

Infected Blood

Compensation Authority

IBCA Board Minutes
16 December 2025, 13:00 - 15:00
BP7118, Benton Park View, Newcastle

Board Members:

1. Sir Robert Francis - Interim Chair
2. David Foley - Interim Chief Executive Officer
3. Deborah Harris-Ugbomah - Interim Non-Executive Director
4. Helen Parker - Interim Non-Executive Director
5. Sir Rob Behrens - Interim Non-Executive Director
6. Russell Frith - Interim Non-Executive Director
7. Caroline Patterson - CO Chief Financial Officer, and Acting Interim IBCA CFO
8. Celine McLoughlin - Director, Digital
9. Sindy Skeldon - Director, Operations

Attendees:

1. John Kelly - Director, Data
2. Jill Moore - Director, HR
3. Rachel Forster - Director, Communications
4. Victoria Brock - General Counsel
5. Chair's Private Office
6. Governance Secretariat

Welcome, Actions and Matters of Interest

- 1.1. The Chair welcomed everyone to the Board meeting.
- 1.2. The minutes were amended for accuracy.
- 1.3. The Board reviewed the IBCA action log and agreed on actions that were closed.
- 1.4. No interests were declared.
- 1.5. The Operational Policy Forum confirmed that the respective policies on hepatitis B and on fibrosis and cirrhosis were now ready for publication.
- 1.6. The Audit, Risk and Assurance Committee (ARAC) met on 26 November, ahead of the imminent opening of further cohorts. The biggest risk was whether there would be sufficient registration data available to update the assumptions inherited from the Infected Blood Inquiry Response Team. There was also a presentation on the level of fraud risk associated with claims for the deceased infected and affected, which provided assurance for the decision to proceed with new cohorts. The next meeting would be in February.

- 1.7. The Remunerations Committee (REMCO) met on 4 December, and discussed and approved the updated terms of reference, with new membership. The scope included assurance to the Board on Senior Executive appraisal, and on succession planning. The role of Director of Strategy was currently under recruitment; as there was a current gap there was agreement to do a direct appointment to the role on an interim basis. There was a discussion around the approach to pay, including areas of discretion, as well as recruitment for areas in which it was harder to recruit.

2. CEO Update, Strategic Delivery Report and Risks

- 2.1. The CEO updated the Board on operational progress. Key highlights to date included:
 - 3472 people living with infections had started their claim;
 - 2867 of this group had received an offer;
 - £2.27 billion had been paid out.
- 2.2. The private betas had now opened for those who had been infected but never claimed, the deceased infected and those living with an affected person. Among these new cohorts were complicated claims from which there was much to learn.
- 2.3. The discussion then covered the timeliness of any payment; IBCA's responsibility was to make an offer, which the intended recipient had the freedom to consider. There needed to be clear communication about the key performance indicators over which the Board had control. The Non-Executive Directors requested sight of the high-level plan, which the Executive Committee confirmed would be available in January.
[Action]
- 2.4. On service goals, in order to manage the risk around 'process a claim', the digital service had been decoupled from the data platform. There were ongoing discussions about what the digital service should cover, in light of the new private beta phases. The discussion then covered the level of confidence as to when the digital service would launch, and what the implications of this would be. The choice about capabilities involved functionality versus coverage. The Board agreed to discuss this at the Strategy Awayday in January. **[Action]**
- 2.5. The question was raised as to whether there were any concerns about the digital delay in relation to manual processing being undertaken by model offices for the private beta phases. There was agreement that there were no concerns in relation to the model offices; however, scalability was the key question.
- 2.6. The discussion then covered executive strategic risks (including the fraud risk posed by new cohorts) and mitigating actions. For the affected cohorts, it was important to have some analysis to understand the challenges of providing appropriate evidence.
[Action]

3. Freedom to Raise a Concern

- 3.1. JM introduced the policy and procedure by highlighting the importance of these papers, and that they had been produced in a collaborative way with the community, the Cabinet Office and Non-Executive Directors. Topics covered by the 'Speak Up' service included issues such as national security and fraud. There would be in-house training for Speak Up Advisers, and these individuals would be available for colleagues to speak to, supported by investigators and decision-makers.
- 3.2. The discussion covered the need for continuous review, and emphasised the importance of having training. This was about individuals as well as groups of people. There was different legal protection for being a whistleblower raising concerns to someone raising a grievance. It was important to have a culture where someone felt able to speak up on someone else's behalf, as well as their own. The process should be clearly set out to increase confidence. There was also an opportunity to signpost where to contribute ideas for improving a service.
- 3.3. The discussion then clarified the process for raising grievances, separate to the independent process for other concerns and for mental health support. There should be training for the Executive Committee on this matter. **[Action]**
- 3.4. The Board approved the policy, subject to review at specified intervals.

4. Any Other Business

- 4.1. The Data Director outlined the context of a recent cyber incident and the response, with a high level of confidence that the incident was contained in line with best practice. There were lessons identified to do with speed of response, and the relevant plans would be tabled at the next meeting of the ARAC. The cyber incident response policy would be considered by the first ExCo in the New year.

Date of next meeting: 3 February 2026

Actions

Date	Action No.	Action	Owner	Due Date
16/12/25	IBCAB 159	Circulate high level plan to the Non-Executive members of the Board.	Celine McLoughlin	15/01/26
16/12/25	IBCAB 160	Prepare session on choices about digital capability for Board Strategy Awayday.	Celine McLoughlin	15/01/26
16/12/25	IBCAB 161	Conduct analysis on the challenges of providing appropriate evidence for the affected cohorts.	Hannah Probert	03/02/26
16/12/25	IBCAB 162	Provide training for the Executive Committee on dealing with grievances and concerns.	Jill Moore	03/02/26