



Minutes

Title of meeting	PINS Board Meeting		
Date	7 July 2016	Time	12:30
Venue	Brunel, Bristol		
Chair	Sara Weller (SW) – Chairman		
Present	Sarah Richards (SR) – Chief Executive Jayne Erskine (JE) – Non Executive Director Susan Johnson (SJ) – Non Executive Director David Holt (DH) – Non Executive Director (via telephone) Mark Southgate (MS) – Chief Operating Officer Jon Banks (JB) – Acting Director, Corporate Services Jayne Beeslee (JBe) – Acting Director, People and Change Simon Gallagher (SG) – Director of Planning, DCLG (via telephone)		
In attendance	Peter Sloman (PS) – Head of Finance & Commercial (items 5 & 6) Tracey Jones (TJ) – Programme and Project Support (item 6) Stuart Campbell (SCa) – Head of Communications (item 7) Rachael Pipkin (RP) – Head of Knowledge Centre (item 8) Jan Ryan (JR) – Head of ICT (item 9)		
Apologies	Simone Cowdery (SC) – Board Support Tony Thickett (TT) – Director, Wales Peter Schofield (PS) – Director General, DCLG		

Part One

Schedule of Actions – 11 February 2016

	Owner	Action	Minutes	Timeframe
8.	Tony Thickett	The Welsh Language Measure update should include how we address funding, either by recharging for the service or budgeting for the cost.	6.14	By 5 October – for the 13 October Board meeting.

Part One

Schedule of Actions – 5 May 2016

	Owner	Action	Minutes	Timeframe
1.	Jon Banks/ Jan Ryan	IT delivery plans to be updated to include people interactions.	2.3	Complete
2.	Jon Banks/ Jan Ryan	The ICT strategy item on the July agenda to include the IT survey feedback.	2.3	Complete

6.	Tom Warth	Identify the skill shortages and address these to prepare for new intakes of work.	6.2	By 2 November – for 10 November PINS Board.
7.	Tom Warth	Carry out more work around: <ul style="list-style-type: none"> • scenario planning and then use these for forward planning • include the impact on resourcing and income • the impact on the Business Plan • the impact of moving people 	6.3	By 2 November – for 10 November PINS Board.
8.	Rachael Pipkin & Mark Southgate	Discuss lead in times and resource challenges with DCLG colleagues for PINS on the areas of work which will change.	7.5	Outstanding - Due to other commitments SG was not able to visit PINS on 26 July as previously scheduled. Natasha is working with Simon's office to find a new date for induction and this meeting.
9.	Tom Warth & Mark Southgate	Develop a risk map which covers financial risk and people/reputational risk.	7.7	By 7 September for ARAC meeting - Ops group are holding the second session on risk on 24 August. Risk map to be developed for the next session on risk at the September ARAC meeting.
12.	Rachael Pipkin	Review and transfer risks to the strategic risk register.	7.12	By end of August – A Strategic Risk session is due to be held with Management Board on the 15 August.

Part One

Schedule of Actions – 2 June 2016

	Owner	Action	Minutes	Timeframe
1.	Mark Southgate & Jayne Erskine	Discuss reporting on Workforce Planning to identify what should be reviewed by the PINS Board and the People Committee.	2.2	Complete
2.	PINS Board	Feedback individual comments/structure amendments directly to PS.	5.1	Complete

4.	Peter Sloman	Add the names of responsible owners to the pages of the MI pack and divide the MI pack for the Committees.	5.4	Complete
5.	Jayne Beeslee	Present data on sickness levels with VES numbers removed and equality and diversity data to the July People Committee.	5.10 & 5.12	Complete – action update attached as an annex A to the July PINS Board minutes.
6.	Mark Southgate	CQPS Committee to review HAS performance at the September meeting.	5.12	By 7 September - for the 15 September CQPSC meeting. Agenda confirmed.
7.	Phil Hammond	Add a projection to the end of the year for the average age of band 1, 2 and 3 casework. A scale should be added to the right of the chart showing the age and the scale should start from May 2016.	6.1	Complete – item 5 on the August Board agenda. Further productivity items are on the September and November forward plan.
8.	Sarah Richards	Scope up the 3 year productivity project to gain a view of the phases and include: <ul style="list-style-type: none"> • the blocks of the journey • work out how quickly this can be achieved • the skills needed • outline what good looks like, identify some of the steps and break off the key elements for some early wins. • focus on the core part of the strategic direction. 	7.14	Complete – item 6 on the August Board agenda. Further productivity items are on the September and November forward plan.
9.	Jo Esson & Rachael Pipkin	Strategic and Emerging Risk Registers to come back to the July Board as a work in progress documents. The Board will carry out a strategic risk identification exercise.	9.7	Complete
10.	Ben Linscott	Explore training opportunities with the MoJ.	10.7	End of August
11.	Ben Linscott	Review the reasons for failure and success in planning challenges.	10.8	September PINS Board

Part One

Schedule of Actions – 7 July 2016

	Owner	Action	Minutes	Timeframe
1.	Simone Cowdery	To add emerging risks review to the forward planner on a 6 monthly basis.	3.4	Complete
2.	Jon Banks	To add the Implications of Brexit to the August Agenda: including a financial deep dive, pipeline of forward work on the strategic plan linking it to workforce planning.	4.5	Complete – Item 7 on the August PINS Board agenda.
3	Simone Cowdery	Copy of the Core Brief to be circulated with the minutes.	7.3	Complete
4	Stuart Campbell	Stakeholder Engagement and the Reputation Survey to be added to the agenda for September meeting.	7.4	By 7 September – for 15 September meeting
5	Mark Southgate	Emerging risks to be taken as an item to the next Planning Reform Board.	8.6	Complete
6	Simone Cowdery	Horizon demonstration to be added to August agenda.	10.1	Complete
7	Simone Cowdery	To update the forward planner for August and September.	11.1	Complete

Minutes

1.0	<p>Welcome and Declaration of Interests</p> <p>1.1 The Chair welcomed PINS Board members and made them aware that David Holt and Simon Gallagher were on the telephone.</p> <p>1.2 The Chair called for Declarations of Interest of which there were none.</p>
2.0	<p>Minutes of 2 June Board Meeting</p> <p>2.1 To note that the Auditor General has signed off the Annual Report and Accounts. The Chair thanked the team for their efforts in successfully completing the year end process.</p> <p>No further comments were received on the June PINS Board minutes.</p> <p>Agreed:</p> <p>2a) The minutes reflect a true and accurate record of the June meeting.</p>
3.0	<p>Committee Chair: update</p> <p>(a) People Committee (meeting of 7 July)</p> <p>3.1 JE gave an update on the People Committee and their need to focus on</p>

performance management for workforce planning and having the aim of doing one piece of work that covers a range of different issues.

3.2 The MI data looking at working days lost through sickness has been deferred to the August PINS Board meeting. The analysis was not supplied due to a lack of resource.

(b) Audit & Risk Assurance Committee (ARAC) (minutes of 2 June meeting)

3.3 DH raised a point on action 9 of the minutes and suggested that emerging risks are reviewed on a regular basis at PINS Board.

3.4 DH raised the issue of the KPMG report and queried how it was not flagged by either the Internal Audit team or our own. There has to be an understanding on how this happened without it being seen by anyone. Audit Committee will receive a report at the next or subsequent meeting to see if there is anything that needs to be followed up.

Agreed:

3a) To note the updates from the Committee Chairs.

3b) JBe to provide an update on sickness levels at the August PINS Board.

3c) To add emerging risks to PINS Board forward planner for review on a 6 monthly basis.

4.0

Chief Executive's update

4.1 The Managers' Development Programme is underway with the first module having already being held. Positive feedback is coming from this and it will continue to be monitored with the impact being measured through staff engagement results.

4.2 A digital workshop has been held for senior staff called "Reimagining PINS for a digital age" which looked at the vision for a digital PINS in the future. A business case will be going to the Transformation Board with a view to getting support and resource to enable this be taken forward.

4.3 Stakeholder meetings have been taking place with two groups: those users that have a direct stake in our work and those who are interested in broader aspects of the Planning system and our work within it. Discussions have been positive around the quality of our work, while recognising continued challenges around timeliness.

4.4 There is work underway to stabilise Management Board with two Director posts going out to advert. Work is also moving forward to stabilise the Head of Service workforce. There will be a presentation at SLT next week setting out what the structure is. This will be slightly different from the one shared with PINS Board. It has recently been updated, with a role for Governance back in, at least for the next 1-2 years, following the recent KPMG report.

	<p>4.5 JB updated PINS Board on the impact the EU referendum would have on us. Looking at forward work in the pipe line, an assessment is being carried out to look at Government funding and EU funding and what is likely to fall away.</p> <p>4.6 SG confirmed that DCLG are prioritising issues for decisions and have included a decision in principle on fee charging structures.</p> <p>4.7 Work is going on across the department to prepare us to respond on potential impacts in the housing and infrastructure space. SG confirmed that it would be helpful to DCLG for any Board member to feedback intelligence they pick up on developments being stalled or a decision being deferred.</p> <p>4.8 SW noted the positive results reported in the Health and Safety paper and took it as read. It was also noted that thanks should be given to TT for stepping into the role of Chair for this Committee.</p> <p>Agreed: 4a) To note the update from the CEO. 4b) The implications of the brexit to be added to the August agenda.</p>
5.0	<p>Management Information (MI) reporting pack</p> <p>5.1 PS presented the MI pack noting key points in terms of where we are in the process of managing the operational backlog. Reduction in June reduced and is now in line with the central (yellow line) forecast. There is significant variance in terms of financial performance with the underspend relating to income projections in NI and underspend on Inspector resource. PS also noted that the next MI pack in August will be presenting data for the end of the first quarter and asked for PINS Board view on what they would like covered. The Board suggested that a number of factors concerning potential risks created by Brexit would be a good focus for the next meeting.</p> <p>5.2 DH wanted clarity around why we are underspending due to understaffing but are recommending to spend surplus on more staff. JB confirmed that this is due to undershooting the recruitment target for Inspectors (with 27 starters vs 30 target) and is also down to the retirement rate due to a change of the demographic of the workforce.</p> <p>5.3 SG wanted assurance that there isn't something structural that is leading to the further backlogs which were showing in the front end of the process. MS confirmed that we now micro manage this and that resource had already been moved to address this gap. SW confirmed that now better data was available, issues are being responded to quicker. There is still a backlog, but the team is now working through it in a more responsive way.</p> <p>Agreed: 5a)</p>
6.0	<p>Transformation Agenda</p>

	<p>6.1 The setting up of the Transformation Board (TB) is to provide an oversight of projects within the organisation.</p> <p>6.2 JE queried what TB's role was in tracking benefits. TJ confirmed that the TB will be tracking benefits and making sure that this is linked into the financial benefits. This will be part of FKPI4 in the MI pack which will track the benefits in each quarter.</p> <p>6.3 SJ commented on the overall resource capacity and the case study being good but was concerned that it did not show what resource we had moved from where and that there was no commentary on the TB's oversight of the prioritisation of resource. SR agreed that prior to this board we had no understanding of this and the impact. The prioritisation process will now get tighter and we will be able to map who is borrowed from where. At the moment that information is not available to do that mapping.</p> <p>6.4 SG questioned the Terms of Reference and wanted the assurance that the board were aware of the prioritisation impact and gave priority to the projects that needed it. SR confirmed that the point in the ToR on resolving or making recommendations is about stopping projects that are not aligned to the Strategic Plan.</p> <p>6.5 SW questioned whether the breadth of the TB membership could lead to a dissipation in focus on actions. SR confirmed that the membership of this board is kept open and is critical in ensuring that people key to decision making and implementation are there rather than members being chosen by grade. This is modelling a different way of working with different levels contributing.</p> <p><u>Agreed:</u> 6a)</p>
7.0	<p>Communications & Engagement (inc staff and stakeholder engagement)</p> <p>7.1 Stuart Campbell presented a paper on the Internal Communications plan and stakeholder engagement work. The first part of the discussion focussed on internal engagement and communications. Corporate content will be launched on the new Intranet and will allow a better way of managing impact and can help with monitoring success and progress.</p> <p>7.2 The Board commended the clarity of "plan on a page" and the core brief in keeping communication to staff simple and consistent. The Board commented that it would be good to get an understanding of what staff are hearing and to add getting feedback to come back up to the task of cascading the message down.</p> <p>7.3 The Non-Executive Directors are now doing staff sessions every month in turn and it would be helpful to get copies of the core brief to talk about with them. These sessions will also help with the feedback mechanism. SJ agreed</p>

that from her staff session this morning, themes were emerging and a structure on how it is fed back would be beneficial. SW agreed that it would be a good idea for the other Non-Executives to email round the conversations they had with staff to see where the recurring themes are.

7.4 In terms of external engagement we are achieving what we want to with stakeholders but for customers it is about improving customer feedback which we aren't good at getting. SR has attended meetings recently with Stakeholders who are interested in our work but it is their memberships who are our customers and we need to engage with them. SR suggested that we should consider stakeholders who use our services as distinct from those who are interested more generally in the Planning System and our role within it.

Agreed:

7a) A copy of the core brief to be circulated with minutes.

7b) Stakeholder Engagement and the Reputation Survey to come back in September

8.0

Strategic Risk Register & Emerging Risks

8.1 The Board reviewed the strategic risk register. It was noted that the paper presented remains work in progress and was written pre-Brexit. Therefore it will need to evolve and be looked at again.

8.2 DH liked the layout of the comments. With regards to the financial sustainability, he felt the risk should more on the income. Over the coming months there will also be more debate on income and not necessarily on costs target.

8.3 SG suggested that Reputation was a key risk that was missing. SR commented that if we don't manage any one of these risks it will mean that we contribute to the loss of our reputation, and therefore reputation is treated as an output rather than an input. Most of the actions are a mitigation against the loss of our reputation. It was also agreed that loss of Reputation was a risk only in as much as it prevented us from fulfilling our role with ministers or within the planning system.

8.4 RP spoke on the emerging risks register and confirmed that this is also work in progress and has not been through the same detailed development process. It has been reduced from last month to re-order and make the high risk clear.

8.5 DH thought that emerging risks currently looked more like "operational risks" and that they should be less detailed and kept simple. SW agreed that there should only be a handful of more broadly defined risks.

8.6 SG agreed that the more operational level of risk analysis would, nonetheless, be useful for DCLG policy process and the Planning Reform Board and would like to take it, as an agenda item, to the next meeting.

	<p>Agreed: 8a) The current, more detailed version of the emerging risks register, to be taken, as an item, to the next Planning Reform Board.</p>
9.0	<p>ICT Strategy (inc IT survey feedback)</p> <p>9.1 JR presented an update on the IT programme. The last project board for Horizon had been held this week with the project now being closed due to delivery being completed. Replacement of PCS has been done with all work being consolidated on Horizon.</p> <p>9.2 JR reported that the next big step in delivering the IT strategy will be Digital Transformation with a business case going to the Transformation Board later this month.</p> <p>9.3 Feedback from the staff survey has been at a low level but it chimes with other feedback that has been given. There has been a number of positive feedback from Inspectors with the calls to service desk falling. SW agreed that there has been a step change in the level of feedback and commended the team for the progress made since the last review.</p> <p>9.4 DH emphasised the need to give sufficient priority to optimisation of existing tools, alongside the number of new initiatives and systems. JB confirmed that we have a robust training programme giving people the right skills and time capacity to pick it up. JR mentioned that we are using a lot of You Tube videos for training to allow people to use at a time when they need to know it.</p> <p>9.5 A small core IT team has also been trained on the new technology and can maintain and work on small developments on the system, with bigger work being taken over by the technical partner.</p> <p>Agreed: 9a)</p>
10.0	<p>Horizon demonstration</p> <p>10.1 The demonstration did not take place due to time constraints.</p> <p>Agreed: 10a) The Board agreed to move this to August. SC to add to the agenda. SJ cannot attend in August so a separate briefing on Horizon will be arranged for her.</p>
11.0	<p>Forward agenda & AOB</p> <p>11.1 The following amendments should be made to the forward agenda: <u>August</u></p> <ul style="list-style-type: none"> • Horizon demonstration • Implications of Brexit: including a financial deep dive, pipeline of forward work on the strategic plan linking it to workforce planning. • CTP update

September

- Board effectiveness
- Welsh update
- Stakeholder Engagement and Reputation Survey

Agreed:

11a) SC to update the PINS Board forward planner

Next meeting: 16 August 2016, 10.00 – 1.00