



Minutes

Title of meeting	PINS Board Meeting
Date	11 February 2016 Time 12.30pm
Venue	Cathays Park, Cardiff, Wales
Chair	Sara Weller (SW) – Chairman
Present	Steve Quartermain (SQ) – Chief Executive Janet Goodland (JG) – Non Executive Director Susan Johnson (SJ) - Non Executive Director David Holt (DH) - Non Executive Director Mark Southgate (MS) – Chief Operating Officer Tony Thickett (TT) – Director, Wales Jon Banks (JB) – Acting Director, Corporate Services Peter Schofield (PS) – Director General, DCLG Neil Hemington (NH) – Chief Planner, Wales
In attendance	Phil Hammond (PH) – Director, Casework (item 5) Ifan Gwilym (IG) – Planning Officer (item 6) Natasha Perrett (NP) – Board Secretary
Apologies	Jayne Erskine (JE) – Non Executive Director Tracy Hodgkiss (TH) – Director, People & Change

Part One

Schedule of Actions – 14 October meeting

	Owner	Action	Minutes	Timeframe
12.	Tony Thickett	The same data should be captured for Wales for benchmarking purposes.	10.7	Complete – unit cost figures included in the draft MI pack under item 7(b) of the March PINS Board agenda.

Part One

Schedule of Actions – 11 November 2015

	Owner	Action	Minutes	Timeframe
11.	Jan Ryan	Present deliverables and measures of success at the January Board meeting.	8.9	By 31 March - Deliverables presented Jan Board. Success factors to follow.

Part One

Schedule of Actions – 9 December 2015

	Owner	Action	Minutes	Timeframe
11.	Jon Banks & Peter Sloman	Give more detail on the delivery plans, plus provide a schedule of risks and opportunities on the saving to be delivered at the January Board meeting.	5.21	Complete – paper submitted to ARAC for Consideration at the March meeting.

Part One

Schedule of Actions – 14 January meeting

	Owner	Action	Minutes	Timeframe
4.	Phil Hammond/ Mark Southgate	A CTP forecast should be provided at the February Board to show the degree of progress being made. A trajectory should be added which shows where we thought we would be and if we have achieved it. A commentary should be included which explains the current position with a forward look.	5.7 & 8.2	Complete – included in the March PINS Board performance update under item 6.
8.	Rachael Pipkin	Plot the likelihood of the emerging risks (low, medium or high).	6.5	Complete – the emerging risks item has been added to the September ARAC forward agenda.
10.	David Holt	Give consideration to the reporting of emerging risks to the PINS Board or ARAC.	6.10	Complete – emerging risks will be considered by the Board as a paper alongside the Strategic Risk Register.
12.	Jon Banks	JB to share an early draft of the MI pack and to bring a draft MI pack to the March Board which covers: <ul style="list-style-type: none"> • Operations • Customer Quality • Finance • People • Risk • Programme delivery. 	7.6 & 7.7	Complete – draft reporting pack included under item 7b of the March PINS Board agenda.

Part One

Schedule of Actions – 11 February 2016

	Owner	Action	Minutes	Timeframe
1.	Jon Banks	JB to add a workstream in the financial plan to make sure the action against demand	2.2	By end of March – JB is building into the

		management from the January PINS Board meeting is taken forward.		Business Plan process.
2.	Mark Southgate/ Phil Hammond	Narratives should include performance on casework being processed through the CTP and classic models.	5.1	Complete – included in the March PINS Board performance update under item 6.
3.	Mark Southgate/ Phil Hammond	Number of cases received and despatched to be added to the all planning live casework table. This will give the Board a sense of the performance from receipt, start to despatch.	5.5	Complete – included in the March PINS Board performance update under item 6.
4.	Mark Southgate/ Phil Hammond	The forecast in the registry line of the all planning live casework table needs to be reassessed and reforecast.	5.5	Complete – included in the March PINS Board performance update under item 6.
5.	Jon Banks	JB to review in more detail the contributory factors increasing hours/decision, and either include it in the narrative or in a separate paper at the March Board.	5.11	By 29 March – JB has advised a paper will be provided for the April Board meeting to cover the increases in hours/ decision. NP has added to the forward planner.
6.	Natasha Perrett	Add sickness and absence review to the People Committee forward planner.	5.12	Complete
7.	Natasha Perrett	Add the Welsh Language Measure to the PINS Board forward planner for the July meeting.	6.13 & 6.14	Complete
8.	Tony Thickett	The Welsh Language Measure update should include how we deal with funding either by recharging for the service or budgeting for the cost.	6.14	By 6 September. The September PINS Board will take place in Wales. NP has added to the forward agenda.

Minutes

1.0	Welcome and Declaration of Interests
	1.1 The Chair welcomed NH to the meeting; apologies were received from JE and TH.
	1.2 The Chair called for declarations of interest of which there were none.

2.0	<p>Minutes of 14 January Board Meeting (Part One)</p> <p>2.1 No further comments were received on the January minutes.</p> <p>2.2 The Board discussed action 5 from the January minutes. It was agreed that demand management of appeals is an ongoing issue, which should be revisited in 3 months. SW asked JB to add a workstream in the financial plan to make sure this action is taken forward.</p> <p><u>Agreed:</u></p> <p>2a) The minutes reflect an accurate record of the January Board meeting.</p> <p>2b) JB to add a workstream in the financial plan to make sure the action against demand management from the January PINS Board meeting is taken forward.</p>
3.0	<p>Committee Chair: update (a) Customer, Quality and Professional Standards Committee (meeting of 11 February)</p> <p>3.1 JG explained the Committee's main focus was on the:</p> <ul style="list-style-type: none"> • actions emerging from the Customer Quality plan • new ways of measuring quality • Customer Charter • revised Ex gratia policy • Virtuous Circle Project, which needs a project manager and project plan. <p>3.2 JG has handed the Chair of the CQPSC meeting to SJ. SW thanked JG for establishing the Committee and progressing quality measures over the last 4 years.</p> <p><u>Agreed:</u></p> <p>3a) To note the update from the Committee Chair.</p>
4.0	<p>Chief Executive's update</p> <p>4.1 SQ updated the Board on the Whitley meeting (union engagement). There were 4 main points of discussion which were around the Casework Transformation Project (CTP), Inspector working hours, the organisation structure and productivity.</p> <p>4.2 The changes being implemented by the Welsh Government will have significant potential resource implications for PINS England, as some casework is carried out in Wales which is not processed by TT and his team. Discussions with DCLG are taking place on this matter.</p> <p>4.3 The recruitment pack for the People and Change Director has been signed off. Recruitment for this post will continue in time for Sarah Richards arrival.</p> <p>4.4 Management Board is looking at the structure of the organisation following the VES exits at the end of March. MB agreed a clear communication to staff setting out the structure going forward will be issued</p>

as soon as possible. SQ will discuss further with SW.

4.5 SQ updated on the office moves underway to release space as part of our SR commitment. He thanked JB's team, the move champions and all staff affected by the accommodation project for all of their hard work and support whilst works are underway. JB agreed that there has been strong engagement across the organisation.

Agreed:

4a) To note the update from the CEO.

5.0

Monitoring performance

5.1 The Board discussed s78 performance. MS explained it is taking 2 weeks from receipt to start cases in the classic model. Overall performance is 18 weeks from start to decision for written representation cases. For cases in the CTP model it is taking 4 weeks from receipt to start cases. Overall performance is 14 weeks from start to decision. It was agreed the narratives should separately cover performance on casework being processed through the CTP and classic models.

5.2 Un-started HAS figures rose in January. Close monitoring identified the issue and corrective action has been taken to bring HAS performance back on track.

5.3 Weekly meetings are taking place with the HEO's in the classic model to bring performance against un-started appeals in the classic model back on track. We will not be on track to recover the drop in performance following the Christmas period by the end of February as expected.

5.4 Management Board are closely monitoring the performance against un-started cases in the CTP model to make sure there is a flow of work for the new Inspectors in training.

5.5 MS explained that the tables showing the performance trend through to April 1st were not forecasts, but were simply a projection of how cases would have to reduce if the April 1st target was to be achieved. SW suggested the number of cases received and despatched should be added to the all planning live casework table. This will give the Board a sense of the performance from receipt, start to despatch. The projection in the registry line needs to be reassessed and reforecast based on likely performance.

5.6 PS asked if there is enough resource to handle cases at the front end of the process as we are still way above the baseline figure of 80. SQ explained we need to make sure our resources are handling work and prioritising when we ask them to. The weekly meetings are monitoring performance against the priority areas.

5.7 PH explained the front end of the process is under control and will be stable at the end of March. Through the CTP cases will be dealt with in 18 weeks end to end.

5.8 The Board discussed resources. SW asked if we have the amount of resource we need to process the work coming in. SJ said we appear to move the bottle neck of work through the system. SQ explained decisions were made to move resource around the business to assist with the backlog.

5.9 SQ explained we are still receiving appeals which we are not yet able to process through the CTP model. SJ asked what we need to do to be able to move to the CTP model. PH said the number of cases in the classic model need to be reduced to an acceptable level.

5.10 SW and SQ agreed to discuss what else the Management Board could do to help the Board understand the position and what we are doing to reduce the backlog and to enable cut across to CTP. SW acknowledged the Board had expressed a high level of discomfort on progress against reducing the backlog, and that we needed to consider how further to create clarity and understanding of the forecasts of future progress.

5.11 JG referred to page 20 (cost/ decision by work type) and asked why the planned hours per decision had gone up. JB explained the unit costs included one off funding which we did not have last year. TT said this could also be due to the number of new trainee Inspectors. SW suggested it could also be caused by an increased proportion of complex casework in the workload. The Board asked JB to review in more detail the contributory factors increasing hours/decision, and either include it in the narrative or in a separate paper at the March Board.

5.12 It was agreed the People Committee should review the sickness and absence numbers at the next meeting.

Agreed:

5a) MS/ PH: the narratives should separate out performance on casework being processed through the CTP and classic models.

5b) MS/ PH: the number of cases received and despatched should be added to the all planning live casework table. This will give the Board a sense of the performance from receipt, start to despatch.

5c) MS/ PH: the projection in the registry line of the all planning live casework table needs to be reassessed and reforecast, based on likely performance.

5d) JB to review in more detail the contributory factors increasing hours/decision and either include it in the narrative or in a separate paper at the March Board.

5e) NP to add sickness and absence review to the People Committee forward planner.

6.0

Wales update

Developments of National Significance (DNS)

6.1 The Minister for Wales has reduced the threshold for energy schemes to be classed as DNS to 10mw. The original assumption had been energy schemes between 25mw and 50mw would be classed as DNS schemes.

6.2 Analysis has shown 43 applications for schemes in this threshold have been submitted in the past 2 years. TT is working on a plan of how we might deal with the potential numbers that might be received. A DNS mailbox has been set up for anyone that might have any queries; these details have been published.

6.3 TT will not know the exact number of submissions until contact is made. However this will still provide several months of warning to allow resourcing to be put in place. TT will track the potential numbers and skill up staff when necessary.

6.4 The Board discussed the fee regime set for the DNS process. TT explained fees are based on full cost recovery for a senior Inspector. SW asked if there is anything extra TT can do to forecast the amount of resource required. NH explained with the prior notification process requires applicants to give early notification. Once notification is received applicants have 1 year to submit the DNS application.

6.5 PS referred to 3.11 of the paper and asked if the spare resource being redeployed from the Major Applications and Plans Directorate to support the new Welsh DNS work could instead have been used to help bring down the backlog. MS explained the resources are G7 Infrastructure Planning Leads who are being seconded to Wales. These colleagues would be unable to effectively support the backlog clearance as they were overqualified for admin roles and underqualified to be Inspectors They will therefore be most useful in supporting TT's team with pre-application advice on DNS schemes, and their cost in doing this would be chargeable to Wales.

Appeals Reform

6.6 NH and TT will aim to define new appeal targets for Wales once DNS volumes are known.

Welsh Language

6.7 The Welsh Language Commissioner issued a compliance notice requiring PINS Wales to comply with the standards by 30 March 2016. There are 5 services covered which are telephone calls, guidance, policy, operational and record keeping.

6.8 DCLG do not currently have such standards in place. Work is underway to produce guidance for staff in Wales and England on how to deal with correspondence.

6.9 MS explained there will be implications for some NSIP regimes which are carried out by PINS on behalf of both England and Wales. It would be helpful to apply one set of standards to all this work, but this could have cost implications depending on volume of Welsh NSIP cases that wished to be handled in Welsh. More clarity is needed around the costs and implications of report writing in Welsh which could affect deadlines.

6.10 Internal operations will also be affected such as support services, if these are caught by the new Welsh guidance. Further review of Welsh capability in support services is therefore required. Within 3 years, our intranet should also be available in Welsh.

6.11 JB said there will be cost implications for back office support to the team in Wales if Welsh speakers are required in support services.

6.12 The Board discussed the impact on NSIP casework. TT and MS are working on a list of questions which will be submitted to the Compliance Officer for consideration. This will tell us what we need to do differently and we can then work out how much meeting the standards will cost and the implications for casework.

6.13 The Board agreed the impact of the Welsh Language directive on internal and external operations should come back to the Board at a later date, for an update on how we deal with funding either by recharging for the service or budgeting for the cost.

6.14 SJ suggested the July PINS Board meeting is held in Wales. This would give an opportunity to invite the Minister post-election.

Agreed:

6a) NP to add the impact of the Welsh Language directive to the PINS Board forward planner for the July meeting.

6b) TT: the Welsh Language update should include how we deal with funding of incremental costs, either by recharging for the service or budgeting for the cost.

6c) NP/TT to schedule July Board in Wales.

7.0 2016/17 Budget - RESTRICTED

8.0 Forward agenda & AOB

8.1 The Board agreed the following items would be discussed at the March meeting:

- Business Plan, and Strategic Plans, including delivery timetables
- MI reporting pack to reflect 2016/17 Business Plan
- Casework performance
- Workforce planning

Agreed:

8a) The March PINS Board agenda.

Next meeting: 10 March, 12.30 – 3.30