.

She is married, with four children, enjoys reading, gardening, horses and dogs.

She lives in Dulwich Village, South London.

Paul Brown is Chief Executive of the Commercial Radio Companies Association. He is a fellow and ex-chairman of the UK Radio Academy, Secretary to the JICRIT electronic radio trading panel, a Skillset board member and a board member of RAJAR (which runs BBC and commercial radio's audience research). He worked in forces and commercial radio from 1970 until 1984 when he joined the Independent Broadcasting Authority as Head of Radio Programming. He was Deputy Chief Executive of the Radio Authority from 1990 to 1995, Chairman of the UK Digital Radio Forum from 1999 to 2001, President of the Association of European Radios from 1998 to 2000 and Vice President of WorldDAB from 2000-2005. He was made CBE for services to the radio industry in the 2003 New Year Honours List.

Anne Bulford joined Channel 4 as Group Finance Director in June 2005. She has responsibility at Board level for a number of key functions including Finance, Commercial Affairs, Information Systems, Channel Operations and Legal & Compliance. Before joining Channel 4, Anne was Director of Finance & Business Affairs at the Royal Opera House for three years. In her time there she served as chair of Ofcom's Audit

Committee. She was also a member of Expert Panel created to advise the ITC on its review of the Programme Supply Market in 2002.

Prior to joining the ROH, she worked for three years as Finance Director for Carlton Productions.

From 1993 to 1999, Anne worked at the BBC, initially as Head of Internal Audit and from 1996 onwards as Finance Director for BBC Production.

Anne began her career at KPMG where she spent 12 years, rising to become Senior Manager, overseeing a team providing audit and general advisory services to a variety of listed and private companies in the UK.

Anne graduated from University College London where she is now a lay member of Council and a member of the Finance Committee.

Barry Cox was born in Guildford in 1942 and brought up in Wood Green (north London) and Epsom. He graduated from Magdalen College Oxford with a degree in English, and taught in Jamaica for a year. He is married (for the third time) and has two sons and two daughters from his first marriage.

In 1965 he became a reporter for *The Scotsman*; in 1967 he joined the *Sunday Telegraph*, where he wrote the *Mandrake* column.

He went to Granada Television in 1970, where he was a reporter, then producer/director, on *World In Action* for over four years.

In 1974 he moved to London Weekend Television to set up and edit its first local current affairs programme, *The London Programme*. In 1977 he produced the drama-documentary *Eighteen Months To Balcombe Street*. In the same year he was promoted to Head of Current Affairs. He created and produced *Saturday Night People* and devised *The Six O Clock Show*, and was executive producer of *Weekend World*. In 1981 he took over the post of Controller of Features and Current Affairs. He oversaw a wide range of LWT programmes, from the religious series *Credo* to the Channel Four series *Black On Black*, *Eastern Eye* and *Network Seven*.

In 1987 he was appointed to the board of LWT as Director of Corporate Affairs. He was closely involved in the lobbying around the 1990 Broadcasting Act; in LWT's successful franchise bid in 1991; and in its unsuccessful defence against the Granada takeover bid in 1993/4.

In April 1995 he was appointed to the new post of Director of the ITV Association, where he was responsible for developing ITV strategic policies and its relations with the Government, the European Commission and the ITC. He took a particular responsibility for ITV's digital strategy; in 1996 he joined the board of the newly-created joint venture with Channel Four, Digital 3 and 4 Ltd, which was awarded a digital multiplex licence by the ITC in 1997.

In May 1998 he left the ITVA, and became a consultant with United News and Media (until March 2001) and ITN. Between February 1999 and January 2006 he was Deputy Chairman of Channel Four Television.

He was elected Chairman of the Digital TV Stakeholders Group between January 2002 and December 2004. This required him to take a leading role in helping Government and industry plan the switch from analogue to digital television. In October 2004 he was appointed chairman of SwitchCo Ltd (Digital UK), the broadcaster consortium set up to implement digital switchover itself between 2008-12.

Barry Cox was secretary of the British Executive of the International Press Institute between 1988 and 1998, a member of the Edinburgh International Television Festival executive committee between 1995 and 1998, and a member of the board of governors of the European Institute of Media, Dusseldorf, in 1999-2000. He is a fellow of the Royal Television Society, and a life member of the British Academy of Film and Television Arts.

He was a Governor of Haggerston School, Hackney between 1981 and 2002, and chair of Governors between 1995 and 2002. He is Treasurer of the Institute of Education, University of London; and chair of the board of Oval House, the south London arts centre. He is a contributing editor to *Prospect*. In 1994 he was treasurer and administrator of Tony Blair's campaign for the leadership of the Labour Party.

He was the News International Visiting Professor of Broadcast Media at Oxford University for 2003, and delivered a series of lectures on the digital future, *It's TV, Jim, but not as we know it*.

Barry Cox has written three books: *Civil Liberties In Britain* (1975), *The Fall of Scotland Yard* (co-author, 1977); and *Free for All?* (Demos, 2004).

John Cresswell is Finance Director of ITV plc, appointed in January 2006. Previously John was the Chief Operating Officer of Granada Content, the production and distribution division of ITV plc.

John joined Granada in 2000 from United Business Entertainment where he was the COO of the Broadcast division.

He qualified as a Chartered Accountant with KPMG in 1987 from where he joined TVS and then Meridian in 1992 as part of the launch team.

John sits on the Board of Directors of Liverpool Football Club and the Ambassadors Theatre Group and is a council member of the RTS.

Mike Darcey is the Group Commercial and Strategy Director at Sky.

He is a member of the Executive Board and his remit includes the Strategic Planning Group, Future Technology and R&D functions, Business Development and a broad responsibility for commercial relationships.

The Commercial and Strategy Group is closely involved in strategic decision making and commercial activity across all major areas including rights bidding, channel strategy, distribution on third party platforms, pricing and packaging, platform development, new media, the macroeconomic environment, regulatory affairs and public policy.

Mike has been with Sky since 1998 and prior to this was an advisor to the company for four years.

Conor Dignam has been writing about the media industry for almost a decade, and worked on business titles in London, New York and Hong Kong.

He was appointed as editor of Broadcast in October 2002, overseeing the weekly magazine and electronic version, broadcastnow.co.uk.

Conor Dignam trained in newspaper journalism working for titles including The Birmingham Post and Sunday Mercury.

He joined Haymarket Publishing's Marketing magazine as media editor in 1994, becoming deputy editor two years later.

In 1996 he moved to become editor of Media Week, re-launching the title and introducing new media and international coverage in its pages. He also launched the magazine's first web site. He returned to edit Marketing in 1998.

In October 2000 he moved to New York to become editor of Ad Age Global, the international sister-title to Advertising Age. In February 2002 he returned to the UK to work as a freelance journalist and consultant.

Most recently he was working as a consultant in Hong Kong on Media magazine, leading the editorial team in a revamp of the title, which covers Asia's media and advertising industry.

He has written for The Financial Times, The Times and The Guardian on media and the communications industry.

Jocelyn Hay was a freelance writer and broadcaster before she founded Voice of the Listener and Viewer (VLV) in 1983. She then ceased broadcasting in her own right but continued to direct the training agency, *London Media Workshops*, which specialised in writing, directing and producing radio, television and video programmes, until 1994. In 1999 Mrs Hay was awarded an MBE for her work with VLV; and the *Elizabeth R Award for an Exceptional Contribution to Public Service Broadcasting* by the Commonwealth Broadcasting Association. In the Birthday Honours of 2005 she was appointed CBE for her services to

broadcasting.

Mrs Hay is a Member of the Government's Stakeholder Group on Digital Television, and developed her interest in digital issues, on which she has written and spoken widely, whilst a member of OFTEL's Consumer Panel and of the Steering Group of the European Information Society Forum, sponsored by DGX111 of the European Commission..

Voice of the Listener and Viewer is the leading advocate for the citizen and consumer interests in broadcasting and the only organisation speaking for listeners and viewers on the full range of broadcasting issues. VLV is free from political, commercial or sectarian affiliations. VLV is concerned with the structures, regulation and institutions that underpin the British broadcasting system, and a supporter of public service in broadcasting. VLV does not handle complaints.

Voice of the Listener & Viewer (VLV) 101 Kings Drive, Gravesend, Kent DA12 5BQ.

Tel: 01474-352835, Fax: 01474-351112, e-mail: info@VLV.org.uk; website: www.VLV.org.uk

Fru Hazlitt is Chief Executive of Virgin Radio. Prior to this Fru was Managing Director of Yahoo! UK & Ireland since January 2003. She joined Yahoo! in March 2000 as European Sales Director, and in February 2001 became Director for Sales and Marketing responsible for Yahoo! across nine countries in Europe.

She has 18 years of sales and marketing experience within the media sector across Magazines, Newspapers and Radio most notably at the Guardian Media Group and Capital Radio.

At Yahoo! UK & Ireland Fru arrived at a time when dotcoms were moving from boom to bust. Having faced this challenge she has a clear vision of the future of interactive technology, the opportunity it presents, the creativity it can inspire and the need to listen to a generation who have grown up with the web.

Fru is a non executive board director of Betfair and Woolworths plc and is a regular speaker at business forums and seminars. She is a member of the Government's Digital Inclusion Panel and was named by the CBI as UK's First Woman of Media.

Fru (mother of 3) is a dedicated runner having run nine marathons altogether!

Steve Hewlett is a writer and broadcasting Consultant. Steve took over as Director of Programmes, Carlton Television, in September 1998, having previously been Head of Factual Programmes and Features at Channel 4. He became Managing Director of Carlton Productions in January 2001 with responsibility for Carlton TV Productions, Planet 24 and Action Time.

A former PANORAMA and INSIDE STORY editor, Hewlett started as a researcher on NATIONWIDE in 1981 before going on to produce a number of series for Channel 4 in the mid-eighties, including THE FRIDAY ALTERNATIVE and DIVERSE REPORTS.

As editor of PANORAMA from 1995 to 1997 and Executive Editor of Special Projects, Steve Hewlett won a reputation for transforming the fortunes of the flagship current affairs strand with programmes on accessible social issues.

During this time his programmes won BAFTA, RTS, Broadcasting Press Guild and numerous international awards.

In 1987 he began working on factual programmes at the BBC producing BRASS TACKS from Manchester and the series about injustice, TAKING LIBERTIES.

Steve Hewlett, who is 47 lives with his partner and their three children. He was born in Birmingham and educated at Manchester University. He was recently elected a fellow of the Royal Television Society. In 1990, he became producer of INSIDE STORY and over the next two years the series won awards with programmes such as THE MAZE - THE ENEMY WITHIN and REMEMBER BLOODY SUNDAY.

Steve took over as Editor of INSIDE STORY in 1990 and over the next two years the series won the BAFTA Best Single Documentary award and was nominated for the Academy's Best Factual Series.

He was Executive Producer of the first two series of CHILDREN'S HOSPITAL as well as THE SKIPPER, ROUGH JUSTICE, STATES OF TERROR and THE DIAMOND EMPIRE.

Steve Hewlett, who is 47 lives with his partner and their three children. He was born in Birmingham and educated at Manchester University. He was recently elected a fellow of the Royal Television Society. He is currently a non-executive director of Tiger Aspect Productions, a Guardian columnist and broadcasting consultant whose clients have included Ofcom, DCMS and Channel 4 Television.

Ashley Highfield joined the BBC in October 2000 and is a member of the BBC's Executive Direction Group, the primary decision-making body of BBC management.

As Director of New Media & Technology, Ashley is responsible for the BBC's output on the internet and interactive TV, as well as new and emerging platforms such as mobile and broadband. He also has responsibility for managing the BBC's technology portfolio, including research and development, and is charged with leading the BBC's technological innovation, addressing the content forms of the future.

In recent years Ashley's division has led the BBC's innovation in new media to deliver BBC content to audiences in new ways. Current initiatives include a trial of 'iMP', the BBC's integrated media player, which offered a downloadable seven-day catch up service for radio and television, and, subject to the necessary approvals, the development and launch of MyBBCPlayer (working title) an application offering a catch-up service and live streaming of TV and radio, all via the BBC website, bbc.co.uk.

Under Ashley's leadership, the number of UK adults visiting bbc.co.uk has increased by 10m from 4.6 million to 14.6 million monthly users, and page impressions have increased more than tenfold to 2 billion from UK users alone.

Dame Patricia Hodgson, DBE, began her career as a producer and journalist. She was Director of Policy & Planning at the BBC from 1993 - 2000 and Chief Executive of the Independent Television Commission from 2000 – 2004. Patricia is Principal-elect of Newnham College, Cambridge, and takes up her post in August 2006. She currently chairs the Higher Education Regulation Review Group, is a member of the Board of the Higher Education Funding Council for England and a Governor of the Wellcome Trust; she is a non-executive director of G-CAP Media Group plc. and of the Competition Commission and also a Member of the Statistics Commission and the Committee for Standards in Public Life.

Lisa Kerr was born in Edinburgh and trained as a classical musician at the City of Edinburgh Music School and the University of York.

Her radio career began at Radio Forth where, having worked in a number of production and presentation roles, she took over management of the station's Edinburgh Festival coverage. In 1994, she became one of the youngest ever winners of a Sony Gold Award for her festival broadcasting.

Lisa then moved to Classic FM where, as one of a small team of producers, she worked on the Evening Concert, weekend programming and major outside broadcasts including live orchestral concerts for transmission on Classic FM's UK and International Networks.

In 1995, Lisa became commercial radio's youngest MD. Initially appointed to manage Channel Travel Radio, Eurotunnel's cross-channel service, she quickly expanded the company (with a 100% success rate in applying for new licences) to include holdings in one regional and six local stations. Following the company's take-over by Radio Investments Limited in May 1999, she managed a programme of acquisitions and applications, which grew the company to include over a dozen stations.

In 2001, Lisa was appointed to her current role: External Affairs Manager of the Commercial Radio Companies Association (CRCA), the industry's trade body, which represents commercial radio to government, regulators, copyright societies and other organisations concerned with radio. Lisa managed CRCA's lobbying process during the crucial passage of the Communications Bill, securing important amendments to the Bill.

Lisa also lectures in using radio as a PR tool, and advises aspiring radio companies. She has been involved in planning the Radio Festival for the past five years and regularly judges the Sony Awards.

Lisa is a director of the Salisbury Festival, a former school governor and a member of the Sherborne Chamber Choir.

David King is an experienced CTO with LogicaCMG, the BBC and KPMG Consulting, and focuses on the technology and new service developments in the telecoms and media sectors. He provides strategic advice as an independent consultant on technology to telecoms, media, broadcast, airline and public sector clients, and to venture capital groups. David has 25 years' experience in developing and exploiting technologies for the broadcast, media and communications industries. As the BBC's CTO he led the technology development of digital TV and BBCi, and was responsible for the BBC's technology projects, technology strategy, R&D, international technology policy and standards. David is now driving LogicaCMG's strategy for media and telecoms as the triple play and mobile TV markets develop.

David is also a non-executive director of Aggregator TV, an internet TV company.

Lord David Lipsey, 58, is a Labour Peer. He is chair of the British Greyhound Racing Board and of the Shadow Racing Trust, a body set up to buy the Tote from the government. He was until 2005 a member of the Council of the Advertising Standards Authority (and chaired its Audit Committee) and until 2006 a non-executive director of ITV London. His political work includes chairing the Social Market Foundation, a non-partisan think-tank, where he heads up the organisation's programmes on media and communication and on gambling, and chaired its commission on the future of health care. He is chair of Make Votes Count, a voting-reform campaign group.

Until 2002 he was a non-executive director of the Horserace Totalisator Board (and a member of its remuneration committee). Until Autumn 2003, he chaired, iMPower, an e-government consultancy company. Until 2000-2001, he was a public interest member of the Board of the Personal Investment Authority, of its Pension Review Committee and of its Disciplinary and Membership Committees.

David Lipsey was a member of the Davies Panel into the Funding of the BBC, of the Jenkins Committee on the Electoral System and of the Royal Commission on Long Term Care of the Elderly. His book on the Treasury was published in March 2000.

John McVay is the Chief Executive of Pact. He has been involved in programme making as a producer, consultant and trainer since 1986. Prior to his appointment at Pact, he was the founding Director of the Research Centre for Television and Interactivity, where he developed the concept for Cross Creatives, now Content Lab, and was Director of Training and Education at Scottish Screen. Prior to that John set up the first video training scheme in Scotland and was the Chief Executive of Scottish Broadcast and Film training. John is a Board Member of Skillset, Chairman of the Skillset Investment Committee and a Governor of the National Film and TV School. John is also the Chair of the TV Skills Strategy Group, Chair of CEPI and on the Board of the IPTF.

Zarin Patel took up the role of Group Finance Director for the BBC in December 2004, and is a member of the BBC's Executive Board. Responsible for the BBC's financial strategy, planning, control and corporate reporting activities she is playing a central role in its progressive and evolutionary efficiency drives through leading significant programmes of transformation.

Zarin joined the BBC in 1998 as Group Financial Controller. During her three years in that role she achieved a transformation of the organisation in the "One BBC" Review which allowed the BBC to redirect substantial new investment into programming from overhead savings. She also reformed the BBC's financial management disciplines as part of the implementation of SAP. In October 2001 she became the BBC's Head of Revenue

Management, responsible for the collection of £2.9bn of television licence fee income across the UK.

Prior to joining the BBC, Zarin spent 15 years as a chartered accountant with KPMG, gaining experience at a senior level with multi-national corporations across the industrial and commercial sectors. She is an Economics graduate of the LSE.

Zarin is also a Governor of the University of the Arts, London

Alice Rawsthorn is a leading commentator on design and architecture. Alice is the design correspondent of the International Herald Tribune and a columnist for the New York Times. A regular broadcaster, she also writes on the arts and visual culture for the Guardian and Vogue. Born in Manchester in 1958, Alice graduated in law and art history from Cambridge University. She was director of the Design Museum in London from 2001 to 2006 and, before that, a journalist with the Financial Times, where she pioneered the FT's coverage of the creative industries and was a foreign correspondent in Paris. Alice's books include an acclaimed biography of the fashion designer Yves Saint Laurent and a monograph of the work of the designer Marc Newson. A trustee of the Whitechapel Gallery in London, she is the lead advisor to the Arts Council of England on the visual arts and the chair of the Arts Council's review of the contemporary visual arts.

Ed Richards is the Chief Operating Officer, responsible for the Strategy & Market Developments Group and the Organisation Planning & Development Group within Ofcom. Strategy and Market Developments' responsibilities include Ofcom's strategic thinking on the communications sector and covering market research, economic issues and consumer policy.

The Organisation Planning & Development group includes Finance, Human Resources, Secretariat (including Nations & Regions) and the Office of Planning & Development.

Ed was previously Senior Policy Advisor to the Prime Minister for Media, telecoms, the internet and e-govt. Before that he was Controller of Corporate Strategy at the BBC.

He has also worked in consulting at London Economics Ltd, as an advisor to Gordon Brown MP and began his career as a researcher with Diverse Production Ltd where he worked on programmes for Channel 4.

Phil Riley has an outstanding record of commercial radio management since joining BRMB in 1980 as a graduate trainee. Phil has extensive programming experience gained from his roles as a Presenter, Producer, and Programme Controller with Midlands Radio. Phil was responsible, as Programme Controller, for the successful launch of XTRA-AM in 1989 in Birmingham.

As Managing Director of Radio Aire from 1990 to 1994, he successfully turned round the Leeds station from near bankruptcy to healthy profitability; he was also responsible for the highly successful launch of Radio Aire's Magic 828 service. As Managing Director/Launch Director, Phil masterminded the launch and start-up operational phase of both 100.7 Heart fm in the West Midlands and Heart 106.2 in London. He has played a major role in establishing Chrysalis Radio as one of the leading new entrants in the UK radio industry, and was promoted to the role of Chief Executive in June 1999.

Phil is also active in the development of digital radio. He is Chairman of the MXR multiplex company, along with digital news provider, DNN. In addition, Phil also sits on the board of the Digital Radio Development Bureau (DRDB).

On a wider industry level, Phil has held full board membership of the CRCA for over 10 years, and he is currently Chairman of the Radio Festival Committee. He also sits on the Board of the RAB and RAJAR. Phil has an MBA (specialising in Marketing) from Columbia Business School.

Phil is married with three children (who take up most of his spare time)! However, when he can escape, he likes to keep fit and has competed in a number of triathlons over the past two years.

Bill Robinson is the Head UK Business Economist at PwC. He has been Special Adviser to the Chancellor of the Exchequer, Director of the Institute for Fiscal Studies, and a Director of London Economics. In his early career he was a macro-economic forecaster in the Treasury, at the European Commission and at the London Business School. Drawing on his strong public policy experience, Bill has helped the BBC on a range of issues since 1994: the effect of the rising cost of talent on BBC costs; the impact of conditional access systems and of the digital revolution on the distribution of television programmes; the privatization of transmission; the social value of listed special events; the effect of media cross ownership; and the case for licence-fee funded broadcasting in the digital age where programmes can be sold on a pay-per-view or subscription basis. The PwC Economics team currently carries out the Fair Trade Audit of the BBC. Bill's work for the independent television sector includes an assessment, for the ITC, of the cost of PSB obligations; a valuation of the television rights to the FIFA World Cup; a forecast of television advertising revenues; and membership of the Panel on the ITC Programme Supply Review. He has a particular interest in funding issues, and has recently completed a major project for OFCOM looking at the future of terrestrial advertising revenues, taking into account the impact of the digital multi-channel revolution. Bill's published output includes two books, 58 articles in academic journals, and over 200 newspaper articles.

Mike's Short career spans 31 years in Electronics and Telecommunications, with the last 20 years in Mobile Communications. He was appointed Director of Cellnet in 1989 dealing with major infra-structure investments and UK interconnect agreements. In 1993 the focus moved to establishing Cellnet's GSM service and Roaming Agreements, followed by 3G and products / services business assignments. He was elected Chairman of the GSM Association for 1995/96 and served on their Executive Board for 3 years. He also is a member of the UK Home Office Internet Task Force, UK OSAB (Ofcom Spectrum Advisory Board). Mike has chaired the MDA since 1998, leading the Association as Chairman / spokesperson on Regulatory matters. He was appointed VP Technology for O2 in 2000 and a Visiting Professor at Surrey University in October 2002-2005. He is a Fellow of BCS, CIPS and RGS, a Member of IEE and the Royal Television Society. He is also a Board Director of ICSTIS – UK Premium Rate regulator. Mike's focus today is on Third Generation cellular, Mobile TV, R&D and assessing new technologies for O2 Group.

James Strachan's career spans the private, public and voluntary sectors. Until last month he was Chairman of the Audit Commission, the public services regulator and watchdog. He is currently a non-executive Director of Legal and General, Chairman of RNID, a Trustee of Somerset House and a Visiting Fellow at LSE. After reading economics and English at Cambridge, he worked in the City for 14 years both as a commercial and investment banker, becoming Managing Director of Merrill Lynch in London and a Board member of Merrill Lynch International. Since 1994 he has worked in the voluntary and public sectors. He has been a Board member of Ofgem, the energy regulator; the National Lottery's Community Fund; the Disability Rights Commission and Save the Children. He has also been both a Trustee and Chief Executive of RNID. He is a Leadership Patron of the National College of School Leadership. Having been a professional photographer and journalist, he is now an Honorary Fellow of the University of the Arts, London.

Caroline Thomson is Strategy Director for the BBC. As such she is leading the BBC's bid for a successful review of its charter and is currently negotiating the licence fee settlement. She has responsibility for the BBC's Policy, Legal, Strategy and Distribution functions. Before

that she was the Director of Policy and Legal (since July 2000). She is a member of the BBC's executive board and reports to the Director General.

Previously Caroline was Deputy Director of BBC World Service, a post she had held since 1996.

In addition to Charter Review, the Division manages the BBC's main policies in regulatory and compliance areas and freedom of information as well as the BBC's Legal Affairs and Government Relations unit. Caroline has responsibility for strategic analysis and planning and for the distribution of BBC services and is particularly involved in the development of the BBC's digital strategy and leads the work on digital switchover.

Caroline has worked in broadcasting for nearly 30 years, joining the BBC as a journalist trainee in 1975 and going on to produce a range of BBC radio and television series including Analysis and Panorama. She also worked as political assistant to Roy Jenkins, then leader of the SDP, during the 1983 General Election campaign.

She joined Channel 4 Television as Commissioning Editor, Science Finance and Industry, in 1984 and went on to start Business Daily and take responsibility for the Equinox series. In 1990 she was appointed Head of Corporate Affairs, reporting to the Chief Executive, Michael Grade.

Caroline Thomson was educated at Mary Datchelor Grammar School, Camberwell, and the University of York where she took a degree in History and Economics. She is married and has one son.

Mark Thompson was appointed Director-General of the BBC on 21 May 2004, after being Chief Executive of Channel 4 since December 2001.

He took up his appointment on 22 June 2004.

He had previously worked at the BBC for more than 20 years, becoming Director of Television in April 2000, responsible for the management and running of all BBC network television channels.

Mark Thompson was previously Director of National and Regional Broadcasting, a post he had held since January 1999.

In this role he had overall responsibility for all broadcasting activities in Scotland, Wales and Northern Ireland and for local and regional broadcasting in England.

He was born in London on 31 July 1957 and was educated at Stonyhurst College and Merton College, Oxford.

He joined the BBC in 1979 as a production trainee, helped launch Watchdog in 1981 and Breakfast Time in 1983 and he also worked on London Plus before becoming an output editor on Newsnight in 1985.

He was appointed Editor of the Nine O'Clock News in 1988 and Editor of Panorama in 1990. Mark Thompson became Head of Features in 1992 and Head of Factual Programmes in 1994, playing a key role in the successful performance of BBC ONE and BBC TWO and introducing series such as Animal Hospital, Modern Times, The House and Ready Steady Cook.

As Controller of BBC TWO from 1996 to 1998 he saw the channel retain its share of viewing at a time of increased competition, rising from 11.2% in 1995 to 11.6% in both 1996 and 1997 and retaining a highly competitive 11.3% share in 1998.

During this period BBC TWO won acclaim for its drama (Our Mutual Friend, The Cops, Amongst Women, Shooting the Past), its entertainment and comedy (I'm Alan Partridge, The Fast Show, The Royle Family, Big Train), and its factual, arts and leisure programmes (The Nazis - A Warning from History, Storyville, Naked, Back to the Floor, and Ground Force).

As Director of National and Regional Broadcasting he saw the BBC's regional television audiences dramatically increase their lead over other providers and saw local radio audiences rise.

He has also expanded the BBC's local and regional services across London and the South East and oversaw the introduction of new programmes in response to devolution in Scotland, Wales and Northern Ireland.

Mark Thompson was a member of the BBC's Charter Review Task Force on Entertainment in 1991; the Programme Strategy Review team, led by Alan Yentob and Liz Forgan, in 1993; and he chaired the Edinburgh International Television Festival in 1996.

