



**Information Pack for
Candidates for the
Appointment Panel of
IMPRESS**

Welcome Letter

Dear Candidate,

Thank you for your interest in serving on a key committee of the **IMPRESS Board**. We are the people who appoint IMPRESS Board members. It is a role which is fundamental to the success of the organisation. We need to ensure that the Board has the right skills and experience to enable IMPRESS to deliver its mission.

The Appointment Panel is an independent subcommittee of the IMPRESS Board and is responsible for appointing the right people to lead IMPRESS whilst advising the Board on other matters such as Board composition, governance and assessment policies and practices. The Panel should contain a substantial majority of members who are demonstrably independent of the press. It should also include at least one person with senior or current editorial or journalistic experience. No more than one panel member may be a serving editor of a regulated publisher.

A number of the current Appointment Panel members who were part of IMPRESS' inception will be coming to the end of their tenure in September 2023. We want to recruit new members to ensure a smooth transition before the Panel next has to conduct a recruitment exercise.

The Panel is seeking to attract people from a diverse range of backgrounds, skills and experience. There are currently vacancies for two new members: one who is demonstrably independent of the press and the other who has senior or current editorial or journalistic experience. Serving editors of publishers regulated by IMPRESS are also encouraged to apply as are people from backgrounds that are otherwise under-represented in public life.

IMPRESS strives to be an inclusive organisation that celebrates diversity. We welcome applications from all members of the community with relevant skills and experience.

In this pack, you will find information about IMPRESS and the role of an Appointment Panel member. If you have any further questions, please do not hesitate to contact our Chief Executive Officer, Ed Procter at ed@impresreg.org.uk for a confidential conversation.

Yours faithfully

Chris Kenny
Chair, Appointment Panel
About IMPRESS

IMPRESS is an independent press regulator, knowledge and resolution centre, pioneering a better, more accountable future for news. Our purpose is to enable people to make informed media choices and inspire publishers, journalists and other content creators to produce high quality information, we can all trust.

We work on behalf of the public and publishers to raise the standards of print and online news reporting and to tackle fake news and misinformation. We do this by regulating news gathering practices and content; educating journalists, content creators and the public about editorial and publishing best practice, standards and ethics; and by resolving complaints and legal disputes about alleged breaches of civil law, editorial standards and user terms and conditions.

IMPRESS is recognised by the Press Recognition Panel as being fully compliant with the recommendations of the Leveson Inquiry. We currently regulate 113 publishers, across 210 publications, reaching over 20 million readers each month.

What we do

- IMPRESS is a regulator for the digital age. IMPRESS was designed to address the regulatory needs of the independent news organisations of today, and their digital audiences.
- We uphold a Standards Code and assess any breaches of this code by our members. Our Standards Code was developed after talking to the public and stakeholder groups across the UK about the standards they expect from journalists in the 21st Century.
- Our 'Trust in Journalism' mark helps publishers' sites and press to stand out from the crowd – and helps readers to find trustworthy information. This guarantees that publishers under our scheme have clear complaints procedures, and that they adhere to the IMPRESS Standards Code.
- We help publishers to build a brand based on high journalistic standards, accountability and public trust.
- We provide an arbitration scheme which is free to the public and protects publishers against the risk of court costs and exemplary damages.
- We have a unique insight into the challenges and opportunities facing independent publishers in the digital economy.
- We help regulated publishers deal with complaints, so that they can publish high-quality journalism and retain the trust of their readers.
- We provide a confidential and efficient complaints system. Members of the public can make complaints using our simple online system. And for those who would prefer to write or talk to us in person, our professional team are easily contacted by letter, email or telephone.
- We provide our publisher members with opportunities to network, share best

practice and enjoy access to relevant services such as insurance.

Who we are

Our governance is key to our role as an effective regulator.

Our Board is made up of journalists and other specialists with a wide range of experience and skills. They are selected by an independent Appointment Panel. We also maintain a Code Committee that is responsible for advising the Board on our Standards Code and undertake regular public consultations to improve the Code and our services.

IMPRESS has a small staff team, based in our office in central London.

Our membership is made up of news publications from across the UK, publishing in print and online, and collectively reaching more than 20 million people every month. This membership is growing steadily.

How we operate

As a regulator for the public, IMPRESS is committed to openness and transparency. In June 2022, the Press Recognition Panel (PRP) confirmed that we continued to meet all 29 criteria for independence and effectiveness set out in the Leveson Report and distilled in the Royal Charter on Self-Regulation of the Press and would be recognised for a further three years.

We are routinely subject to scrutiny by the PRP and others and anyone associated with IMPRESS must be ready to accept a high level of accountability and challenge.

IMPRESS's audited annual reports and accounts can be found and [downloaded here](#). Details about funding can be [found here](#). Answers to many Frequently Asked Questions about our work can be [found on this page](#).

The IMPRESS Board

IMPRESS is a community interest company. It receives its funding from the Independent Press Regulation Trust (IPRT)¹. IMPRESS also receives funding from annual regulatory fees paid by a growing number of regulated publishers and is in the process of developing a sustainable business model for the future, based on a growth in its membership, regulatory services, donations and grants from a broader portfolio of trusts and foundations.

¹ The IPRT's funding is guaranteed by the Alexander Mosley Charitable Trust

The Board is the governing body of the company, responsible for the regulator's compliance with the Royal Charter on Self-Regulation of the Press and all other areas of fiduciary responsibility, including oversight of an annual budget of approximately £1m. The Board is also responsible for setting and maintaining the organisation's strategy and has ultimate responsibility for all regulatory decisions.

The Board delegates some of its powers to professional staff and subcommittees, including the Code Committee, which is responsible for developing the standards code and the Finance & Audit Committee, both of which also include external members. In addition, Regulatory Committees are responsible for regulatory decisions in relation to different sections of the news publishing industry.

Board appointments are made by an independent Appointment Panel, which recommends appointments to the Board and sets the level of Board remuneration. The Chair and Board Members are remunerated monthly at a rate equivalent that of an Employment Tribunal and can also claim reasonable travel expenses.

Appointment Panel

The Appointment Panel is a Committee of the IMPRESS Board but only has two members of the Board on it. All the Panel's other members are independent:

Richard Ayre (Chair of IMPRESS) has had a career in journalism spanning forty years, beginning in the early 1970s at the BBC in Belfast and going on to become the corporation's controller of editorial policy and deputy chief executive of BBC News. He is a former member of the Ofcom Content Board and chair of its Broadcast Review Committee, and also chaired Article 19, the international freedom of expression charity. For fourteen years he was the Law Society's freedom of information adjudicator before returning to the BBC as a member of the BBC Trust and chair of its editorial standards committee.

David Robinson (Treasurer and Senior Independent Board Member) founded the life insurance business Bright Grey in 2001 and grew it swiftly to commercial success, employing more than 350 staff and overtaking established competitors. An actuary, he was previously UK Marketing Director of insurer Scottish Provident and more recently was Chair of Engage Mutual Assurance. David is a former Governor and Chair of the Audit and Risk Committee of Heriot-Watt University, Edinburgh and was also a founder Trustee and Chair of the charity 'Smalls for All,' which supports vulnerable women and children in Africa through the provision of essential personal items.

Chris Kenny (Chair) is the former Chief Executive of the Legal Services Board, the overarching independent regulator of the legal sector. He previously held senior posts in central government, regulation and the private sector, and was for six years

a member of the Board of Ombudsman Services. He undertook a major review of the Financial Ombudsman Service with Lord Hunt of Wirral in 2007-08. He is now Chief Executive of the Medical and Dental Defence Union of Scotland, Chair of Historic Churches Scotland and a Director of the Association of Financial Mutuals.

Caroline Instance MCIPD (Vice Chair) was appointed Chief Executive of Opra in 1996, after 18 years in human resources, to set up the UK's first statutory regulator for pensions. From 2002 to 2011 she was CEO of the two UK professional bodies for actuaries. She facilitated improvement to their self-regulatory mechanisms and assisted in the merger of the bodies and development of a new Privy Council Charter. She is currently a Non-Executive Director of Omnilife, a trustee of Age UK West Sussex, Brighton & Hove and Chairman of Thakeham Parish Council.

Damian Tambini (Panel Member) is Distinguished Policy Fellow in the Department of Media and Communications at the London School of Economics, where he also serves as Programme Director for the MSc Media and Communications (Governance). From 2002 to 2006 he was Head of the Programme in Comparative Media Law and Policy at Oxford University. He is the author of numerous peer-reviewed articles on media and telecommunications policy, co-author of *Digital Dominance: The Power of Google, Amazon, Facebook and Apple* (2018) and *Codifying Cyberspace: Self-regulation of Converging Media* (2008) and co-editor of *Cyberdemocracy* (1998) and *Citizenship, Markets, and the State* (2000).

Jean Gray (Panel Member) is former Editorial Director at the Royal College of Nursing's publishing company where she was responsible for the group's 12 nursing titles and websites, as well as *Nursing Standard* which became the UK's leading weekly nursing title. Jean began her career as a local newspaper journalist working on a range of weekly titles in North and East London. She is currently a Trustee and Media Adviser with the Mary Seacole Trust, a charity that promotes the legacy of Jamaican nurse Mary Seacole to campaign for diversity and a more inclusive society, with a particular focus on inspiring young people and promoting diverse leadership in both private and public organisations.

Paul McFarlane (Panel Member) is a Partner at Capsticks LLP who has 25 years' experience advising, mainly employers in the public sector, on all aspects of employment and discrimination law. His particular specialisms include advising on complex discrimination and whistleblowing claims and on working time and industrial relations issues. He regularly writes on employment law issues in the national, HR and legal press. Paul is also Deputy Chair of the Employment Lawyers Association (ELA); a Board Director with Black Solicitors Network (BSN); and an External Assessor for the College of Policing. In 2019, Paul was named Chambers and Partners Minority Lawyer of the Year for his work in trying to improve diversity and inclusion within the legal profession.

Job Description and Person Specification

Appointment Panel members will be expected to uphold the organisational Code of Conduct, which incorporates the Seven Principles of Public Life and sets out detailed

requirements in relation to political activities, conflicts of interest, communications, and gifts and hospitality. This is attached as Appendix 1. Applicants, when reading the Code should remember that it has been written primarily for Board members and any restrictions it imposes on Panel members, say in relation to social media, is only in respect of the role as a member of the Panel.

Terms of Reference for the Appointment Panel are attached as *Appendix 2*.

Selection Criteria

Candidates must be able to demonstrate the following **essential** criteria:

- The capacity to act fairly and impartially in the decision-making of the Panel.
- Experience of recruitment and selection interviewing to senior roles
- Acceptance of the demands of a public role in the field of press regulation.
- Commitment to advancing the objects of IMPRESS, as expressed in our Articles of Association: ‘to promote, for the benefit of the community, the integrity and freedom of the press and to encourage the highest ethical standards in news reporting and news publication in particular, but not exclusively, by operating as an independent press regulator in compliance with the principles and in the form and with the composition and powers and otherwise as recommended, in the Royal Charter’
- Relevant experience of promoting, leading or enhancing the values of diversity and inclusion within an organisation

Candidates may also be able to demonstrate the following **desirable** criteria:

- Knowledge and senior or current editorial or journalistic experience
- Experience of serving on the board of an organisation in the public, private or voluntary sector
- Experience of acting in a regulatory capacity
- The capacity to contribute effectively to the leadership of an organisation in a non-executive capacity

IMPRESS is entirely independent of the news publishing industry, Government and Parliament. For that reason, and to ensure we comply with the Royal Charter, we ask that all candidates for the Appointment Panel are subject to the same high standards of independence, and propriety and exclusion² as would apply to IMPRESS Board members. Please sign the attached declaration, *Appendix 3*.

Appointment Term

² However, a serving editor **can** be an Appointment Panel member but the Panel can only have one editor on it.

Panel appointments are normally for a period of four years, which is renewable up to a maximum of 8 years.

Time Commitment

Much of the Panel's work is conducted by email. Panel meetings and interview panels will either be held in London or via video conferencing. Work is episodic depending on vacancies. We would normally not expect the time commitment to exceed 4 days per year.

Remuneration

A daily fee of £195 (which is linked to the rates paid to members of Employment Tribunals) is paid plus any out of pocket expenses.

Timetable

The application closing date is 11.59pm on Sunday 5th February 2023.

Role Advertised:	Appointment Panel Member
Closing Date:	11.59pm on Sunday 5 th February 2023
Selection Interviews:	Mid March onwards

Conflicts of Interest

IMPRESS maintains a Register of Interests. Candidates will be asked about any real or perceived conflicts of interest. These do not necessarily constitute a bar to appointment but they must be disclosed and manageable.

How to apply

To ensure its independence the IMPRESS Appointment Panel is responsible for the appointment process to the Panel. The IMPRESS Board will accept and appoint any applicant recommended by the Appointment Panel.

All applications will be considered by the IMPRESS Appointment Panel, which will draw up a shortlist for interview. The Panel operates a process which is fair, open and merit based.

Please send your CV together with a covering letter of no more than two pages, with concrete examples to demonstrate how you meet our selection criteria.

All appointments are subject to satisfactory references and you will have to supply the names of two referees if you are selected for interview. Please ensure that your preferred email and daytime telephone contact details are clear.

Please submit your application by email to appointments@impressreg.org.uk by **11.59pm on Sunday 5th February.**

Further confidential enquiries about the role should be made to **Ed Procter, Chief Executive Officer** at ed@impressreg.org.uk.

We would be very grateful if you could complete the Diversity Monitoring Form at the end of this document. **We collect this information for monitoring purposes only and it will be removed and held separately from your application.**

The logo for IMPRESS, featuring the word "IMPRESS" in a bold, black, sans-serif font. The text is centered between two thick, solid black horizontal bars, one above and one below the word.

Code of Conduct

Part A: General

Purpose

1. This Code of Conduct ('the Code') sets out the standards that are required of IMPRESS representatives.
2. The principles set out in Part B of the Code consist of the Seven Principles of Public Life ('the Nolan principles') and the standards of fairness in decision-making that are rightly expected of regulatory decision-makers.
3. The Code comprises this part (Part A); the Nolan principles (Part B); relevant policies (Part C); and an Annex with a suggested approach to assessing when it may be appropriate for certain IMPRESS representatives to recuse themselves from decisions.
4. The Code replaces previous policies that are relevant to the proper implementation of the Nolan principles, including the Gifts and Hospitality Policy; the Governance Policy; and the Editorial Guidelines.
5. The Code does not replace any legal duties upon representatives, including but not limited to those set out in the IMPRESS Articles of Association.

Scope

6. This Code applies to all IMPRESS Board members, committee members (including members of the Appointment Panel; Code Committee; and Finance & Audit Committee), employees and consultants ('IMPRESS representatives'), unless a person or class of person is explicitly excluded from a particular provision of this Code.
7. All IMPRESS representatives are individually and collectively responsible for upholding this Code.
8. If an IMPRESS representative has any doubt about the implication of this Code for them, either in general or in relation to a specific issue, it is their duty to

consult the Chair, Chief Executive Officer (CEO) or Senior Independent Director (SID) at the earliest opportunity.

Enforcement

9. A potential breach of this Code should be reported at the earliest opportunity to the Chair or CEO or – in the event that they are conflicted – the SID.

10. A breach of this Code may be treated:

10.1. For Board members, as a breach of that Board member's terms of appointment under the Articles of Association of IMPRESS: The Independent Monitor for the Press CIC ('the Articles'), which may result in that Board member's removal from the Board;

10.2. For committee members, as a breach of that committee member's terms of appointment, which may result in that member's removal from any committee;

10.3. For employees, as a breach of that employee's contract of employment, which may result in proceedings under the Disciplinary Policy;

10.4. For consultants, as a breach of contract, which may result in the termination of that consultant's contract.

Review

11. The Code was approved in draft for consultation by the IMPRESS Board in May 2017 and finalised on 12th September 2017.

12. The Code will be reviewed by the IMPRESS Board no later than one year after the date on which it was finalised.

Part B: Principles

1. Selflessness

1.1. IMPRESS representatives should act solely in terms of the public interest.

2. Integrity

2.1. IMPRESS representatives must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any conflicts between their IMPRESS role and other interests and relationships.

3. Objectivity

3.1. IMPRESS representatives must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. They must not only be fair, but also appear fair, in their decision-making particularly in regulatory matters.

4. Accountability

4.1. IMPRESS representatives are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

5.1. IMPRESS representatives should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

6.1. IMPRESS representatives should be truthful.

7. Leadership

7.1. IMPRESS representatives should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

C: Policies

Political Activities

1. The Royal Charter on Self-Regulation of the Press ('the Charter') places certain explicit restrictions on the political activity of **Board members** of an approved regulator. Schedule 3.5(e) states that the Board must not include:
'any serving member of the House of Commons, the Scottish Parliament, the Northern Ireland Assembly, the National Assembly for Wales, the European Parliament or the House of Lords (but only if, in the case of the House of Lords, the member holds or has held within the previous 5 years an official affiliation with a political party) or a Minister of the Crown, a member of the Scottish Government, a Northern Ireland Minister or a Welsh Minister'.
2. It would be inappropriate given IMPRESS's role as a fair and impartial regulator for any **Board member** or the **CEO** to engage in the following party political activities:
 - 2.1. Seeking selection as a candidate, or being a candidate, for one of the bodies mentioned in Schedule 3.5(e) of the Charter;
 - 2.2. Membership of – or seeking selection as a candidate, or being a candidate, for – a local authority (with the exception of a parish council);
 - 2.3. Seeking adoption or selection as a candidate, or being a candidate, for election as a Police and Crime Commissioner; and
 - 2.4. Holding any office, performing any role or undertaking any activity within or in relation to a political party which allows or requires the person to speak on behalf of that party or a candidate standing on its behalf in an election.
3. When acting in an IMPRESS capacity, **IMPRESS representatives** in general must not:
 - 3.1. Act in a way that is determined by party political considerations, or use IMPRESS resources for party political purposes;
 - 3.2. Allow their personal political views to determine any advice they give; or
 - 3.3. Allow their publicly stated personal political views to create a risk of a perception of bias in their functions as IMPRESS representatives.

Conflicts of interest and perceptions of bias

4. IMPRESS maintains a Register of Interests, which is a public document, published on IMPRESS's website. The purpose of the Register is to ensure

transparency in relation to any interests of **Board members**, the **CEO** and the **COO**, or of their spouses, partners and dependent children.

5. Board Members, the CEO and the COO are required to make a declaration of interests for the purposes of the Register immediately on taking up their appointment and are required subsequently to declare any new matter that is required to be included on the Register as soon as possible after it arises.
6. **Committee members, employees (other than the CEO and COO) and consultants** are not required to complete the Register of interests.
7. **Board Members**, the **CEO** and the **COO** are asked to review their personal and professional life and that of any spouse, partner or dependent children, in order to identify which current or former interests, if any, might reasonably be perceived by an independent bystander as directly or indirectly influencing their judgement. Such interests may include:
 - 7.1. Membership of any political party;
 - 7.2. Position of authority in a charity or voluntary body;
 - 7.3. Connection with any body which contracts with or is likely to contract with IMPRESS, including but not limited to news publishers;
 - 7.4. Directorships in public and private companies including non-executive directorships;
 - 7.5. Majority or controlling shareholdings in any undertaking;
 - 7.6. Ownership of any company, business or consultancy;
 - 7.7. Remunerated employment, consultancy, trade, profession or vocation;
 - 7.8. Any significant public statements made on social media or in an article, blogpost, book, interview for broadcast media or any other public forum that might reasonably be viewed by an independent bystander as compromising (i) that representative's ability to take fair and impartial decisions in accordance with IMPRESS's role as a regulator; or (ii) IMPRESS's openness to membership by all relevant news publishers on fair, reasonable and non-discriminatory terms; and
 - 7.9. Any other interest that might reasonably be perceived by an independent bystander as directly or indirectly influencing or affecting their judgement in the exercise of their functions within IMPRESS.
8. It is the duty of each Board Member, the CEO and the COO to declare any matter that is required to be included in the Register when it may be relevant to an

IMPRESS decision or process and to ensure that the Board follows the provisions set out in the IMPRESS Articles of Association 14.4-5 in relation to conflicts of interest including recusal where appropriate.

9. The primary consideration which will determine whether or not an interest should be declared is the reasonable perception of an independent bystander rather than whether the interest will have an actual influence. The latter is relevant only to the issue of resolving potential conflicts and not the decision to declare.
10. Board members, the CEO, COO **and any IMPRESS representative who is responsible for advising the Board** (on issues including but not limited to complaints, arbitration claims and investigations) must declare at the earliest opportunity (a) any interest that is relevant to a particular issue under consideration; and (b) any issue that could give rise to a reasonable perception of bias on the part of an independent bystander.
11. IMPRESS representatives may be recused from the discussion of and decision on any matter in which they have disclosed an interest.
12. Regardless of whether an interest has been declared or not, **IMPRESS representatives** must be recused from the discussion of, and decision on, any matter on which an independent bystander would reasonably perceive that there is a real risk that they are biased. The Annex discusses factors that may be relevant to IMPRESS representatives' recusal decisions, depending on the circumstances.

Communications

13. In making a public statement, whether in an IMPRESS capacity or a personal capacity, and whether on social media or in an article, blogpost, book, interview for broadcast media or any other public forum, **IMPRESS Board members** and **staff** should take care not to make any statement which:
 - 13.1. Goes against official IMPRESS policy;
 - 13.2. Might reasonably be viewed by an independent bystander as compromising IMPRESS's fairness and impartiality as a regulator;
 - 13.3. Might reasonably be viewed by an independent bystander as compromising IMPRESS's openness to all news publishers on fair, reasonable and non-discriminatory terms;
 - 13.4. Constitutes an actionable wrong or a breach of the criminal law or the standards code then adopted by IMPRESS; or
 - 13.5. Brings IMPRESS into disrepute in any other way.

- 14.** In making a public statement, whether in an IMPRESS capacity or a personal capacity, and whether on social media or in an article, blogpost, book, interview for broadcast media or any other public forum, IMPRESS **committee members** and **consultants** should take care not to make any statement which:
- 14.1.** Might reasonably be viewed by an independent bystander as compromising that person's ability to meet the required standards in discharging their duties as an IMPRESS committee member or consultant;
 - 14.2.** Constitutes an actionable wrong or a breach of the criminal law or the standards code then adopted by IMPRESS; or
 - 14.3.** Brings IMPRESS into disrepute in any other way.
- 15.** This provision applies to third party content which is shared on social media in such a way that an independent bystander might reasonably view the content to constitute the opinion of the IMPRESS representative.

Gifts and Hospitality

- 16.** IMPRESS representatives must declare all offers of gifts and hospitality with a value over £10 made to them or by them in an IMPRESS capacity. All such offers must be declared, whether accepted or declined.
- 17.** Declarations must be recorded on IMPRESS's Gifts and Hospitality Register. The Register is maintained by the Company Secretary and is available for any IMPRESS representative to view.
- 18.** Offers of gifts and hospitality may include items such as champagne, meals, invitations to sporting and cultural events, free travel and accommodation. Attention should be paid to the regularity of gifts and hospitality, as a small gift received every month may add up to something more significant over time.
- 19.** IMPRESS representatives must ensure that they are not placed in a position that risks compromising them or IMPRESS, or which could reasonably be perceived as doing so by an independent bystander. They should not be seen to be securing valuable gifts and hospitality by virtue of their job. They should not accept or provide any gift or hospitality if acceptance or provision could give the impression that they have been influenced by a third party or are deemed to be influencing a third party while acting in an IMPRESS capacity.
- 20.** This policy also applies to spouses, partners or other associates if it can be reasonably considered that the gift or hospitality is in fact for the benefit of the IMPRESS representative.

- 21.** In exercising judgement as to whether to accept a gift or hospitality, IMPRESS representatives should consider what the reasonable perception of an independent bystander would be if the information was published, given their role and the circumstances.
- 22.** It is best practice to refuse gifts that are received in the role of a representative of IMPRESS. However, there may be occasions where this is not feasible if, for example, it would cause disproportionate offence. On these occasions, the following options are suggested:
 - 22.1.** Share the gift with all staff; or
 - 22.2.** Donate the gift to charity.
- 23.** Hospitality offered should only be accepted where there is a direct link to working arrangements and a genuine business reason can be demonstrated, for example:
 - 23.1.** Attendance or speaking at a conference which provides complimentary subsistence, travel and accommodation (this does not need to be declared on the register except where a gift was received);
 - 23.2.** Attending a free training course; or
 - 23.3.** Attending a drinks reception for the purpose of networking.
- 24.** It is recognised that, while carrying out their duties, IMPRESS representatives will need on occasion to ensure good relationships with stakeholders and that this may involve for example, accepting invitations to working lunches and dinners. These are acceptable where there is a genuine business reason.
- 25.** IMPRESS representatives should only accept invitations to events that are purely social if there is a genuine business reason, for example a social event where networking or business promotion can take place. They may not accept free holidays. These invitations should be recorded in the register whether accepted or declined.
- 26.** IMPRESS representatives must be mindful that the value of all gifts and hospitality offered by IMPRESS are sourced from funds for running the organisation, and that such funds must be used for legitimate purposes and must demonstrate value for money.
- 27.** In exceptional circumstances, it may be appropriate for IMPRESS to provide a gift of up to £50 in value, for example:
 - 27.1.** Providing a bouquet of flowers to a seriously ill employee, or to a longstanding employee who is retiring; or

- 27.2.** Giving book tokens to someone who spoke at an IMPRESS conference free of charge.
- 28.** It is acceptable for IMPRESS to provide modest hospitality in the way of working lunches or dinners, where there is a genuine business reason.
- 29.** IMPRESS representatives must make a declaration as soon as possible after an offer or receipt of gifts or hospitality. All declarations must go to the Company Secretary containing the information shown below. The register is an annual document and will be maintained on a calendar year basis. Representatives should make their declaration by email and retain a copy for their personal records.
- 30.** A declaration will need to include the following information:
- 30.1.** Date of offer of gift or hospitality, and date of event where relevant;
 - 30.2.** Name, job title and organisation of recipient or provider;
 - 30.3.** Nature and purpose of gift or hospitality received or declined;
 - 30.4.** Name of any other organisation involved; and
 - 30.5.** Estimated value.
- 31.** The register will be reviewed at quarterly intervals by the Company Secretary, who will bring any significant entries to the attention of the Board.

Annex: Recusal Decisions

IMPRESS representatives must act and take decisions impartially, fairly and on merit, using the best evidence available and without discrimination or bias. They must not only be fair, but also appear fair, in their decision-making, particularly in regulatory matters. IMPRESS representatives must be recused from the discussion of, and decision on, any matter on which an independent bystander would reasonably perceive that there is a real risk that they are biased. IMPRESS representatives are obliged to regulate their own conduct in this regard, but also identify any concerns they have about others' conduct.

What follows is a suggested approach to assessing when recusal may be appropriate. It is not exhaustive and will not apply in all situations.

- First, the representative should consider whether they have an interest, for example as a personal or professional relationship or association past or present, that might be perceived as conflicting with their role as an IMPRESS decision-maker, or their involvement in a decision-making process.
- If so, this interest must be declared to all other IMPRESS representatives involved in the process or decision, whether or not it has been declared on the Register.
- If this interest would reasonably be perceived by a bystander as giving rise to a conflict or any other real risk of bias, the IMPRESS representative must recuse themselves from the decision or process and associated discussions.
- If the interest might be perceived in that way, a decision should be taken involving all other IMPRESS representatives involved in the process or decision, on how to manage the risk of the perception of bias including seeking the views of those affected by the decision, if appropriate. The decision of the most senior relevant decision-maker (which in most cases will be the Chair) will be final.
- If some other factor (for example, a past statement or action by the representative) would reasonably be perceived by a bystander as giving rise to a real risk of bias on the part of an IMPRESS representative in their decision-making or their involvement in a decision-making process, the representative must recuse themselves from the decision or process.
- If the factor might be perceived in that way, a decision should be taken involving all other IMPRESS representatives involved in the process or decision, on how to manage the risk of the perception of bias including seeking the views of those affected by the decision, if appropriate.
- The way relationships, associations, statements and actions may reasonably be perceived as related to IMPRESS decisions and decision-making process will be influenced by the impact these interests or factors conceivably could have on the outcome of the decision or process, the extent to which the representative or someone associated with them might benefit personally

from a particular outcome including by furthering a personal or professional interest (such as a campaign they support), the nature of the issue to be decided, the extent to which any views expressed are balanced and evidence-based or extreme and reactive and the passage of time between the event giving rise to a risk of bias and the decision or process.

- In any case where there is real ground for doubt, that doubt should be resolved in favour of recusal.

The logo for IMPRESS, consisting of the word "IMPRESS" in a bold, black, sans-serif font, centered between two thick, solid black horizontal bars.

Appointment Panel

Terms of Reference

Role

1. The IMPRESS Appointment Panel is an independent subcommittee of the IMPRESS Board.
2. The role of the IMPRESS Appointment Panel ('the Panel') is to:
 - 2.1. Nominate the Chair of the IMPRESS Board ('the Board');
 - 2.2. Nominate Directors of the Board and external members of IMPRESS Committees according to specifications defined by the Board;
 - 2.3. Advise the Board on the terms of Director's payments;
 - 2.4. When requested, advise the Board on other matters such as Board composition, governance, and assessment policies and practices; and,
 - 2.5. When it considers necessary, to appoint and remove members of the Panel (including a Panel Chair and Panel Deputy Chair), in accordance with the requirements set out in the Royal Charter on Self-Regulation of the Press ('the Charter').

Principles

3. The work of the Panel will be carried out in a genuinely open, transparent and independent way (subject to matters of individual privacy and confidentiality) without influence from industry or Government.

4. In line with recruitment codes for public bodies, the Panel's principles will be to:
 - 4.1. Operate an open, standardised recruitment process which encourages applications and is available for scrutiny;
 - 4.2. Comply with the letter and spirit of all relevant equality and data protection legislation;
 - 4.3. Draw a strong and diverse field from a variety of sources (using search methods where necessary to solicit applications from under-represented groups);
 - 4.4. Apply objective, impartial and consistent selection criteria; and,
 - 4.5. Select candidates on merit.

Membership

5. The initial Panel will comprise the Chair of the Board and one other Board member, selected by the Board, together with at least three other members drawn from the Appointment Panel formed by The IMPRESS Project in accordance with the requirements set out in the Charter, and selected by the Board.
6. The Panel will have a minimum of five and a maximum of eleven members in total.
7. The Chair of the Panel will not be an IMPRESS Board member and IMPRESS Board members will always be fewer in number on the Panel than non-Board members.
8. Future members of the Panel (other than Board members selected by the Board to serve on the Panel) will be selected by the Panel, according to specifications defined by the Panel in accordance with the IMPRESS Articles of Association, subject to ratification by the Board.
9. If the other Panel members consider that it is no longer in the interests of the effective operation of the Panel for a person to remain on the Panel then, subject to ratification by the Board, the other Panel members may by a three-quarters majority decision remove that Panel member, but only after first inviting the views of the person in question and considering the matter in light of any such views (and if a Panel member who is also a Board member is so removed, it shall be for the Board to appoint a replacement Board member to serve on the Panel).

Meeting and Decision-Making

- 10.** A meeting of the Panel may be held either in person or by any video or audio electronic means (or a combination of all three) such that all participants are able to communicate with all other participants.
- 11.** Each meeting will be chaired by the Panel Chair or, in the Chair's absence, by the Panel Deputy Chair, or in the absence of both, by a Chair selected for that meeting by the members of the Panel present.
- 12.** At the beginning of each meeting, members of the Panel shall declare any personal interest they have in any matter to be discussed. (See definitions, below.) Any person declaring a personal interest in any matter shall not take part in, and shall leave the meeting for, any related vote after having imparted such information as the other members of the Panel request in the interests of facilitating a well- informed, genuinely open, transparent and independent decision.
- 13.** Decisions may also be taken by email so long as the question put to the Panel is clearly articulated and no Panel member has asked that the matter be instead put to a meeting.
- 14.** Meetings may be called by the Chair of the Panel at any time (and on the request of any Panel member to the Chair within 14 days of their request).
- 15.** Dates of any meetings will be set so as to ensure the maximum number of possible attendees and will always be set with at least at seven days' notice.
- 16.** The quorum for a meeting of the Panel shall be three, at least two of whom should not be IMPRESS Board members.
- 17.** Certain decisions will have special arrangements associated with the manner of their decision making as follows:
 - 17.1.** The decision to appoint the Chair of IMPRESS shall be determined by a majority of three-quarters of the whole Panel at a meeting or by the unanimous decision of the Panel in writing. (See definitions, below.)
 - 17.2.** The decision to appoint any other members of the Board of IMPRESS or of the Panel shall be determined by a majority of two-thirds of the whole Panel at a meeting or by the unanimous decision of the Panel in writing.

- 18.** Any other decision of the Panel (not otherwise provided for in these Terms of Reference) shall be determined by a simple majority of the Panel. In the case of an equality of votes, the Chair has a second or casting vote.
- 19.** Candidates may be included on a long list for selection (see below) even if they do not appear on paper to meet all the selection criteria if they are from an otherwise under-represented or disadvantaged group.
- 20.** All meetings of the Panel will be minuted and the minutes sent to all Panel members as soon as possible thereafter.
- 21.** The Panel may not delegate its responsibility for the selection of candidates, but it may delegate to one or more of (i) any Panel members; (ii) appropriate staff of IMPRESS; or (iii) any other qualified person (in the reasonable opinion of the Panel) supporting tasks including:
 - 21.1.** Reviewing written applications and screening out unsuitable candidates according to written criteria provided by the Panel for this purpose (for example, those who fail to provide such declarations as the Panel may require);
 - 21.2.** Initial interviewing of candidates, provided that those to whom the task is delegated produce for the Panel a written report (which may include recommendations). (See definitions, below.)
- 22.** Final interviewing of candidates shall always be carried out by three or more Panel members who shall produce for the Panel a written report (which may include recommendations).
- 23.** In the event that any members of the Panel resign or become unable in the reasonable opinion of the other members of the Panel to continue to act for any reason, the Panel will continue with its number reduced accordingly. New Panel members must be recruited to keep the minimum number of Panel Members to five.
- 24.** The Panel shall require retention by IMPRESS staff of copies of the following documentation, subject to the terms of the Data Protection Act:
 - 24.1.** The IMPRESS Appointments webpage carrying any announcement regarding Board recruitment;
 - 24.2.** Any advertisements published elsewhere and a note of where they were published;

- 24.3.** A list of all the people who submitted an application, whether on their own initiative or in response to an approach by the Panel or other search agencies;
- 24.4.** All applicants' CVs, covering letters and conflicts statements;
- 24.5.** Any equal opportunities monitoring forms submitted by applicants. For the avoidance of doubt, the data in these forms will be kept separately from applications, and will not contribute to the Panel's decision-making;
- 24.6.** Any reports produced for the Panel (see below).
- 25.** After each recruitment round, when confirmation is attained from staff that everything is recorded, Panel copies of CVs and personal details from applicants should be destroyed.
- 26.** A report shall be produced for the Panel following the initial sift of candidates based on written applications. On the basis of this report, the Panel shall decide which candidates should be interviewed ('the long list') and by whom. It is not expected that all the application documents would be supplied with the report, but they should be available on request to any member of the Panel.
- 27.** A report shall be produced for the Panel following the initial interview of candidates on the long list. On the basis of this report, the Panel shall decide which candidates should be selected for final interview ('the short list') and by whom.
- 28.** A report shall be produced for the Panel following the final interview of candidates on the short list. On the basis of this report, the Panel shall make its selection.
- 29.** It will be for the Board to put into effect any recommendation of the Panel and make any offers of employment or appointment.
- 30.** At the end of any selection exercise, the Panel shall produce a report for the Board which evaluates the process and its outcomes against the Board's recruitment brief.
- 31.** The Panel reserves the right to vary its processes as it considers fit (and to amend these Terms of Reference, subject to the ratification of the Board) in the interests of efficiently discharging its responsibility to select candidates in an open, transparent and independent manner.
- 32.** Any failure by the Panel to abide by the requirements of these Terms of Reference of which the Panel was unaware at the time shall not invalidate any act of the Panel.

Definitions

'Personal interest' means an interest outside of a Panel member's involvement on the Panel which could reasonably be seen as conflicting with the Panel's proper consideration of matters before it.

For the purposes of decision-making, 'the Panel' means all those eligible to vote on the decision, not merely all those present at a meeting, but it excludes any Panel members who have a personal interest in that particular decision, properly declared according to these Terms of Reference.

An 'initial interview' is any interview other than a 'final interview.' A 'final interview' is the last interview of a candidate prior to that candidate's appointment to the Board (if that is the Panel's decision).

References to "candidates," "applicants" and "appointments" and references to the selection and appointment of Board members shall be deemed to include (where the context permits) the equivalent meaning in relation to the selection and appointment of Panel members by the Panel.



IMPRESS

IMPRESS is entirely independent of the news publishing industry, Government and Parliament. For that reason, and to ensure we comply with the Royal Charter, we ask that all candidates for the Appointment Panel are subject to the same high standards of independence, and propriety and exclusion as would apply to IMPRESS Board members. Please can you therefore sign and date the declaration below.

Appointment Panel Application Declaration

I would like to confirm that:

- I am/am not a serving editor.
- I am not a serving member of the House of Commons, the Scottish Parliament, the Northern Ireland Assembly, the National Assembly for Wales, the European Parliament or the House of Lords (but only if, in the case of the House of Lords, the member holds or has held within the previous 5 years an official affiliation with a political party) or a Minister of the Crown, a member of the Scottish Government, a Northern Ireland Minister or a Welsh Minister.
- I am not seeking selection as a candidate, or being a candidate, for one of the bodies mentioned in the previous bullet point.
- I am not a member of – or seeking selection as a candidate, or being a candidate, for – a local authority (with the exception of a parish council).
- I am not seeking adoption or selection as a candidate, or being a candidate, for election as a Police and Crime Commissioner.
- I am not holding any office, performing any role or undertaking any activity within or in relation to a political party which allows or requires me to speak on behalf of that party or a candidate standing on its behalf in an election.

(signature)

(name)

(date)

Equality and Diversity Monitoring Form

IMPRESS wants to meet the aims and commitments set out in its Equality & Diversity Policy. This includes not discriminating under the Equality Act 2010 and encouraging equality and diversity. IMPRESS needs your help and co-operation to enable it to do this but filling in this form is voluntary. The information you provide will stay confidential and be stored securely.

The information in this form is for monitoring purposes only. If you believe you need a 'reasonable adjustment,' then please discuss this with Angie D'Souza at angie@impresreg.org.uk who is coordinating the recruitment process.

If you would like to help, please return the completed form along with your application. This form will be separated from the application and kept anonymous.

For each question, please make bold/ highlight your choice of answer.

Gender Male Female Prefer not to say

Are you married or in a civil partnership? Yes No Prefer not to say

Age 16-24 25-29 30-34 35-39 40-44 45-49 50-54 55-59 60-64 65+ Prefer not to say

What is your ethnicity?

Ethnic origin is not about nationality, place of birth or citizenship. It is about the group to which you perceive you belong. Please make bold the appropriate option

White

English Welsh Scottish Northern Irish Irish
British Romani or Irish Traveller Prefer not to say

Any other white background, please write in:

Mixed/multiple ethnic groups

White and Black Caribbean White and Black African
White and Asian Prefer not to say

Any other mixed background, please write in:

Asian/Asian British

Indian Pakistani Bangladeshi Chinese Prefer not to say

Any other Asian background, please write in:

Black/ African/ Caribbean/ Black British

African Caribbean Prefer not to say

Any other Black/African/Caribbean background, please write in:

Other ethnic group

Arab Prefer not to say

Any other ethnic group, please write in:

Do you consider yourself to have a disability or health condition?

Yes No Prefer not to say

What is the effect or impact of your disability or health condition on your ability to give your best at work? Please write in here:

What is your sexual orientation?

Heterosexual Gay woman/lesbian Gay man Bisexual

Prefer not to say

If other, please write in:

What is your religion or belief?

No religion or belief Buddhist Christian Hindu Jewish

Muslim Sikh Prefer not to say

If other religion or belief, please write in:

Do you have caring responsibilities? If yes, please make bold all that apply

None

Primary carer of a child/children (under 18)

Primary carer of disabled child/children

Primary carer of disabled adult (18 and over)

Primary carer of older person

Secondary carer (another person carries out the main caring role)

Prefer not to say