

Board meeting summary

Wednesday 22 January 2025

10:00 – 15:00

Present	
Sally Cheshire	Chair
Janice Barber	Non-Executive Director
Sam Everington	Non-Executive Director (Associate Board Member)
Anu Ralhan	Non-Executive Director
Tom Spender	Non-Executive Director
Helen Vernon	Chief Executive
Vicky Voller	Director of Advice & Appeals
Megan Bidder	Director of Safety & Learning
Joanne Evans	Director of Finance & Corporate Planning
Simon Hammond	Director of Claims Management
John Mead	Technical Claims Director (Associate Board Member)
In attendance	
Ian Adams	Director of Corporate Affairs
Niamh McKenna	Chief Information Officer
Tinku Mitra	Deputy Director of Corporate Governance
Disa Young	Deputy Director of Director of Policy Strategy & Communications
Bridget Dack	Maternity Incentive Scheme Clinical Lead (observing)
Sara Pollock	Deputy Director of Finance (observing)
Sanjay Sekhri	Deputy Director of Advice and Appeals (part attendance)
Kamal Bedi	Deputy Director of Claims Management (observing morning)
Maya Patel	Sponsor Team representative DHSC
William Vineall	Director, NHS Quality, Safety, Investigations DHSC
Julia Wellard	Executive Personal Assistant (Minutes)
Apologies	
Mike Durkin	Non-Executive Director (Associate Board Member)
Lesley Regan	Non-Executive Director

The Chair welcomed everyone to the meeting, and introduced Tom Spender, a newly appointed NED, to his first NHS Resolution board meeting.

The Board also congratulated Sara Pollock on being appointed through a formal and intensive recruitment process to the role of Chief Finance Officer (CFO) role. Sara takes up her new role on 31 March 2025 and succeeds Joanne Evans, currently Director of Finance and Corporate Planning, who retires on 6 April after almost 10 years' service with us.

Chief Executive's Report

The Board considered the report from the Chief Executive which provided an update on key matters related to the work of NHSR and its operating environment.

External environment – A short update was provided on the review of [patient safety across the health and care landscape](#) led by Dr Penny Dash. NHS Resolution's patient safety functions are being considered alongside the functions of five other organisations. Engagement with Penny Dash has been constructive and it is currently expected that the outcome of the review will be published in February. There was a discussion about recent media coverage relating to NHS Resolution. The board also noted an increased interest in NHSR data through the large number of FOI requests received.

External engagement - The Board received an update on the Chief Executive and Chair's external engagement programme which included meetings with the General Medical Council, medical defence organisations, as well as attendance at committees with other patient safety organisations.

Performance and Activity

The Board received papers related to performance and activity across NHS Resolution, which were considered in line with the NHSR business plan and strategy. An update was provided on performance against Key Performance Indicators [KPIs] for the reporting period from 1 October 2024 – 30 November 2024.

The reports highlighted the key achievements as well as key internal and external risks and challenges for the organisation. These included the following updates:

- There remains focus on expenditure in line with budgets
- The Executive team reported a particularly high volume of work in their separate areas, namely, for Claims Management **with** the implementation of CaseHub (new claims management system), in addition to the legal panel tender and the processes in relation to the final year end accounts.
- The volume of Practitioner Performance Advice and Primary Care Appeals cases have increased over the reporting period
- The evaluation of the [Maternity Incentive Scheme \(MIS\)](#) is a key area of focus for the Safety and Learning team.
- The CIO identified a number of priorities for the Digital Data Technology & Transformation (DDaTT) team including the implementation of CaseHub but also a number of other less visible but important activities to support our information security requirements.
- The corporate governance team have recently transitioned into the Corporate Affairs directorate and this should provide an opportunity to streamline and improve the support to the Board and its sub-committees.

KPI performance

The Board discussed the KPI performance and noted that the KPI for undisputed invoices paid within 30 days is reporting as 88% against a target of 95%. There are actions in place **to ensure clarity on** the roles and responsibilities of the payments team as well as the responsibilities of local managers.

FY 2025/26 Administration Budget

A summary of the planned 2025/26 administration budget was provided including an overview of the steps taken in setting the 2025/26 administration budget, a summary of the budget numbers **proposed by** directorates comparative with current year forecast outturn, and details of planned **headcount** across each area within the organisation, split by core services and corporate functions.

The Board recognised the organisation is going into an extremely busy period and were keen to ensure that staff were supported through this period.

Complaints report

The Board considered a report on complaints activity received and managed during Q1 and Q2. The report shows that there has been a steady decline in complaint volumes, albeit we only receive a small number of complaints every year, suggesting that the improvements we have put in place to address issues before they escalate to formal complaints has made a significant difference. The Board were also updated on the implementation of the new complaints policy which is the outcome of discussion and alignment to the Parliamentary and Health Service Ombudsman (PHSO) [standards](#). We are also seeking to incorporate lessons from complaints, incidents, and other feedback into a single strategic approach.

Significant concerns

An update was provided on the operation of NHSR's Significant Concerns Framework and Significant Concerns Group, which acts to provide a framework to identify and manage a [significant concern](#) and to provide a mechanism for sharing information externally where appropriate, for example, with other NHS bodies or those with responsibility for regulation within the healthcare system. The Board noted the update and ongoing work to develop NHS Resolution's approach in this area and asked for a progress update in six months.

Sustainability strategy

NHS Resolution are required to report on its sustainability work in its annual report and accounts. The strategy includes the key requirements for NHS Resolution's obligations regarding sustainability reporting. The Board approved the Sustainability Strategy and noted the current progress against the metrics.

Strategic Priorities

Update on evaluations and interim findings on MIS

The Board considered a summary of emerging findings to date from the evaluation with an early insight into the ongoing quantitative analysis. It was noted that the THIS institute will be joining the March Board to report the latest update on the outcome of the MIS evaluation.

Strategy and Business Plan

The Board were given an opportunity to comment on the first draft of the corporate strategy 2025-28 and business plan 2025/26, **noting that** further work is required on both documents with a view to the strategy and business plan being approved at the next Board meeting in March. The Board were keen to ensure that there was clarity on the different audiences for the strategy as well as recognising how it aligns to Government priorities as set out in the Darzi [review](#) and NHS England's 10 Year [Health Plan](#).

Strategic stakeholder

William Vineall, Director, NHS Quality, Safety, Investigations at DHSC, was welcomed to the NHSR Board. William is the Senior Sponsor at the DHSC for NHSR. He outlined how important it was for NHS Resolution to continue delivering its core activity well and in the context of the current Government's priorities as set out in the Darzi review and the Government's [health missions](#): to **move** more care from hospitals to the community, move from analogue to digital, and from a treatment to a prevention service. The Board found this input very helpful in its consideration and context of NHSR's strategy development.

Administrative and Governance matters

Legal Panel Tender

The existing legal panel framework concludes at the end of February 2026, having utilised the extensions available. A new panel framework will need to be procured. The Board approved in principle the

procurement exercise and have asked for further information to support its role in assurance on this exercise.

Cyber briefing

The Board were provided with a briefing on the recent cyber incidents and cyber threats faced in general by the UK health sector and its Arm's Length Bodies (ALBs). Geopolitical tensions are amplifying the sophistication and volume of cyberattacks, with serious consequences for critical sectors, including healthcare. The report identifies the mitigations which have been put in place. The Board noted the briefing and were assured by actions which were taking place.

Board Committee Reports

The Board received minutes and summaries for the following Committees:

- [Reserving and Pricing Committee \(RPC\)](#)

The Board noted the RPC summary and the minutes of the key discussions and decisions made by the committee at the September 2024 meeting and the draft minutes of the November 2024 meeting.