NHS Resolution

Board meeting summary

Wednesday 20 May 2026
10:30 – 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)
Megan Bidder	Director of Safety & Learning
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)
Janet Smith	DHSC Sponsor Team representative
Julia Wellard	Executive Personal Assistant (Minutes)
Maham Masood	Deputy Director of Finance (observing)

The Chair welcomed attendees to the May Board meeting, noting that it was Paul Smith's first full meeting. The Chair also welcomed Janet Smith from the DHSC Sponsor Team.

The Chair marked this as the final meeting for Sam Everington and Mike Durkin, thanking both for their significant contributions to the Board over several years. Particular appreciation was expressed for Mike's patient safety expertise and for Sam's support in establishing the GP indemnity schemes.

Chief Executive's Report

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

External environment The Board noted recent political changes, including the appointment of a new Secretary of State and Health Minister. New Ministers would need to be briefed on NHSR's statutory remit, priorities and current issues.

The Board also discussed the policy context relating to the costs of clinical negligence, including progress on implementation of the recommendations of the NAO (National Audit Office) report, PAC (Public Accounts Committee) recommendations and the DHSC's response to the PAC recommendations. Further updates were provided on maternity, including the Director of Safety and Learning's representation on a working group of the maternity task force.

Internal Environment: The Board reflected on organisational pressures, including capacity and staff morale, and noted the continued focus on the people agenda supported by the recent appointment of a new Director of People. The appointment would support a stronger focus on staff engagement, morale and wellbeing during a period of organisational change.

Performance and Activity

The Board received papers related to performance and activity across NHS Resolution, which were considered in line with the NHSR strategy and business plan. An update was provided on performance for the end of year reporting period of 1 February 2026 to 31 March 2026.

The report highlighted key achievements, such as the well-received national rollout of the Advice sexual safety masterclass and the MIS evaluation and Year 8 report had been published successfully, with strong engagement at the launch event. This was alongside a number of internal and external risks and challenges for the organisation, including: policy uncertainty, cyber security, financial pressure, and increased demand for Advice and Appeals services.

CaseHub Update - The Board received a regular update on CaseHub, noting improving system stability and reduced issue volumes. The focus was now shifting from core delivery and year-end priorities toward a more structured programme of continuous improvement, with ongoing work to refine reporting, address data and migrated case issues, and improve the user experience in line with feedback from Claims.

Cyber security was highlighted as a continuing key organisational risk, particularly in light of threats across the legal sector and the wider NHS supply chain. Assurance was provided on work underway to strengthen supply chain oversight. Board members welcomed the increased visibility of cyber measures to the Audit and Risk Committee and the Board and supported further consideration of cyber governance training for Board members.

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

Annual Report and Accounts - The Board reviewed the near-final Annual Report and Accounts, noting good progress toward completion. It was noted that progress remained on track for laying the report before parliamentary summer recess, subject to completion of the audit process. Members emphasised the importance of clear messaging on organisational performance, risk and delivery. The Board thanked the teams involved for their work in preparing the report.

Government Actuary's Department (GAD) – Deep dive on data in Annual Report and Accounts

Paul Butcher of GAD joined the meeting to present a deep dive of data in the Annual Report and Accounts. The presentation provided the Board with an overview of the annual actuarial position on financial provision, expenditure and claims trends. The Board thanked Paul for a clear and helpful presentation and welcomed the quality of the supporting slides and analysis.

Fair resolution

Costs Panel procurement: The Board noted that NHSR seeks to secure a new Costs Panel Framework Contract, to be delivered by a panel of legal firms separate from the Legal Panel Framework procurement. It was noted that the current contract ends on 30 November 2026, following the use of all optional extensions. The Board approved the commencement of the Costs Panel procurement process.

Group actions: An update was provided on two newly identified groups of claims. It was noted that appropriate strategies were being developed to manage them.

Practitioner Performance Advice deep dive: The Board received a deep dive on the Practitioner Performance Advice Service operating model, its current context and the opportunities and challenges facing the service. Members heard that the service provides expert, impartial advice, assessments, interventions and education to support the fair management and resolution of concerns relating to doctors, dentists and pharmacists. It was emphasised that the service is advisory rather than decision-making, with responsibility for decisions remaining with employing or contracting organisations. The presentation highlighted the importance of early engagement with Advice, the value of the link adviser model in building trusted relationships with organisations, and the need for Advice to support a holistic and practical approach to resolving concerns. The Director of Advice and Appeals was thanked for the deep dive into the Practitioner Performance Advice Service operating model and opportunities and challenges for the future.

Board Committee Reports

The Board received minutes and summaries for the following Committees:

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

The Audit & Risk Committee (ARC) meeting was reported to have gone well and that much of the work on the Annual Report and Accounts had already been completed. Two areas were highlighted for future focus: continued discussion of the risks relating to the use of AI, and the need for a clear assurance framework to support the Committee's work.

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

The Board noted ongoing work on provisions with no additional issues raised following the GAD deep dive on ARA data earlier in the meeting.