## **Public Interest News Foundation**

# Index

of Independent News Publishing In the UK

2025



PINF Index of Independent News Publishing in the UK
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Public Interest News Foundation Index 2025

# **Contents**

Foreword	4
Headlines	5
The 'typical' provider	8
Findings	9
1. Content and medium	9
2. Original stories	10
3. Audience and distribution	12
4. Revenue and costs	16
5. People	20
6. Social impact	21
7. Challenges	24
8. Opportunities	27
9. Independent providers' views on the BBC	28
The future of PINF's research programme	33
About this survey	34
About the author	35
Acknowledgements	35

# **Foreword**

It's a pleasure to introduce the fifth edition of the PINF Index of Independent News Publishing. When we launched this series of annual surveys, there was a dearth of information about the independent news sector in the UK. Indie news providers were either accused (wrongly) of being nothing more than bloggers or heralded (optimistically) as the saviours of the British media.



Jonathan Heawood Executive Director Public Interest News Foundation

The truth, as we have found over the last five years, is somewhere in the middle. This sector consists of several hundred small but professional organisations that work hard to serve their communities with accurate and engaging information. This is a lot harder than it sounds, and extremely important at a time when people are otherwise exposed to an online diet of misinformation, disinformation and clickbait.

This year's Index shows that indie news providers collectively publish between 5,700 and 7,600 original stories per week. They reach a majority of the UK

population. Their revenues are low but steady, and email subscriber numbers are particularly healthy – a promising sign of future revenue potential.

However, the sector is still vulnerable to forces outside its control. Social media remains central to most indie news providers' engagement strategies, despite the fact that social media platforms are not reliable partners to the news industry. We will draw these findings to the attention of the Competition and Markets Authority (CMA), which is preparing to implement the new Digital Markets, Competition and Consumers Act (DMCCA) to regulate big tech firms.

We also heard mixed views this year on the role of the BBC, with several reports of the BBC taking content from indie news providers without acknowledgement. We will take up these concerns with the BBC and the Department for Culture, Media and Sport (DCMS) as part of the BBC's Charter review process.

Our Local News Commission published a report in March 2025 on 'Regenerating Local News' with detailed recommendations for central government, local government, philanthropists, the BBC and big tech firms, to ensure that, by 2035, every local community is served by news that is Accountable, Sustainable, in the Public interest, Innovative, Representative and Engaging (ASPIRE).

Over the coming year, we will draw on the recommendations of the Local News Commission, combined with insights from this Index and our Local News Map, to help find a brighter future for local news in the UK, and therefore for our local communities and democracy as a whole.

# Headlines

The PINF Index Survey of Independent News Providers 2025 is based on the responses of 65 UK-based news publishers with a turnover of under £2m to an online survey open during January 2025.

We highlight some headline findings below, before the report describes the full survey findings.

## A healthy democracy requires a healthy independent news sector

This year's survey records the highest perceived contribution to change in society by providers since 2022. This may be related to work done on the 2024 general election: when providers were asked to provide their favourite example of their social impact, 14% of these stories referred to election coverage, such as running candidate events, videos or highly engaged 'citizens agenda' projects. Another 20% of stories referred to examples of increasing local government accountability.

#### We contain multitudes

For the first time, the survey asked about original content production. We use that data to estimate that the UK's independent news providers publish between 5,700 and 7,600 original stories per week.

#### Website visitors and email subscribers increase

Both unique website users and email subscriber rates are significantly higher than in last year's report. The average provider had over 489,000 unique visitors in 2024, and just short of 4,000 email subscribers. We estimate that most people in the UK get some news from an independent provider.

#### BlueSky goes from 0-60

Despite BlueSky only being open to everyone since early 2024 — before this the platform was invite-only — 60% of independent news providers now have an account.

#### • The pivot to video?

Nearly half of providers published at least some video content in 2024, even if video made up just 7% of the sector's total output. 37% of providers are now on TikTok, with several providers planning to join or to publish more video during 2025.

#### Social media is still central to providers

While commentary about the risks and problems of social media giants can seem greater than ever, tech platforms are still central to news provider strategy. While X (Twitter) use has declined (29% stopped using it in 2024), 59% of providers plan no changes to the platforms they use, 64% plan no changes to the amount they publish on social, and 25% plan to publish more on social.

#### Average revenues remain steady

The average revenue of an independent news publisher in the last financial year was £62,877, essentially unchanged from last year. We thus estimate the sector-wide revenue at a similar level as last year: between £18.9m and £25.1m.

#### Advertising dips below 50% of revenues

For the first time since 2022's report, advertising made up less than 50% of the total revenue sources, at 46%. As a result, grants and reader revenues have been a higher proportion, at 24% and 23% of average revenue.

A full breakdown of these findings along with detailed analysis of providers' views on their social impact, the challenges and opportunities they face, and their views on the relationship of the sector with the BBC is given below.

# The 'typical' provider

Bringing together the averages across the 2025 survey, we can provide a picture of the typical independent news provider in the UK. They...

- Created original content by online text (i.e. via a website, email or social media):
- Produced 19 stories per week;
- Reached an audience of 489,268 people;
- Had 3,968 email subscribers;
- Had social media accounts with Facebook, X, Instagram, BlueSky and YouTube;
- Had revenue of £62,877 and costs of £65,730;
- Employed 1.9 people on a full-time equivalent basis, and 2.75 people in any form;
- Considered the extent to which their organisation contributes to change in society at 7.45 out of 10.

# **Findings**

## 1. Content and medium

The sector is dominated by the provision of online text. 98% of providers publish text-based content online in some form (a website, email newsletter or via social media). As shown in Chart 1 below, this makes up an average of 69% of the content output of the sector.

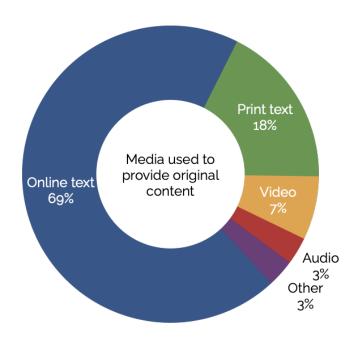


Chart 1: The average output of a provider by media

Only one provider in our sample was print-only, while some 37% of providers still produce content in print — and for those providers, print is at least half their output. In the qualitative responses to the survey, the inflationary pressures mentioned in previous years seem to have abated, and at least one provider said they were considering a new print product.

Nearly half of providers publish at least some video content, even if this only makes up 7% of the sector's total output.

Only 16% provide any audio content and this only makes up 3% of the sector's average output. The final 3% is made up of 'other' media, which includes events, something that has been shown to positively correlate with revenues in past Index reports.

## 2. Original stories

For the first time, the survey asked about the quantity of original content provision. While quantity alone is not necessarily an indicator of quality or effectiveness, it does provide a sense of the level of activity.

The average provider published 19 stories per week and the median provider 12 stories per week.

The distribution of providers by stories published can be seen in Chart 2: from those that published an average of one story per

week in 2024 to those that published more than 60 a week.

Assuming the sector is made up of 300-400 news providers, then scaling the average number of stories published across the entire indie news sector suggests the sector produces 5,700 to 7,600 original stories per week.

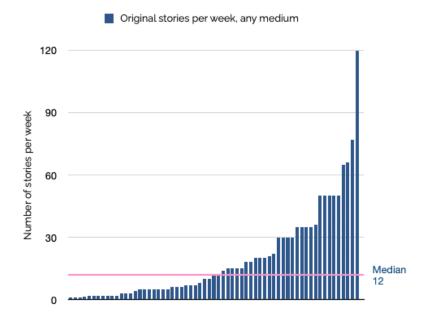


Chart 2: The distribution of providers according to the average number of stories published per week in 2024.

# 3. Audience and distribution

#### Website

The average independent news provider's website had 489,268 unique users over the whole of 2024.

Cumulatively, ignoring the possibility of overlap, the providers in our sample had a total audience of 29.3m. Assuming that the sector is between 300-400 providers, then, as with previous Index reports, we can theorise that the independent news sector reaches the vast majority of the UK population, even allowing for significant overlap between providers' audiences.

This year's average unique user count is 40% higher than last year's figure of 344,000. Both figures are calculated using the same trimmed mean method, i.e., it excludes the top 5% and bottom 5% of the sample (in this case the largest audience size in the sample was 3.9m and the lowest was zero). However, even the trimmed mean is still pulled up by several providers with 1m+ audiences. The median provider — lying in the middle of the distribution — has a unique user count of 166,000.

Chart 3 shows the full distribution of providers and their annual user count.

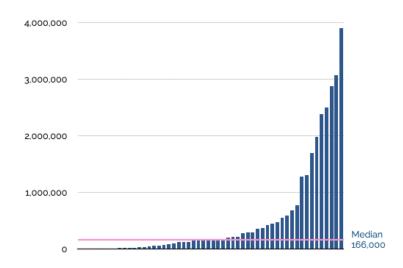


Chart 3: The distribution of providers according to their annual unique users count.

#### **Email subscribers**

Some 70% of providers had at least one email newsletter at the time of undertaking the 2025 survey.

The average number of subscribers was 3,968. This average number of email subscribers is more than double than the figure in last year's Index.

Chart 4 shows the trimmed distribution of news providers and their total number of email subscribers. The distribution shows a wide variation in subscription rates. At the top end, one independent news provider had 150,000 email subscribers. The median figure was 1,450 subscribers.

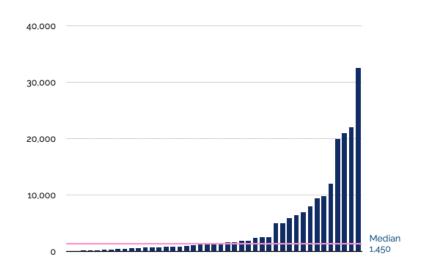


Chart 4: Total email subscribers per news provider in 2024 (excluding the top and bottom 5%)

#### **Print**

For the 37% of the sample who produced any print product, circulation over the whole of 2024 ranged from just 35 copies to over 1.2m copies. The average circulation was 72,445 and the median was 24,750 copies.

#### Social media

Facebook was the most used social media platform for independent news providers at the time of the survey, unchanged from last year. However, while in previous Index reports X (then Twitter) rivalled Facebook for popularity among providers, it is now firmly in second place for providers.

Instagram remains the third most popular social media platform, while BlueSky — only

mentioned a couple of times by providers in last year's survey — is now the fourth most-used platform. Despite BlueSky only being open to everyone since early 2024 — before this the platform was invite-only — 60% of independent news providers now have an account.

Chart 5 shows the usage of all the platforms. The 'Other' platforms included LinkedIn, Mastodon and Reddit.

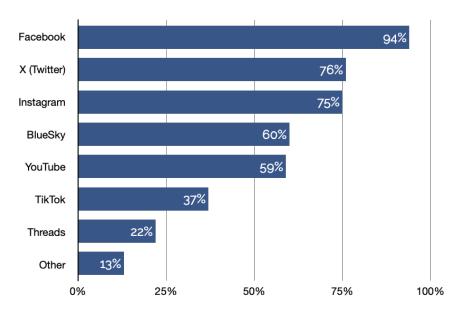


Chart 5: The percentage of news providers that have an account with each social media platform.

For the first time, we asked providers about any changes to their approach to social media.

A significant number of providers said they had stopped using a platform in 2024: 29% stopped using X, while 5% stopped using Facebook and 3% stopped using Threads.

Going forward, 59% of providers planned no changes to the platforms they use. 20% planned

to start using BlueSky or to post on it more frequently. 8% plan to start or are considering using TikTok. One provider was planning to start using We Are 8, a new social network with social impact goals. One provider was considering more use of Reddit and one more use of Instagram.

Going forward, 64% of providers planned no changes to the amount they publish using social media. 25% planned to publish more and 9% said they planned to publish less on social media.

### 4. Revenue and costs

#### Revenue

The average revenue of an independent news publisher in the last financial year was £62,877, a figure essentially unchanged from last year's survey results.

The full distribution ranged from £0 (an entirely voluntarily run provider) to £1.4m, with the total revenue of the sample adding up to £6.8m. As with last year, assuming the sector remains at 300-400 providers, the sector-wide revenue could be between £18.9m to £25.1m.

As is common with most of the quantitative findings in the survey, the median revenue is lower than the trimmed mean average revenue, at £23,719.

Chart 6 shows the trimmed distribution of revenue.

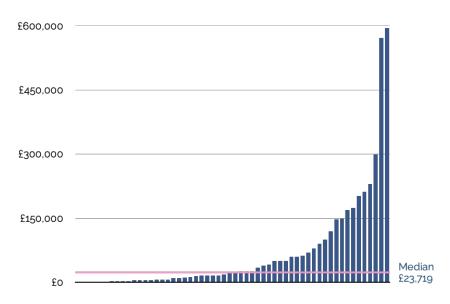


Chart 6: The distribution of revenue per news provider (top and bottom 5% removed)

The average does not tell the whole story. When asked how their revenue had changed from the previous financial year, some 61% of providers said their revenue was up — including 25% for whom it was up more than 20% — and just 14% were down. Chart 7 shows the full breakdown of revenue change.

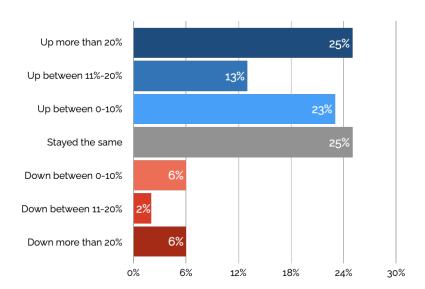


Chart 7: Reported revenue change vs last year by percentage of news providers.

That so many providers report a positive revenue change, while our trimmed mean average remains largely unchanged, could be a result of the different sample taken this year or could reflect the delay in financial reporting (i.e., it may be that the increase in revenue would only been seen in next year's financial reports).

#### Sources of revenue

This year's revenue sources reporting shows significant differences from last year. For the first time since 2022's report, advertising has dipped below 50% of the total revenue sources. Indeed, 2025 looks similar to 2022's results, with grants and reader revenues being a significantly higher proportion of revenue again, as Chart 8 shows.

Taken alongside the fact that average revenues are similar to those in last year's report, this

could indicate a positive sign of a more diverse revenue pool.

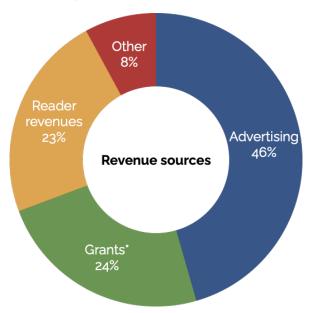


Chart 8: The average revenue sources for independent news providers in the UK in 2024.

#### Costs

The average running cost of an independent news provider is £65,730: several thousand pounds more than the average revenue. 16 providers reported a loss in their most recent financial year, while 41 reported a surplus.

As in previous years, the biggest cost centre is staffing (this year 40%), followed by technology (26%), general administration (12%) and office costs (7%). The remainder is 'other' costs. While last year the average cost breakdown included 1% towards training, there were no training costs reported this year.

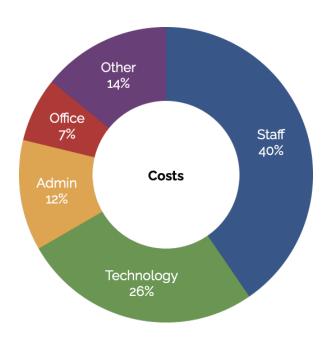


Chart 9: The average distribution of costs in the independent news sector.

## 5. People

The average number of employees of an independent news provider in 2025 was 1.9 at full-time equivalency. This is a fraction less than last year.

If we ignore full-time equivalency, the average number of people employed in any way by an independent news provider is 2.75.

The number of employees ranges from zero to 20 people in the sample; the full distribution is shown in Chart 10.

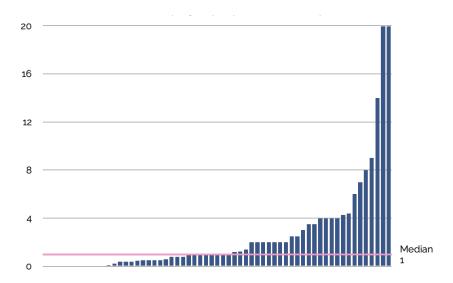


Chart 10: The distribution of employees (FTE) per news provider.

## 6. Social impact

Every year since 2022, we have asked providers to score themselves, against a scale, in terms of the extent to which they consider that their organisation contributes to change in society.

This year, on a scale of 0-10 the average provider score was 7.45 — so equivalent to 75pts on previous years' 0-100 scales. This is the highest rating since asking this question. This could perhaps be a result of 2024 being a general election year. Many providers reported impact and pride around working on election coverage.

The survey asked providers for their favourite example of the impact that their organisation had in 2024. When grouped into similar themes, their answers provide a useful breakdown of where independent news providers think they add most value to society, as shown in Table 1.

Area of impact	Percentage mentioning as favourite example
Increasing transparency of local gov't (especially around budgets/debt, planning, housing provision and safety)	20%
Raising awareness and knowledge re local elections and 2024 general election (including hustings, video interviews)	14%
Increasing corporate accountability	7%
Bringing about change in regard to major local issues (drug use, flooding, finding missing persons, road safety, litter, landlords and social housing providers)	7%
Boosting community cohesion and information (including events, foodbank and mental health support)	5%
Employing and training freelancers/early-career journalists	5%
Recording community history	5%
Boosting accountability and transparency of local health service	3%

Table 1: Percentage of providers mentioning an area of impact as their favourite example of impact over 2024

Other areas mentioned by single providers included: coverage of an important court case, inspiring community ownership of a building,

boosting accountability of a local charity, highlighting a local hero, and inspiring mainstream media take up of a story.

Some stories of impact, edited and abridged, are highlighted below:

"We are now the only news media title really scrutinising our local town council, which has a precept of £900,000. The stories and pressure this has put on councillors has enabled them to be more aware of the residents they serve, and strengthened their image locally into a council which is responsive and does make changes for the community."

"The fact that we are monitoring and reporting on the work of the Trust has made them aware that they are in **the public eye** and are compelled to communicate with the locality."

"Our Events section really took off in 2024 and it has proved a very useful facility to keep people informed and engaged concerning local events, and most importantly, contributed to their success by **getting more people attending**."

"Our village was denied access to a district-wide funding opportunity for up to £100k from the council for 'Net Zero' projects. Our investigations revealed that the council had based the funding criteria on out-of-date data, and the funding criteria and application deadline were ultimately changed to include six other villages,

including ours. Even the council press officer said: "Super impressed you spotted this!""

"There was a reader who was living in terrible conditions due to her housing provider. We asked some questions and published a story, and she was re-housed very quickly due to us asking questions and publishing."

"We did a **husting** for the police and crime commissioner (and were **the only media organisation to do so**)."

"Our fellowship has to-date **helped more than 40 emerging journalists**, paying out thousands of pounds in commissions to them, with 100% feeling more confident and nine out of 10 going on to get a journalism job."

"We ran a Citizens Agenda project in the run up to the General Election - asking people what they wanted candidates to be talking about as they competed for votes. We published voter guides with their answers along with other common election FAQs. It was the most-read article on our site last year. Many people said it enabled them to engage with the democratic process in a way they didn't usually feel able."

## 7. Challenges

Each year's Index survey has offered space for providers to describe what they view as the greatest challenges in the years ahead. When grouped into similar themes — in Table 2 — their answers provide a useful breakdown of the priority areas to help independent news providers thrive.

Area of challenge	Percentage
Finding a sustainable financial model	15%
Advertising revenue	8%
Recruitment of contributors and volunteers	8%
Al (e.g. Google using summaries of news stories, copyright)	<b>7</b> %
Finding new income streams	7%
Constraints on time	7%
Reduced reach on social media (or overreliance on social)	<b>7</b> %
Grant funding (access or amounts)	5%
Subscriptions	5%
Staff burnout	5%
Technology changes	5%

Table 2: Percentage of providers mentioning an area of challenge

Other challenges mentioned by a single provider were around the 'broccoli problem'

(how to market content that is important yet less eye-catching than, e.g., Netflix), the public understanding of the role of independent news, the risks of incurring legal costs, local BBC expansion, and recognition or attribution of stories.

Challenges in providers' own words, edited and abridged, are given below:

"We have two new projects starting this year, both of which have the potential for growth and quickly exceeding our organisational capacity, so we need to ensure sufficient income generation to meet this."

"Audiences increasingly consuming news and features through graphics, audio, video as opposed to written content, but still expecting written news outlets to be available for them to fact-check against."

"Staying alive - the business has **hit a ceiling** and **lacks the capacity** to expand as I am the only person doing everything. Finding assistance to get around that is the greatest challenge."

"Encouraging the public to engage with local, technically quite boring but important issues that affect the locality directly. Social media and the use of click-bait content is making it harder to attract attention to profound changes that people really should know about."

"There are many more third sector organisations looking to obtain money from the same funders, because of the decrease of public funding for the third sector. Our partners are now facing some cuts that will impact and probably end our partnership."

"The increasing activity by local authorities' comms teams operating their own channels on various platforms to communicate unchallenged narratives directly to the public, rather than via local media. That is, a practical and political rejection by the (local) state to the (local) media's role in a (local) democracy."

## 8. Opportunities

Each year's Index survey has also offered space for providers to mention what they see as the greatest opportunities in the years ahead. Some individual responses on opportunities are highlighted below Table 3, which grouped all the comments into similar themes, which gives a sense of where providers find reasons to be cheerful.

Area of opportunity	Percentage
Increasing reader revenue (especially via email sub's, ad-free versions and new readers)	12%

#### Index 2025

Area of opportunity	Percentage
Increased, and more engaged, audiences for local journalism	9%
Increased interest in local democracy and devolution	5%
Increased grant revenue	5%
AI (e.g. summarising council PDFs, faster research)	5%
Large gap in the market	3%
Community engagement	3%
Print growth	3%
Video growth	3%
Events take-up	3%
Talented journalists on staff	3%
Flux in the media landscape	3%
Rising social media alternatives	3%
New advertising revenue (e.g. from local businesses, from new programmatic ad supplier)	3%

Table 3: Percentage of providers mentioning an area of opportunity

Other issues mentioned by individual providers included growth in digital ads, volunteering, young people's interest, the freedom of being an independent, and the upcoming BBC Charter renewal process.

Below is a selection of opportunities in providers' own words, edited and abridged:

"The downward spiral of legacy media leaves a huge gap in the market for genuine journalism. Readers lap it up - but how to fund it is still a conundrum."

"Society circling back around to local: people realising and valuing that their future lies with cherishing their community."

"Seriously prioritising going back to **physical events, screenings and bringing people together** rather than relying on social media."

"There's an ever-increasing need for quality 'sensing' and 'sensemaking' of the biggest problems in society - and the chance for journalism to properly step into this."

"We seem to be **much-loved and appreciated** in the community, especially the print edition, so there is an opportunity to pass it on (perhaps to someone with better business acumen!)."

"We'll be celebrating our **50th anniversary**!"

# 9. Independent providers' views on the BBC

Earlier this year, the BBC awarded new contracts for its Local Democracy Reporting Service, which affects many independent news providers and is a regular discussion topic in the networking conversations that PINF hosts. The countdown to BBC Charter renewal has also begun, so it was a good moment to ask one simple question to providers: "What are your views on the relationship between the BBC and the independent news sector?"

Many responses related to the Local Democracy Reporting Service — more positive than negative — and these were categorised into a kind of Likert Scale in Table 4:

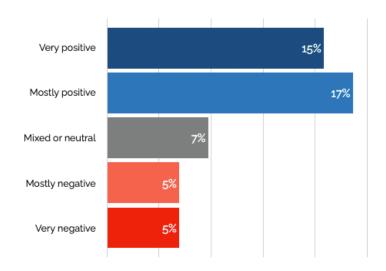


Table 4: Percentage of providers giving a view on the BBC Local Democracy Reporting Service (total adds to 49% — other providers did not give a view)

Other responses relating to the BBC are categorised in Table 5 and notably feature a significant proportion mentioning that the BBC has used original content from an independent news provider without permission.

View on the relationship between the BBC and the indie news sector	Percentage
There should or could be a good relationship	12%
No view or opinion on the relationship	12%
BBC has stolen or plagiarised our content	10%
BBC is too dominant a competitor	8%
There is no relationship currently	7%
BBC is too macro to compete with us	5%
BBC should credit and link to independents better	5%
Very negative (without further context)	3%

Table 5: Percentage of providers with views on the BBC

Some individual responses are given, edited and abridged, below:

"It would hugely help accredited indie news websites if BBC News at least provided links to our websites."

"From a consumer's perspective, I think we're incredibly fortunate to have arguably one of the greatest producers of journalism worldwide. From an independent publisher's perspective, they're probably the single biggest threat to our survival."

"There does need to be a careful watch on what the BBC does to ensure it is not over-reaching the scrapping of valued non-news output on local radio stations in England, the funding from which seems to have been reinvested in soft features on the news website, was a mistake. The BBC should be a partner and an enabler, rather than a full-throated competitor. The News Media Association's complaints about the BBC hugely exaggerate the situation, as far as I can tell."

"The LDRS feels like a **missed opportunity** to bring the BBC and smaller publications closer together."

"They're not hyperlocal enough to affect or be interested in much of our coverage and there's no real competition there, but there are occasions when it would be useful to be able to work more in partnership with them when a breaking news story occurs, or to perhaps seek training support with them.

"The BBC is a complicated beast, but without it we'd lose trust, integrity and a valuable news source.... The more it invests in local news, the more local news will be valued - we should be seeking to make the pie bigger together, not fighting over what little is left of it."

"I think there's lots of scope for the BBC to collaborate with independent news outlets, be that collaborative investigations, content-sharing, linking out etc. But I'm not sure the will is there from their side, as they seem hellbent on pursuing a lite version of Reach's local expansion strategy circa 2012 (focused on story count volume and total page views - you can see this by looking at senior BBC local execs posts on LinkedIn boasting of total topline metric increases). It is not a public service to shovel out another council press release (as they are increasingly doing)."

"The Local Democracy Reporting Service is a double-edged sword... we used to invest in a staff member to cover local government... now everyone gets the same coverage with no investment, taking away our advantage."

# The future of PINF's research programme

This is the fifth year that PINF has published an Index of Independent News Providers. We are now considering the future of our research efforts, which are likely to focus solely on *local* news.

We aim to pursue research questions that concern the economic, social and environmental **impact** of local news, the **equity** of access to quality, plural local news and the **sustainability** of local news provision.

Alternatives to the Index survey of providers will be considered, such as a move to a 'live' database of local news providers, which providers themselves could update. This could be accompanied by 'deep dives' into topics relating to the research questions above.

We are interested in your views on the future of PINF's research. Please take this <u>quick</u> <u>survey</u> — or scan the QR code for the link.



# **About this survey**

The PINF Index is based on an online survey of UK news publishers whose turnover is less than £2 million and who publish predominantly text-based content. The survey was not open to licensed broadcasters (including community radio stations) as these organisations operate in a distinct economic and regulatory environment.

The survey was open for responses throughout January 2025. Using a purposive sampling strategy, the survey was promoted via social media, email newsletters and direct emails. There were 65 participants this year, representing around 22% of some 300 targeted organisations.

Throughout the report, when we report 'the average' or we say the 'mean average', we have used a trimmed mean method, which removes the outlying 5% of the lower and upper ends of the distribution, to help stop outliers from providing a misleading figure.

The survey follows the pattern of the previous four years, though was slimmed to 25 questions (from 48) to encourage a greater completion rate. Aspects regarding organisation type, mission and scope were not included as these are largely available to collect from publicly available data.

#### **About the author**

Joe Mitchell is Deputy Director at the Public Interest News Foundation, where he leads on research and capacity-building. He previously co-founded Democracy Club CIC, a crowdsourced journalism project to provide information to voters on UK elections.

## **Acknowledgements**

Thanks to all the independent news providers who took the time to complete this year's Index survey. PINF is grateful for your generosity and openness. We hope that this analysis of the data you have provided will help you benchmark yourselves against the rest of the sector—and that you will benefit from PINF's work to advise policymakers, philanthropists and social media platforms on how they can best support independent public interest news, for the benefit of all.

We would like to thank the funders of the Public Interest News Foundation: Ashken Family Foundation, Benjamin Goldsmith, Cobalt Trust, European Media and Information Fund, Joseph Rowntree Charitable Trust, Joseph Rowntree Reform Trust, JRSST Charitable Trust, Lankelly Chase, Luminate, Neal and Dominique Gandhi, NewsNow, NHS England, Oak Foundation, Open Society Foundations, Paul Hamlyn Foundation, Reset, Reva & David Logan Foundation, Stone King LLP, Struan Bartlett, Tinsley Charitable Trust.

Finally, thank you to previous collaborators on the Index: Dr Coral Milburn-Curtis and Dr Clare Cook on the research; and Tom Hampson of Reforma on design.

#### **About us**

The Public Interest News Foundation is the UK's first charity to support public interest news – ethical and impartial journalism that informs and empowers the public about the things that matter to all of us.

We believe that everyone in the UK should benefit from public interest news that speaks to them, for them and with them.

We believe that independent news providers with turnover below £2m have a crucial role to play in reaching communities that have been let down by other parts of the media and developing new, ethical models of journalism.

Our mission is to ensure the social and financial sustainability of independent news providers in communities across the UK.

Our trustees are Jo Adetunji, Polly Curtis, Alison Gow, Simon Lloyd, Isabelle Roughol, Richard Scorer, Patrick Swaffer and Julius Weinberg.

publicinterestnews.org.uk

