

A woman with her hair in a ponytail, wearing a dark ribbed sweater, is seen from behind, operating a professional video camera. The camera's monitor, which is a tablet, displays a video of two people. In the background, a group of people are seated around a table in a meeting room, engaged in discussion. A thick orange diagonal line runs from the top left towards the bottom right, separating the white header area from the photograph.

# IMPRESS

Chair of  
the Board



# Welcome

Thank you for your interest in becoming our next Chair at IMPRESS.

Effective, accurate journalism has never been more important to society. The move from print to online journalism has created opportunities for a more diverse media with new platforms, ownership and funding models. But it is under more pressure than ever – from technological changes, the economics of publishing, the challenge of new unverified sources of news and opinion, and from political interests. It can only fully embrace new opportunities and withstand these pressures, if it has a secure framework within which to operate, and the confidence of the public.

IMPRESS is the independent press regulator set up following the Leveson Inquiry into the Culture, Practices and Ethics of the Press, in the wake of the phone hacking scandal. It works on behalf of the public to raise the standards of print and digital news reporting and content in the UK. We work to ensure quality, independent journalism flourishes in a digital age, helping build understanding and trust between journalists and the public. We support news providers to develop and professionalise their internal governance and complaints management processes, so that they are accountable to their readers and can build trust with them. We provide guidance and resources for publishers to strengthen their editorial decision-making and content quality.

Our inaugural Chair, Walter Merricks, will be stepping down early next year at the end of his term of office. We are seeking a credible successor who can build on strong foundations and, working closely with our CEO, lead us through a new phase of expansion and impact. The next chapter for IMPRESS is about tackling complex topics such as media literacy and focusing on public understanding of ethical standards and rights of redress. We will also be creating a digital platform to provide resource and critical new pathways into regulation. As we maintain our approved regulator status over the next decade, we want to grow and consolidate our membership, further developing our fundraising capabilities to build on what we have successfully secured so far.

As Chair, you will provide clear leadership to the Board and act as an influential ambassador for IMPRESS, holding responsibility for our strategic direction and our governance. The position that IMPRESS occupies makes this a necessarily visible role and you will be confident on a public platform and able to work effectively with competing stakeholder interests. The appointment is multifaceted in that it engages directly with a range of sectors; we are looking for someone who can offer insight into the regulatory, commercial and media sectors and is experienced at influencing at the most senior levels within them.

With exceptional interpersonal and alliance-building skills, you will instinctively know how to leverage stakeholder relationships to the greatest effect and ensure our voice is heard. Unimpeachable integrity is a must for this role. We are seeking someone with an outstanding personal record of achievement: trusted across different communities, you will bring objectivity, balance and maturity of judgement. If you believe you have the skills and personal qualities the role requires, we look forward to hearing from you.

**Caroline Instance**  
**Chair of the Independent Appointment Panel**



# About IMPRESS

IMPRESS is the independent press regulator set up following the Leveson Inquiry into the Culture, Practices and Ethics of the Press, in the wake of the phone hacking scandal. It works on behalf of the public to raise the standards of print and digital news reporting and content in the UK. IMPRESS aims to build trust in journalism to the benefit of us all. We provide journalists and publishers with the protection and the support they need to do their job, hold the powerful to account, and speak with confidence and security. We provide the public with the reassurance that they can rely on the news sources that inform them, entertain them and represent their interests.

We support news providers to develop and professionalise their internal governance and complaints management processes, so that they are accountable to their readers and can build trust with them. We also provide guidance and resources for publishers to strengthen their editorial decision-making and content quality, to ensure that they are working to high standards.

Our IMPRESS community is growing quickly. Our membership is currently made up of more than 110 publishers (responsible for the 180+ publications) from across the UK, collectively reaching more than 16 million readers each month, including underserved and diverse communities.

We are the only regulator to be approved by the Press Recognition Panel under the Royal Charter on self regulation of the press. This provides a guarantee that we operate independently and effectively on behalf of the public and that our regulatory scheme protects the freedom of the press. We are funded by member subscription fees and a long term funding agreement with the Independent Press Regulation Trust (IPRT), a charity that was established to fund approved regulators, which covers our core operating costs.

Our work involves a number of areas. We award a 'Trust in Journalism' mark to publishers that meet our standards for membership and maintain a progressive Standards Code and assess any breaches of this code by our members. We also provide an arbitration scheme which is free to all parties and protects publishers against the risk of court costs and exemplary damages. Finally, we have a continuing commitment to support the development of news publishers, through partnerships and collaboration.

Key to our role as an effective regulator is our governance and structure. Our board is made up of journalists, experts and specialists with a wide range of experience and skills, selected by an Appointment Panel. We also maintain a Code Committee, that is responsible for advising the board on our Standards Code. IMPRESS has a small staff team, based out of our office in central London.

As a regulator for the public, IMPRESS is committed to openness and transparency in everything we do. All IMPRESS's audited annual reports are made public and can be downloaded from the IMPRESS website as can details on our current funding and our organisational and regulatory policies.

To find out more, visit <https://impress.press/about-us/>



# Role Profile

The Chair provides leadership to the IMPRESS Board with prime responsibility for ensuring it has appropriate priorities, structures and governance as well as a supportive and forward-looking culture. The Board is responsible for setting the strategic aims, objectives and direction of IMPRESS, delegating day-to-day management to an executive team led by the Chief Executive, and ensuring the long-term sustainability of the organisation. The Chair's main role is to provide clear leadership to the Board, ensuring its effectiveness; to demonstrate an ability to set the Board agenda and lead the other non-executive directors in playing a full role in the development and determination of the organisational strategy.

## Leadership

- Lead the Board, providing clarity of vision to the Board, encouraging all non-executive directors to contribute and ensuring challenge, scrutiny and diversity of perspectives are welcomed;
- Ensure that the organisation promotes diversity and inclusion for all its stakeholders;
- Safeguard the reputation of IMPRESS, upholding the values of the organisation by example;
- Ensure that the Board has the necessary and diverse range of skills, expertise and life experiences;
- Guide and oversee the approval of strategic plans and discussions on the strategic development of IMPRESS, ensuring that the Board has agreed strategic priorities;
- Lead in the annual appraisal of the Chief Executive, support them and delegate the day-to-day management of the organisation to the CEO and senior team.

## Governance

- Chair effective Board meetings, and ensure that appropriate Board procedures are followed;
- Nominate Board and supplementary panel members to sit on regulatory committees and to chair and sit on regulatory committees;
- Ensure that regulatory committees reach final and timely complaint adjudications;
- Ensure effective governance and efficient administration of the organisation;
- Ensure policy, financial and regulatory compliance is maintained in all areas of operation and engage the Board in risk identification and management;
- Promote the highest standards of governance, ethics, compliance within the Board and the wider organisation;
- Ensure the Board reviews, scrutinises and evaluates ways of working by IMPRESS and its members and partners;
- Ensure regular Board effectiveness reviews are performed and that results from the review are acted on, and oversee the delivery of the Annual Report and Accounts.

## Ambassadorial

- Act as a principal ambassador (with the CEO) for IMPRESS with key external stakeholder groups, including political, media and regulatory stakeholders;
- Champion the organisation to membership / potential membership to ensure their continued commitment to IMPRESS work and values;
- Mobilise effective Government engagement and lobbying as circumstances change.

# Person Specification

In your written application please provide evidence of your ability to meet the requirements of Part One of the Person Specification, set out below. Criteria set out under Part Two and Part Three will be explored at interview with selected candidates.

## Part One Knowledge and Experience

- Outstanding strategic leadership experience, ideally gained as Chair within another organisation and / or a Public Committee of significant standing.
- Experience of and / or strong capacity to engage with and understand Government and the broader political environment at the highest levels.
- A strong reputation and credibility in a relevant sector such as the media, publishing, commercial or regulation
- A strong interest in (and ideally experience of handling) matters relating to good quality independent journalism.
- Sound understanding of UK governance and matters of public interest.

## Part Two Skills and Abilities

- High intellectual and strategic capacity.
- Able to handle sensitive, complex or contested issues.
- Sound judgement and is able to take an objective and dispassionate view.
- Strong relationship and alliance building skills with high capacity for self-reflection.
- Outstanding communication and interpersonal skills.

## Part Three Personal Style and Attributes

- Independent stature and a clear and independent thinker.
- Insightful leadership style that guides the Board and Executive to fulfil their responsibilities.
- An adroit networker and diplomat who secures confidence immediately.
- Resilient.
- Committed to upholding the integrity and standards of fair and independent journalism in a digital age.





# Terms of Appointment

## Time commitment

The role requires 4-6 days per month (with a lighter time commitment in the months of August and December) with approximate allocation as follows:

Board and committees and prep (2-3 days a month).  
Media and communications (0.5-1 day a month)  
Stakeholder engagement (1 day a month)  
Other ad hoc (1 day a month).

## Remuneration

The role is remunerated at £32,000 per annum (£500 per day).

## Length of appointment

The term is 4 years, with provision to be reappointed for a second term (not exceeding 8 years in total).

## Equality, Diversity and Inclusion

IMPRESS is committed to championing equality, diversity and inclusion throughout all aspects of the organisation's work. The Board is committed to achieving greater diversity.



# How to Apply

**We hope you will consider expressing an interest in this role.**

**To make an application, please go to <https://starfishsearch.com/jobs/impress-chair/> and click on the apply now button, with the following prepared:**

- your CV or equivalent biographical information
- a supporting statement (no more than three sides of A4) that sets out your motivation for applying and your experience against Part One of the Person Specification.

Please also ensure you have completed and submitted the equal opportunities monitoring form that appears on this site as you submit your application. The information you provide will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

**Closing date is Monday 29th November 2021**

If selected, you will be invited to meet (via remote means) with our advising consultants during w/c 6th or 13th December 2021.

Agreement of the final shortlist is likely to take place in w/c 3rd January 2022.

Informal meetings / telephone calls will follow confirmation of the final shortlist and selected candidates will have the opportunity to speak with key stakeholders in w/c 10th or 17th January 2022.

Formal interviews for shortlisted candidates are expected to take place in w/c 24th or 31st January 2022.

