

Board meeting summary

Wednesday 26 March 2025

10:00 – 15:00

Present	
Sally Cheshire	Chair
Janice Barber	Non-Executive Director
Lesley Regan	Non-Executive Director
Anu Ralhan	Non-Executive Director
Tom Spender	Non-Executive Director
Sam Everington	Non-Executive Director (Associate Board Member)
Mike Durkin	Non-Executive Director (Associate Board Member)
Neena Rupani	Non-Executive Director (Associate Board Member)
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
Sara Pollock	Deputy Director of Finance (observing)
Naomi Assame	Deputy Director of Safety & Learning (observing)
Maya Patel	DHSC Sponsor Team representative
Julia Wellard	Executive Personal Assistant (Minutes)
Apologies	
There were no apologies	

The Chair welcomed everyone to the meeting and introduced Neena Rupani, newly appointed NED Associate, to her first NHS Resolution board meeting.

The Board also welcomed Sara Pollock to her first Board meeting as Chief Finance Officer (CFO).

The Chair explained the current arrangement in place for Chairing of the [Audit and Risk Committee](#) (ARC) given a vacancy and it was noted that Janice Barber was attending Board as one of the co-Chairs for ARC. The process of recruitment to a permanent Chair will continue.

Resolution

The Board also acknowledged that this was the last Board meeting which Joanne Evans, Director of Finance and Corporate Planning would be attending as she is due to retire on 6 April after almost 10 years' service with NHR. The Board thanked her for all her work and wished her well in her retirement.

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 NHR and its operating environment.

External environment – The Board received an update on the current uncertainty in the external environment and that we are focusing on the delivery of our core activity well in the context of the government's priorities. The Chair noted the title of the new strategy – *Resolution through Collaboration* – highlighting the importance of our relationships with external stakeholders across the health and care system. The Chair also emphasised the benefits of increased internal collaboration that she had recently witnessed at various NHS Resolution events.

The CEO referred to the recent announcements on the [abolition](#) of NHS England and merging some of their functions into the Department of Health and Social Care and noted that it has had an unsettling impact on staff. The Senior Management Team are seeking to be as transparent as possible with staff, communicating even when they do not have any substantive updates. It was also noted for Board members that NHR are identifying the interfaces we have with NHSE and Independent Care Boards (ICBs) and we are producing a list of key functions they provide which are critical to us to deliver our services.

The Board highlighted the need for system leaders to work collaboratively to maintain focus and momentum at this time, so that any disruption stemming from these changes does not undermine our longer-term strategy. It will be important for ALB Boards, CEOs and Chairs to continue working together across the system to provide a sounding board for DHSC and to deliver for patients.

The CEO updated the Board on the National Audit Office (NAO) [study](#) which remains ongoing and we are working constructively with the NAO team.

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.

The Board were also updated on the Advice and Safety and Learning functions' joint Just Culture workshop with Yorkshire and Humber Improvement Academy on 11th February. The Chair had also attended the session. Executive directors from every trust in the region participated with a focus on Board responsibilities and the line of sight for **just culture** between the centre, Boards and local organisations. There was excellent engagement with some sharing how it felt to lead in an organisation currently **and an agreement to follow up on progress made in the summer**.

National Inquiries and Reviews - The Board were updated about NHR's engagement with several inquiries, having submitted written evidence where required.

National consultations - The Board were provided with an update on our response to the consultation on [proposals](#) to regulate managers in the NHS. Separately, it is a manifesto commitment of the government to introduce a "[Hillsborough law](#)", with legislation being brought to Parliament by April 2025, the 36th anniversary of the disaster. This refers to an obligation on all public servants to tell the truth and to make full disclosure of relevant documents in all court proceedings such as inquests and inquiries. The Board were advised of impacts on NHR of both proposals.

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 for the reporting period.

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

- NHSR is on track to achieve the year-end financial position required by DHSC. The Board recognised the challenges and the **detailed and deciated** work that has taken place to date in achieving this target.
- The claims management directorate anticipate there may be impacts on performance in the upcoming year with the implementation and embedding of our new claims management system (Casehub). The team will be monitoring this and reporting any impacts as necessary.
- It was noted that Casehub is tracking as amber on the programme update that includes staff training to complete. The Board sought feedback on the assurances in place internally to inform a decision on 'go live' for claims management and the CIO provided detail on the internal assurance processes. The Board will continue to receive information to support their assurance at the next Board meeting.
- The volume of Practitioner Performance Advice and Primary Care Appeals cases have increased over the reporting period, particularly so for Appeals. The changes to NHSE and ICBs are particularly relevant for Advice and Appeals, given there will be a transition of the decision maker.
- The Safety and Learning directorate are on track for achieving their KPIs.
- There has been good progress on the Early Notification scheme with the family engagement [model](#).

Risk assurance report - The Board also reviewed a risk assurance report which had been informed by the senior management team who had considered the current internal and external environment at their meetings. Risks remain regarding the impact on workload from internal change initiatives, in particular on subject matter experts (SMEs), as well as known and potential external demands. The dynamic political and fiscal environment continues to require a responsive, flexible approach coupled with careful balancing of priorities, budget, resources and expectations.

Surveillance report - The Board discussed an overview of surveillance activity conducted since 1 April 2024. NHSR continues to take a robust approach to raising allegations of fundamental dishonesty and have achieved several successes, resulting in substantial savings for the NHS. Subsequent proceedings for contempt of court, which, if proven, often result in a former claimant receiving a custodial sentence, have also been successful.

Strategy and Business Plan

In considering the draft strategy for 2025-28 the Board were mindful of **ongoing** external developments and being focused on our core purposes. The current strategy for 2022-25 has delivered some **notable** successes and the organisation has evolved during that time. There has been positive external feedback about the work we do and the approach we have around our responsibilities for managing claims, our Advice and Appeals work, as well as what we can do to help promote safety through our safety and learning team, which are all supported by the corporate services teams.

The Board approved the draft corporate strategy 2025-28 and draft 2025-26 business plan subject to any amendments necessitated by governmental policy changes. Both documents will enter the formal review and approval stages seeking to **receive** formal approval from the Department of Health and Social Care (DHSC) by early April.

The Board thanked staff who had worked over the last few months to coordinate and draft the strategy.

Resolution

The Board also discussed key priorities within the business plan and which will feature as topics for future Board discussions. These included Alternative Dispute Resolution initiatives, working closely with the DHSC, other Government departments and arm's-length bodies, contributing our data and expertise and our Early Notification and Maternity Incentive Scheme evaluations.

Administrative and Governance matters

Conflict of Interest policy The Board approved an updated conflict of interest policy. Although there were no significant changes the policy was updated with several amendments which clarified existing terms and definitions. The policy also contains examples to illustrate how the policy works in practice.

Register of Interests. Board members reviewed and confirmed the interests which they had declared were accurate to inform the register which will be made publicly available on NHSRs [website](#).

Governance Framework Documents (Scheme for Reservation and Delegation, Standing Financial Instructions, Standing Orders)

An update was provided on key changes required to the Scheme of Reservation and Delegation (SoRD), Board Standing Orders (SO's), and Standing Financial Instructions (SFI's), following the annual reports from the Board sub-committees. The SO's, SFI's and SORD were approved by Board.

Board Committee Reports

The Board received minutes and summaries for the following Committees:

- **[Annual review of Board sub-committees](#)**

The Board noted the overview of the work of ARC, PC and RPC taken forward in year, together with minor changes to Terms of Reference and key outcomes of the effectiveness reviews and discussion by each committee. Whilst the outputs indicated no significant issues, the Chair updated that she would be keen to ensure that the sub-Committees and Board are working together with information flows to support the progression and implementation of the new strategy and business plan.

- **[Audit and Risk Committee \(ARC\)](#)**

The Board noted the ARC summary of the meeting held on 11 March 2025, minutes of the 5 November 2024 meeting and the 2024/25 annual report. Board approved the ARC [Terms of Reference](#).

- **[People Committee \(PC\)](#)**

The Board noted the draft minutes and summary of the People Committee meeting of 27 January 2025 and the 2024/25 annual report. Board approved the People Committee [Terms of Reference](#).

- **[Remuneration and Terms of Service Committee \(RemCo\)](#)**

Board noted the RemCo 2024/25 annual report and approved the [Terms of Reference](#).

- **[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 December 2024 and January 2025 meetings and the 2024/25 Annual report. The Board approved the RPC [Terms of Reference](#).