

Board meeting summary

Wednesday 21 May 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
Sara Pollock	Chief Finance Officer
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 & Information Governance
Disa Young	Deputy Director of Director of Policy Strategy & Communications
Kamal Bedi	Deputy Director of Claims Management (observing)
Maya Patel	DHSC Sponsor Team representative
Julia Wellard	Executive Personal Assistant (Minutes)
Apologies	

The Chair welcomed everyone to the meeting.

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 – 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.

Resolution

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 Royal College of Obstetricians and Gynecologists (RCOG), the General Medical Council (GMC) and the Care Quality Commission (CQC), as well as a number of other key stakeholders. Key topics across these meetings included the NHSE-DHSC integration, the Dash review, the NHS 10-year plan and the 2025-28 corporate strategy.

National Inquiries and Reviews - The Board was apprised of NHSR's active engagement with several national inquiries, including the submission of written evidence where necessary.

The Board also discussed a briefing provided on certain group claims on which we are acting. The Board were keen to emphasise the impact on patient harm and to understand how our significant concerns [framework](#) can support the early identification and addressing of issues before they escalate. The Board asked that progress on our evolution of the framework is brought back to the next Board meeting

Cybersecurity Update – The Board was briefed on the recent cyber breaches affecting major organisations, which have highlighted significant security risks, and how these are relevant to NHS Resolution. The Board were also updated on the measures that have been implemented to strengthen our security protocols and disaster recovery plans.

Performance and Activity

The Board were pleased to have confirmed that the FY2025/26 business plan and strategy have been signed off by our Minister and have been published. The Board recognised the work undertaken by staff to have reached this stage and thanked them for their contribution.

The Board were also keen to reference the excellent outcome on the year-end financial balance and our performance against our Key Performance Indicators (KPIs).

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

- It was noted that there is a significant increase in workload for Primary Care Appeals. The potential issues with the changes to NHS England (NHSE) and Integrated Care Boards (ICBs) are being considered.
- The changes to NHSE and ICBs were also discussed in the context of the indemnity schemes.
- The Corporate Affairs team continue to deal with a high number of media enquiries and a range of commissions, Freedom of Information enquiries and Parliamentary Questions. We recognise the importance of ensuring our quality assurance processes are sufficiently robust and can match the increase in workload.
- We continue to trial our new statistical process control charts (SPCs) approach to reporting. The Board confirmed this was an improved approach to reporting. The Board was also supportive of reporting by strategic pillar and noted that NHSR teams are performing well, delivering our targets for the vast majority of measures.
- The Board also discussed those KPIs which may be subject to variability due to the small sample size. It was noted that the SPC variation column is designed to show improving or declining trends versus our current target and a historical mean and can assist us in considering what to escalate or investigate.

Resolution

- The Board were also keen to consider the performance report and how it is bringing a view on capacity or people issues throughout the report. Associated risks will be kept under review and will inform discussions at the People [Committee](#).

CaseHub Implementation

The Board received an update on the progression of the CaseHub implementation and the planned next phase for roll out. The Board were updated on the successful launch of the external Performer and Healthcare Professional Check [service](#). Positive feedback was highlighted from users and the continuous improvement approach. The Board were also given an update on the ongoing work to support the implementation of the new system to incorporate claims management.

Strategy and Business Plan

Draft Annual Report and Accounts 24/25

The Board reviewed the draft Annual Report and Accounts (ARA) for 2024/25 and provided feedback on various matters they would like to see emphasised or clarified. The Board were advised the accounts and audit process are progressing well and that NHSR is on track to deliver the ARA on time **pre-recess**. It was suggested that it would be helpful to have a **double page** of headlines explaining the data and the changes over the last five to ten years in the ARA which are clear for people to understand. The Board noted how much evolution has taken place with the ARA and thanked staff, particularly Corporate Affairs, for their support.

The Special Board meeting to sign off the ARA has been scheduled for 25 June 2025.

Maternity Incentive Scheme (MIS) evaluation

An interim update was provided on the ongoing evaluation of the Maternity Incentive Scheme (MIS), including feedback from THIS Institute. The Board recognised the changing landscape and Government priorities on maternity safety and were keen to ensure that the Scheme remains fit for purpose and aligns to Government priorities. The Board will be updated substantively at a future meeting.

Working with the Claimant Market

In line with NHS Resolution's [Strategic Priority: Fair Resolution](#) and the aim of **Working closely with the NHS and with claimant lawyers**, the Board considered a presentation provided by a claimant law firm, which set out their current engagement and collaboration with NHS Resolution to achieve improved outcomes for individuals affected by harm. There were a number of areas which were of interest and potential collaboration and it was agreed to bring back further work in this area to a future Board meeting.

[Practitioner Performance Advice](#) Fit for the Future

The Board discussed the high-level findings from the Advice 'Fit for future' review which seeks to ensure we identify, respond to and prioritise improvements to deliver the [Resolution through collaboration: 2025–28 Strategy](#), continue to meet the diverse needs of stakeholders and provide the services required for our organisational and practitioner users. A key part of the way Advice needs to work is to do their work well, making sure that we are learning from the work we are sharing with the service, the concerns which we receive and how those concerns can be resolved, building the capacity for education within the NHS.

In terms of the changing context of Advice's work and the significant increase in demand over the last 18 months, it is positive to note that every external stakeholder we engaged with would recommend our service. There was nuanced and helpful feedback, particularly from practitioner representative organisations. The review is considering the reasons for the increase in workload. The Board endorsed the work to date.

Board Committee Reports

The Board received minutes and summaries for the following Committees:

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

The Board noted the minutes of the ARC meeting held on 11 March 2025.

- [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 30 January, 27 February and 24 March 2025 meetings.