

Infected Blood

Compensation Authority

Infected Blood Compensation Authority Business Plan 2026/27

Background

The infected blood scandal has been described as “the worst treatment disaster in the history of the NHS”. More than 30,000 NHS patients received blood transfusions or were given contaminated blood products between 1970 and the early 1990s. Many of those people have since died, and thousands more live with significant health conditions caused by contaminated blood. Tens of thousands more people have been impacted as family members and carers.

On 20 May 2024, the then-Prime Minister Rishi Sunak apologised on behalf of the state for failings that led to this tragedy and for the institutional failure to face up to them. He committed to the establishment of a compensation scheme. On 21 May 2024, the then-Paymaster General announced that the Infected Blood Compensation Authority would be established with Sir Robert Francis as Interim Chair, and on 24 May 2024, the Victims and Prisoners Act, establishing IBCA, received Royal Assent.

In August 2024, we received the powers in law for compensation. In October 2024, we asked the first people to begin their compensation claims, and in December 2024, we made our first offers of compensation totalling more than £13 million. Our original strategy for 25/26 was to focus on the expansion of the service so that payments could be made for all aspects of a claim. This strategy changed as the then-Minister for the Cabinet Office asked us to prioritise scaling the registered infected group and, following the Inquiry, as it became clear that changes to regulations meant we would need to wait to design some aspects of the delivery of the scheme for settled policy.

Our delivery approach was, and is, to start small, learning from each person making a claim, and we have continued to build learnings into our claim service as we have grown. At the end of March 2025, we'd asked 255 people to start their claim and had made 86 offers of compensation. By the end of March 2026, as well as opening initial cohorts for the Living Infected Never Compensated, the Deceased Infected and the Affected, we'd asked 3942 people to start their claims and had made 3246 offers of compensation with over £2 billion paid in compensation claims.

The below plan was agreed by IBCA's Board on 7 July 2026. If there are any changes to the plan as a result of new priorities or circumstances these will be brought to the Board for agreement as soon as practicable.

Business plan 2026/2027

Our vision is to recognise and compensate every eligible person impacted by infected blood with great care and respect, and our mission is to make it easy for people who are eligible to get the compensation and support they are entitled to and to do this with kindness and transparency.

Our business plan for 2026/2027 sets out the core activities we will undertake this year to help us achieve our vision in line with our strategic objectives (S0):

1. Everyone who is entitled to compensation is able to claim and get paid (S01).
2. This is done as quickly as possible for the community while protecting them and the taxpayer from fraud (S02).
3. This is done as seamlessly as possible using information already provided and navigating individuals through the process (S03).
4. People applying for compensation feel supported throughout the process (S04).
5. IBCA staff feel enabled to provide a professional and caring service (S05).
6. IBCA will work with partners and other organisations to consider the holistic needs of the community (S06).
7. IBCA colleagues consider it to be a great place to work (S07).
8. The infected blood community trusts IBCA to deliver compensation competently and fairly (S08).

We have identified four pillars under which our activity is organised: i) Compensate people; ii) Listen and act; iii) Develop organisational effectiveness; and iv) Plan for the future.

1. Compensate people

Our first pillar is the heart of our mission and is how we focus on paying compensation in accordance with the infected blood compensation scheme, and in line with our strategic objectives and values.

The scheme itself is continuing to see considerable changes, which creates greater uncertainty when planning our delivery and makes it likely that we will need to revisit a number of claims to account for new regulations which we expect to be in force by the Autumn. For 2026/27, our ambition is to take 5000 claims to decision over the course of the financial year with higher numbers in future years as we continue to

learn about our service. To meet our goal for 2026/27, we will focus on processing these infected claims as a priority and will begin all claims for both living and the estates of deceased infected people who have registered their intent to claim compensation with us by 7 July 2026, as well as a number of affected claims. Our learning and experience so far show us that by confirming the foundational claims first, we are able to establish affected claims more quickly

Under our approach, we will continue to progress affected claims and make additional payments where required by new legislation. We will also open compensation payments to the deceased affected and we will prepare for opening supplementary claims. Across each of these groups, we will continue to follow the prioritisation criteria set out by the Infected Blood Inquiry.

To meet our ambition and process the maximum number of claims that we can, we will utilise our newly developed Service Strategy, which acknowledges our need to compensate more people more quickly and seeks to achieve this by being clear when we have the foundations of the service that are needed. As opposed to waiting until we are completely confident, we can deliver the most complete service experience. This reflects the Board's desire to continually review and assess our ambition and our risk appetite.

This year, we will also manage the transfer of the four current Infected Blood Support Schemes to IBCA as required by the regulations. This is an important piece of work that will require significant levels of service design, HR and communications input to ensure that the schemes transfer smoothly and with no risk of the interruption of payments.

2. Listen and act

Our second pillar is about how we listen to the community and act on feedback to ensure that we are delivering a service that works for the community.

This year, we will continue to expand and deepen the ways that we engage with the community, including those who have registered but have not yet begun their claim. We will enhance our processes for receiving feedback from the community, in line with the recommendations of the Infected Blood Inquiry. We will embed the Community Advisory Panel in our governance to ensure that our Board receives direct input from the community on its decisions and that the Panel receives full and transparent responses to their suggestions. We will continue to work closely and build on our relationships with those who support the delivery of our services, including the NHS, medical experts, law firms and firms that provide financial guidance to those making a claim with us.

We will also continue to work on a basis of transparency, expanding the ways that we share information with the community, including regular public Board meetings, holding community drop-in sessions where the community can come and talk with our staff, and improving our website to make information about the scheme and our policies accessible.

3. Develop organisational effectiveness

Our third pillar is about how we develop our organisation so that we have the structures and capabilities in place to deliver our objectives.

We will strengthen our functions, including our forecasting and modelling, to improve the data we use to plan our compensation service. We will ensure that the organisation has effective governance so that we have strong and transparent decision-making. We will develop our strategies for staffing, with a particular focus on areas that can be challenging to recruit for, such as finance, digital and data roles, so that we have plans to deliver the capabilities. We will continue to focus on staff culture across the organisation - including freedom to 'speak up' - supporting us to achieve our mission.

We will continue to meet our obligations by delivering our business plans and accounts, and managing the transition of our shared services. We will refresh our policies and processes so that we are able to set our approach to staffing as a fully independent arm's-length body.

4. Plan for the future

Our fourth pillar is about how we look beyond this year so that we have the right strategies in place to achieve our mission. Learning from our experiences and from feedback from the community is at the heart of this, as is our work to improve our modelling and estimates.

To deliver our mission, we will set a strategy for how we can recognise and compensate every eligible person impacted by infected blood and ensure that we will put in place the capability and capacity required to deliver ongoing compensation payments.

This year, we will prepare a strategy looking towards 2031, reflecting the date set in the regulations by which most applications for core payments must be made.

Deliverable	Strategic objectives being met	2026/2027 Success criteria/milestones	Executive Committee lead
Compensate people	Compensate people	Compensate people	Compensate people
Continue compensation payments to the registered infected	S01, S02, S03	We will continue to compensate claims across all four cohorts. We will bring 5000 claims to decision over the course of the financial year and begin all claims for both living and the estates of deceased infected people who have registered their intent to claim compensation with us by 7 July 2026.	Chief Operating Officer
Scale up compensation payments to the Living Infected Never Compensated	S01, S02, S03	We will continue to compensate claims across all four cohorts. We will bring 5000 claims to decision over the course of the financial year and begin all claims for both living and the estates of deceased infected people who have registered their intent to claim compensation with us by 7 July 2026.	Chief Operating OfficerHF
Scale up compensation payments to the Deceased Infected	S01, S02, S03	We will continue to compensate claims across all four cohorts. We will bring 5000 claims to decision over the course of the financial year and begin all claims for both living and the estates of deceased infected people who have registered their intent to claim compensation with us by 7 July 2026.	Chief Operating Officer
Scale up compensation payments to the Affected	S01, S02, S03	We will continue to compensate claims across all four cohorts. We will bring 5000 claims to decision over the course of the financial year and begin all claims for both living and the estates of deceased infected people who have registered their intent to claim compensation with us by 7 July 2026.	Chief Operating Officer

Deliverable	Strategic objectives being met	2026/2027 Success criteria/milestones	Executive Committee lead
Open the scheme to the Affected Deceased	S01, S02, S03	Core compensation offers to the affected deceased have begun.	Chief Operating Officer
Complete the bulk of core infected claims related to the fourth Regulations.	S01, S02, S03	The bulk of new offers relating to updates to the core infected scheme on previously paid claims made.	Chief Operating Officer
Complete discovery for the infected supplementary payments route	S01, S02, S03	Discovery work for supplementary compensation offers has completed.	Chief Operating Officer
Complete discovery for the affected supplementary payments route	S01, S02, S03	Discovery work for supplementary compensation offers to the affected has completed.	Chief Operating Officer
Deliver the transfer of the IBSS schemes to IBCA	S01, S03	IBCA has successfully taken on the responsibility of IBSS payments with no interruptions to service by the legislative dates.	Director of Strategy and Policy
Continue to develop our digital and data services to ensure that claim managers have the tools they need to support claims	S01, S02, S03, S04	Build and iterate the claims platform to support delivery of payments, evolve the delivery model for digital and data and ensure ongoing delivery of the service including delivery of a new payment solution and transfer of the IBSS schemes and ensure effective management of intelligence and data risks.	Chief Digital Information Officer
Legal and Financial Support Procurement	S04, S06	Procurement for the provision of professional support to claimants for core claims completed.	Director of Strategy and Policy

Deliverable	Strategic objectives being met	2026/2027 Success criteria/milestones	Executive Committee lead
Develop stakeholder engagement	S03, S06	Updated strategic stakeholder framework delivered with further engagement and delivery plans in place with organisations on whom we are dependent for delivery, including our work with the NHS and clinicians.	Director of Strategy and Policy/Director of Communications
Listen and act	Listen and act	Listen and act	Listen and act
Develop relations between the Board and the Community Advisory Panel	S04, S08	Effective Community Advisory Panel meetings, as assessed by the panel itself and the Board and receiving clear public responses from the Board to issues raised.	Director of Strategy and Policy
Support those awaiting compensation	S03, S04	Develop further ways of effectively engaging with those who have registered their intent to claim to better help them prepare their compensation claim.	Director of Communications
Evolve the feedback mechanism	S04, S08	An evolved feedback mechanism is in place, in line with the Inquiry's recommendation 2e, responding to all concerns raised within agreed timeframes and publishing a regular report of themes. Overall trust levels will be assessed in a variety of ways, including biannual surveys.	Director of Communications
Effectively engage users	S04, S08	Direct community engagement on all significant proposals and changes, in line with any best practice standards.	Chief Digital Information Officer/Director of Strategy and Policy
Impactful Community engagement	S04, S08	We will continue to meet with the community, through events and regular meetings/ engagement, and should see improved trust survey scores.	Director of Communications
Website	S04, S08	Maintain and improve the website in response to user research and feedback.	Chief Digital Information Officer

Deliverable	Strategic objectives being met	2026/2027 Success criteria/milestones	Executive Committee lead
Develop organisational effectiveness	Develop organisational effectiveness	Develop organisational effectiveness	Develop organisational effectiveness
Improve modelling	S01	Developed business-critical models which support our delivery planning and estimates, and improved understanding of likely volumes through improvements in the platform to improve intelligence gathering and research activity.	Chief Financial Officer/Chief Digital Information Officer
Strengthen our governance structures	S08	Supporting the recruitment and onboarding of our permanent Chair, Clinical and Community Panels and an Ethics committee established and operational, a mature risk management approach as assessed by auditors, and a cyber security roadmap in place.	Director of Strategy and Policy
Refresh our employee policies	S05, S07	A review of all HR policies complete, and policies reviewed and updated, where appropriate.	Director of Human Resources
Deliver on our estates plans	S05, S07	An estates strategy agreed; all our staff are based in longer-term facilities.	Chief Financial Officer
Complete shared services transformation	S07	IBCA transitioned to a new shared services platform with no disruption to employee experience.	Chief Financial Officer
Have the right capabilities in place	S01, S05	A capability strategy and employee relations framework agreed and assessed, in part, against people and pulse survey results and staff retention. This includes specialist capabilities and skills secured through our strategy to buy, build and borrow the skills and capabilities that we need.	Director of Human Resources

Deliverable	Strategic objectives being met	2026/2027 Success criteria/milestones	Executive Committee lead
Maintain and strengthen our culture	S07	Ensure we have an employee culture which supports open and transparent delivery and which enables all staff to deliver to their best ability as measured against people and pulse survey results.	Director of Human Resources
Strengthen our functions	S05, S07, S08	Complete recruitment of core roles across the finance, commercial, estates and legal functions and meet ongoing business and compliance requirements, including publication of the Annual Report and Accounts on time and satisfactory results from internal audits.	Chief Financial Officer
Plan for the future	Plan for the future	Plan for the future	Plan for the future
Ensuring that we compensate every eligible person	S01, S02, S07, S08	An agreed strategy for delivery to 2031, including scenarios for how to most efficiently complete all claims, consideration of how to identify those who have not yet registered their intent to claim, approaches to the ongoing management of compensation for recurring payments and workforce and pay strategies, as well as providing greater certainty to the community as we work to compensate every eligible person. We will also communicate our future plans and will utilise the Community Advisory Panel's expertise throughout.	Director of Strategy and Policy