

Board meeting held on Wednesday 15th November 2023

Present	
Sally Cheshire	Chair
Charlotte Moar	Non-Executive Director
Nigel Trout	Non-Executive Director
Lesley Regan	Non-Executive Director
Janice Barber	Non-Executive Director
Sam Everington	Non-Executive Director (Associate Board Member)
Mike Durkin	Non-Executive Director (Associate Board Member)
Helen Vernon	Chief Executive
Megan Bidder	Director of Safety & Learning
Vicky Voller	Director of Advice and Appeals
Joanne Evans	Director of Finance & Corporate Planning
John Mead	Technical Claims Director (Associate Board Member)
In attendance	
Ian Adams	Director of Membership and Stakeholder Engagement
Simon Hammond	Director of Claims Management
Niamh McKenna	Chief Information Officer
Cheryl Lynch	DHSC Sponsor Team representative
Tinku Mitra	Deputy Director of Corporate and Information Governance
Julia Wellard	Executive Personal Assistant (Minutes)
Apologies	

Summary

The Chief Executive presented a report of a number of key updates which are relevant to NHS Resolution and to inform the context of the organisation's current activities:

The senior team has undertaken a review in consideration of the business plan for the coming year to focus its priorities on the digital transformation which aims to deliver several benefits for ways of working, and for our members and ultimately to support the efficient delivery of our business plan. In practice this will mean changes to the phasing of work programmes which will be executed.

The Board remain keen to support the Executive and staff in a period of transformation and growth of the organisation and recognise the ongoing commitment of all staff to deliver its priorities.

The Board also considered through the Chief Executive's updates on the following areas:

- **CNST Maternity Incentive Scheme (MIS)** - The MIS Collaborative Advisory Group (CAG) met to consider feedback from a range of stakeholders relating to the current pressures experienced as a result of ongoing industrial action, and the impact this is having on Trusts achieving the MI actions with the time frames required to achieve compliance.

- **Getting It Right First Time** - Guidance has been produced in partnership with GIRFT on the instruction of experts as issues were identified with the quality of expert advice. We are working collaboratively with GIRFT to inform learning from the data from claims which we share with GIRFT through arrangements with the approval of the **Confidentiality Advisory Group**.
- **Inquiries** – an update was provided on various national inquiries which are ongoing. The Board remain committed to supporting Inquiries in a timely way where NHSR holds information of relevance recognising that for patients and staff affected that this remains an difficult period.

The Board discussed the following areas in relation to NHS Resolution's ongoing activities:

Performance

- **NHS Resolution (NHSR) performance and Key Performance Indicators (KPIs)** – An update was provided on performance including performance against KPIs. The Board considered this further in line with the NHSR business plan and strategy.
- An update on NHSR's progress against the four priorities of our strategy was presented. A high-level gap analysis of NHSR's four strategic priorities and constituent aims was undertaken and each strategic aim has been RAG rated in relation to whether NHSR has achieved the respective aim or is on track to achieve it by the end of NHSR's strategic cycle.
- It was agreed that further work will be undertaken to develop an even more robust process for monitoring NHSR's progress against the current corporate strategy, and the development of NHSR's refreshed corporate strategy from 2025 onwards. The Senior Management Team (SMT) will be discussing how we can further improve our approach to monitoring NHSR's progress against the corporate strategy, as well as reviewing and tracking our performance measures and KPIs as we go through business planning.
- **Maternity** The Board remains interested in options contribute data to current system initiatives to investigate the social determinants of care, including inequalities and unwarranted variation in outcomes. This is an area which will require further consideration during the next strategic period, particularly as we do not hold the data ourselves. The Board reviewed various options including collecting the NHS number prospectively which will enable us in due course to link our data to a wider range of other data sources nationally. It was recognised that the issue was not necessarily one of data collection by NHSR but our ability to influence.
- **Insights** – The Board were presented with developments in comparative data analysis being undertaken through the Data Science team based on the data we hold. This work will enhance our internal data capabilities. The Board noted this was a positive step forward. Several points were raised around working with other organisations who were utilising data science approaches, considering research happening elsewhere and potential contacts to support us and drive this work forward. It was agreed to update the Board on further developments.

• **Transformation**

An update was provided on NHSR's project portfolio and key major programmes:

- **Claims Evolution Programme (CEP)** - An update was provided on the work underway to deliver the programme, including a high-level summary of the work undertaken in phase one and the work currently underway in phase two, to demonstrate the delivery of return on investment in the programme.

Core Systems Programme (CSP) - A summary was provided of the proposed way forward for Core Systems Rollout, including the technology release roadmap

Risk

- **Risk Appetite Statement** - The Senior Management Team (SMT), deputy director cohort and Board members (at the October Board Awayday) have reviewed the statement. The Board approved the updated Risk Appetite Statement.
- **Risk and Assurance Report** – An update was provided on the strategic and corporate operational risks and mitigations following the strategic risk register review by the Senior Management Team (SMT), the corporate operational risk review by the Operational Delivery Group (ODG). Overall, the risk registers continue to reflect the current pressures arising from the progression of the implementation phases of the change portfolio.
- **Government Actuary's Department MOU** – a review of the arrangement had been undertaken and a number of minor adjustments were proposed to the MOU which was approved by Board.
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- **Governance and policies**
- **Data Protection Policy (CG14) – Request for extension** – Board approved the extension of the review date of the policy which was sought to enable further consultation with the Information Governance (IG) Group.
- **Information Security Policy (ITFA05)** – The policy had been reviewed and updated along with other information security documentation and had also incorporated feedback from the Information Governance (IG) Group and our Internal Auditors. Board approved the policy.
- **Procedure for the Approval of Policy and Procedural Documents (CG13)** – The Corporate and Information Governance (CIG) team reviewed updated the procedure in line with new delegations, reflect current processes and add additional templates. The Board approved the procedure.
- **Board Annual Plan 2024** - An annual plan for 2024 was proposed enabling visibility of the work across all the committees reporting to Board and includes the proposed annual plans for the Board sub-committees: the Remuneration and Terms of Service Committee (RemCo), Audit and Risk Committee (ARC), People Committee (PC) and the Reserving and Pricing Committee (RPC).
- **Appeals panel members** – The Board approved a request to extend the term of 13 Appeals Panel Members (Lay) until 13 November 2026.

Committees

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- **Reserving and Pricing Committee (RPC)** – The Board received a summary of the RPC November meeting.
- **Audit and Risk Committee (ARC)** – the Board received and noted the approved ARC minutes of the meeting held on 14th June 2023.

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