

Board meeting summary

Wednesday 16 July 2025

10:30 – 15:00

Present	
Sally Cheshire	Chair
Janice Barber	Non-Executive Director
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
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
Cat O'Sullivan	Head of Corporate Governance
Disa Young	Deputy Director of Director of Policy Strategy & Communications
Michael Dodds	Deputy Director of Digital Transformation (deputising for Niamh McKenna)
Maya Patel	DHSC Sponsor Team representative
Julia Wellard	Executive Personal Assistant (Minutes)
Apologies	
Lesley Regan	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)
Niamh McKenna	Chief Information Officer

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 NHS Resolution (NHSR) and its operating environment.

External Environment: The Board received an update on the evolving external landscape, particularly in relation to the Government's recent announcements on national plans and priorities, those being:

- [The NHS 10 Year Health Plan for England](#): NHSR are reviewing the plan focusing on its implications across service areas and strategic themes such as digital ambition, quality, and workforce. Of particular relevance to NHSR the plan includes reference to a commission from David Lock KC to provide expert advice on clinical negligence claims.

- [Dr Penny Dash's review of patient safety across the health and care landscape in England](#): the review concluded that NHSR should continue to undertake its role as currently established and sets out further national recommendations, which support the NHS 10 Year Health Plan.
- The Secretary of State for Health and Social Care's [Rapid National Investigation into NHS Maternity and Neonatal services](#) and other Government priorities on maternity safety: NHSR are working to ensure the Maternity Incentive Scheme (MIS) remains aligned with evolving expectations.

The CEO updated the Board on the National Audit Office (NAO) [study](#), noting the timelines for publication remain on track.

External engagement - The Board received an update on the Chief Executive and Chair's external engagement programme which included meetings with the [Medicine and Healthcare Regulatory Authority](#) (MHRA), [the Royal College of General Practitioners](#) (RCGP) 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 Health plan and the NHSR 2025-28 corporate strategy.

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

The Board acknowledged the significant external pressures, ongoing inquiries and organisational changes. The reviews and updates discussed provided both validation and challenges for NHSR's future work. Supporting staff through change remains a priority, as does ongoing engagement with key external stakeholders.

Performance and Activity

The report highlighted the position in terms of finance and performance as well as key internal and external risks and challenges for the organisation.

The Board were informed that the Advice service had seen a notable rise in sexual safety cases as highlighted in the recent publication: [New Insights: Patterns in Practitioner Performance Advice cases including a focus on sexual misconduct concerns](#).

Through discussions it was noted there had been a significant rise in media attention and external requests for information directed at NHSR. This increased scrutiny is particularly evident in areas such as maternity claims costs, appeals, and high-profile claims, with several directorates noting a sharp uptick in data enquiries from government departments, including DHSC, the media, and public

The Board noted that this may have an impact on the capacity of a few staff members.

CaseHub Implementation

The Board received an update on the progression of CaseHub and the imminent planned next phase for roll out. The Board sought and received assurances in terms of planning and contingencies associated with the next phase of implementation.

Strategy and Business Plan

Annual Report and Accounts 2024/25

The Board were pleased to note the NHSR 2024/25 Annual Report and Accounts had been signed by the Accounting Officer at the Special Board meeting of 25 June 2025 and was due to be laid pre parliamentary recess. The Board recognised the work undertaken by staff to have reached this stage and thanked them for their contribution.

Maternity Incentive Scheme – update and system developments

In line with NHSR's [Strategic Priority: Maternity and neonatal care](#) and the aim to *draw on our unique expertise and work with our system partners to support maternity and neonatal safety improvements* - the Board considered an update which detailed recent progress in the Maternity Incentive Scheme (MIS) and highlighted its adaptive role in addressing emerging maternity and neonatal policy priorities. In response to stakeholder input and continued assessment by THIS Institute, the scheme is currently under review to ensure alignment with national initiatives, including [the rapid national investigation into NHS maternity and neonatal services](#).

Legal Panel tender update

In line with NHSR's [Strategic Priority: Fair Resolution](#) and our 2025/2026 business plan milestone: *Deliver a range of dispute resolution options including resolution meetings, mediation, early neutral evaluation and stock takes* the Board discussed the procuring of a new legal panel framework. In the meantime, the Board considered the associated contingencies to ensure legal panel services are maintained.

Working with the Claimant Market

In line with our [Strategic Priority: Fair Resolution](#) and the aim of *Working closely with the NHS and with claimant lawyers* - the Board received an update following a previous Board discussion and presentation provided by a claimant law firm. The Board considered the update which highlighted future interactions to respond to changing market conditions, including leveraging technology.

Escalation of concerns

In line with our [Strategic Priority: Data and Insights](#) and the aim of *contributing our unique data and insights to learn from harm and the response to harm across the health and justice systems, as a catalyst for improvement* - the Board considered a report on group actions and cases of note as well as assurances on the operation of [NHSR's Significant Concerns Framework](#). The Board also noted the plans to enhance the process for identifying and escalating emerging concerns, which will consider the Dash review and the NHS 10 Year Health Plan and what NHSR's role is within the wider system.

Complaints report

The Board considered the six-month complaints report which highlighted the changes that had been implemented to ensure alignment with the [Parliamentary and Health Service Ombudsman standards](#), including the introduction of a 25-working-day turnaround KPI. In line with our [Strategic Priority: Data and Insights](#) and the aim of *Learning from resolution*, the Board noted lessons learned from complaints, particularly complaint types, are actively used to improve processes and staff guidance. It was recognised that the overall number of complaints remains modest when considered against the scale of NHSR's operations.

Board Committee Reports

The Board received minutes and summaries for the following Committees:

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

The Board were provided with a summary of the meetings held on 19 May and 12 June 2025.

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

The Board were provided with a summary of the meeting held on 30 June 2025.

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

The Board were provided with a summary of the meeting held on 10 July 2025.