

OFFICIAL SENSITIVE  
**Infected Blood**  
Compensation Authority

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**IBCA Board - Minutes and Actions**

**17 June 2025, 13:00 - 16:00**

**Benton Park View, Newcastle**

**Board Members:**

1. Sir Robert Francis (SRF) - Interim Chair
2. David Foley (DF) - Interim CEO
3. Russell Frith - Interim Non-Executive Director
4. Deborah Harris-Ugbomah - Interim Non-Executive Director
5. Paula Sussex - Interim Non-Executive Director
6. Gillian Fairfield - Interim Non-Executive Director
7. Helen Parker - Interim Non-Executive Director
8. Sir Rob Behrens - Interim Non-Executive Director
9. Rich Hornby - Interim Director Corporate Services
10. Celine McLoughlin - Interim Director of Digital
11. Sindy Skeldon - Interim Director of Operations

**Attendees:**

1. Catherine Webster - IBCA Chief of Staff
2. [REDACTED] - Board Secretariat
3. Hannah Probert - Deputy Director, Strategy & Governance
4. Rachel Forster - Interim Director of Communications
5. Shainila Pradhan - Interim Programme Director
6. John Kelly - Interim Director of Data
7. Victoria Brock - General Counsel
8. Caroline Patterson - CFO, CO and acting Interim IBCA CFO Director
9. [REDACTED] - Private Secretary to Sir Robert
10. [REDACTED] - Private Secretary to Sir Robert

**1. Welcome**

- 1.1. The Chair welcomed everyone to the Board meeting.
- 1.2. The Chair welcomed Caroline Patterson to the meeting. Caroline will serve as the interim Director for Corporate Services until a permanent Director is appointed.
- 1.3. No interests were declared.

**2. Minutes and Matters Arising**

- 2.1. A correction in the spelling of Rebekah Eglinton's name was requested.
- 2.2. The Board minutes of 20 May were agreed.
- 2.3. **ACTION** - Rebekah Eglinton's name to be corrected in the minutes - Secretariat.

## 2.4. **Actions**

- 2.5. **Action 86 - Strategy Team to develop further detail to add to the Safeguarding Policy.** - The safeguarding policy is being developed in collaboration with the Operations teams. The updated policy is expected to return to the Board in August. It was clarified that the absence of a new policy does not imply a lack of safeguarding practices. Existing safeguards and awareness training are in place and operational.
- 2.6. **Action 87: General Counsel to explore DWP progress with the recommendations from the Safeguarding Vulnerable Claimants Report** - The strategy team is reviewing the report and will develop proposals for potential service options. A formal response to the report is expected in mid-July.
- 2.7. **August Board meeting:** Three Board members have given their apologies for the 19 August Board meeting, but quorum will still be met. The Board agreed to hold the meeting virtually.
- 2.8. **ACTION:** Secretariat to update the meeting invite to reflect that the meeting will be virtual.

## 3. **CEO Update**

- 3.1. The CEO provided the Board with the latest update on key delivery figures:
- 62 payments made last week, totaling £46 million.
  - Live claims: 453
  - Offers made: over £323 million
  - Payments made: over £235 million
- 3.2. All public commitments to date have been met:
- First payments before the end of the last calendar year
  - Over 255 claims started by the end of March
  - Acceleration of progress since April, with positive feedback from claimants and online sentiments.
- 3.3. The Board acknowledged the strong progress and thanked the team for their continued efforts.
- 3.4. The Board was advised that a potential bottleneck was anticipated. 80 new claims managers are due to complete training by the end of August. By then, the number of registered infected claimants may be nearing completion.
- 3.5. The Board requested enhanced visibility of this data in future reporting. A suggestion was made to include tracking time from claim start to offer, and the proportion of offers made over time

- 3.6. **ACTION:** Executive to incorporate data on potential delays anticipated and include tracking time of a claim.
- 3.7. **Inquiry.** Ongoing cooperation with the inquiry continues; further information is being submitted. The inquiry is now approaching the recommendation-formulation stage, and the team remains engaged in supporting this process.
- 3.8. **Key Risks to Delivery.** Two significant risks were highlighted that could impact the current momentum.
- 3.9. **First Risk - Accounting Officer Risk & Letter of Direction.** Increased pace has involved taking on risks, particularly around data integrity and accuracy. The equivalent of a letter of direction was expected:
- PAO to write to PAC outlining the approach and associated risks
  - PAO to write to the Accounting Officer to formally authorise the approach
- 3.10. If this is not received by 1 July, the Board may need to de-risk operations, which would require slowing down claims activity, especially new claim starts.
- 3.11. Clarification was sought on whether IBCA is operating within acceptable risk boundaries, even if the letter has not yet been received, or whether a prior Board decision already gives the CEO adequate cover to take action if required.
- 3.12. **Second Risk - Transfer of Existing Support Schemes.** Regulations under the Victims and Prisoners Act may require the organisation to take on four existing support schemes. This would redirect all development resources, significantly limiting scheme growth and capacity to manage new claim types. A decision is needed by 1 July to allow for planning. Without an alternative delivery route, IBCA would likely only manage existing infected registered claimants, with no new claims being started in September. This would cause concern to the community.
- 3.13. If the dates in the regulations remain, the entire development bandwidth will need to be redirected to fulfilling these requirements, including:
- Platform development
  - Policy work and system readiness
  - Ensuring continuity of payments to individuals currently dependent on the existing support schemes.
- 3.14. **The Chair strongly supported preparing a formal letter to the Minister explaining these adverse consequences if clarity was not received by 1 July.**
- 3.15. It was noted that while pausing new development affects all remaining cohorts, the impacted outcomes are not equal. Affected individuals risk losing their statutory right to compensation altogether, while others may face delays.
- 3.16. The CEO revisited the first risk and requested Board input on three specific areas for

advice and direction:

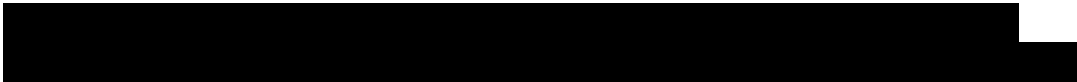
- 3.17. **How to proceed if IBCA does not receive the formal risk cover by 1 July.** The Board **agreed** that in the absence of formal cover by 1 July, IBCA should.
- Slow down the rate of beginning new claims
  - Undertake a focused review of processes in ID Verification, Data protection, and controls for preventing overpayments.
- 3.18. The Board acknowledged a recent possible overpayment incident as an indicator of risk. It should not serve as a reason for slowing down, but does serve as evidence that the higher risk model has consequences.
- 3.19. **Continuing accelerated expenditure in support of faster claims processing, despite the absence of formal budget cover.** An email has been received from the Permanent Secretary at the Cabinet Office confirming that IBCA's budgetary provision has been secured to support the delivery of IBCA's planned activities. However, formal, long-term, budgetary cover from the Treasury is not yet in place.
- 3.20. The Board acknowledged the risk, but expressed support for continuing for the time being with existing planned activity
- 3.21. **How to allocate development resource if, by 1 July, IBCA is not legally required to transfer existing support schemes.** The CEO cautioned that no final decision could be made until:
- Clarity on whether the scheme transfer will be required
  - The inquiry publishes its recommendations.
- 3.22. The Board agreed that it is not viable to pause all development while awaiting these decisions. **The Board advised to begin preparatory work for unregistered infected and affected cohorts.** This will not constitute an official sequencing decision but rather practical readiness.
- 3.23. **The Board agreed that a communication plan will be required to avoid confusion or false expectation.**
- 3.24. **ACTION:** Comms team to work on a comms plan and circulate to Board for sign-off.
- 3.25. The Board requested a paper to be brought forward setting out: the rationale for prioritisation; evidence base; implications of different choices; and alignment with public commitments and legal risks.
- 3.26. **ACTION:** Paper on rationale for prioritisation to come to Board for further Board-level discussion - Service Design.
4. **Programme Update**
- 4.1. **Service Performance and Risk Levels.** Compensation service remains manual,

with continued delays to full-service launch (initially March, then June, now iterative).

- 4.2. RAG rating for compensation has shifted to red due to manual processing backlogs, volume pressure on systems (e.g., use of AO docs), and ongoing data quality and assurance challenges.
- 4.3. Overall confidence in establishing IBCA remains at amber.
- 4.4. **Corporate Operations.** Pay and grading structure now agreed. ERP and payroll systems are on track for an October launch, though under budgetary pressure.
- 4.5. Office space strategy - Benton Park View secured for the short term. Long-term site search in Glasgow is underway. The Board raised concerns about delays in securing a Glasgow space despite apparent availability.
- 4.6. **Business Case and Approvals.** Full programme business case submitted to the Cabinet Office Investment Committee. It's expected to go to the Treasury mid-July. Funding for the support services is in place for the remainder of the calendar year. However, a Treasury-initiated policy review may affect future procurement for legal services.
- 4.7. **Operational Delivery.** Recruitment for claims managers is ahead of schedule.
- 4.8. **Legal Support Review: Risks and Actions.** Treasury has asked for a review of legal support contracts, raising:
  - Uncertainty over the continuation and expansion of contracts
  - Strain on relationships with firms delivering legal advice
  - Risk to applicants' access to support, especially for more complex claims
- 4.9. The Board noted precedent in Windrush compensation, where a recent report suggests legal support significantly improved outcomes.
- 4.10. **The Board agreed that:**
  - IBCA should proactively develop its own view on future legal needs, including differentiated needs for upcoming cohorts
  - The programme team will begin this scoping work.
- 4.11. **ACTION:** Programme team and Legal Counsel to begin developing IBCA's own view on future legal needs, including differentiated needs for upcoming cohorts with immediate effect.
- 4.12. The Board welcomed the performance forecast visuals and asked for continued use to highlight capacity risks and trends.
- 4.13. The Board advised that the impact of CO delays (e.g., in approving pay proposals) should be formally captured to inform future governance discussions.

- 4.14. The Board noted that a single month's delay in key approvals had demonstrable effects on delivery and staff mobilisation.

## 5. Finance Update

- 5.1. Current forecasts indicate a likely overspend of £20-25 million on loan costs and additional overspend on professional services. No corrective action is currently being taken, due to the letter of financial cover received from the Permanent Secretary.
- 5.2. Directors have participated in sessions to refine forecasts, but the numbers presented have not yet been through full scrutiny. Controls are being enhanced for future accuracy.
- 5.3. "Go Faster" delivery approach is contributing to overspend, though it's not possible to isolate its cost impact precisely
- 5.4. 
- 5.5. Improved forecasting processes are now in place in collaboration with DWP.
- 5.6. New weekly controls have been introduced to scrutinise commercial decisions, ensuring proper execution and documentation of procurement activity.
- 5.7. There is ongoing work to refine the valuation and profiling of future compensation outflows. While this improves Treasury comfort, it provides limited benefit to operational delivery.
- 5.8. Provisions have been made for appeals-related costs, but no appeals have been received to date. The lack of appeals is likely to be due to the current cohort being relatively clear-cut. However, future cohorts are expected to see more appeals and increased complexity.
- 5.9. Clarification was sought on whether the overspend is attributed to the "go faster" plan. Rich clarified that the original financial planning was based on early modelling before claims had begun.
- 5.10. The Board noted that legal support spend is being treated separately, which aids control but causes inconsistency in reporting.

## 6. Annual Report and Accounts

- 6.1. The Board noted the draft annual report and financial statements, acknowledging significant progress made in preparing the first-year accounts.
- 6.2. The Government statement seemed largely prescriptive, but the Board were reminded to ensure it accurately reflects attendance, assurance structures and oversight mechanisms.
- 6.3. The Board noted that the spending remained within control totals. No special payments or deviations were reported.

- 6.4. Key accounting policies followed CO precedent; no contentious changes proposed.
- 6.5. The provision for compensation payments is included based on sufficient certainty of future payments to eligible claimants. This approach was recommended over treating it as a contingent liability to maintain clarity and public transparency. Professional/ legal advice spend related to future claims will be recorded as a contingent liability, not a provision.
- 6.6. Management has advised that the accounts will not be laid before summer recess due to outstanding work on provisions, contingent liabilities and sensitivity analysis. The Audit Committee will meet on 18 June to confirm the approach. The Board agreed that delaying to ensure accuracy is prudent.
- 6.7. The Board noted inconsistencies in non-executive director pay disclosures.
- 6.8. **ACTION:** Finance team to review and correct non-executive director pay disclosures immediately.
- 6.9. The Board agreed the Annual Report should go beyond a technical document and tell a clear, readable story about the year's activity.
- 6.10. There was consensus that including the post-March narrative is appropriate, particularly in the forwards and governance statement. However, a clear cut-off date should be agreed for data, to avoid inconsistency and confusion across sections of the report. It was noted that any quantitative data post-March should be used carefully and consistently. Especially if repeated in future reports.
- 6.11. The Board acknowledged the narrative sections are not subject to formal audit unless they materially relate to financial statements.
- 6.12. The Board clarified that remuneration disclosures apply to individuals with organisational control - i.e. executive directors and the CEO, not all ExCo participants. Remuneration disclosures to be updated accordingly.
- 6.13. **ACTION:** Finance team to update the remuneration disclosures.
- 6.14. The Board expressed appreciation for the continued improvements in the Report.
- 6.15. The Chair formally thanked the outgoing Finance Director for his dedication, leadership, and public service ethos, recognising his role in delivering IBCA's financial narrative and broader mission.

## 7. **Implications of the Public Bodies Act (Admission to Meetings) 1960**

- 7.1. The Board noted that IBCA is subject to the Public Bodies Act, which requires Board meetings to be held in public, with provisions allowing for private sessions. The Board agreed, in principle, that each meeting will include both public and private segments, with a protocol to formalise this approach.
- 7.2. **ACTION:** Governance team to draft a standard protocol outlining which items are public or private, how resolutions for private sessions are recorded, and logistics for

public access. The draft will be brought back for review, targeting implementation by September/October.

- 7.3. The Board preferred virtual public attendance due to cost and accessibility. The Board acknowledged that this may exclude those who prefer to attend in person, but alternatives such as “meet the Board” sessions could be explored.
- 7.4. The importance of clear messaging around transparency was stressed, including alignment with user consultants and the community advisory panel.
- 7.5. It was agreed that regular feedback should be gathered to assess whether public access is achieving its intended transparency goals.
- 7.6. The Board agreed that only the Board is subject to public meeting requirements under the Act, not subcommittees.
- 7.7. Clarification is to be sought on the status of previous meetings held without public access - legal advice should be considered on how to regulate non-compliance to date.
- 7.8. **ACTION:** Governance team to discuss the status of previous meetings held without public access with the General Counsel.

## 8. Data Strategy Summary

- 8.1. The Data Director advised that the supplementary summary was presented to help the Board understand key challenges and the strategic data approach being taken.
- 8.2. The paper outlines a Target Operating Model for data, the five most significant data risks, three organising themes, and a high-level roadmap for delivery.
- 8.3. The Data Director proposed:
  - Ongoing reporting to ARAC on data-related governance and risk issues
  - Periodic Board updates on progress and a summary of data strategy implementation
  - Development of performance metrics to track delivery against the data strategy
  - Future publication of a data strategy article when timing was appropriate and priorities allowed.
- 8.4. The Board approved these proposals.
- 8.5. **ACTION:** Data Executive to implement the Board approved proposals.
- 8.6. There was a recommendation to frame the strategy in terms of public benefit, i.e., returning ownership of data to the affected individuals.
- 8.7. **ACTION:** Data Executive to frame the strategy in terms of public benefit

- 8.8. The Board advised sharing the complex realities of building data systems with the community.
- 8.9. The Board approved the proposal to seek an independent review of the high-level design.
- 8.10. **ACTION:** Seek an independent review of high level design - Data Executive
- 8.11. The Board emphasised the need for embedding a data culture, especially among claims managers, including training on precision, protection, and responsible use. The team is developing a culture training programme to coincide with system changes
- 8.12. The Board acknowledged the current lack of insight into the affected community and asked for clarification to be made on the Risk 2 wording to reflect this gap more accurately.
- 8.13. **ACTION:** Provide clarification on the Risk 2 wording to reflect this gap more accurately.
- 8.14. The Board thanked the Data Director for the clear presentation.

## 9. Community Advisory Panel

- 9.1. The Comms Director shared feedback gathered from the community in relation to the advisory panel. The community's preference was to have a panel of under 15 members, with one person per cohort, avoiding weighted representation to prevent marginalised smaller groups. They preferred monthly meetings and agreed on the need for a recruitment panel.
- 9.2. The Board agreed that:
  - This should be a consultative body, not a shadow Board.
  - Clear Terms of Reference (ToR) required before recruitment begins
  - Panel should not receive all Board papers, nor have voting rights
  - Panel should meet quarterly, not monthly.
- 9.3. The Board suggested a visual matrix outlining roles, responsibilities, access to information, and decision-making authority for all advisory bodies
- 9.4. The Board agreed that the panel should comprise a Non-Executive Director (NED), community representatives, an HR professional, and a charity or public-service-facing independent.
- 9.5. The Board agreed to appoint Helen Parker (NED) as the Co-Chair of the panel
- 9.6. The Board supported a payment for quarterly meetings only and to align remuneration optics with those of User Consultants and clinical advisory panellists.

9.7. **ACTION:** Governance team to draft clear ToR with accompanying explanation of the panel's role, authority, and boundaries. ToR to include purpose, frequency, agenda-setting, access to materials, and engagement routes.

9.8. ToR to be circulated and approved by the Board before recruitment begins.

**10. AOB**

10.1. The next Board meeting will be held in London on 22 July.