Infected Blood
Compensation Authority

IBCA Board Meeting
3 February 13:00 -15:00
BP7118, Benton Park View, Newcastle

AGENDA

TIME	ITEM	PRESENTER
PART A (PUBLIC)		
13:00 - 13:30 [*30 minutes*]	**1. Welcome and Actions** **Approval of Minutes and Actions** *Paper 1A: December Minutes [circulated separately]* *Actions [included below]* **Declarations of Interest** **Matters Arising** *Board Strategy Awayday Update [verbal]*	Sir Robert Francis (Chair) Governance Lead Sir Robert Francis Hannah Probert
13:30 - 13:55 [*25 minutes*]	**2. CEO Update, Strategic Delivery and Risks** *Paper 2: Strategic Delivery Report_PUBLIC*	David Foley
13:55 - 14:00	**BREAK**	
14:00 -14:30 [*30 minutes*]	**3. Service Delivery** *Paper 3: Progress on Private Betas*	Celine McLoughlin
14:30 - 14:45 [*15 minutes*]	**4. Board Sub-Committees Updates** *Audit, Risk and Assurance Committee (ARAC) [verbal]* *Quality and Performance Committee (QPC) [verbal]* *Remunerations Committee (REMCO) [verbal]*	Russell Frith Deborah Harris Helen Parker
PART B (PRIVATE)		
14:45 - 15:00 [*15 minutes*]	**5. Any Other Business**	Chair
15:00	**CLOSE**	

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ACTIONS LOG

Date	Ref	Action	Lead	Due date	Progress update	**Status**
18/11/2025	IBCAB149	Add EDI research to the agenda of the Quality and Performance Committee	Cherry Roberts	16/12/2025	Noted for the agenda for the first QPC on 07/04/26.	Close
18/11/2025	IBCAB150	Implement a process for sharing the minutes of the Operational Policy meetings with the Board.	Celine McLoughlin	16/12/2025	Process to be confirmed before the February Board Seminar.	Open
18/11/2025	IBCAB156	Use low key, targeted communications to spread the message about registration.	Rachel Forster	05/05/2026	Pending results of registration research.	Open
18/11/2025	IBCAB157	Conduct planning for a wider marketing campaign about registration (in case it should be required).	Rachel Forster	05/05/2026	Pending results of registration research.	Open
16/12/2025	IBCAB159	Circulate high level plan to the Non-Executive members of the Board.	Celine McLoughlin	05/05/2026	To be circulated ahead of the May Board.	Open
16/12/2025	IBCAB160	Prepare session on choices about digital capability for Board Strategy Awayday.	Celine McLoughlin	05/05/2026	A session on the unified data and digital capability has been scheduled in February.	Close
16/12/2025	IBCAB161	Conduct analysis on the challenges of providing appropriate evidence for the affected cohorts.	Hannah Probert	05/05/2026	To be circulated ahead of the May Board.	Open
16/12/2025	IBCAB162	Provide training for the Executive Committee on dealing with grievances and concerns.	Jill Moore	05/05/2026	A session will be held with ExCo at their away day on 5th March. This will be facilitated by the IBCA HR Team, taking into account our policy, procedure and best practice based on lessons learned by HR colleagues.	Open

IBCA Strategic Delivery Report

January 2026

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Key areas to note - October to December 2025

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Summary Slides (1)

Compensation Progress Update:

Official published stats as of 15 January 26: A total of 3,721 people have been asked to start their claim. Of this number, 3,546 have started the claim process. So far, 3,074 people have received an offer. The total value of offers made is £2,466,212,742.88. A total of 2,861 people have had their compensation paid.

Area	Key Points to Note (for the period of October - December 2025)
Service Goals	All Q3 service goals, with the exception of introducing a digital process a claim service, were achieved in the quarter, meeting all external commitments. Work to plan Q4 service goals was delayed with the focus on delivery of private beta openings in this period but prioritisation and planning activity is underway to develop these by early 2026.
Professional Support Services	Legal support was secured through negotiations with law firms, which enabled the launch of the private betas in December 2025. Financial services provision was maintained. Furthermore, we compiled a financial guidance pack for applicants who do not meet the threshold for 1:1 advice. We continued to work on defining the term vulnerable. Additionally, we recruited into our team which expanded resources.
Operations	1137 people received compensation payments totalling £742,464,674.87 for October to December 2025. All living registered (with a support scheme) infected people have been asked to start their compensation claim. All 3 model offices (Living Infected, Deceased Infected, Affected) operational. We launched the IBCA Intent to Register helpline in line with the online service going live.
Service Integrity and Improvements	• Providing hands-on fraud, QA and Safeguarding support to 3 x Model Office go-lives • Providing new "supported digital" and Knowledge Based Authentication service for claimants • Embedding new Safeguarding service - including handling >50 CM referrals for support

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Summary Slides (2)

Area	Key Points to Note (for the period of October - December 2025)
Data	Two potential options for evidencing historic addresses and so prove cohabitation have been identified. IBCA has now received all of the data from the Infected Blood Inquiry (IBI). Data Platform had 14 releases that were instrumental in supporting the opening up of the Private Betas, continued to build out the core infrastructure and data management processes required for transitioning to a full digital compensation service to handle claims at scale and/or reduced our security risk profile/posture. Dashboards to enable the Private Betas and 3rd Regs have been developed and continue to be iterated. Signed our Analytics contract to bring in additional short term resources to manage the current peak in work and accelerate. Onboarding has taken place for the first set of resources. Secured our 4 capability partners to broaden our access to specialised expertise to assist across the full portfolio of data delivery. An initial suite of security policies have been drafted in readiness to increase the maturity of security knowledge and operation across IBCA.
Communications	• Communications activity supported registration to reach eligible people • Updated on private betas to explain prioritisation and first claims • Published guides on paperwork and probate, which reached over 10,000 people • Listened to feedback from 2,000 survey participants • Held engagement sessions across a range of community groups and individuals • Planned for first community drop-in event in Glasgow
Digital	Three private betas launched in line with service goals this included: • developing an end to end service design from identification of a prioritised claim through to payment with associated processes, policy, guidance and correspondence developed; • delivering an improved IDV solution through integrating with OneLogin and implementing a new supported digital IDV process and KBA process. • releasing a digital make a claim journey for living infected never compensated claims to test an online channel Live support for ongoing claims including improvements to our bank verification solution and introducing improvements to guidance and correspondence and regular website releases to include new content such as publication of Board minutes. Introduced necessary changes to support the third set of infected blood compensation scheme regulations updating our calculator and website and developing guidance and correspondence for the reviews. Progressing with the development of the digital Process a Claim service. This has been delayed due to significant integration complexities and prioritisation of opening the private betas but will be taken forward as a priority area in Q4.

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Summary Slides (4)

Area	Key Points to Note
Human Resources	The second transfer of 146 employees from CO to IBCA took place on 1 January without significant issues. Indications are positive for their first payroll run on 31 January. Director recruitment is largely concluded, with the Director of Strategy and Policy campaign at sift stage and the CEO campaign complete. The Compensation Support Manager (Glasgow) campaign is live (closing Jan 16, with over 400 applications). A new governance framework for workforce structure changes has been established. The IBCA People Survey results were broadly positive, and ExCo agreed on a delivery plan, with initial priority team conversations starting in January. Development of the IBCA wellbeing offer continues, with a group and individual supervision pilot planned. Focus is on finalising and publishing a suite of Conduct policies.
Information Technology	The IT Discovery Phase for new Glasgow site has concluded. We are still confirming final details for Tech Hub support but all other network and hardware activity is on track. IT work for new Newcastle site remains on hold pending signing of the wayleave agreement that permits data cabling . Dates are currently not known so IT planning dates cannot be confirmed until this is completed.
Matrix	Following IBCA's onboarding to SSCL for a shared services provision in October 2025, work has shifted to ready IBCA for a new shared services provider in June 2026. This is part of a Shared Services for Government Strategy, with IBCA forming part of the Matrix programme. Work has progressed on end to end testing, change impact assessments and establishing internal governance in IBCA.

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Service Goals and Priority Projects -
Executive Summary
January 2026
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Official sensitive
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Service Goals (Completed)

(as of 16 January 2026)

Executive Summary: During this period, we opened three Private Betas to enable the first claims for those who are Living Infected and Never Compensated, acting for the estate of a Deceased Infected and Affected to begin. We also advanced our channel options via the "Make a Claim" online journey, providing a alternate channel for living infected individuals who have never been compensated and integrated **OneLogin** and launched our **Knowledge-Based Authentication (KBA) capability**, establishing a robust framework for identity verification across channels. These are small private betas to enable us to test and learn across process, policy and system development in a controlled way to ensure accuracy and quality as we learn.
We also completed impacting to understand activity required to implement third regulations enabling us to make the necessary changes for when the regulations were made on 31 December. Reviews have began week commencing 12 January.
We achieved these objectives while maintaining the stability of our live service including regular changes to correspondence and updating guidance and policy positions as learning is incorporated. This included the continuous maintenance of the official website and publication of key communications including **Board meeting minutes**.

Priority	Objective	Update
Living Infected Never Compensated	Enable people to make a claim online	We have now opened the service up to the first people to make a claim. We have introduced the new Identity Verification and Make a Claim services to support this and are testing this as part of the end to end claim process. This service is performing well in private beta and we have made the first payment.
Affected	Enable people to make a claim	We have now opened the service up to the first people to make a claim. We have made the first two payments.
Deceased Infected	Enable people to make a claim	We have now opened the service up to the first people to make a claim.
Internal reviews following regulations	Prepare for and processing internal reviews following new regulations (tbc)	Regulations were made on 31 December. Immediate changes were released on the website and calculator with a full content review underway. Reviews of impacted completed claims began week commencing 12 January.

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Service Goals (In Progress)

(as of 16 January 2026)

Priority	Objective (not complete)	October RAG	November RAG	December RAG	Trend	Rationale
Process a Claim	Introduce Digital Process a Claim to claim managers	R	R	R	⟷	The process a claim activity was de-prioritised to focus on launching private betas to enable us to begin paying different claim groups. The activity was slowed by the significant complexity we encountered in the integration area which we are tackling by decoupling from the strategic platform allowing us to build out the service more quickly and then dock back in once designs are more stable. We are impacting this with the activity needed to move to a person centric technical approach rather than the current claim centric design and replanning activity for Q4.

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Priority Projects (1)

Executive Summary: Legal and Financial Support: Independent legal and financial support is in place for private beta testing for the infected but never compensated cohort, deceased infected cohorts and affected cohorts. Ministerial approval received to secure independent advisers. **Estates:** Permanent Glasgow occupation is expected by March 2026; Newcastle new site enabling works begin 26 January 2026, but the second Newcastle site is on hold pending final capacity requirements and lease negotiations. **Matrix:** Currently forecast to go live in June 2026, a tight delivery timeframe. A Change Lead is being appointed by end of January 2026 to improve business readiness.

Priority	Objective (completed)	October RAG	November RAG	December RAG	Trend	Rationale
Professional Support Services	**Legal Support -** Secure independent legal support for the living infected never compensated and eligible individuals in the deceased and affected cohorts.	R	R	R	⟷	Following Cabinet Office and HMT ministers agreement on an offer for legal support for this group (received on 9 October), we have secured independent legal support which enabled us to open the private beta(s). A full and structured procurement is planned to secure legal support for the remainder of the IBCA and ensure fair and transparent access in line with the recommendations.
	Financial Support - Secure a panel of independent financial advisers for the same groups.	A	R	R	⟷	Financial support is available for Private Beta groups. This will enable more data to be collected enabling a more robust, data driven procurement to be delivered.

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Priority Projects (2)

Priority	Objective	October RAG	November RAG	December RAG	Trend	Rationale
Estates	Secure suitable office space in Newcastle and Glasgow which offers flexible capacity for future demand, and delivers value for money.	A	A	A	⟷	The final negotiations are coming to a close for the permanent Glasgow location, with an expectation for occupation in March 2026. The initial Bank House enabling works cost was approved in December 2025, with the remainder of the cost expected by mid January 2026. The enabling works are starting on 26th January 2026 with completion in 4 weeks. Any delays in approvals, leases or design costs could shift occupancy dates and inflate costs, keeping the risk amber.
Matrix (Enterprise Resource Planning implementation)	Provide new strategic HR, Payroll, and Finance ERP solution to IBCA as part of the Matrix Programme.	R	R	R	⟷	The Matrix programme is currently forecast to go live in June 2026. The MyCO Programme, which is leading delivery of the new Neo system within Cabinet Office, is working closely with the Matrix programme to manage and resolve ongoing issues and a tight delivery timeframe.

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Milestone Plan

January 2026

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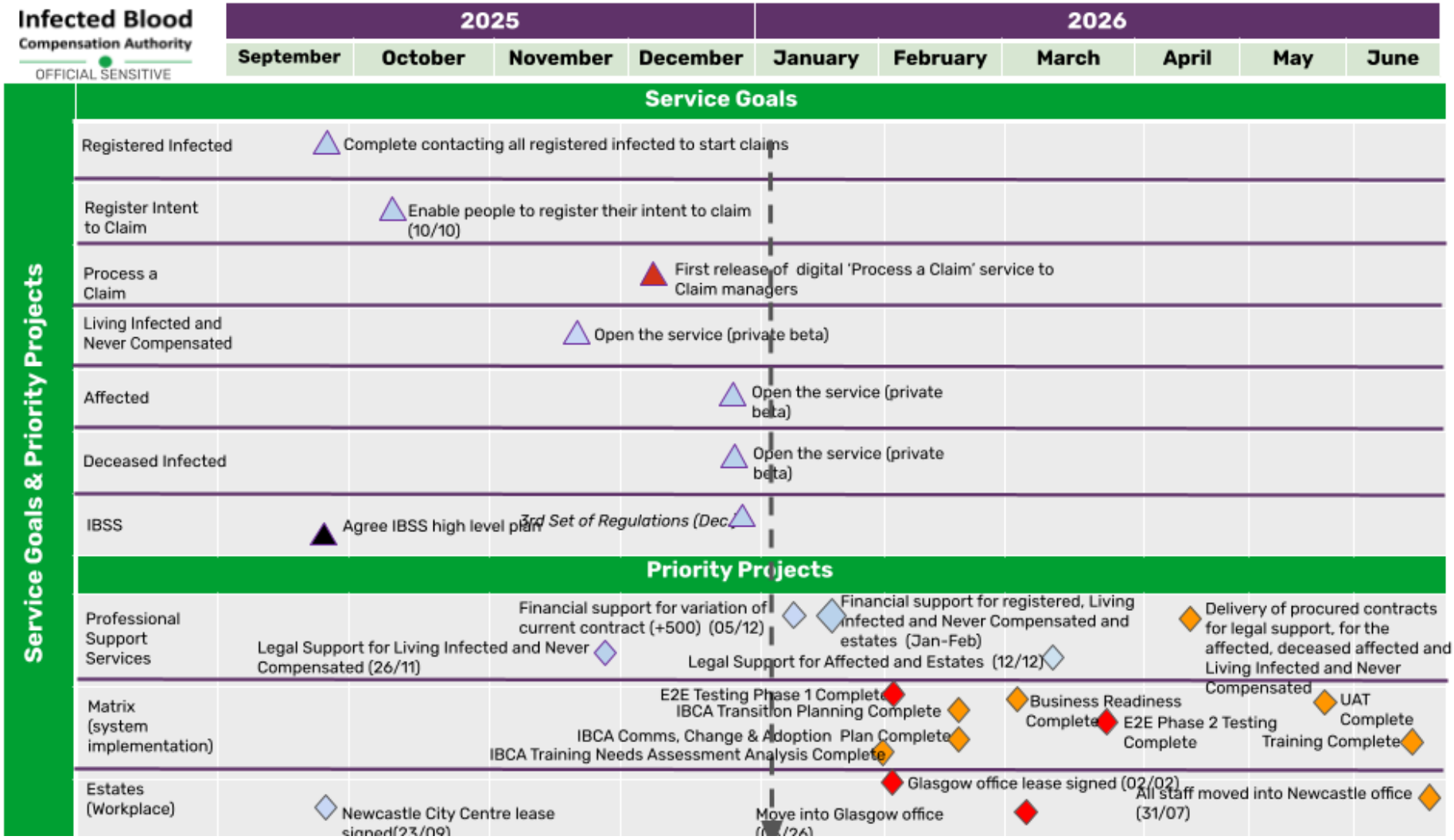

Business Teams Updates

January 2026

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Business Team Updates (1)

(as of 16 January 2026)

Business Team	Progress Update
Digital	Three private betas launched in line with service goals this included: • developing an end to end service design from identification of a prioritised claim through to payment with associated processes, policy, guidance and correspondence developed; • delivering an improved ID Verification solution through integrating with OneLogin and implementing a new supported digital IDV process and KBA process. • releasing a digital make a claim journey for living infected never compensated claims to test an online channel Live support for ongoing claims including improvements to our bank verification solution and introducing improvements to guidance and correspondence and regular website releases to include new content such as publication of Board minutes. Introduced necessary changes to support the third set of infected blood compensation scheme regulations updating our calculator and website and developing guidance and correspondence for the reviews. Progressing with the development of the digital Process a Claim service. This has been delayed due to significant integration complexities and prioritisation of opening the private betas but will be taken forward as a priority area in Q4.
Operations	Following the Model office for Living Infected Never Compensated Beta going live(November), all planning/actions required to bring Deceased Infected and Affected Model office Beta's operational were completed. These first groups of people were issued letters to start their claim journey on 11 December. Our task force approach on targeting slow-moving claims, tested during Nov/Dec proved to be effective, enabling 79 people to paid compensation totalling £158m and an additional 22 people were provided with a compensation offer. Operational planning for 3 regulation changes completed to enable CMs to start the review of claims impacted by the changes in Jan 26 Looking ahead – Continued work within each Model office multifunctional team to develop, improve and evolve each service. Start reviewing claims impacted by 3rd regulation changes and provided revised compensation payments. Operation's colleagues to attend Glasgow community event. Sifting of Claim Manager applications for our Glasgow site. Review lessons learnt and opportunities to improve from the task force feedback.
Communications	We continue to build trust through clear, honest communication, which has led to community members now supporting one another by correcting misinformation and sharing accurate claim timelines. Our commitment to plain English and accessibility was recently recognized in the House of Lords, where Baroness Anderson praised our staff's dedication and the clarity of our updates. To keep this momentum going, we surveyed over 2,000 members to better understand their needs. Internally, we have focused on transparency by sharing our People Survey results and a leadership year-end video, ensuring both our team and the community are ready for the next phase of the claims process in 2026.

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Business Team Updates (2)

Business Team	Progress Update
Data	Data teams transitioned from development to service delivery, primarily focused on enabling the Private Beta and securing the production environment. • Data teams supported by data teams accessing and readying files for claims to start in the new Private Beta's, the implementation of OneLogin (our Identity Verification Service), and implementation of dashboards for MI so that we can better understand the performance of the private betas. • The General Registrars office sharing of Birth and Marriage certificates has been agreed and database access has been updated to include this. • We have identified options for obtaining historic address information to show cohabitation - HMRC have confirmed they hold historic addresses and we are working on implementing a Data Sharing agreement and corresponding processes. • We've completed a discovery of other sources to speed up future claims, including electoral roll records held by the British Library. • In addition, the Infected Blood Inquiry (IBI) has sent across all of their witness statements, which are now being made available to claim managers via the packs prepared by the Data Prep team. • A feature called 'Supporting Documents' - a digitised storage system for all evidence provided by a claimant - was deployed into pre-production in readiness for the service claim manager portal release in Q4. • Monthly IBSS data feeds were completed on schedule for October and November, ensuring Claim Managers had access to the most recent data for registered infected individuals. • Team delivered an automated risk-flagging solution for all private beta cohorts. This included business rules designed to replace manual reviews with a mechanism that generates risk results quickly. • Cyber Security roadmap, policies and training to the private Beta Team
Strategy	A series of priorities across the Strategy team including: Professional services continue to work collaboratively with stakeholders recognising the importance of addressing the inter-dependencies to maintain progress. Private beta has now opened across all four cohorts. We have secured legal and financial support via direct awards, which will remain in effect until a data informed procurement solution is developed. In Governance applications have now closed for the Community Advisory Panel and panel members have been notified

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Business Team Updates (3)

Business Team	Progress Update
Service Integrity and Improvement	**Counter Fraud:** The team is required to provide a further update to the PSFA's High Profile Fraud Portfolio committee by 23 January. The self-assessment for the Government Internal Audit Agency (GIAA) review of fraud was submitted as planned and the draft report is expected in early February. Fraud Risk Assessments (FRAs) were a key input for the 3 x Model Office go-lives and the focus will now be on claims which do not achieve a HIGH level of verification on One Log In. This will have a big potential resource impact on ERT and is therefore crucial to understanding the ability to scale up. Model Offices will also inform the likelihood of potentially fraudulent evidence being presented. But CMs have been given access to the depository of medical evidence and specific training on things to look out for from potentially AI generated non-genuine documents. A bespoke product is also being developed. Access to Experian was secured on 13 January which gives ERT additional counter-fraud protection. **Quality and Financial Assurance:** Quality Assurance (QA) Facilitators are in place to support Team Leaders with assurances and associated coaching. They are working very closely with the QA Team to ensure application of standards is understood and aligned. The new QA Model will be implemented by 31 March and involves the QA Team doing all Tier 1 assurances but Team leaders focusing on call listening and coaching. More recruitment is underway to increase the number of Financial Assessors. They remain pivotal to calculation assurance and facilitation of final payments. A recruitment exercise to appoint a Quality and Customer Experience Lead is close to completion. **Safeguarding:** new Safeguarding Lead continues to make a positive impact - both in terms of developing strategy and providing hands-on advice to Claim Managers. An initial session on priorities has been held with ExCo and a dedicated session held on unacceptable behaviour. More than 50 referrals have been made by CMs for Safeguarding support. Advice has also been given to support the drop-in arrangements. **Operational Improvement:** a new G6 Lead is now in place. Initial work has focused on building the Central Feedback Log and supporting establishment of the NHS Triage team. A Complaints Review has been undertaken and will be brought to ExCo on 29 January. Priorities are to undertake agreed recruitment and embed the new Change and Continuous Improvement Forum which will replace the Operational Delivery Authority.
Information Technology	The IT Discovery Phase for St Vincent Plaza (SVP) has concluded. We are still confirming final details for Tech Hub support but all other network and hardware activity is on track. IT work for Newcastle Bank House (BH) remains on hold pending signing of the wayleave agreement that permits data cabling . Dates are currently not known so IT planning dates cannot be confirmed until this is completed. The issue previously reported iro network infrastructure hardware procurement for SVP and BH has been resolved; CO-D will procure, install and support. The CO-D project to support IT deployment for IBCA colleague ramp up has closed; IBCA will now be supported by CO-D BAU services. We are working closely with CO-D to manage any transition impacts.

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Business Team Updates (4)

Business Team	Progress Update
Human Resources	**Workforce and Resourcing:** Director recruitment is largely concluded, with the Director of Strategy and Policy campaign at sift stage and the CEO campaign complete. The Compensation Support Manager (Glasgow) campaign is live (closing 16 Jan, with over 400 applications). A new governance framework for workforce structure changes has been established. **Learning and Development:** The Apprenticeship Strategy is being further developed. Core Learning Pathways launched in December. Line Manager learning was delivered in December, with more sessions planned for January and February. Leadership Learning is progressing into delivery from mid-February. **Employee Engagement and Experience:** The IBCA People Survey results were broadly positive, and ExCo agreed on a delivery plan, with initial priority team conversations starting in January. Development of the IBCA wellbeing offer continues, with a group and individual supervision pilot planned. **Staff Transfer:** The second transfer of 146 employees from CO to IBCA took place on 1 January without significant issues. Indications are positive for their first payroll run on 31 January.

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IBCA Corporate & Service Performance Report (Data)

(as of 16 January 2026)

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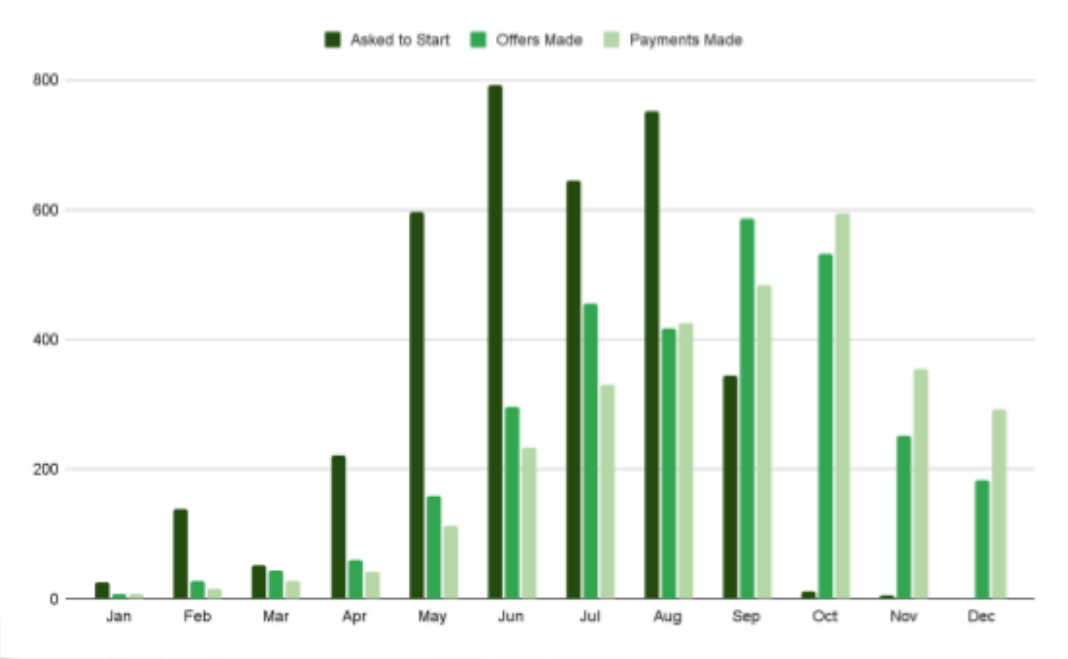
Operations - High level claim figures

How are living infected claims progressing?



This data covers the period to the end of December 2025.

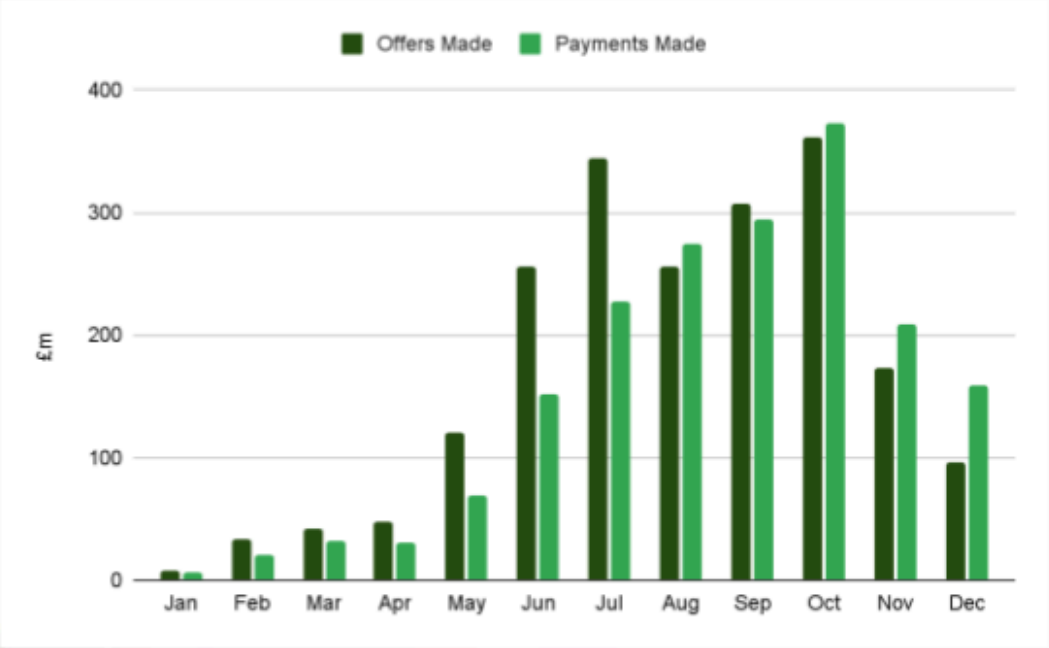
Between October 2024 and December 2025:

- **3,616** people have been asked to start their claim
- **3,448** claims have been started
- **3,132** declaration letters have been sent
- **3,041** offers have been made
- **2,792** payments have been made

Operations - High level claim figures

How are living infected claims progressing?

Offers made and payments made are down in comparison to November



This data covers the period to the end of December 2025

Between October 2024 and December 2025:

- The total value of payments made is **£1,851.9b**

Service

January 2026

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Service (as of 16 January 2026)

Service releases and changes

The main releases in December lead the process for affected and deceased infected claims and enabled changes needed for the 3rd regulations.

In December, there were:

- **8** website deployments
- **33** pieces of new correspondence generated
- **16** guidance updates

Plus functional releases to the Public-facing and Claims Manager-facing Compensation Calculators, Payments solution and Identity Verification integration with DVLA,.

Some of the additional website updates included:

- Making past IBCA board minutes available
- Updates to the external statistics
- Information on the IBCA community drop in event in Glasgow
- Security updates - increasing resilience and robustness of service
- Updates to information on legal support provided by IBCA
- Updates relating to preparing to make a claim pages
- Transparency of third regulations coming into law and IBCA's implementation of them

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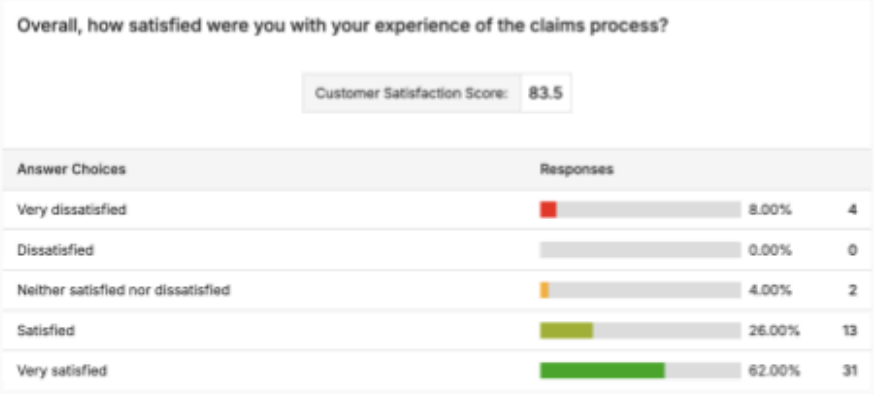
Service - Feedback Survey

(as of 16 January 2026)

IBCA feedback survey

Our claimant satisfaction score has increased from 77.76 in November to 83.5 in December

Overall claimant satisfaction scores are shown below:



Overall, how satisfied were you with your experience of the claims process?

Customer Satisfaction Score: 83.5

Answer Choices	Responses		
Very dissatisfied		8.00%	4
Dissatisfied		0.00%	0
Neither satisfied nor dissatisfied		4.00%	2
Satisfied		26.00%	13
Very satisfied		62.00%	31

Between 1st-31st December we received **50** responses in total.

19 people gave feedback on legal support in December, with a satisfaction score of **81.58** (down from **84.38** in November)
18 people gave feedback on financial support in December, with a satisfaction score of **63.89** (down from **85** in November)

Governance and Assurance

January 2026

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IBCA Governance and Assurance

IBCA Board

- **Recruitment of Non-Executive Directors:** the recruitment campaign is ongoing and successful candidates will be announced in due course.
- **Remuneration Committee** met on December 4 to consider Pay Policy and Executive Recruitment; they recommended the appointment of an interim Strategy Director whilst recruitment for the permanent role was underway; HR continue to develop pay policy and have created a Forward Look for the decision cycle for RemCo this calendar year; **Audit, Risk and Assurance Committee** met on 26 November; receiving Financial and Risk updates, and information from Government Internal Audit Agency and National Audit Office on audit and assurance work; dedicated secretariat support is now in place to help with meeting cycle and convening members, attendees and materials in a timely manner; **Quality and Performance Committee** Terms or Reference have been drafted and submitted to the Q&PC Chair for review.
- **Clinical Advisory Panel** Recruitment advertisement for the role is expected to be released shortly; **Community Advisory Panel,** Panel members have been selected and are undergoing security clearance. Onboarding will commence following clearances.

ExCo

- Continues to meet weekly, with regular agenda items across the month including Performance, Strategic Risk and Delivery; significant recent developments include the launch of three Private Betas, now running in parallel: Living Infected but never compensated, Affected, and Deceased Infected (Estates); work on Claims Awaiting Resolution (CARs) and a Safeguarding Audit.
- **Policy Forum** has been considering different types of relationships that are within scope for Affected, as well as changes arising from the Third Set of Regulations. Looking forward it will be considering the information required to make an Affected claim, and the clinical evidence needed to distinguish between acute and chronic Hepatitis C infections.
- ExCo agreed the Terms of Reference of a new '**Research Advisory Group**' to facilitate greater coordination of directorates' research needs and outlook, enabling research to be utilised more effectively across the whole organisation.

Assurance

- The National Audit Office and the Government Internal Audit Agency continue their assessments of various aspects of IBCA's service, controls and set-up, with a particular focus on modelling - they will present their assurance plans for 2026 to the Audit, Risk and Assurance Committee.

Communications & Engagement

January 2026

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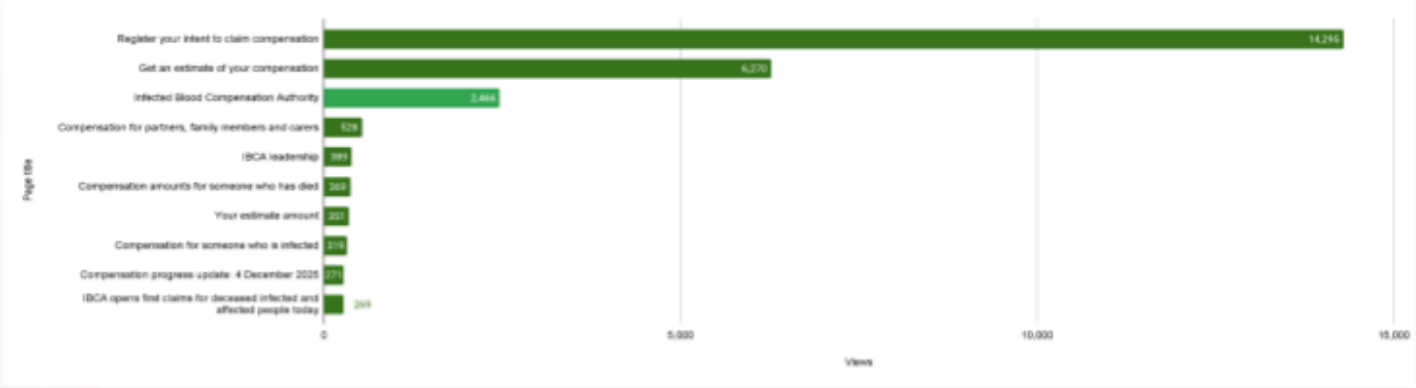
Service - Website Statistics

(as of 16 January 2026)

IBCA Website

Register your intent to claim compensation continues to have the highest number of views across the website



The chart shows the 10 most visited pages on the IBCA website for December, based on page views. One individual may have multiple page views, either within the same visit, or on separate visits throughout the month.

The light green bar indicates the IBCA homepage.

Communications (as of 16 January 2026)

Comms

Digital engagement performance metrics

In December:

- **30,587** people viewed IBCA social media profiles, up **25%** from November
- **359** comments and replies were left on IBCA social media posts, up **75%** from November
- **116,303** post impressions were tracked in October, up **44%** from November
- **1,786** clicks were tracked on links in IBCA social media posts, up **8%** from November
- IBCA published **27** posts, up from **26** in November
- IBCA social media posts (Facebook only) reached **35,518** unique people, up **100%** from November
- IBCA posts had **324** reactions and likes, up **20%** from November
- Average post engagement rate was **21.1%**, up from **16.5%** from November

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Communications & Engagement (as of 16 January 2026)

Comms
Communications and Engagement

Media mentions
December: **60**

People viewing IBCA content
December: **30,587**

Total community update subscribers
December: **9,238**

Open rate on IBCA Connect colleague newsletter
December: **82.8%**

Of the 60 media mentions:
- **11%** were local
- **33%** were regional
- **43%** were national

IBCA Engagement Calendar (Nov 25 - March 26)

(as of 16 January 2026)

Date	Engagement
Nov 2025	Community driven development sessions (for affected claims) to seek community views on how we build and develop the service for affected claims with those who will be impacted by our decisions.
Nov 2025	Registration walkthrough sessions with community groups for people who are living with infection but never compensated.
19 Nov 2025	Memorial committee event - Church House London
22 Nov 2025	The Haemophilia society Big Get Together, Northampton
27 November 2025	Hep C Trust webinar
January 2026 onwards	IBCA drop in sessions across the UK. First event in Glasgow on 20 January 2026. Upcoming events will take place in Birmingham, London, Manchester, Belfast, Liverpool and Cardiff.

Annex

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Annex B: IBCA Delivery Confidence Key

RAG	Delivery Confidence Definition
G	Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
A/G	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
A	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
A/R	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
R	Successful delivery of the project/programme appears to be seriously at risk. There are major issues which at this stage do not appear to be manageable or resolvable. The project/ programme may need rebaselining and/or overall viability re-assessed.

RAG Trend Key	
↑	RAG rating has improved (towards Green)
↓	RAG rating has worsened (towards Red)
↔	RAG has remained unchanged

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Annex C: IBCA Executive Strategic Risks (1)

(as of 15 January 2026)

Risk No	Risk Description	Risk Owner	Category	Appetite
ExCo-1	IBCA not delivering at pace to scale up the service, could result in IBCA not fulfilling its obligations to the community	David Foley	Quality of Service	Cautious
ExCo-2	IBCA not providing a quality service to claimants, could result in IBCA not fulfilling its obligations to the community	Celine Mcloughlin	Quality of Service	Cautious
ExCo-3	IBCA not being perceived as sufficiently independent of government in its operational delivery, which could result in IBCA losing the trust of the community and Parliament, or being subject to a legal challenge	David Foley	Trust	Minimalist
ExCo-4	IBCA inability to accurately forecast the timing and amount of payouts could lead to a loss of confidence from the government and/or stakeholders	Caroline Patterson	Financial	Averse
ExCo-7	Lack of robust security systems and process could result in a serious data breach due to a systems, process or policy failure, which could result in IBCA's license to operate being undermined	John Kelly	Security	Averse
ExCo-9	IBCA not having cohesive central strategic and planning capabilities, there is a risk of a lack of collaborative delivery which could result in IBCA not able to meet and deliver on its objectives.	David Foley	Strategic	Eager
ExCo-10	IBCA unable to attract and retain sufficient and specialist staff to due to the temporary nature of the organisation, its location strategy, and terms and conditions, could result in IBCA not having the capacity and capability to operate of a VFM organisation	Mark Hitchen	People	Open
ExCo-11	There is a risk of fraudulent claims resulting in inappropriate compensation payments. This could involve individual, professional or organised criminal gang attacks and could include hijacking of identities and fake documentation.	Sindy Skeldon	Fraud	Averse/Zero Tolerance

Full Exec Strategic Risk Register

The IBCA Executive Team has carefully considered all identified risks to ensure that they are not realised, and have identified mitigation measures to manage residual risk.

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Annex C: IBCA Executive Strategic Risks (2)

Risk No	Risk Description	Risk Owner	Category	Appetite
ExCo-12	IBCA failing to comply with legal duties (e.g. adherence to Regulations, Managing Public Money Principles, Public Sector Equality Duty, Health and Safety, Employment Law etc.) could result in significant legal challenge resulting in reduction and stopping of processing claims, reputational harm, financial loss etc.	Victoria Brock	Legal (Legal Compliance)	Cautious
ExCo-13	IBCA losing significant legal challenge causing reputational harm / financial loss. Further litigation could reduce / stop processing of claims. Large volume of internal reviews / appeals reducing IBCA capacity impacting ability to process claims.	Victoria Brock	Legal (Litigation Risks - Appeals / Judicial Reviews)	Open
ExCo- 17	The sheer volume and quantity of work undertaken by IBCA over the autumn/winter period, combined with an aggressive timetable and a greater concentration of effort, poses a risk to the quality of outputs, staff well-being, and the overall ability to meet deadlines. This increased pressure could lead to errors, burnout, and a failure to achieve objectives within the specified timeframe.	David Foley	Quality of Service	Cautious
ExCo- 18	There are currently capacity constraints within IBCA partner network particularly amongst information providers. Furthermore there is a risk to IBCA's ambition to scale up and deliver increased impact due to this constraint. This may lead to delays, reduced data quality, and ultimately, hinder IBCA's ability to achieve its strategic objectives	John Kelly	Data (Info/Governance)	Minimalist
EXCo-19	There is a risk that the timeline of readiness of the Newcastle city centre location(Bank House) is uncertain and there is a possibility that BPV may not have sufficient space to accommodate IBCA's growth in the Interim which may result in insufficient desk space for incoming staff to work effectively to process claims leading to reputational damage.	Andy Chalk	Strategic	Eager

The IBCA Executive Team has carefully considered all identified risks to ensure that they are not realised, and have identified mitigation measures to manage residual risk.

Full Exec Strategic Risk Register

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IBCA Board 3 February 2026: Agenda Item 3

Subject:	**Private Beta Progress**	
Issue:	An update on IBCA's three Private Betas.	
Actions for IBCA ExCo, Board.	**The Board is asked to:** 1. **Note progress and plans to return to the next Board meeting**	
Strategic Objectives; Value Framework	Have IBCA's Strategic Objectives and / or Value Framework been consulted in preparing this paper? Y The following SOs linked: SO1: Everyone who is entitled to compensation is able to claim and gets paid as quickly as possible. SO2: Protecting the claimant and the taxpayer, from fraud & error SO3: This is done as seamlessly as possible using information already provided and navigating individuals through the process. SO4: People applying for compensation feel supported throughout the process.	
Submitted by:	Celine McLoughlin, Director of Digital and Service	
Cleared By:	**Celine McLoughlin**	**Date: 23/1/26**

Background

We continue to focus on paying people the compensation they are due as soon as possible. For each new group of claims, we are starting with small numbers in a private beta phase, learning from real experiences and improving as we go. This ensures the claim service is designed around the needs of those claiming.

In November/December 2025 IBCA launched three private betas to start progressing claims from those:

- Living Infected but Never Compensated
- Claiming on behalf of a Deceased Infected person's estate
- Affected

Each of these private betas are taking place in a model office environment enabling us to provide bespoke support to the claim managers who are handling the claims with a multi-functional team including people from operations, service design, digital, data, policy and communications.

Working in this way means we have the right people available to work through new questions or issues as they arise and enable the teams responsible for designing the service to see how things are working in practice so we can learn and iterate in real time.

Progress to Date

We have started with different numbers of claims in each private beta based on the anticipated complexity of each claim type.

In the Living Infected Never Compensated private beta so far we have asked **66** people to start their claim.

In the estates of the Deceased Infected private beta so far we have asked **26** people to start their claim.

In the Affected private beta so far we have asked **17** people to start their claim.

We will continue to grow these numbers as a) the initial cases get closer to completion and b) as we increase our learning and ability to manage complexities in new types of claims. As part of the model office approach we are learning and building as we go, identifying challenges which we are capturing and responding to. We will want to come back to the Board to share what we are finding, and how we are responding to grow the claim service further.

Looking Forward

The complexity and scale of challenge in each private beta will help determine the pace at which we are able to then scale the service beyond private beta. There are some common areas we are identifying already, such as improving the identity verification process and building out the technical platform which claim managers use to process the claims.

We are also seeing and/or anticipating specific challenges within different claim types relating to historic evidence, establishing estate representatives and complexities in demonstrating relationships in a way which meets the policy definitions outlined in the regulations.

As a result, we will be using the private betas to develop and publish operational policy positions, develop clear guidance for use internally and externally, testing evidence sources and agreeing what constitutes “enough” from a balance of probabilities perspective, developing clear correspondence and content to support

people through their claim. We will also be proving robustness both technically and operationally to be confident we can operate at scale with accuracy.

We intend to scale to larger numbers out of initial private betas when:

- We can establish a high level of confidence in identity verification for the majority of claims;
- We can reliably assess documentation about infections at the 'confirm infection' stage (or later in the journey dependent on claim type) and people claiming can submit their information confidently;
- We can provide information on what types of evidence may be helpful to prove infections or relationship type where this is not straightforward;
- Policy and associated guidance has been tested thoroughly and that supporting services are in place and scalable;
- Claim managers are confident dealing with these claim types, and this can be incorporated in training and guidance for wider operations and a scalable service;
- Feedback from those claiming during the private beta phase has been gathered and acted upon.

This means we are likely to see some claim types scale to larger numbers before others, depending on when these conditions are met. It also means we cannot give firm timelines at this stage on when we will be ready to do this, as that is dependent on when we have learnt enough from early claims to be able to move to larger numbers.

We will always commit to scaling up our numbers as soon as we can,
and will need to work on those roadmaps iteratively as we learn more during these private betas. We are currently focusing on how we track against our success measures (the conditions described above) to be able to provide more certainty.

Next Steps

We will continue to progress the private betas and report on any new claims started through our regular fortnightly statistics reporting. We will return to the Board with progress updates as we learn more.