



Minutes

Title of meeting	PINS Board Meeting		
Date	8 December	Time	12:10
Venue	Brunel, Temple Quay House, Bristol		
Chair	Sara Weller (SW) – Chairman		
Present	Sarah Richards (SR) – Chief Executive Jayne Erskine (JE) – Non Executive Director David Holt (DH) – Non Executive Director Susan Johnson (SJ) – Non Executive Director Tony Thickett (TT) – Director, Wales Navees Rahman (NR) – Director of Corporate Services Simon Gallagher (SG) – Director of Planning, DCLG		
In attendance	Peter Sloman (PS) – Head of Finance & Commercial (items 5-7) Mark Southgate (MS) – Director, Major Casework (item 5-6) Alison Cooper (AC) – Head of HR (item 8) Dave Cobbin (DC) – Human Resources (item 8) Natasha Perrett (NP) – Board Secretary		
Apologies	Ben Linscott (BL) – Head of Inspectors		
Observers	Tim Guy (TG), Director of Transformation (item 7)		

Part One

Schedule of Actions – 2 June 2016

	Owner	Action	Minutes	Timeframe
10.	Ben Linscott	Explore training opportunities with the MoJ.	10.7	Complete – update note attached as an annex to the December minutes.

Part One

Schedule of Actions – 15 September 2016

	Owner	Action	Minutes	Timeframe
8.	Tom Warth transferred to Simone Wilding	Engage stakeholders most likely to use the inquiry procedure to set expectations and explore options to allocate inquiry dates differently.	6.7	Complete – PINS Board agreed this action is complete at the January meeting.
9.	Tom Warth	Draw out the choices and consequences around processing inquiry planning appeals differently.	6.8	Complete – included in item 7 on the January PINS Board agenda.

Part One

Schedule of Actions – 13 October 2016

	Owner	Action	Minutes	Timeframe
3.	Mark Southgate – transferred to Ben Linscott	Bring an impact assessment to the December PINS Board on the outcomes of the White Paper and its implications for PINS.	4.3	8 February 2017 – action rolled to the February meeting.
5.	Peter Sloman & Richard Addison	Review the MI pack and consider which sets of data are critical for the Board to see.	5.2	8 February 2017 – for the 16 February Board meeting. MI pack to be aligned with Business Plan approval.
10.	Peter Sloman transferred to Navees Rahman	Look at profit and loss segmentation reporting.	6.4	8 February 2017 – for the 16 February Board meeting. Action is being undertaken and will be reported as part of the final Budget report in February.
11.	Peter Sloman	Review the MTFP to consider the audience of the document and ensure it is not seen simply as a “cost-cutting” exercise. It needs to reflect a focus on the end-goal of inspectors and decisions. The document should demonstrate the importance of delivering the right service at an affordable cost.	6.5	8 February 2017 – for the 16 February Board meeting.
13.	Peter Sloman transferred to Navees Rahman	Take forward next steps: <ul style="list-style-type: none"> • to look at how big the productivity phase 1 “BAU” cost reduction might be • consider, in phases 2 and 3, what else might get us to a sustainable footing (changes to the service proposition, fees) • identify the metric that shows we are becoming more productive • identify what needs to be in the budget. 	8.6	Ongoing - being developed and identified in line with bid for transformation and change resource.
15.	Mark Southgate	Lead a deep dive item at the CQPSC meeting on the customer journey and technology.	9.11	Closed – incorporated as part new emerging customer work – MS & SC.

Part One

Schedule of Actions – 10 November 2016

	Owner	Action	Minutes	Timeframe
1.	Rachael Pipkin	White Paper update to be included as part of the Strategic Plan item at the December PINS Board.	4.3 & 4b	Complete – TG confirmed the White Paper is included in the Strategic Plan. BL will give a further White Paper update at the January PINS Board, item 8.
2.	Phil Hammond	Present to PINS Board recovery options and choices to clear the backlog. To include what the consequences might be on other areas of the organisation, trajectories and targets.	5.2, 5.5 & 5.7	Complete – item 6 on the January PINS Board agenda.
5.	Simone Wilding	Bring a deep dive on band 3 work across the organisation including an overlay of the third runway and organisation capacity of inspectors and support teams.	7.11	8 February – for 16 February PINS Board.
6.	Mark Southgate	Come back to the Board with a paper focusing on: <ul style="list-style-type: none"> • What are the options to close the resource gap, such as using planning officers, processing casework elsewhere, negotiating targets. • How can we open up the work and offer internships and bursaries • Gain a view of how much time and how many people it takes to process low level appeals. 		Complete – item 8 on the January PINS Board agenda.

Part One

Schedule of Actions – 8 December 2016

	Owner	Action	Minutes	Timeframe
1.	Phil Hammond	Submit a further briefing note to the Board which sets out who owns the 6 key outstanding issues from the CTP project, what they are delivering and by when.	2.2	8 March – for 16 March PINS Board.
2.	Ben Linscott	Submit a briefing note for the January Board meeting on	2.3	Complete – update note attached as an

		action 10 of the June PINS Board minutes.		annex to the December minutes.
3.	Natasha Perrett , Peter Sloman and Navees Rahman	Discuss and transfer PINS Board actions from PS to NR.	2.4	Complete
4.	Mark Southgate and Simon Gallagher	MS to have an early workforce planning conversation with SG ahead of the January PINS Board.	2.5	Complete
5.	Jo Esson and Management Team	Reassess the Strategic Risk Register to capture s62a work and align with the Business Plan.	4.1	8 March – for 16 March PINS Board.
6.	Rich Addison & Pete Sloman	The dashboard to include: <ul style="list-style-type: none"> • Projects section to include the consequences of projects falling behind schedule • Add the target and trajectory to the casework performance graphs. • Add the inability to recruit and retain enough inspectors to the list of Strategic Risks and remove risk S01. • Add more commentary to the overview section of the dashboard. 	5.3, 5.4, 5.7 & 5.8	Complete Outstanding – will come to the Board in new financial year. Complete – inability to recruit added, S04 on the register. Complete
7.	Mark Southgate & Phil Hammond	The work on recovery options should link to the trajectory to give the Board a view of how we get to target performance.	5.6	Complete – included in item 6 on the January PINS Board agenda.
8.	Non-Executive Directors	Think about and share their knowledge and experience around helping staff through change and improving how people feel about their work place.	8.5	Complete
9.	Dave Cobbin	Review which people survey indicators might aid retention. Action update: The survey indicators have been reviewed against recent exit interview analysis (based on 18 interviews from April – November 2016). The exit interview	8.7	Complete

		<p>questionnaire is based around survey themes and the analysis was shared with People Group in December.</p> <p>There is a variance in indicators for Inspector and non-Inspector staff for motivating factors for departure:</p> <p>Inspectors – Resources and Workload was the major factor (particularly work demands and impact on work/life balance)</p> <p>Non-Inspectors – Lack of development opportunities was the most cited major factor followed by the culture of PINS, confidence in decisions by leaders and how well change is managed.</p>		
10.	Dave Cobbin	<p>Review people survey results for other ALBs with a similar workforce for benchmarking purposes.</p> <p>Action update: Benchmarking exercise focused on organisations of similar size and function and those identified as recently going through transformation. Organisations identified who are performing well in the key themes. DC has started to approach the organisations to gain an understanding of their approach. Also looking at the possibility of greater interaction to gather intelligence and examples of good practice.</p>	8.9	Complete
11.	Dave Cobbin	<p>Understand the comments connected to the 'other' category of discrimination.</p> <p>Action update: There were 21 survey comments related to the theme of discrimination, bullying or harassment. The themes that emerged were: 1) Valuing staff and their contribution regardless of</p>	8.9	Complete

		<p>demographic/seniority etc Improved feedback, encouragement and support (8 comments)</p> <p>2) Inappropriate Behaviours – need to take zero tolerance approach and robust action against bullying, poor performance and inappropriate behaviours (5 comments)</p> <p>3) “Them and Us” attitude of sections (2 comments)</p> <p>4) Favouritism of individuals (1 comment)</p> <p>5) Favouritism by grade (lack of consistency in approach to temp. promotion) (1 comment)</p> <p>6) Job security (1 comment)</p> <p>7) Other – negative (2 comments)</p> <p>8) Other positive (1 comment)</p> <p>Work is ongoing with teams to understand their perceptions following the survey and the support available to staff will be the topic of a forthcoming Intranet article.</p>		
12.	Natasha Perrett	<ul style="list-style-type: none"> • Agree the January PINS Board agenda with Sarah Richards. • Amend the PINS Board forward planner. 	9.1 & 9.2	Complete

Minutes

1.0	<p>Welcome and Declaration of Interests</p> <p>1.1 The Chair welcomed Navees Rahman, the newly appointed Director of Corporate Services to the Board and Tim Guy as an observer.</p> <p>1.2 Apologies were received from Ben Linscott.</p> <p>1.3 The Chair called for Declarations of Interest (DoI) of which there were none.</p>
2.0	<p>Minutes of 10 November Board Meeting</p> <p>2.1 No further comments were received on the November PINS Board minutes.</p> <p>2.2 The Board discussed action 3 of the November minutes concerning the closure of the CTP project. PH provided a briefing note to the Board (annex 1). TG explained he had identified the 6 key outstanding issues listed in the</p>

update paper. The Board agreed a further briefing note should be submitted to the Board which sets out who owns the issues, what they are delivering and by when.

2.3 The Board agreed Ben Linscott should submit a briefing note to the Board in January to close action 10 of the June minutes.

2.4 As Navees Rahman has now joined the PINS Board, it was agreed some of the actions currently allocated to Peter Sloman (PS) should be transferred to NR. NP to take this forward with PS and NR.

2.5 SG referred to action 6 of the November PINS Board minutes. SG would welcome an early conversation and sight of the Workforce Planning paper, ahead of the January PINS Board meeting. NP agreed to take this forward with MS.

Agreed:

2a) The minutes reflect a true and accurate record of the November meeting.

2b) PH to submit a further briefing note to the Board which sets out who owns the 6 key outstanding issues from the CTP project, what they are delivering and by when.

2c) BL to submit a briefing note for the January Board meeting on action 10 of the June PINS Board minutes.

2d) NP, PS and NR to discuss and transfer PINS Board actions to NR.

2e) MS to have an early Workforce Planning conversation with SG ahead of the January PINS Board.

3.0

Committee Chair updates, meetings of 8 December

a) Audit and Risk Assurance Committee (ARAC)

3.1 DH reported the key messages from ARAC:

- Risk assurance had been discussed, and how and which risks should be allocated across the three Committees and PINS Board.
- Risk appetite and what is the target RAG rating should be agreed. This will make it easier for the Committees to monitor the progress of actions, ensure risk is mitigated to the appropriate level (and not lower) and if necessary to flag gaps to the PINS Board.

b) Customer, Quality and Professional Standards Committee minutes (meeting of 10 November)

3.2 No further comments.

Agreed:

3a) To note the update from the Committee Chair.

4.0	<p>CEO update</p> <p>4.1 The Board discussed planned government changes to the s62a processes (designation of poorly performing Local Planning Authorities (LPAs)). SR explained scenario planning and training is underway, but at this stage we do not know what the take up will be. This is a risk for our resource. There are also consequences for appellants that choose to submit applications to PINS rather than the LPA as there is then no further right of appeal. Once we have clarity around this work and the Business Plan is in place, SW said the Strategic Risk Register should be reassessed as low level risks are escalating.</p> <p>Agreed:</p> <p>4a) To note the update from the CEO. 4b) Jo Esson and Management Team to reassess the Strategic Risk Register to capture s62a work and align with the Business Plan.</p>
5.0	<p>Monitoring performance</p> <p>5.1 The Board agreed the overall 2 page dashboard report was useful. PS highlighted the key issues to the Board which were the increase in the volume of appeals, inspector resourcing shortfalls and the release of £900k of year end projected underspend back to DCLG. Measures are in place to address the increase in the volume of appeals and 75 candidates have been invited to assessment centres and interviews to increase the number of band 1 inspectors.</p> <p>5.2 On releasing funds back to DCLG, SW said the remaining underspend should be used on our transformation programme and urgent work which needs to be progressed in this financial year. Consideration should also be given to one-off items with business cases which would deliver benefit in future years to further reduce the underspend.</p> <p>5.3 The Board discussed the project updates. Whilst the project status report is useful, DH said it would be helpful to understand the expected outcome impact of projects to aid understanding of the consequences of projects falling behind schedule.</p> <p>5.4 There was discussion around the casework performance graphs in the MI pack. DH noted that the third, most optimistic line had been removed from the charts (as delivery was no longer possible) and said the original target and trajectory should be added to the graphs to show the goal. Whilst we may not meet the goal, the Board is able to see the progress being made.</p> <p>5.5 In preparation for the January PINS Board discussion around backlog recovery and options, SJ said we need to be clear about our programmes. Which ones we need to progress because they affect productivity, reduce cost, reduce demand and are good for our customer service. These programmes need to help us achieve our objectives. SR explained TG is leading the work to prioritise our major projects.</p>

	<p>5.6 For the January Board, SW said the work on recovery options should link to the trajectory to give the Board a view of how we get to target performance. The goal was always to return to BAU operation for the start of the new FY and this goal should be retained if at all possible.</p> <p>5.7 In reviewing the risk register, the Board agreed the biggest risk is the inability to recruit and retain enough inspectors, and needs to be added to the dashboard. It was also agreed that risk S01 should not be on the list.</p> <p>5.8 SW said more commentary would be useful on the overview section of the dashboard to show actions taken against the issues. DH suggested as we prepare the Business Plan and objectives, we should consider if objectives and indicators could be grouped together to form a 3 page MI summary, with a supporting narrative for each of the groups of objectives.</p> <p>5.9 In discussing deployment of the retained underspend, in relation to priority projects, PS explained we will be bring in external specialists to support project acceleration and bring in expertise that we do not currently have in the organisation. During this time, specialists will also provide knowledge transfer and close skill gaps.</p> <p>Agreed:</p> <p>5a) The dashboard to include:</p> <ul style="list-style-type: none"> • Projects section to include the consequences on outcome delivery of projects falling behind schedule • Add the target and trajectory to the casework performance graphs. • Add the inability to recruit and retain in enough inspectors to the list of Strategic Risks and remove risk S01. • Add more commentary to the overview section of the dashboard. <p>5b) MS & PH - the work on recovery options should link to the trajectory to give the Board a view of how we get to target performance.</p>
6.0	Budget 2017/18 – RESTRICTED
7.0	Draft Strategic Plan – RESTRICTED
8.0	<p>People Survey findings – high level report</p> <p>8.1 This year PINS received a 77% response rate to the people survey. Our engagement index rose by 1% to 57%.</p> <p>8.2 Management Team agreed short term and medium to longer term priorities which need to be addressed. Directors have discussed with their Heads of Service (HoS) and HoS have been asked to start local action plans with their teams. Management Team will deliver a programme of actions, all future People themed Management Team meetings will have engagement as a standing agenda item.</p> <p>8.3 Specific targets will be set for directorates and teams, an overall engagement target will be set for the next 3 years. This will be supported by</p>

the People Group; this group is charged with monitoring the delivery of action plans and carrying out specific work around low performing areas.

8.4 A pulse survey will be carried out in April to check on progress.

8.5 Action plans arising from the people survey will be an item on the January People Committee agenda. DC asked the Board, particularly the Non-Executives (NEDs) to think about how they might be able to help and to feedback at the January People Committee.

8.6 The Board agreed it was encouraging to see where last year's focus and efforts had made improvements. There was discussion around grade 6 and 7 scores. JE asked how the leadership group is behaving differently. DC said the group is more open and have been empowered through the change in governance structure. AC said the group is a more cohesive team.

8.7 DH said it would be useful to understand which indicators might aid retention if we focus on them and improve the scores, this is an important part of workforce planning.

8.8 The Board agreed targets need to be embedded into appraisals.

8.9 SJ suggested looking at survey results for other arm's length bodies (ALBs) that have a distributed workforce like PINS for benchmarking purposes. SJ also raised concern around the number of respondents that have been discriminated against. SJ said it would be useful to find out what the 'other' comments might tell us. AC explained work is underway to develop a pay and reward strategy. ACAS will be helping us with an equal pay audit to establish if there is a problem around equal pay and how big or small that might be.

8.10 SG said the overall index is similar to DCLG scores and asked the People Committee to explore the comments on resourcing and workload.

8.11 JE took the opportunity to thank AC for all of her hard work and contributions to the People Committee.

Agreed:

8a) SR and NEDs to think about how they might support action plans.

8b) DC to look at which indicators might aid retention.

8c) DC to review people survey results for other ALBs with a similar workforce for benchmarking purposes.

8d) DC to understand the comments connected to the 'other' category of discrimination.

9.0	<p>Forward agenda & AOB</p> <p>9.1 The Board agreed the January and February forward agendas were very busy. Items coming to the January Board should be material to the Strategic Plan and focus on the Budget, Workforce Planning and cost recovery. NP to agree agenda with SR.</p> <p>9.2 The following items should move:</p> <ul style="list-style-type: none">• Customer Programme – to transfer to the Customer, Quality and Professional Standards Committee (February) <p><u>March PINS Board</u></p> <ul style="list-style-type: none">• Strategic Risk Register• Band 3 deep dive• Delivery Plans <p>Agreed: 9a) The January PINS Board agenda.</p>
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Next meeting: 19 January 2017, 1.00pm – 4.00pm