

**MINUTES of the BOARD MEETING
Tuesday 16 December 2025**

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

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)
Tonia Milton – Head of Systems (remote)
Thomas Rothery – Operations Manager

1. Welcome and Apologies

The Chairman welcomed everyone to the meeting, introducing IPSO's new Operations Manager, Thomas Rothery.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of the Previous Meeting

The minutes of the previous meeting held on 4th November 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.

The Chief Executive updated the Board on the appointment of IPSO's new Chair and notified it of the likely need to extend the current Chair's contract until 12th April to accommodate a handover period.

The Board confirmed the Chair's contract extension by email after the meeting.

John Davidson, Head of Communications, updated the Board on recent external affairs concerning IPSO. A lengthy discussion was held on these matters.

Charles Garside advised that he would be taking a leave of absence from his role as an IPSO director, effective as of the conclusion of the meeting.

The Board noted his decision.

7. Operations and performance reports

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

Alice Gould, Head of Complaints, gave the Board an update on complaints operations, noting that a high volume of complaints had strained capacity. She explained measures that had been put in place to mitigate the impact.

John Davidson, Head of Communications, gave the Board an update on work carried out by the team.

Rosemary Douce, Head of Standards, updated the Board on a recent visit to Sheffield with Alice Gould, Head of Complaints, and Elena Richards Coldicutt, Engagement Officer. She also updated the Board on the December Journalists Advisory Panel meeting and provided statistics on the numbers of journalists and journalism students trained during the year.

Tonia Milton, Head of Systems, updated the Board on the status of the information security audit.

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

8. Finance reports

The Chief Executive presented management accounts for October 2025.

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 took questions and comments from the Board. The Board noted the report.

10. 2025 Year in review

The Chief Executive introduced a paper reflecting on achievements and challenges of 2025 and invited members of the Senior Management Team to add their comments.

John Davidson, Head of Communications, discussed the development of a new communications strategy in the context of a rapidly changing communications landscape.

Rosemary Douce, Head of Standards, spoke about how induction of new members has evolved as the nature of entities seeking to join has changed. She explained that processes have been streamlined and that further work on this would take place in 2026.

Tonia Milton, Head of Systems, discussed work on data minimisation and the development of new infrastructure in the complaints database to support data protection compliance.

Emily Houlston-Jones and Alice Gould, Heads of Complaints, spoke about how they had built the resilience and capacity of the complaints team over the year.

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

11. 2026 Priorities, work plan and draft budget

The Chief Executive, spoke about the priorities for 2026, including onboarding of the new Chair; building audiences for IPSO's communications, guided by the 2026-27 Communications strategy; beginning to introduce AI-based technologies into our operations; and producing a 2026 conference that engages with current issues in a provocative and insightful way.

The Chief Executive took questions and suggestions from the Board.

The Board approved the 2026 priorities, work plan and budget.

12. Any other business

There was no other business.

13. Date of next meeting

The date of the next meeting was confirmed as Tuesday 3 March 2026.