



ASA COUNCIL MEMBER Candidate Pack



Dear candidate,

As I head towards the end of my first year as the ASA Chair my understanding of just how influential advertising is continues to grow – important for our economy, in supporting the independence of much of our media, and often affecting us, the viewing public. At the ASA we want every ad, as you may have seen in our regular awareness-raising campaigns, to be ‘legal, decent, honest and truthful’. It is part of the job of the ASA Council to decide whether an ad has fallen short of that aspiration.

This is an exciting time to be joining our Council, as we enter the third year of our 2024-2028 strategy: [AI-assisted, collective ad regulation](#).

As in so many other areas technology is affecting how we do things and what we regulate. The ASA has changed, and continues to change, to deal with the challenge posed by regulating online ads at pace and scale. In the past ten years, we have rebalanced our regulation away from reactive complaints casework towards proactive, AI-assisted intelligence-gathering, complaint handling, monitoring and enforcement. Nearly 60% of our regulation is now proactive and preventative. And we have achieved that despite us continuing our important role of investigating and publishing rulings on ads that the UK public draws to our attention, via complaints that have increased significantly in that period.

Building our in-house data science capability has been key to that. We forecast we will scan around 50 million online ads through our Active Ad Monitoring system in 2025. Among other things, that deployment of predictive and gen AI models helps our compliance experts identify and swiftly act against irresponsible online ads, particularly those that are harmful to vulnerable people. In the years ahead, we plan to continue to further refine our monitoring and enforcement, improve our ability to capture online ads to run through our system and provide more comprehensive reporting on compliance levels in the areas we monitor, including the many areas where compliance is high.

Legal, decent, honest and truthful

Chair The Rt Hon the Baroness Morgan of Cotes **Chief Executive** Guy Parker

ASA Council Matt Barwell, Murphy Cobbing, Elizabeth Gordon, Alison Hastings, Claire Hilton, Mark Howe, Rotha Johnston, Richard Lloyd, Kirsten Miller, Rebecca Rumbul, Krystle Sargent and Monisha Shah

The Advertising Standards Authority Limited, registered in England No 733214, Castle House, 37-45 Paul Street, London EC2A 4LS
The Advertising Standards Authority (Broadcast) Limited, registered in England No 05130991, Castle House, 37-45 Paul Street, London EC2A 4LS

Our strategy also highlights the importance of collective ad regulation: our extensive partnership-working with other regulators whose activity touches on advertising; and the development of our Intermediary and Platform Principles framework, a new layer of the ASA system focused on working with social media and demand-side platforms to deliver greater transparency and more comprehensive accountability. Our projects in areas like online ad targeting, protecting the vulnerable (including children) from misleading or otherwise inappropriate ads and climate change are at the forefront of our proactive response to vital societal issues.

As the UK's independent frontline regulator of ads by legitimate businesses, we deliver value both to the public and to responsible companies. That is why the ASA system is widely respected both here and abroad. There are challenges and opportunities ahead: trust in advertising is improving, but from a low base; and the pace of digital change is extremely high, with marketing at the forefront of gen AI-adoption.

We are proud of the ASA's role in protecting people and maintaining a level-playing field so responsible ads can flourish, but we know we need to do even more. A strong, dynamic and diverse ASA Council is fundamental to our future success.

If you qualify for either the Independent Member vacancies or Agency Background Member vacancy and have the passion and drive to help us achieve our goal of making sure every UK ad is a responsible ad, please do consider applying. I very much look forward to hearing from you.

Yours,

Nicky Morgan

Nicky Morgan, the Rt. Hon. the Baroness Morgan of Cotes
ASA Chair



Vacant positions

We have two **Independent Member** vacancies and one **Agency Background Member** vacancy from April 2026, arising from existing Council members finishing their terms.

To qualify as an **Independent Member**:

- You will not have engaged to a significant extent in the business of advertising by virtue of current or previous employment by, directorship of, or the provision of services to an advertiser, advertising agency or media company. (We apply judgement when assessing that, recognising that an overly-strict application would rule out many independent candidates. So please do not be put off from applying if you have, for example, briefly worked in ad sales early in your career.)
- Specifically, we are seeking Independent Member candidates with strong and ideally current **experience of living and/or working in Wales**, because we would like one of the two Independent Members to be our Welsh Council member representative.

To qualify as an **Agency Background Member**:

- You must have, or have had, significant advertising agency experience in the advertising industry, for example at a creative, media or digital agency. Those with only client-side experience will not qualify.
- Although you will have agency-side experience, you will serve in an individual capacity. We want you to bring your experience to bear in our work, not to represent agencies.
- You might be conflicted on some of our work, which we will manage through our conflict of interests' policy.

The ASA

We are the UK's independent frontline regulator of ads by legitimate businesses and other organisations in all media, including online. We are authoritative and influential on ad regulation; the centre of expertise.

The rules we administer and enforce are contained in the UK Advertising Codes, written by the industry Committees of Advertising Practice (CAP).

To help maintain our independence from the industry that funds us, we are primarily funded at arm's length by the Advertising Standards Boards of Finance (Asbof). That funding comes from advertisers, primarily through a 0.1% levy on display advertising space and airtime, and platforms.

Together, the ASA, CAP and Asbof make up the ASA system. The ASA system is a mixture of self-regulation for non-broadcast advertising and co-regulation (with Ofcom) for broadcast, on-demand and video-sharing-platform advertising.

Our purpose, ambition and values

Our purpose is to make sure ads are responsible. Our ambition is to make sure every UK ad is a responsible ad.

Our values are to be proactive, collaborative, accountable, transparent and decisive. We want external stakeholders to find us to be: independent in administering the Codes; evidence-based, proportionate, targeted and consistent; and reflective of society, not a social engineer.

What we do is important

We are passionate about what we do because responsible ads are good for people, good for society and good for business. They entertain and inform us, helping us to choose products and services. They fund the media, sport and culture we all enjoy. They can be a force for social good, encouraging us to contribute to good causes, make more responsible choices and stay safe. And they help deliver competition and power the economy.

By making sure ads are responsible, we protect people from being misled, harmed or offended, helping them feel more confident in the ads they see and hear.

How we regulate

We put people first. Protecting them from irresponsible ads sits at the heart of what we do.

We mainly focus on online ads. That is because: people, particularly children, spend so much time online; businesses advertise online more than anywhere else; our experience of regulating ads in all media tells us there are relatively more problems with online ads; and the online environment is vast, diverse, often subject to few or no media gatekeepers and is subject to rapid innovation. But we do not take our eye off the important task of making sure ads are responsible in other media too.

We use technology, including data science, to enhance our effectiveness and efficiency and we invest more in proactive and preventative than we do in reactive complaints casework. However, knowing what ads the public and others complain to us about remains important, as does acting on complaints that identify breaches of the Codes.

We have been responsible for regulating non-broadcast advertising since 1962, when the ASA was established by the advertising industry. Our success led Ofcom to contract-out to us the regulation of broadcast advertising in 2004 (it did similar for on-demand and video sharing platform ad regulation in subsequent years). That move was approved by Parliament and created a 'one-stop shop' for advertising regulation. The ASA system expanded again in 2011, when we began regulating companies' own advertising claims on their own websites and social media channels.

We have always worked with the wider advertising industry, which depends on trust in advertising. We strive to make sure advertisers play by the same rules, helping to create trusted media environments in which their responsible ads can flourish. We rely on their arm's-length funding, and the support, buy-in and, in some cases, funding of all parties involved in the preparation and publication of ads. We attach great importance to the benefits of working with the world class UK advertising industry, which supports the self-/co regulation independently administered by the ASA. Indeed, our system is evidence of the considerable commitment by the advertising industry to

uphold standards in their profession. All parts of that industry – advertisers, agencies, media and platforms – coming together to commit to ads being legal, decent, honest and truthful.

But that support is coupled with our robust and independent decision-making to ensure we deliver the best outcomes for people, who remain our priority. We are independent of the businesses who pay for what we do, independent of government and independent of special interest groups.

Our partnering with other regulators is crucial too. Our frontline ad regulation often complements their activities or even frees them up entirely to concentrate on their other duties. And they are sometimes able to tackle ad-related problems that we cannot.

We call our model of partnering with businesses and other regulators 'collective ad regulation'. Our independence and the buy-in and support we receive through collective ad regulation delivers faster, more flexible, more joined-up and proportionate regulation.

The ASA system is recognised by the Government and the Courts as being the established means for regulating UK ads.

What we cover

The Advertising Codes cover the following:

- Print and press ads
- Outdoor ads
- Direct mail ads and direct marketing emails and messages
- Television, radio, video on demand and video sharing platform ads
- Sales promotions, e.g. competitions and special offers
- Online ads (e.g. online paid ads, influencer ads and companies' own claims on their own websites and social media channels)
- Teleshopping ads/output
- Cinema commercials

Where we are based and how we are structured

Based near Old Street in London, the ASA currently employs around 130 people working across the following functions:

- Complaints and investigations
- Compliance
- Copy Advice
- Regulatory Policy
- Data science
- Communications
- Corporate Services



Further reading

Further information about the ASA system and the work we do can be found at www.asa.org.uk.

Our 2024-2028 strategy, *AI-assisted, collective ad regulation*, can be found at <https://www.asa.org.uk/about-asa-and-cap/about-regulation/our-purpose-and-strategy.html>

Council set-up

The ASA Council is, in fact, two Councils: one for non-broadcast advertising serving the Advertising Standards Authority Ltd; and one for broadcast advertising serving the Advertising Standards Authority (Broadcast) Ltd.

Each Council is chaired by the ASA Chair and has the same 12 members. Eight of the members are Independent Members and four are Advertising Industry Background Members. The Advertising Industry Background Members have experience of the advertising and media businesses but serve in an individual capacity.

Members fulfil two roles: they are the jury who adjudicate on our casework, particularly formally investigated ads, and oversee our proactive regulatory projects; and they are the Board of the ASA Ltd and ASA (Broadcast) Ltd who oversees the governance of both companies.

The Casework role

The Casework role involves a weekly online task of reviewing and commenting/ruling on recommendations from the ASA Executive about cases. Once established, a Council member might typically spend two to three hours a week on that task.

The Board Director role

Council members are also Company Directors of the ASA Ltd and ASA (Broadcast) Ltd and therefore oversee the ASA's strategy and performance, including holding the ASA's Chief Executive and Senior Management Team accountable for performance.

Council members will be asked to serve on one of the Council's sub-committees (e.g. the Risk and Audit Committee, the Appointments, Remuneration and People Committee or the Performance Review Committee) and/or attend meetings of CAP's advisory panels (the Industry Advisory Panel or the Promotional Marketing and Direct Response Panel). The Council committees generally meet on two or three occasions in the year and the CAP panels on three to six occasions.

On occasion, members will also be expected: to assist the Chair in entertaining visitors to the ASA; to take part in strategy sessions (either at the ASA's office or a location readily accessible from London); to attend one or two Council meetings or events a year in the nations and regions of the UK; to take part in training and to attend events with ASA staff at our office. There may also be opportunities to mentor staff and support them in their development.

Meetings

The Council meets monthly, except in August. The eleven meetings invariably comprise a Casework section, with five prioritising a Board section. Council meetings are a mix of fully virtual, hybrid and face-to-face, the last typically at our London office but exceptionally at other locations in the UK. Council meetings take place on a Friday with dates notified at least six months ahead. Council meets from 09:45 or 10:30 and concludes no later than 15:00, often earlier.

Council sub-committee and CAP Advisory Panel meetings are typically scheduled on Tuesdays, Wednesdays and Thursdays and are similarly a mix of fully virtual, hybrid and face-to-face.

Start date and term(s)

Two Independent Members and one Agency Background Member will be appointed to serve from **25 April 2026**. Members of the Council typically serve a maximum of two terms of four years each.

Remuneration

Members are paid an honorarium of up to £20,500 per annum (the maximum being for those living at a distance from London), plus the reimbursement of reasonable expenses.

Recruitment process and power of appointment

Candidates are appointed only after a thorough process that assesses them against the requirements of the role. That process involves short-listing undertaken by the Chair, supported by the ASA Chief Executive, and interviews undertaken by the Chair, Council members and an independent person. Appointments to the Council are made by the Chair, ratified by Council.

In choosing Council members, the Chair aims for complementarity of skills and background. There is no stereotype. All members of the Council are different and bring differing experience, knowledge and abilities.

The Chair's decision on appointments is final, and no correspondence will be entered into once the decision is made.

Training

There is initial induction training for new Council members, Board Director training for those who need it, and all Council members receive regular training throughout their terms, including to keep them up to date on developments in advertising, policy and regulation.

Register of Interests

The Council maintains a Register of Interests, which can be inspected on application to the Company Secretary.

Diversity

It is important that the Council is widely representative, as far as possible reflecting the views of the UK public. We very much welcome candidates with protected characteristics, and we care about demographic diversity, but we are also looking for diversity of thought. We want different viewpoints to challenge assumptions and groupthink and deliver more robust, well-rounded decisions.

In this recruitment round, we are specifically looking for one Independent Member with strong and ideally current experience of living and/or working in Wales, but more broadly speaking we welcome candidates who live and/or work in England, Scotland, Wales or Northern Ireland.

Requirements of the role

Judgement and analysis of complex material

Candidates should be able to demonstrate analytical skills and sound judgement. A study of the ASA's published rulings shows that Council has to deal with complex issues and a mass of detail. So far as possible, Council has to maintain a consistent approach to similar cases.

Independence and high standards

Whilst we seek Council members from different backgrounds, we look for someone who is able to show a genuine independence of mind and approach. Candidates should, if possible, not be too prominently involved in day-to-day party politics (although political experience is not a barrier), nor in special interest or campaign groups that might prejudice their independent judgement in Council business.

We expect candidates to honour the [Seven Principles of Public Life](#).

Experience/knowledge

All-round experience and knowledge is better than narrow specialism. The most important quality is a critical approach to arguments and evidence. Council obtains external expert advice when it needs it, to assist all the members. That includes legal advice, so legal qualifications are neither an advantage nor a disadvantage for Council membership.

The Board role is an essential part of the Council member role but previous Board experience, while welcome, is not essential. Board Director training will be made available to those who need it, so Council members can properly discharge their legal duties as company directors.

Communication, influencing, listening and collective responsibility

Candidates should have excellent communication skills and be able to work effectively as a member of a deliberative Council. That means being able to put a case persuasively in a small meeting. But it also means the willingness to listen, take on board the perspectives of others and exercise collective responsibility for decisions taken by Council.

Engagement with society

Council members should have reasonable day-to-day contact with the public or parts of it. Anyone too withdrawn from the community would be unlikely to reflect wider opinion.

Media literacy

Candidates should be typical consumers of TV, radio, non-broadcast and online media. They should be interested in ads in all media and the role advertising plays in UK society.

Advertising awareness

Candidates should be interested specifically in the work of the ASA, as opposed to generalised public service. Agency background member candidates should be able to demonstrate awareness and understanding of the advertising industry and be able to provide insight into current trends in advertising.

IT literacy

Candidates must be online literate. Council's work is conducted online, rather than being paper-based. Successful applicants will have regular and reliable access to good-quality IT equipment, with at least a superfast broadband connection.

Availability/commitments

Candidates should have the time to devote to the task. They must be able to commit to the weekly obligation of reading, listening to or viewing ads on our Council Online application, considering casework recommendations and consulting the Codes, guidance and similar cases. They must be able to commit to the monthly meetings, involving Board work, the discussion of casework and reviewing proactive regulatory project updates. And they must be generally available to participate in Council sub-Committees and/or Industry Advisory Panels periodically at other times.

Health/resilience

Candidates should feel able to serve for at least one four-year term.