

**MINUTES of the BOARD MEETING
Wednesday 4 November 2025**

Present: Lord Edward Faulks (Chair)
Karen Barnes
Matt Brown (remote)
Shrenik Davda
Charles Garside (items 1-8)
Alison Gow
Eddie Gray
Sarah Lee
Michaela McAleer (remote)
Brendan McGinty
Kavita Reddi
John Witherow (remote)

Attending: Charlotte Dewar – Chief Executive Officer
John Davidson – Head of Communications
Rosemary Douce – Head of Standards
Alice Gould – Head of Complaints
Michelle Kuhler – PA & minute taker (remote)

1. Welcome and Apologies

The Chairman welcomed everyone to the meeting. He welcomed Dame Julia Unwin, Chair of the Appointment Panel, as an observer at the meeting.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of the Previous Meeting

The minutes of the previous meeting held on 17th September 2025 were approved.

4. Matters Arising

There were no matters arising.

5. Chairman's Report – oral

The Chair updated the Board on recent external affairs and engagements.

6. Chief Executive's Report

The Chief Executive presented the Board with updates on matters not covered elsewhere on the agenda. She updated the Board on the status of IPSO's recruitment, firstly for the new Chair, then on the new staff joining IPSO during November: Thomas Rothery, Operations Manager, and Roisín McCann, Complaints Officer.

7. Operations and performance reports

Members of the Senior Management Team presented to the Board on IPSO's operations.

Alice Gould, Head of Complaints, supplied an update on complaints and our approach to multiples received.

John Davidson, Head of Communications, gave an update on IPSO's recent progress on communication with the police. He provided updates on recent external affairs engagement that had taken place involving the Chief Executive and communications team members.

Rosemary Douce, Head of Standards, updated the Board on IPSO's new regulated entities and gave the members an update on the publisher consultation that was launched recently.

Members of the senior management team took questions. The Board noted the updates and reports.

8. Finance reports

The Chief Executive presented management accounts to September 2025 and commented on spending plans for the remainder of the year.

She updated the members on the status of IPSO's new bank account and issued a reminder to members regarding the Companies House directors verification process.

The Chief Executive took questions and comments from the Board.

The Board noted the management accounts.

9. Risk report

The Chief Executive presented an updated statement of strategic risks and governance risk register. The Chief Executive gave a presentation of trends activity to the Board.

The Chief Executive took questions and comments from the Board.

The Board noted the presentation and report.

10. Learning and development update and 2026 priorities

Alice Gould, Head of Complaints, presented the update to the Board on development activities undertaken in 2025 and 2026 priorities.

The Board noted the update.

11. Integrating AI into IPSO working practices

The Chief Executive presented a paper to the Board outlining the opportunities AI affords to IPSO's operations. This explored reasoning and strategy, concerns to mitigate, staff engagement and appropriate resource allocation. It culminated in proposing a phased rollout of activities for 2026 as risk-managed pilots, aiming towards larger-scale integrations in the longer term.

The Board discussed the issues raised by the paper. It approved the AI implementation strategy.

12. Any other business

A Board member noted recent reporting of concerns about the use of inaccurate AI-generated content in regulated titles and asked about IPSO's approach to dealing with this issue.

The Chief Executive explained that the Standards and regulation team was following this issue closely and developing plans for engagement on

this issue early in 2026. The general issue of AI's impact on reporting had been discussed with the Journalists Advisory Panel, and this specific issue (and how IPSO should respond) would be discussed by the Liaison Committee.

13. Date of next meeting

The date of the next meeting was confirmed as Tuesday 16 December 2025.