Board meeting summary

Wednesday 25 March 2026
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
Paul Smith	Non-Executive Director & Chair of ARC
Mike Durkin	Non-Executive Director (Associate Board Member)
Sam Everington	Non-Executive Director (Associate Board Member)
Neena Rupani	Non-Executive Director (Associate Board Member)
Helen Vernon	Chief Executive
Vicky Voller	Director of Advice & Appeals
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
Disa Young	Deputy Director of Corporate Affairs (PSC)
Tinku Mitra	Deputy Director of Corporate Affairs (Governance)
William Vineall	DHSC Director NHS Quality, Safety Investigation
Maya Patel	DHSC Sponsor Team representative
Janice Smith	The Good Governance Institute (GGI)
Peter Allanson	The Good Governance Institute
Julia Wellard	Executive Personal Assistant (Minutes)
Apologies	
Megan Bidder	Director of Safety & Learning

The Chair welcomed everybody to the meeting, in particular Paul Smith, new NED and Chair of the Audit and Risk Committee. The Chair also referred to recent and upcoming changes to Board and Committee membership, including Anu Ralhan's reappointment and Neena Rupani's renewal for a further year

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 discussed NHS Resolution's engagement with the National Audit Office (NAO) and the Public Accounts Committee (PAC), noting ongoing work in response to the NAO's Costs of clinical negligence report and the subsequent PAC inquiry, including activity underway to strengthen data, insight and engagement with system partners. Members discussed the importance of remaining responsive to external scrutiny while maintaining a measured, evidence-based approach.

The Chief Executive also updated the Board on NHS Resolution's role in supporting the work of the Department of Health and Social Care (DHSC) and the wider context of organisational change across DHSC and NHS England. The Board discussed the importance of maintaining effective working relationships and clarity of role during a period of significant system change, and reflected on NHS Resolution's contribution to wider policy and patient safety discussions through its data, insight and operational experience

National Inquiries and Reviews - The Board was apprised of NHS Resolution's active engagement with national inquiries, including the Independent Investigation into Maternity and Neonatal Services,.

The update noted the publication of an Interim Report by Baroness Valerie Amos, Chair of the Independent National Maternity and Neonatal Investigation

Internal Environment: The Board also received an update on internal organisational matters, including progress with the recruitment process for the Director of People role, noting that the appointment process has moved to its final stages. The update also reflected the challenge of balancing significant external engagement and scrutiny with ongoing operational delivery and internal priorities during a demanding period for the organisation.

Supreme Court ruling

The Board discussed the recent Supreme Court ruling regarding "lost years" claims for children and considered the implications for NHS Resolution's claims portfolio and financial planning. Members noted that the organisation is assessing the impact of the judgment and will continue to monitor developments as further guidance emerges.

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 of **1 December 2025 to 31 January 2026.**

The report highlighted key achievements, alongside a number of internal and external risks and challenges for the organisation, including:

- continued delivery of core services across claims, advice and appeals despite sustained operational pressure
- overall performance remaining on track against key performance indicators
- progress in embedding new systems and processes, including CaseHub
- capacity pressures associated with year-end activity and competing organisational priorities
- data quality, assurance and reporting considerations during a period of system transition
- wider system-level uncertainty impacting the NHS and arm's-length bodies

The Board also noted improvements in the presentation of performance information, including clearer visibility of trends and trajectories, supporting a more strategic view of how performance is tracking over time

CaseHub Update - The Board received a regular update on CaseHub, noting the continued focus on system stability, user experience and reporting capability as the system becomes further embedded. Members recognised the importance of sustained engagement and support to ensure effective use of the system and to realise the anticipated operational and data benefits.

Risk and Assurance report - The Board considered the Risk and Assurance Report, focusing on the organisation's principal risks and the effectiveness of mitigating controls. Recent risk review activity was noted to have improved the clarity and consistency of risk reporting. The Board discussed the role of its sub-committees in providing assurance through detailed scrutiny of specific risk areas and appropriate escalation.

The Board also noted ongoing work to further develop the emerging AI-related risk, reflecting changes in the external and technological environment

Strategy and Business Plan

Draft FY 2026/27 Business Plan -The Board considered and approved the 2026/27 Business Plan, representing the second year of the three-year strategy, together with the associated budget and key performance indicators. In doing so, the Board discussed priorities, assumptions and the wider external context.
It was noted that the Business Plan is subject to final ministerial approval through the Department of Health and Social Care before publication.

The Board also considered a range of matters aligned to NHS Resolution's strategic priorities, including Fair Resolution and Maternity and Neonatal Care.

Fair resolution

Legal Panel Tender: the Board considered an update on the Legal Panel Tender, including progress with the procurement process and the approach to ensuring continuity, quality and value in legal services. Members also discussed market conditions and the importance of securing appropriate capability and resilience.

Claimant legal market: an update on developments in the claimant legal market was considered. Discussion focused on emerging trends, the potential impact on claims behaviour and costs, and the implications for NHS Resolution's operational and strategic planning. The Board also noted that relationships with claimant stakeholders remain constructive, with continued engagement supporting NHS Resolution's strategic objectives.

Group actions: the Board discussed an update on group actions, including how emerging group claims are identified, monitored and managed through established governance arrangements. Members noted the continued focus on consistency of approach, appropriate escalation and learning to support harm-reduction activity

Legal and policy reform: the Board considered the update on legal and policy reform, including discussion with the Department of Health and Social Care (DHSC) Senior Sponsor on wider system developments and future direction. The update highlighted NHS Resolution's role in contributing evidence and insight to support policy development, particularly in relation to clinical negligence reform.
The Board discussed the importance of maintaining robust processes, clear roles and effective engagement with system partners as reform options are developed, noting the need to balance ministerial pace with deliverability and assurance.

Maternity and neonatal safety

System update and formal noting of the MIS evaluation report: the Board discussed recent developments across the maternity and neonatal safety system. This included noting the publication of the evaluation of the Maternity Incentive Scheme (MIS) by THIS Institute, and updates on the Early Notification Scheme review, where evaluation and learning will inform the next phase of work. Members considered NHS Resolution's role within the wider system, alongside ongoing engagement with national partners.

Administrative and Governance Matters

End of year governance reports

The Board considered the end-of-year governance reports from its Committees, which summarised activity and assurance during 2025/26. The reports confirmed that delegated responsibilities had been discharged in line with terms of reference and supported effective oversight of key areas, including risk, people and finance. The Board reflected on priorities for the year ahead and the continued importance of robust governance and assurance arrangements

Board and Committee effectiveness

The Board discussed the initial findings of the Good Governance Institute's review of Board and Committee effectiveness. The review provided assurance over current governance arrangements and confirmed that NHS Resolution's practices are aligned with the principles of the Corporate Governance Code for Central Government Departments, while also identifying areas for continued development and improvement.
The Board also reflected on the importance of maintaining clarity about NHS Resolution's role and responsibilities within the wider system, particularly in relation to patient safety, while continuing to contribute insight and learning to support system improvement.

DHSC / NHS Resolution Framework Agreement

The Board noted the updated Framework Agreement between the Department of Health and Social Care (DHSC) and NHS Resolution, which sets out the governance, accountability and operating arrangements between the two organisations. Members discussed the importance of the Agreement in supporting effective sponsorship, clarity of roles and alignment with Managing Public Money requirements

Board register of interests

The Board noted the annual review of the Board register of interests, which supports transparency and compliance with NHS Resolution's conflicts of interest policy. It was confirmed that the published register reflects relevant and material interests for public disclosure, with all declarations retained internally for governance and assurance purposes.

Review of Standing Orders, Standing Financial Instructions and Scheme of Reservation and Delegation

The Board noted the annual review of the Standing Orders, Standing Financial Instructions and the Scheme of Reservation and Delegation (Part 1). The review confirmed that these documents remain compliant with external requirements and appropriately aligned with NHS Resolution's governance arrangements, with no changes required.

Board Committee Reports

The Board received minutes and summaries for the following Committees:

- **Audit and Risk Committee (ARC)**

The Board noted the ARC summary of the key discussions and decisions made by the Committee at its February 2026 meeting

- **People Committee (PC)**

The Board noted the PC summary of the key discussions and decisions made by the Committee at its February 2026 meeting

- **Reserving and Pricing Committee (RPC)**

The Board noted the RPC summary of the key discussions and decisions made by the Committee at the January, February and March 2026 meetings