

IBCA Extraordinary Board - Minutes and Actions

18 July 2025, 09:30 - 10:30

Virtual

Board Members:

1. Sir Robert Francis - Interim Chair
2. David Foley - 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. Caroline Patterson - CFO, CO and acting Interim IBCA CFO Director
10. Celine McLoughlin - Interim Director of Digital

Attendees:

1. Hannah Probert - Deputy Director, Strategy & Governance
2. [REDACTED] - Board Secretariat
3. Tom Carney - Deputy Director of Communications
4. Shainila Pradhan - Interim Programme Director
5. Alix Crabtree - Deputy Director of Data
6. [REDACTED] - Private Secretary to Robert
7. [REDACTED] - Board Secretariat

Apologies:

1. Sindy Skeldon - Interim Director of Operations

1. Welcome

- 1.1. The Chair welcomed everyone to the Board meeting and apologised for the short notice of the meeting.
- 1.2. No interests were declared.
- 1.3. The Chair explained that the meeting was convened at short notice following a constructive discussion with the Minister, who is to lay the Government's response to the inquiry's latest report before Parliament on Monday. While the Minister did not seek to influence IBCA's position, he and Parliament were keen to understand its response in advance of summer recess. The Chair noted that the House would rise for recess on 22 July.
- 1.4. The Chair emphasised the importance of taking a forward-looking approach, viewing the report as a constructive contribution.

- 1.5. The Chief Executive advised that staff have been considering the report carefully and are ready to move forward constructively. IBCA's focus is on continuing progress.

2. Inquiry Response

Registration, Application, and Community Co-Design

- 2.1. The Board discussed recommendations on registration and application forms. The Inquiry recommends introducing a registration process and three types of application forms, with varying levels of evidence and legal support, and that both processes need to be co-designed with the community
- 2.2. The Board was advised that IBCA's executive supports registration in principle. The digital team has assessed the practicalities, registration is deliverable and would collect identifiers for prioritisation. Application forms would follow a second stage, gathering further information from individuals.
- 2.3. The Application forms are considered distinct from registration and will follow later in the process. Registration will not create account creation or identity verification. The forms will allow individuals to submit supporting evidence.
- 2.4. One Inquiry proposal suggests individuals may provide their own calculations, the executive clarified that IBCA must still carry out its own calculations whether or not individuals submit their own.
- 2.5. The Board was advised that the implementation of the application form will be slower than registration and informed by data collected at the registration stage.
- 2.6. The Board revisited its January 21 decision not to pursue registration and noted the original rationale for rejecting registration was not reflected in the papers submitted to this meeting.
- 2.7. Concerns were raised that registration could be misinterpreted by the community as confirmation that their claim is eligible and this would need to be avoided.
- 2.8. The Board was concerned that there was a risk of registration causing additional distress without providing either reassurance or increased efficiency. Accordingly it was important that the limitations on what registration could provide were explained clearly to the community and in the offer of registration.
- 2.9. The Executive Team argued that while in January it was not advisable to implement a registration process as most infected individuals were already known to the scheme as when the service expands, registration will help identify unregistered groups. Registration alone won't speed up processing but will assist recognition, planning and communication.
- 2.10. AGREEMENT: The Board agreed to the Executive's proposal to proceed with registration as a phased approach with more detailed application methods to be devised later.**

2.11. AGREEMENT: The Board agreed to engage with the community in co-design before implementation

2.12. ACTION: The Executive to engage with the community on co-designing the processes.

2.13. The Board advised that public expectation must be managed - registration is about recognition, not acceleration of claims, and communications must clearly explain this distinction.

2.14. The Board stressed the need to update the risk register to reflect this significant shift.

2.15. ACTION: Risk register to be updated to reflect implantation of registration

Legal Support

2.16. The Board recognised that the Inquiry made a strong case for legal support at all stages.

2.17. AGREEMENT: The Board agreed to accept this recommendation but noted:

- Implementation depends on sufficient resourcing and Treasury approval.
- Legal support should be publicised as currently available, but transparency is needed about current limitations.

2.18. AGREEMENT: The Board agreed that IBCA must maintain and develop further a candid, open communication style. IBCA must communicate openly about constraints (e.g. legal resource) and risks (e.g. slower pace due to consultation).

2.19. The Executive advised that the Treasury is reviewing the need for legal support. The Board advised that despite any Treasury delays, it was important to be transparent with the public

2.20. ACTION: The Executive to communicate the above outcomes to the community.

Sequencing and Cohort Prioritisation

2.21. The Inquiry recommends IBCA process cohorts in parallel with the sequencing updated to:

- 1. Unregistered infected
- 2. Deceased infected
- 3. Affected

2.22. The Board noted that the Inquiry provides no guidance on how to prioritise between cohorts or handle interlinked claims.

2.23. AGREEMENT: The Board agreed to accept the recommendation for

- **Updating Sequencing**
- **Progressing cohorts in parallel once all cohorts are open**
- **Prioritisation within each cohort with the Executive working to develop proposals to be put to the community**

However this will be subject to:

- **Community involvement in co-designing prioritisation**
- **Careful management of sequencing before all channels are open**

2.24. The Board stressed the importance of quality assurance and consistency in decision making, and suggested a dedicated operation role may be needed to monitor consistency

2.25. ACTION: Review the need for an operational role to monitor consistency on prioritisation - Executive.

Internal Review

2.26. AGREEMENT: The Board agreed with the Inquiry's recommendation (with an understanding of cost implications), to formalise the internal review process with the offer of representation if required by the claimant.

2.27. This will require:

- Review Panels
- Potential legal support for claimants
- Clear distinction between informal review and statutory processes.

2.28. ACTION: Ensure there is resource allocated to this process - Executive

2.29. AGREEMENT: The Board agreed that Executives should review how processes for internal review are being communicated and involve the community in discussions for how they will progress.

2.30. ACTION: Review how processes for internal review are being communicated and involve the community in discussions for how they will progress - Executive

2.31. Concerns were raised about not duplicating existing appeals/complaints mechanisms.

Publication of Policy Papers & Board Minutes

2.32. The Inquiry recommends publishing policy documents disclosed during the inquiry process, and Board minutes

2.33. The executive confirmed that Board minutes are already planned for publication, pending operational setup

- 2.34. AGREEMENT: The Board agreed to the publication of Board minutes**
- 2.35. AGREEMENT: The Board agreed that policy papers should be published, but only once their final form has been agreed.**
- 2.36. The Board advised that published policy papers should be accompanied by FAQs and simple summaries written in accessible, clear language to aid understanding.
- 2.37. ACTION: Embed publication approach as part of standard policy development - Executive.**

Advisory Body, Recording, Raising Concerns

- 2.38. The Inquiry recommends setting up a single community advisory board including clinical advisors, and the chair of the advisory board is to have observer status at the Board meetings
- 2.39. The Board has previously agreed to set up a community advisory panel and clinical panel.
- 2.40. The Board was advised these bodies serve distinct purposes and should remain separate, and that a discussion was due to take place in detail during the next board meeting
- 2.41. AGREEMENT: The Board agreed with the advice that there should be separate community advisory and clinical boards and should continue discussions on the format of both bodies during the next Board meeting.**
- 2.42. AGREEMENT: The Board agreed with the recommendation to reconsider how to record and publish issues raised with IBCA and its response to those issues.**
- 2.43. ACTION: Review the process for how matters are raised and recorded, and respond accordingly - Executive**
- 2.44. AGREEMENT: The Board agreed to accept the recommendation to establish a mechanism for concerns to be raised and that IBCA will work with the Government on proposals to be presented to the Board.**
- 2.45. ACTION: Develop a process for individuals to raise concerns with the Board - Executive**

Position on agreements above

- 2.46. The Board confirmed they support the spirit and intention of the recommendations and accept the recommendations as a direction of travel, but:
- Some details are still to be worked through including through co-design with the community.
 - Certain recommendations are conditional on external factors (e.g. legal or regulatory changes, funding/resource constraints).

- Implementation might take time and may evolve based on operational and/or legal realities.

3. Communications Approach

- 3.1. Executive advised that IBCA's overall message is that we are accepting the recommendations, and will do this in a phased approach:
- 3.2. IBCA will start a drumbeat of ongoing communication to explain each recommendation, including challenges and opportunities. IBCA will invite community involvement early.
- 3.3. There will be a sequencing for communicating on Monday:
 - Internal staff; Community update to 6,500+ subscribers; key stakeholders and partners; Ministers statement in Parliament; public/social/media release after the Ministers speech
- 3.4. The Board was advised of tensions over the Minister speaking before public communication as some members argue public should be informed simultaneously or first. IBCA will update the community on its response before the Minister's statement.
- 3.5. [REDACTED]

4. AOB

- 4.1. The Chair expressed his thanks to all for their time and effort.

Close