



Minutes

Title of meeting	PINS Board Meeting		
Date	14 September	Time	12:30
Venue	Brunel, Temple Quay House, Bristol		
Chair	Sara Weller (SW) – Chairman		
Present	Jayne Erskine (JE) – Non Executive Director David Holt (DH) – Non Executive Director Susan Johnson (SJ) – Non Executive Director Sarah Richards (SR) – Chief Executive Tony Thickett (TT) – Director, Wales Navees Rahman (NR) – Director of Corporate Services Simon Gallagher (SG) – Director of Planning, DCLG		
In attendance	Tim Guy (TG) – Director, Transformation (item 5) Peter Rowstone (PR) – Portfolio & Programme Management (item 5) Mark Warren (MW) – Acting Head of Finance, Commercial & Performance (item 6) Jo Esson (JE) – Head of Governance & Strategic Support (item 6) Natasha Perrett (NP) – Board Secretary		
Observer	Caroline Bee (CB) – Head of Finance, Commercial & Performance		

Part One

Schedule of Actions – 18 May 2017

	Owner	Action	Minutes	Timeframe
2.	Ben Linscott Mark Southgate Phil Hammond	Bring to the Sept/Nov Board an assessment of the impact of the new Government and the impact on the pipeline of work to PINS and inspector resource.	4.3 & 8.1	Complete Item 8 on November Agenda
6.	Sarah Richards	Publish performance ranges to Appeal Casework Portal and make clear what we will do if an appeal is submitted with missing documents.	5.6	Complete (Note .gov website updated not ACP for technical reasons)

Part One

Schedule of Actions – 18 July 2017

	Owner	Action	Minutes	Timeframe
9.	Tim Guy	Update Nov Board on progress on benefits realisation and the more detailed business case following outputs of the IWSP discovery phase.	6.13	In progress

Part One

Schedule of Actions – 14 September 2017

	Owner	Action	Minutes	Timeframe
1.	Natasha Perrett	Amend paragraph 6.11 of the part one PINS Board minutes from 'planes' to 'plans'.	2.1	Complete
2.	Natasha Perrett	Place holds in NED diaries for a discussion with Duane Oakes on committee dashboards.	2.4	Complete
3.	Simon Gallagher	Check with DCLG colleagues if the Minister needs to be notified of the changes to 1 and 2 day inquiry process.	2.8	
4.	Tony Thickett & Natasha Perrett	Notify the NEDs of the next all stakeholder briefing date.	2.9	Complete emailed 18 September 2017.
5.	Tim Guy	Submit a paper to support the Transformation update at the November. Paper to be circulated in the November Board pack.	4.2	Complete Item 7 on November Agenda
6.	Natasha Perrett	Add Digital Business Case 5 to the October CQPSC agenda.	5.3	Closed – Due to ISC timetabling CQPSC was not able to review the BC. NEDs were engaged via correspondence.
7.	Tim Guy	November Transformation update to include: <ul style="list-style-type: none"> • focus on actions taken, and further actions planned to address the capacity and capability risk and how these have had an impact on the plan. • a further update on benefits management should be given, including: <ul style="list-style-type: none"> - How the programme will report to the Board on benefits. - How the Board will get assurance that benefits management is being transferred to the OWLs and the accountability for budgets? - How the Board will know we are on track to deliver the non-monetary benefits. 	5.5 & 5.12	Complete Item 7 on November Agenda

8.	Navees Rahman	Ensure that a clear transfer of benefits into budgets will be enacted for the 2018/19 plan.	5.11	Target: 31/3/18
9	Navees Rahman	In relation to Cyber security, NR will remind ARAC of: <ul style="list-style-type: none"> • the fundamental in place • software updates • list of basic checks • good practice of things already in place and a list of things that are outstanding. 	6.1	Complete – Covered at ARAC 26/10/17
10	Natasha Perrett	Send SG a copy of the presentation for the People Committee on average working days lost.	6.3	Complete
11	Sarah Richards	In relation to the finalisation of new measures, SR will: <ul style="list-style-type: none"> • Consider the top 6 measures that are really important for the Board. • Change the measure to record time from 'valid receipt' to decision. • Communicate to customers (on the website) the average time taken from valid receipt to decision. • Through review of process variability, recommend an upper limit to communicate eg at 90/95/99th percentile and confirm what action will be taken with customers whose cases look as if they will fall outside of these upper limits. • Review and review with the Board the potential for any unintended consequences of the new measures. • Shadow data for the next 3-4 months to be gathered to allow us to decide if we should use the 90/95/99th percentile as the upper limit. This should also be used to inform the conversation with the Minister. • Beyond this first stage, further review: whether to use receipt or valid receipt as the start. 	6.13	In progress Position update to be provided at 25 January Board

		<ul style="list-style-type: none"> • Consider scale of reduction of range of variability and absolute average based on understanding the impact of transformation. • Consider the full list of targets subject to input from partner departments (e.g. Defra). • Agree timetable for discussion with Ministers, focussed on rebasing targets in time for 2018/19. 		
12	Jo Esson	Circulate the Committee risks, and arrange to finalise these with the Committee Chairs, ahead of the November Board.	6.16	Complete Emailed to NEDs 7/11/17

Minutes

1.0	<p>Welcome and Declaration of Interests</p> <p>1.1 The Chair welcomed staff observer and newly appointed Head of Finance, Commercial and Performance Caroline Bee to the PINS Board.</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 18 July Board Meetings – Part one & two</p> <p><u>Part one - minutes</u></p> <p>2.1 Amend paragraph 6.11 from 'planes' to 'plans'.</p> <p>2.2 The Board asked for a progress update on engaging the organisation with the Transformation Programme. SR explained the all staff briefings have been well attended by people based in Temple Quay. The session was also streamed live and inspectors were able to submit questions via lync. The Non-Executive Directors asked for details to be sent to them for the next session.</p> <p><u>Part one - actions</u></p> <p>2.3 The Board agreed to close actions 6 and 7 from the February minutes and 2 and 7 from the from the July minutes. These actions have been superseded by the work produced on measures and performance targets, item 6b on the September agenda. SR agreed to check progress against action 6 of the July minutes.</p> <p>2.4 The NEDs requested a roundtable session with NR and a member of the Performance team to discuss the content of the Committee dashboards on the 25th October. NR agreed to discuss with Duane Oakes. A request was made for NP to place holds in diaries.</p>

Part two – minutes

2.5 No further comments were received on the part two minutes.

Part two – actions

2.6 NR agreed to circulate an action update paper at the end of the October to close the part two actions.

Action update paper – Hearings and Inquiries casework performance update

2.7 The Board discussed the proposal to move 1-2 day inquiries into the bespoke inquiry process. SW asked if there are any unintended consequences to the move and DH asked if any of the parties will be disadvantaged by the change. SR explained moving 1-2 day inquiries into the bespoke process reduces the risk and improves performances which will have a positive impact.

2.8 SG asked if SR will make the changes now or implement later when the new performance measures are agreed with the Minister. SR confirmed the change will be implemented now due to the small number of cases affected. SW asked if we need to notify the Minister of the change in process, SG agreed to take this away as an action to check with DCLG colleagues.

2.9 The NEDs asked for details of the PINS Wales stakeholder event to be circulated. TT and NP agreed to circulate the latest draft timetable.

Agreed:

2a) Subject to the amendment at 6.11, both sets of minutes reflect a true and accurate record of the July meeting.

2b) To close actions 6 and 7 from the February minutes and 2 and 7 from the July minutes. These actions have been superseded by the work produced on measures and performance targets, item 6b on the September agenda.

2c) NP to place holds in NED diaries for a discussion with DO on committee dashboards.

2d) SG to check with DCLG colleagues if the Minister needs to be notified of the changes to 1 and 2 day inquiry process.

2e) TT and NP to circulate the latest PINS Wales Stakeholder event timetable.

3.0

Committee minutes

a) Customer, Quality and Professional Standards Committee (CQPSC) – 18 July

3.1 No further comments were received.

Agreed:

3a) To note the minutes of the July CQPSC meeting.

4.0	<p>CEO report</p> <p>4.1 The Board discussed the appointment of Rainmaker consultants to the Inspector Workforce and Planning Scheduling (IWPS) project. DH asked how we are going to test the transfer of skills. SR explained this is a standard condition in the contract and Duane Oakes (DO) is already embedded in the Rainmaker team. Sean Canavan and an Inspector will also be joining the team. The agile methodology will be shared across the organisation and colleagues will be encouraged to learn about this method of project management.</p> <p>4.2 SG made a request for future Transformation updates to be supported by a paper circulated to the Board ahead of the meeting rather than just a presentation.</p> <p>Agreed:</p> <p>4a) To note the CEO's update.</p> <p>4b) TG to submit a paper to support the Transformation update at the November Board. Paper to be circulated in the November Board pack.</p>
5.0	<p>Transformation Programme</p> <p><u>Transformation update</u></p> <p>5.1 The Transformation programme is reporting amber based on TG's delivery confidence assessment (DCA). Rainmaker Solutions have been awarded the contract to conduct the discovery work for the IWPS. TG thanked the Board for their input and feedback on the People business case (BC) 6.</p> <p>5.2 The Casework Process BC 2 is below the ISC investment threshold and is going through our internal review process. This BC is one week behind target at the moment.</p> <p>5.3 The Digital BC 5 is a large BC which requires investment for our core infrastructure. The Board discussed the best way for the Non-Executives (NEDs) to feed into this work. It was agreed the Digital BC should be discussed at the October CQPSC meeting.</p> <p>5.4 Management Team discussed the risk of capability and capacity to the programme and have set out a number of actions to address the problem. It was recognised by Management Team that the transformation programme is a challenge for the organisation. TG explained the Strategic Outline Case (SOC) may need to be reset at a later date. SG encouraged Management Team to collect any necessary changes to the programme so that a reset could be undertaken in one go (eg early in 2018) rather than trickle changes through individually.</p> <p>5.5 It was agreed the November Transformation update to the Board should focus on planned actions, and actions taken to address the capacity and capability risk and how these have had an impact on the plan. The Board will</p>

then consider a reset of the SOC in the new year. SG said there is a risk the plan is reset on a regular basis, the Board needs to be confident the reset is supported by a stable plan.

5.6 The Board discussed the importance of making sure the organisation is embedded in transformation. TG explained this in the process and organisation agility work and setting the target operating model (TOM).

Benefits

5.7 Progress has been made to develop a benefits management framework and strategy, including a series of templates.

5.8 PR talked the Board through the key benefits summary diagram, which demonstrates the top level and most important benefits to be realised by the programme.

5.9 DH asked how are you going to make sure critical dependencies are communicated across multiple people. PR explained a programme plan is being developed to look at the key benefits; OWLs will own and deliver their benefits.

5.10 There will be a dedicated Programme Manager that will manage all of the key benefit management documents, including benefit profiles and actions for delivery.

5.11 Whilst recognising the detailed work being done to track and secure benefits, the Board noted a risk that the process is over-complicated and should not become "an industry" in its own right. SW/DH reinforced that the discipline of linking proposed savings into future budgets was critical for delivering the benefits, and that NR would need to establish this in a robust way.

5.12 It was agreed at the November Board, a further update on benefits management should be given, including:

- How the programme will report to the Board on benefits.
- How the Board will get assurance that benefits management is being transferred to the OWLs and the accountability for budgets.
- How the Board will know we are on track to deliver the non-monetary benefits.

Agreed:

5a) NP to add Digital Business Case 5 to the October CQPSC agenda.

5b) NR to ensure that a clear transfer of benefits into budgets will be enacted for the 2018/19 plan.

5b) November Transformation update to include:

- focus on planned actions and actions taken to address the capacity and capability risk and how these have had an impact on the plan.
- a further update on benefits management should be given, including:
 - How the programme will report to the Board on benefits.

	<ul style="list-style-type: none"> - How the Board will get assurance that benefits management is being transferred to the OWLs and the accountability for budgets. - How the Board will know we are on track to deliver the non-monetary benefits.
6.0	<p>Monitoring performance</p> <p><u>Dashboard</u></p> <p>6.1 NR gave an update on strategic risk s-13b – cyber-attacks. The risk continues with a red rating, this is due to delays to the report being issued as the auditor is unwell. The report should be available for discussion at the next Audit and Risk Assurance Committee (ARAC) meeting. In the meantime, work will commence on developing and implementing a new cyber policy. DH said ARAC should be reminded of:</p> <ul style="list-style-type: none"> • the fundamentals in place • software updates • list of basic checks • good practice of things already in place and a list of things that are outstanding. <p>6.2 SJ referred to the financial risks and said whilst the narrative has changed the RAG rating has not. SJ asked for further information to be presented to the Board so the Board can reconsider the RAG rating.</p> <p>6.3 SG asked for a copy of the presentation for the People Committee on average working days lost.</p> <p><u>Measures</u></p> <p>6.4 SR explained since the May update to the Board, focus has been on reducing the variability in the process for our customers rather than a target backstop position.</p> <p>6.5 SW asked what will happen to those customers that fall outside of the upper limit? Do we have a process in place to identify these cases? SR confirmed the run charts identify the outliers and each case is reviewed by the appropriate head of service. Cases which fall outside of the upper limit tend to have specific issues which are outside of our control.</p> <p>6.6 At present we are shadow reporting, July data was reviewed by Management Team in September. Management Team are working through the questions and issues before producing the targets, Management Team want to understand customer behaviour and expectations.</p> <p>6.7 SR explained valid appeal to decision has been stable since November last year when PCO was fully operational. The average decision time has stayed consistent. Issues in validation are outside of the process currently being measured.</p> <p>6.8 Work is underway to understand the receipt to valid process. Currently</p>

between 70-75% of appeals received are valid, invalid submissions are outside of our control and we are working with appellants to close the gap on invalid appeals.

6.9 SG agreed with the short term aim which is to reduce the variability in the process and long term aim to bring down the average time to receive a decision. SR explained the process workstream and IWPS project will also have an impact on this work.

6.10 There is a separate piece of working being trialled in the validation team to obtain the appeal documents from the LPA website. This is a move away from asking the appellant to submit the documents to PINS. Early evidence shows working this way is considerably quicker and guarantees the quality of the documents submitted. This was a staff suggestion which is being tested.

6.11 The Local Plans measure is proving to be a challenge as PINS has limited control over the process. SG suggested SR and the team discuss options for improving the measures used to monitor Local Plan performance with the Local Plans team at DCLG.

6.12 SJ said consideration should be given to sequencing with the department and the Board to develop next year's plan. SG suggested understanding the impact of transformation on performance. SW said it would be sensible to agree with the Minister, reshaping of the average time and set the target based on what we deliver over the next 3-4 months and feed in customer feedback and transformation outcomes.

6.13 The Board agreed SR to:

- Consider the top 6 measures that are really important for the Board.
- Change the measure to record time from 'valid receipt' to decision.
- Communicate to customers (on the website) the average time taken from valid receipt to decision.
- Through review of process variability, recommend an upper limit to communicate eg at 90/95/99th percentile and confirm what action will be taken with customers whose cases look as if they will fall outside of these upper limits.
- Review and review with the Board the potential for any unintended consequences of the new measures.
- Shadow data for the next 3-4 months to be gathered to allow us to decide if we should use the 90/95/99th percentile as the upper limit. This should also be used to inform the conversation with the Minister.
- Beyond this first stage, further review: whether to use receipt or valid receipt as the start.
- Consider scale of reduction of range of variability and absolute average based on understanding the impact of transformation.
- Consider the full list of targets subject to input from partner departments (e.g. Defra).
- Agree timetable for discussion with Ministers, focussed on rebasing targets in time for 2018/19.

Risk

6.14 JEs explained the separation of Strategic Risks for each of the Committees has now taken place. JEs has focussed on the red and amber risks of which there are 11. Each of these risks is moving in the right direction.

6.15 JEs has challenged Management Team to improve what we are doing with our mitigations, new tools are in use to get better mitigations.

6.16 SJ requested that the NEDs view and confirm the allocation of risks to committees before the November Board, possibly through a review prior to the October committee meetings.

Deep dive: Financial Position – OFFICIAL PART TWO MINUTES

Agreed:

6a) NR in relation to Cyber security, to remind ARAC of:

- the fundamental in place
- software updates
- list of basic checks
- good practice of things already in place and a list of things that are outstanding.

6b) NP to send SG a copy of the presentation for the People Committee on average working days lost.

6c) SR to:

- Consider the top 6 measures that are really important for the Board.
- Change the measure to record time from 'valid receipt' to decision.
- Communicate to customers (on the website) the average time taken from valid receipt to decision.
- Through review of process variability, recommend an upper limit to communicate eg at 90/95/99th percentile and confirm what action will be taken with customers whose cases look as if they will fall outside of these upper limits.
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- Consider the full list of targets subject to input from partner departments (e.g. Defra).
- Agree timetable for discussion with Ministers, focussed on rebasing targets in time for 2018/19.

6d) JEs to circulate the Committee risks, and arrange to finalise these with the Committee Chairs, ahead of the November Board.

7.0	Review of meeting, forward agenda & AOB: 7.1 The Board agreed the November forward planner. 7.2 As this was her last Board before stepping down, the Chair recorded her thanks to the CEO and Management Team for their support during her term and wished them all success for the future.
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Next meeting: 23 November 2017, 10.00am – 1.00pm