



# Minutes

<b>Title of meeting</b>	PINS Board Meeting
<b>Date</b>	5 May 2016 <b>Time</b> 12:30
<b>Venue</b>	PINS Boardroom, Bristol
<b>Chair</b>	Sara Weller ( <b>SW</b> ) – Chairman
<b>Present</b>	Sarah Richards ( <b>SR</b> ) – Chief Executive Jayne Erskine ( <b>JE</b> ) – Non Executive Director Susan Johnson ( <b>SJ</b> ) – Non Executive Director Janet Goodland ( <b>JG</b> ) – Non Executive Director David Holt ( <b>DH</b> ) – Non Executive Director Mark Southgate ( <b>MS</b> ) – Chief Operating Officer Tony Thickett ( <b>TT</b> ) – Director, Wales Jon Banks ( <b>JB</b> ) – Acting Director, Corporate Services Jayne Beeslee ( <b>JBe</b> ) – Acting Director, People and Change Peter Schofield ( <b>PS</b> ) – Director General, DCLG
<b>In attendance</b>	Phil Hammond ( <b>PH</b> ) – Director, Casework (item 5) Phil Oldfield ( <b>PO</b> ) – CTP Project Manager (item 5) Tom Warth ( <b>TW</b> ) – Head of Operations (item 5 & 6) Susannah Guest ( <b>SG</b> ) – Infrastructure Planning Lead (item 6) Rachael Pipkin ( <b>RP</b> ) – Head of Knowledge Centre (item 7) Jo Esson ( <b>JE</b> ) – Head of Customer Quality (item 8)
<b>Observer</b>	Natasha Perrett ( <b>NP</b> ) – Board Support Simone Cowdery ( <b>SC</b> ) – Strategic Support

## Part One

### Schedule of Actions – 11 February 2016

	Owner	Action	Minutes	Timeframe
8.	<b>Tony Thickett</b>	The Welsh Language Measure update should include how we address funding, either by recharging for the service or budgeting for the cost.	6.14	<b>August Board meeting</b>

## Part One

### Schedule of Actions – 10 March 2016

	Owner	Action	Minutes	Timeframe
5.	<b>Sarah Richards &amp; Management Board</b>	Management Board to lead on creating an open culture with SLT which filters through to teams.	5.5	<b>Complete</b> – MB have agreed this is progressing through the various programmes of work taking place with

				SLT.
7.	<b>Mark Southgate</b>	Yield management, productivity and workforce planning to come back to the Board in 2-3 months.	6.13 & 6.15	<b>Complete</b> - item 7 on the June agenda.
10.	<b>Peter Sloman</b>	Make the following amendments to the MI pack: - A clear set of milestones should be included in the MI pack to the Board. - Add a projection to the budget section of the report. - Move the customer quality section to the front of the report. - Capture the areas of Ministerial confidence and stakeholder reputation as a narrative alongside events and media coverage.	7.13, 7.14 & 7.18	<b>Complete</b> - item 5 on the June agenda.

### Part One

#### Schedule of Actions – 7 April 2016

	<b>Owner</b>	<b>Action</b>	<b>Minutes</b>	<b>Timeframe</b>
9.	Jon Banks	Produce a measure for the Board to assess whether CTP is as productive as the current model.	7.3	<b>Complete</b> - item 7 on the June agenda.
10.	Mark Southgate	Link measurement of productivity to the yield management Board item. This could include the cost per decision at inspector and case officer level.	7.4	<b>Complete</b> - item 7 on the June agenda.
11.	<b>Jon Banks &amp; Phil Hammond</b>	Measure the impact of electronic working to establish a baseline before moving completely to CTP.	7.5	<b>Action is open</b>
12.	<b>Jon Banks &amp; Sarah Richards</b>	Review the Board forward agenda planner and align items covered with the Strategic and Business Plans.	8.1	<b>Complete</b> - item 11 on the June agenda.

### Part One

#### Schedule of Actions – 5 May 2016

	<b>Owner</b>	<b>Action</b>	<b>Minutes</b>	<b>Timeframe</b>
1.	Jon Banks/ Jan Ryan	IT delivery plans to be updated to include people interactions.	2.3	<b>July Board</b> - final paper due

				29 June
2.	Jon Banks/ Jan Ryan	The ICT strategy item on the July agenda to include the IT survey feedback.	2.3	<b>July Board</b> – final paper due 29 June
3.	Natasha Perrett	Application of the Whistleblowing policy to be added to the ARAC forward planner.	3.3	<b>Complete</b>
4.	Natasha Perrett	An amendment to the ARAC minutes is required at paragraph 6.6 'Comprehensive Spending Controls' should be 'Cabinet Spending Controls'.	3.4	<b>Complete</b>
5.	Phil Hammond	Amend the bars on chart 1 to split into band 1, 2 and 3 to give a view of the cases within in each band, add lines to separate the phasing and call band 3 something else as this work is not processed by CTP.	5.6	<b>Complete</b> – item 6 on the June agenda.
6.	Tom Warth	Identify the skill shortages and address these to prepare for new intakes of work.	6.2	<b>By August Board</b>
7.	Tom Warth	Carry out more work around: <ul style="list-style-type: none"> <li>• scenario planning and then use these for forward planning</li> <li>• include the impact on resourcing and income</li> <li>• the impact on the Business Plan</li> <li>• the impact of moving people</li> </ul>	6.3	<b>By August Board</b>
8.	<b>Rachael Pipkin</b> & Mark Southgate	Discuss lead in times and resource challenges with DCLG colleagues for PINS on the areas of work which will change.	7.5	<b>By July</b> - Relevant HoS in discussion with individual DCLG leads. MS to discuss overall picture with DCLG (Simon Gallagher).
9.	<b>Rachael Pipkin</b> & Mark Southgate	Develop a risk map which covers financial risk and people/ reputational risk.	7.7	<b>By July</b> - Links to inspector workforce and strategic risk. To be developed alongside 1st quarterly Board report on caseload.
10.	Peter Schofield	Feedback on the Ministerial priorities and timetable for changes.	7.9	<b>Complete</b> – Discussion has taken place with the Steve Quartermain and team.
11.	Sarah	Give consideration to accepting	7.11 &	<b>Complete</b>

	Richards	additional work, focussing our efforts on the areas of planning where we can make the best impact and add the best value and prepare to have a conversation with the Minister about fees, targets and work we do which adds value.	7.13	
12.	Rachael Pipkin	Review and transfer risks to the strategic risk register.	7.12	<b>By July</b> - There is more work to do on this as we are still applying the new risk management framework. We have started looking at what needs to be done and the escalation process.
13.	PINS Board	Circulate any additional comments or amendments for the Annual Report and Accounts to Jo Esson.	8.2	<b>Complete</b>
14.	Jo Esson	Make the following updates to the ARA: <ul style="list-style-type: none"> <li>• review the length of sentences within the report</li> <li>• review the size of headings to make them more prominent</li> <li>• transfer the risks on page 19 into a table</li> <li>• include reference to our customers in the CEO introduction</li> <li>• amend the CEO statement to give balance to the things that have gone well and not so well.</li> </ul>	8.3	<b>Complete</b> - item 8 on the June agenda.
15.	Natasha Perrett	Forward planner: <p><u>June</u></p> <ul style="list-style-type: none"> <li>• Legal framework, challenges and risk</li> </ul> <p><u>June/ July</u></p> <ul style="list-style-type: none"> <li>• Shared Services</li> </ul> <p><u>July</u></p> <ul style="list-style-type: none"> <li>• ICT Strategy to included IT survey feedback</li> <li>• Productivity</li> </ul> <p><u>July/ August</u></p> <ul style="list-style-type: none"> <li>• Transformation agenda</li> </ul>	2.4, 4.7, 4.8, 9.1	<b>Complete</b>

		<u>August</u> <ul style="list-style-type: none"> <li>Risks around the outcomes of the Elections in Wales</li> <li>Customer programme</li> </ul> <u>August/ September</u> <ul style="list-style-type: none"> <li>Runway capacity</li> </ul> <u>Standing item update</u> <ul style="list-style-type: none"> <li>Shared Services</li> </ul>		
	Natasha Perrett	Extend the June Board meeting.	9.2	<b>Complete</b>
	Sarah Richards & Natasha Perrett	Make sure a final version of the Board forward agenda is in the June pack.	9.3	<b>Complete</b> – item 11 on the June agenda.

## Minutes

1.0	<p><b>Welcome and Declaration of Interests</b></p> <p>1.1 The Chair Welcomed Simone Cowdery to the meeting as staff observer.</p> <p>1.2 The Chair called for Declarations of Interest of which there were none.</p>
2.0	<p><b>Minutes of 7 April Board Meeting</b></p> <p>2.1 No further comments were received on the March PINS Board minutes.</p> <p>2.2 The Board agreed the risks and opportunities paper circulated by Peter Sloman was useful.</p> <p>2.3 At the June meeting there will be a discussion on yield management. In September the Board will have a dinner to discuss the strategic plan and the transformation agenda. It was agreed Janet Goodland and Peter Schofield should be invited. In November the Board will hold the meeting at Cathays Park in Cardiff.</p> <p>2.4 The Board discussed action 2 of the April minutes which was to circulate the detailed plan in relation to IT delivery plans and measures of success. JB circulated an update to the Board. Concerns were raised around the success factors which had limited recognition of the need to ensure colleagues felt IT was improving. It was agreed people interactions should be included. A further review of the deliverables will take place at the July Board when the ICT strategy is discussed. The Board also agreed feedback from the IT survey should be included.</p> <p><b>Agreed:</b></p> <p>2a) The minutes reflect a true and accurate record of the April meeting.</p>

	<p>2b) IT delivery plans to be updated to include people interactions.  2c) The ICT strategy item on the July agenda to include the IT survey feedback.</p>
<p>3.0</p>	<p><b>Committee Chair: update</b>  <b>(a) Customer, Quality &amp; Professional Standards Committee (CQPSC)</b>  <b>(meeting of 5 May)</b></p> <p>3.1 The CQPSC focused on the new Quality Measures report which has progressed well and now picks up key issues and data for the Committee to review. As data is gathered and refined the Committee will deep dive into areas where patterns or spikes emerge.</p> <p>3.2 The Committee also discussed:</p> <ul style="list-style-type: none"> <li>• Customer surveys which will help the Committee gain a better view of how and what our Customers think and feel about our services.</li> <li>• The Quality Project action plan. The Executive team have been asked to prioritise and rationalise the actions to make sure they maximise the impact on customers and organisation.</li> <li>• Cost of poor quality which gave the Committee a very clear picture of what the cost of poor quality is and how this impacts on our customers.</li> <li>• Customer journey mapping and the cost of multiple interactions which could be reduced by better end-to-end process streamlining.</li> <li>• Customer groups which include putting together a proxy group to represent a wider group of consumers, meta customer groups and gaining a more strategic view of our customer.</li> </ul> <p>3.3 The Board discussed the 10 March Audit and Risk Assurance Committee (ARAC) minutes and referred to paragraph 2.2, which was about the whistleblowing policy and number of incidents reported. The Board agreed application of the policy should be reviewed at an ARAC meeting.</p> <p>3.4 An amendment to the ARAC minutes is required at paragraph 6.6 'Comprehensive Spending Controls' should be 'Cabinet Spending Controls'.</p> <p><b>Agreed:</b></p> <p>3a) To note the update from the Committee Chairs.  3b) Application of the Whistleblowing policy to be added to the ARAC forward planner.  3c) An amendment to the ARAC minutes is required at paragraph 6.6 'Comprehensive Spending Controls' should be 'Cabinet Spending Controls'.</p>
<p>4.0</p>	<p><b>Chief Executive's update</b></p> <p>4.1 SR reported that she has started to engage with our stakeholders and attended a meeting with Trudi Elliot (TE) at the RTPI. TE and SR explored how PINS and the RTPI might work together to share experiences and training.</p> <p>4.2 SR and TE also discussed:</p>

- diversity in the planning profession, the shortage of planners and how this is affecting the public sector
- RTPI bursary scheme which is a good way of working on the diversity challenge.

SR concluded this was a very helpful meeting.

4.3 SJ said further work needs to be done on diversity. SR agreed and said it is important we work with the RTPI on ethnic diversity in the planning cohort.

4.4 TT and SR attended a meeting with the Welsh LGA and discussed the issues and risks post-election in Wales. Management Board are monitoring this closely.

4.5 A meeting will take place next week with the LGA in England.

4.6 Following the closure of discussions with arvato, JB updated on Shared Services and the risks associated. Affected staff have been briefed and work is underway with DCLG and HCA to discuss models going forward. SR and JB are working on a paper of proposals for discussion.

4.7 The Board agreed an agenda item should be added to either the June or July meeting to discuss the detail of Shared Services across the group. SW said the paper for this item should include a timeline and phasing so the Board can have a view of how this is going to work.

4.8 The Board discussed the Davis Commission and the impact on PINS. SR explained Management Board is already scenario planning to gain a view of the impact. SW asked for an agenda item to be added on runway capacity in August/ September to give the Board a view of what this means for PINS.

**Agreed:**

4a) To note the update from the CEO.

4b) Shared Services agenda item to be added to the PINS Board forward planner for either June/ July.

4c) Runway capacity agenda item to be added to the PINS Board forward planner for either August/ September.

**5.0 Monitoring Performance**

5.1 Performance to reduce the backlog continues to improve. MS advised there will be a reduction in productivity due to inspector availability during the summer. Overall performance for S78 planning written representation appeals has improved with cases decided within 16.1 weeks.

5.2 The Board discussed the live planning casework forward projection chart and the impact on the projections of moving casework from classic processing to CTP. JB explained the number of cases being decided will continue to rise as the newly appointed inspectors finish their training and take on live

casework. PH explained band 1 casework will be processed by the new inspectors. Age profiles of cases classed as band 2 or 3 casework are being monitored closely; this enables the team to allocate resource where it is needed.

5.3 TW said closing the classic model and moving all casework to CTP will improve service for our customers and provide them with more certainty around when their appeals will be decided.

5.4 There was some discussion around the phasing of transfer to the CTP model. SW said she had expected greater clarity about a 3 phased journey from classic to CTP. PO explained from July all new band 1 and 2 cases will be processed by the CTP team, by November all of the admin processing in classic will be complete and the final tranche of inspectors will join CTP.

5.5 All Secretary of State casework and band 3 level casework will still be processed in 'classic' mode by the Major Casework team.

5.6 The Board discussed chart 1 in the paper and agreed the bars should be split into band 1, 2 and 3 to give a view of the cases within in each band. SW suggested adding vertical lines to mark the 3 phases of transition and renaming the residual band 3 'Classic' caseload as something else as this work is not processed by CTP.

5.7 JE asked what our people understand about the backlog and the work of CTP. MS explained people recognise things are getting better, PH said the customer experience is getting better and this is being seen by teams. Weekly meetings are taking place with section managers where the charts are discussed to show the reduction in the backlog and this is being fed back through team meetings. It was agreed that it was important to have a clear, simple and united way to describe the complex transition from Classic to CTP to the wider organisation.

**Agreed:**

5a) PH to amend the bars on the chart to split into band 1, 2 and 3 to give a view of the cases within in each band, add lines to separate the phasing and call band 3 something else as this work is not processed by CTP.

6.0

**National Infrastructure update**

6.1 The Board discussed the workload forecast chart (page 7) and the staff deployment table (page 9). DH asked how easy is it to flex skills and resources across the various projects, and if there will be any additional costs. TW explained it is easier to flex and train people for the administrative functions; inspector resource is being recruited. Work is underway to identify people in the organisation that can take work forward, considering skill sets or where necessary to temporarily bring people in.

6.2 DH suggested we identify the skill shortages and address these now so



teams are prepared for new intakes of work.

6.3 PS said the paper was fantastic and suggested the team carry out more work around:

- 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, on loan to other areas of the business, back to NI casework.

6.4 The Board discussed the risk of training those appointed on fixed terms contracts that could potentially leave before projects are complete at a cost to the organisation. JB explained whilst there is a financial commitment for training those on fixed term contracts, they make a contractual commitment to PINS when they join.

6.5 SG explained we are already sharing resources, and that there are currently staff seconded to the DCO team. JE said consideration should be given to bringing on staff at lower grades as part of continuity planning.

6.6 The Board discussed NI casework in Wales, TT explained recruitment is underway for 12 fixed term contracts to work on DNS and TT has received a lot of support from SG and the team in setting up to deal with DNS casework.

6.7 SR said there is a larger debate to be had which is around how we resource for the future, scenario planning and testing those scenarios. This work is currently underway at Management Board.

**Agreed:**

6a) TW to identify the skill shortages and address these now so teams are prepared for new intakes of work.

6b) TW to carry out more work around:

- 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.

7.0

**PINS response to English Planning Policy landscape**

7.1 Several of the changes proposed in the Planning and Housing Bill and the NPPF will have an impact on PINS. These include Neighbourhood Planning, underperforming Local Planning Authorities and S106 agreements.

7.2 The changes which will have the most significant changes for PINS are the recommendations from the Local Plans Expert Group (LPEG) report. DCLG colleagues are currently considering the changes.

7.3 DH said whilst there is a possibility not all changes will happen, we need to know what skill sets we would need to process the work. JE agreed and

said this work should be linked with our work on resource requirements.

7.4 MS explained scenario planning for NI and Local Plans is currently underway which includes how we use our planners. There is more uncertainty around the impact of S62A. JG said it is important to build a flexible workforce which will enable us to respond to changes and fluctuations of work quicker.

7.5 DH asked if DCLG colleagues are aware of the lead in time for PINS on the areas facing changes. MS said there is less certainty on plans and agreed we need to be clear with DCLG colleagues as there is a different resource requirement.

7.6 The Board discussed the impact of taking on additional work without discussing the income and resourcing implications in conjunction with other areas of casework of we process.

7.7 SW asked for a risk map to be developed which covers the two key aspects of the risk arising from the new Bill – either the financial risk (ie we cannot fund all the activities required of us) and people/reputational risk (ie we do not have the skilled people ready and hence fail to deliver some/all targets, impacting our reputation). A different conversation needs to take place with the department and we need to be clear about the resources we need to be able to deliver what is required. If there is clarity around the lead in times for these changes we can deliver what is necessary.

7.8 PS said there is a schedule of secondary legislation which links to the priority changes, which PINS still has time to link into .

7.9 SW said it would be good to get clarity around the Ministers priorities to understand how quickly the changes will become risks for PINS. PS said he could help feedback the priorities and timetable from the Minister.

7.10 The Board discussed the secondary legislation changes. SR said changes are required which will allow PINS to charge for non-inspector work. TT suggested adding “negotiate around targets” to the list of options.

7.11 SW said consideration should be given to an option to accept more complex work, and balancing the capacity by removing simpler work, so focussing our efforts on the areas of planning where we can make the best impact and add the best value. A discussion on resources for the future including skills, flexibility and delivering at pace should come back to the Board, once we are clear on what we will be asked to deliver and the timescales.

7.12 DH asked if the work had been transferred to the strategic risk register. RP agreed to check.

7.13 On the Local Plans work, JB said the risk is around the skills rather than

the financials. SW said we need to prepare to have a conversation with the Minister about fees, targets and which work we do which adds most benefit.

**Agreed:**

7a) MS & RP to discuss lead in times and resource challenges with DCLG colleagues for PINS on the areas of work which will change.

7b) MS & RP to develop a risk map which covers financial risk and people/reputational risk.

7c) PS to feedback on the Ministerial priorities and timetable for changes.

7d) SR to give consideration to accepting additional work with provisos, focussing our efforts on the areas of planning where we can make the best impact and add the best value and prepare to have a conversation with the Minister about fees, targets and work we do which adds value.

7e) RP to review and transfer risks to the strategic risk register.

8.0

**Review of draft Annual Report & Accounts (ARA) (inc Governance Statement)**

8.1 The Board agreed the draft ARA was in good shape and thanked JEs for her work so far. JEs took the opportunity to thank other teams and individuals that had contributed to the good shape of the document.

8.2 In Q2 of the year, DH suggested we take an opportunity to review the ARA's approach to "integrated reporting" as part of the organisation's transformation. The Crown Estate undertook a similar piece of work which we could use as a guide to link together our vision, objectives and risks. JEs explained changes to the document structure are limited due to HM Treasury guidelines.

8.3 The Board asked JEs:

- review the length of sentences within the report to simplify it
- review the size of headings to make them more prominent to improve signposting within the document
- transfer the risks on page 19 into a table to make them easier to read
- include reference to our customers in the CEO introduction
- amend the CEO statement to give balance to the things that have gone well as well as those which went not so well.

8.4 JEs explained a tracked changed version of the ARA will be circulated to the Board ahead of the June ARAC and Board meetings for further comments. The Board agreed to submit any further detailed comments on the current draft to JEs after the Board meeting.

8.5 There has been a key risk identified to the completion of the ARA which is the ability to obtain a photograph and statement for the Wales Minister due to the Elections. JEs drew the Board's attention to the key risks in the covering paper. She informed the Board that these continue to be carefully monitored by the teams.

Agreed:

	<p>8a) JEs to:</p> <ul style="list-style-type: none"> <li>• review the length of sentences within the report</li> <li>• review the size of headings to make them more prominent</li> <li>• transfer the risks on page 19 into a table</li> <li>• include reference to our customers in the CEO introduction</li> <li>• amend the CEO statement to give balance to the things that have gone well and not so well.</li> </ul> <p>8b) PINS Board to circulate any additional comments or amendments to JEs.</p>
9.0	<p><b>Forward agenda &amp; AOB</b></p> <p>9.1 SR and JB have reviewed the forward agenda in conjunction with the strategic plan and the strategic risk register. SR advised the following items should be added to the forward agenda:</p> <p><u>June</u></p> <ul style="list-style-type: none"> <li>• Legal framework, challenges and risk</li> </ul> <p><u>July/ August</u></p> <ul style="list-style-type: none"> <li>• Transformation agenda</li> </ul> <p><u>July</u></p> <ul style="list-style-type: none"> <li>• Productivity</li> </ul> <p><u>August</u></p> <ul style="list-style-type: none"> <li>• Risks around the outcomes of the Elections in Wales</li> <li>• Customer programme</li> </ul> <p><u>Standing item update</u></p> <ul style="list-style-type: none"> <li>• Shared Services</li> </ul> <p>9.2 The June Board meeting should be extended by 30 minutes to allow full debate by the Board of the annual Strategic Risk Register.</p> <p>9.3 SR and NP to make sure a final version of the Board forward agenda, incorporating the CEOs requirements, is included in the June Board pack.</p> <p><b>Agreed:</b></p> <p>9a) NP to add the additional items to the forward planner at 9.1.</p> <p>9b) NP to extend the June Board meeting. 9.2</p> <p>9c) SR/ NP to make sure a final version of the Board forward agenda is in the June pack. 9.3</p>
10.	<p><b>Review of Management Structure - RESTRICTED</b></p>

**Next meeting:** 2 June 2016, 12.30 – 4.00