

IBCA Board - Minutes and Actions
16 September 2025, 13:00 - 16:00
Benton Park View, Newcastle

Board Members:

1. Sir Robert Francis - Interim Chair
2. David Foley - Interim CEO
3. Sir Rob Behrens - Interim Non-Executive Director
4. Russell Frith - Interim Non-Executive Director
5. Deborah Harris-Ugbomah - Interim Non-Executive Director
6. Gillian Fairfield - Interim Non-Executive Director
7. Helen Parker - Interim Non-Executive Director
8. Celine McLoughlin - Interim Director of Digital
9. Cindy Skeldon - Interim Director of Operations
10. Caroline Patterson - CFO, CO and acting Interim IBCA CFO

Attendees:

1. Hannah Probert - Deputy Director, Strategy & Governance
2. [REDACTED] - Board Secretariat
3. [REDACTED] Board Secretariat
4. [REDACTED] - Private Secretary to Sir Robert
5. Victoria Brock - General Counsel
6. James Quinault - Cabinet Office Senior Sponsor
7. [REDACTED] Head of Strategy
8. [REDACTED] - Governance - Observer
9. Rachel Forster - Interim Director of Communications

1. Welcome

- 1.1. The Chair welcomed everyone to the Board meeting.
- 1.2. No interests were declared.

2. Minutes and Matters Arising

- 2.1. The Board minutes of 19 August were agreed.

2.2. Actions

- 2.3. The Board reviewed the open actions on the IBCA action log.

3. Committee Reports to the Board

3.1. ARAC Report to the Board

- 3.2. The Board was informed that ARAC had met on the 3rd September with the Annual Report & Accounts (ARA) and the NAO being the key items of discussion. They noted that the process needed to improve. Progress on the planning for the 2025/26 annual report and accounts would need to be monitored closely, with a focus on the provision model and audit timetable.
- 3.3. The ARA had been laid in Parliament by the final laying date but this had required significant effort by the Finance, Governance teams and NAO.
- 3.4. The National Audit Office has shared its preliminary completion report with ARAC. The NAO will recommend to the Comptroller & Auditor General that he should qualify the certification of the accounts with regards to future cohorts due to the uncertainty of the size of these cohorts. NAO had expressed hope that the qualification could be removed next year if further information becomes available.
- 3.5. Recruitment for the permanent Finance Team is underway which should improve the capacity of the function.
- 3.6. ARAC reviewed a detailed fraud risk assessment for the unregistered infected cohort. Members welcomed the depth of analysis and the integration of fraud assessments for each cohort.
- 3.7. The GIAA Governance review report will be circulated to the Board.

3.8. RemCo Report to the Board

- 3.9. *This item is redacted on the grounds of employee and commercial confidentiality*

4. CEO Update

- 4.1. The CEO update the Board on operational progress:
- 3,518 people have submitted claims; 3,200 have started
 - 1,747 offers made, totalling £1.3bn.
 - Payments approaching £1bn, expected this or next week.
 - Registration on track to launch this month, demonstrating response to Inquiry recommendations.
- 4.2. The Board asked how quality was being maintained alongside high volumes of delivery. They were advised around 30 staff were dedicated to quality checking with claims being subject to multiple reviews before payment.
- 4.3. It was agreed that the qualitative data collected should be shared with the Board.

- 4.4. The Board were informed that Quarter 3 was likely to be the most pressured time as registration would be opened to all cohorts.
- 4.5. The Board also discussed cost per case and were informed that the process was very manual but would improve once automated systems were developed next year.
- 4.6. HR related cases were summarised for the Board, which requested that a People Report should come to the Board on a quarterly basis.
- 4.7. Progress on IBCA Policy development was discussed and the Board requested that a prioritised list of Policy development and timescales should be circulated.

5. Regulations and Timelines

- 5.1. The Board were given an overview of progress and key changes to the scheme by the Senior Sponsor.
- 5.2. The Inquiry had made a series of recommendations for changes to the scheme. The Government has accepted some recommendations outright, committed to consulting on others, and is consulting without prejudice on whether to make certain changes.
- 5.3. Areas for consultation include:
 - Recognition of financial losses where evidence is unavailable
 - A potential supplementary route for affected people based on the impact of their experience.
- 5.4. All scheme changes would require secondary legislation.
- 5.5. The first set of regulations has been drafted and shared for comment. If agreed, these will be laid in October and in force by year-end.
- 5.6. The second set of regulations cannot be laid before summer due to the need for a full 12-week consultation.
- 5.7. The delay in the last set of regulations means the second scheme will not operate before July 2026 at the earliest. Significant number of cases may need to be reconsidered, in some instances more than once, to reflect both sets of regulations. It is not practical to process supplementary route claims until the second set of regulations is in place. This would give IBCA time to consider implications for delivery.
- 5.8. The risk of re-traumatisation was noted, as some applicants may need to resubmit or undergo repeated assessments.
- 5.9. The Board stressed the importance of not curtailing consultation periods, to maintain public confidence.

6. Public Bodies Act 1960

- 6.1. The Board was reminded of its resolution of 4 July to hold public Board meetings in line with the Public Bodies (Admission to Meetings) Act 1960.
- 6.2. A paper was presented covering:
 - Protocol for determining which items should be public or private.
 - Logistics for public meetings
 - Resourcing and frequency
- 6.3. **Protocol:** A draft protocol for public vs private agenda items was discussed [REDACTED]
[REDACTED]
- 6.4. Members emphasised the importance of adopting the principle that business should be conducted in public unless there were clear grounds for privacy.
- 6.5. It was agreed that once a Board agenda was finalised, it should be circulated well in advance to allow for Board member feedback.
- 6.6. The Board noted that the schedule of delegations in the Internal Governance Framework would need to be updated.
- 6.7. Board members asked what other governance protocols had been considered and requested that the protocol should be reviewed
- 6.8. **Logistics:** The Board was informed that Zoom would be used as the platform to host public meetings, members of the public would be asked to register in advance and presenters and Board members would be expected to attend in person.
- 6.9. Concerns were raised about inclusivity and potential discrimination, particularly for those with disabilities or caring responsibilities in relation to mandatory attendance in person.
- 6.10. The Programme Team agreed that reasonable adjustments should be made and virtual attendance should remain an option where required.
- 6.11. Members expressed concerns that restricting presenting opportunities at Board to senior staff only would restrict development opportunities and transparency.
- 6.12. It was agreed that junior staff should be enabled to present in future, but subject to safeguarding and consideration of potential risks (e.g. personal exposure).
- 6.13. Board members were clear that there would need to be investment into the technical equipment used for public meetings as they would need to be high quality recordings. High quality venues would also need to be considered.
- 6.14. Board members suggested that a feedback mechanism be developed to facilitate improvement.

6.15. Frequency and resourcing: The Board discussed the frequency of public meetings, noting the significant resourcing pressures on the Secretariat and wider organisation.

6.16. The Board agreed that quarterly meetings would be more practical, with scope to review once experience has been gained.

6.17. Timing: Members agreed the first public meeting should be scheduled for November, subject to readiness of logistical arrangements.

6.18. The Board agreed that an October development session would be held to rehearse processes.

6.19. The Programme Team would undertake a review of venues and AV capability before confirming location.

7. Communications Update

7.1. The Board discussed the planning for community-centred engagement, communications and service design approach to working with the infected blood community.

7.2. There was broad agreement that this was the right direction to go in.

7.3. Board members questioned whether there were the skillsets in IBCA to deal with the proposed engagement and were informed that there was a need for more skilled capacity and this was being addressed through recruitment.

7.4. The Board was informed that IBCA was seeing a shift around advocacy with more case studies coming through and community groups who were happier to speak more positively about what IBCA was doing.

7.5. There was also a shift away from criticism in the collaborative working with the community. Ways in which people can get involved were also expanding with more drop in sessions and 1:1 conversations taking place.

7.6. The Board were keen to see community driven design more embedded in the way that things were done with IBCA reaching out to communities across the country.

7.7. There was an acknowledgement that there was definitely a challenge in reaching out to communities and paid for marketing and roadshows were being considered.

7.8. The Board offered to help out with roadshows and suggested that voluntary organisations may also be able to help.

7.9. The Comms Team agreed to update the Board with weekly progress reports.

8. Professional Services

8.1. The Board had a quick update on professional services.

8.2. HMT had requested a review of value for money in relation to professional services.

8.3. The Board agreed that the proposals were right but asked for a better understanding about the outcomes.

8.4. It was agreed to bring the item back to the November Board meeting.

9. AOB

9.1. The next meeting will take place on October 21st 2025. The Governance Team will confirm the location and arrangements.

Close

2025-09-16 Actions from Board Meeting

Date	Agenda Item	Action No	Action	Owner	Due Date
16/09/25	Actions Log	IBCAB 131	GIAA report to be circulated to Board members	Hannah Probert	25/09/25
16/09/25	Comm Reports - ARAC	IBCAB 132	Prepare an early audit plan and provision model for discussion at the November ARAC meeting.	Finance	31/10/25
16/09/25	CEO Update	IBCAB 133	Qualitative data on service delivery to be shared with the Board.	John Kelly	30/09/25
16/09/25	CEO Update	IBCAB 134	People Report to come to the Board on a quarterly basis	HR	Nov 2025
16/09/25	CEO Update	IBCAB 135	Prioritised list of Policy development and timescales should be circulated	HR	30/09/25
16/09/25	Regulations & timelines	IBCAB 136	Draft regulations to be shared with Board members next week for comment	Hannah Probert	26/09/25
16/09/25	Public Board meetings	IBCAB 137	Update the schedule of delegations in the Internal Governance Framework to reflect the decision on delegating public/private agenda items for Board meetings	Hannah Probert	31/10/25
16/09/25	Public Board Meetings	IBCAB 138	The Programme Team to undertake a review of venues and AV capability before confirming location	[REDACTED]	10/10/25
16/09/25	Public Board meetings	IBCAB 139	Governance Team to review meeting frequencies and agenda planning for public and private Board meetings	[REDACTED]	10/10/25
16/09/25	Communications Strategy	IBCAB 140	Comms Team to send out weekly update progress reports to the Board	Rachael Forster	
16/09/25	Professional Services	IBCAB 141	Professional Services to come back to the November Board	[REDACTED]	
16/09/25	AOB	IBCAB 142	Governance Team to confirm the location and arrangements for the next meeting	[REDACTED]	25/09/25

