**Ofsted Board**

**Minutes of the meeting held on**

**Tuesday 18 July 2017**

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| Board members present:  Others present:  Observers:  Executive support:  Apologies: | Julius Weinberg, Chair  John Cridland CBE  Linda Farrant  John Hughes  James Kempton  Paul Snell CBE  Amanda Spielman, HMCI  Paul Armitage, Deputy Director, Social Care Inspection (deputising for Eleanor Schooling) – item 6 only  Matthew Coffey, Chief Operating Officer  Louise Grainger, Director, Finance, Planning and Commercial  Matthew Purves, Deputy Director, Education Inspection Policy (deputising for Sean Harford) – item 5 only  Luke Tryl, Director, Corporate Strategy  Paul Kett, Director General, Education Standards, DfE  Amy Finch, Private Secretary to HMCI  Sean Harford, National Director, Education  Eleanor Schooling, National Director, Social Care  Venessa Willms OBE |

**Summary of action points**

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| Relevant paper | Action | Owner |
| 4 – COO update | **73** – circulate the dates of the next round of parent focus group meetings for Board members to attend if desired. | Board Secretary |
| 5 – education update | **74** – analyse inspection intervals for outstanding schools with the reasons for any unusually long gaps to report at the next Board meeting. | National Director, Education |
| 6 – social care update | **75** – conduct an analysis of whether local authority monitoring visits have improved services for the next Board meeting. | National Director, Social Care |
| 7 – strategic priorities | **76** – report back on the metrics agreed by the measurement and evaluation group at the next Board meeting. | Director, Corporate Strategy |
| 7 – strategic priorities | **77** – share copies of the one-page report on what the strategy means for each remit at the next Board meeting. | Director, Corporate Strategy |
| 9 – audit and risk assurance committee update | **78** – update the Board on the engagement progress and piloting of having no overall effectiveness judgement in social care. | National Director, Social Care |
| 9 – audit and risk assurance committee update | **79** – update the Board on the management of risks and perceived risks in the next social care paper. | National Director, Social Care |
| 9 – audit and risk assurance committee update | **80** – amend the strategic risk register so that SR9 is owned by the COO. | Director, Finance |
| 10 – AOB | **81** – circulate the Chair’s objectives to the Board. | Board Secretary |

1. **Welcome, apologies and declarations of interest**
   1. The Chair welcomed Board members and attendees.
   2. The Chair noted apologies from Sean Harford, Eleanor Schooling and Venessa Willms.
   3. James Kempton declared the following interest: he has been nominated by the DfE to chair the Oldham Opportunity Area Partnership Board. He has discussed this with Julius and they will monitor the risk of any conflict of interest as the Opportunity Area Partnership Boards evolve.
   4. Board members confirmed that they had no new conflicts of interest.
2. **Minutes, matters arising, action log and forward look**
   1. The minutes were agreed without amendments.
   2. In addition to the items marked as closed in the action log, the Board agreed that actions 53, 61, 64, 68, 69, 70, 71 and 72 have also been closed.
3. **HMCI update** 
   1. The Board noted the update from HMCI.
   2. The Board commented that HMCI’s communication activities have been well received by stakeholders. They discussed the importance of managing expectations in this context.
   3. HMCI clarified her view on the new GCSEs following her interview with The Sunday Times, published at the weekend. She confirmed that she is aware of the temptation that others have to over- or mis-interpret her comments.
   4. HMCI said that there is a good relation between operational and strategic Executive Board meetings, with information flowing more coherently through the organisation. She and Matthew Coffey were due to meet later in the week to discuss this in more detail.
   5. HMCI commented that the Inspection Improvement Forums can occasionally involve too much preparation for the regions, with not enough benefit to the organisation as a whole. She nonetheless considers it important to spend time in the regions, and will take this into account in any review of the meetings.
4. **COO update**
   1. The Board noted the update from COO.
   2. The COO said that regional variations in quality assurance are primarily explained by the different approach of each regional director, while regional variations in turnover are partly explained by external labour market forces, such as recruitment to MATs.
   3. The Board discussed the most recent YouGov survey of parent attitudes. The Director, Corporate Strategy, clarified that, while 65% of parents agree that Ofsted’s work helps schools to improve, 15% don’t agree and 20% didn’t answer. He gave an overview of Ofsted’s ongoing research on parents, and extended an open invitation for Board members to attend one of the parent focus groups **[action 73]**.
   4. The Board discussed the need to consider broad changes in the teaching workforce in any proposals about the future inspector workforce. The COO commented that such proposals would be considered alongside a review of quality assurance processes, as the two are linked.
   5. In relation to paragraphs 8 and 9 of his report, the COO explained that we do not need the number of interim inspections of children’s homes provided for in the Corporate Plan. This is because regional risk assessment has identified fewer providers to inspect than originally assumed under the plan, leading to a reduction of interim inspections of good homes.
   6. The COO assured the Board that recent bonus awards were in line with other regulators and SCS rules. Linda Farrant, as the independent member of the SCS Pay Committee, assured the Board that the process was robust and rigorous.
5. **Education update**
   1. The Board noted the education update.
   2. The Board repeated its request for an analysis of inspection intervals for outstanding schools with reasons for any unusually long gaps **[action 74]**. The Board agreed that the gaps between inspections of outstanding schools is a risk that DfE and Ofsted should share, but that it should sit primarily with DfE.
   3. The Director, Corporate Strategy, said that he had been working with the DfE on independent schools and there had been movement on key areas.
   4. The COO clarified that Ofsted has no power to inspect FE subcontractors. He confirmed that Ofsted has started using public data on subcontractors to risk-assess prime contractors of apprenticeships.
   5. HMCI commented that FE subcontractors are just one of many multi-layered structures across our remits, others being childminder agencies in early years, trusts in social care and MATs in schools. She said that accountability mechanisms need to fit the structures that actually operate.
   6. HMCI highlighted that Ofsted’s mythbusting work was the most frequently cited source of advice used by schools in a recent study on teacher workload.
6. **Social care update**
   1. The Board noted the social care update.
   2. The Board discussed whether local authority monitoring visits had led to overall improved services, and asked to see an analysis of this at the next Board meeting **[action 75]**.
   3. The Deputy Director, Social Care Inspection, commented that there are a range of outcomes following a monitoring visit, with varying degrees of engagement with Directors of Children’s Services. To date there have been no complaints following a visit.
7. **Strategic priorities**
   1. The Board approved the strategy in Annex A and Annex B, subject to further amendments and finessing with the communications team.
   2. The Board noted the progress made by the measurement and evaluation group and asked the group to continue consideration and recommend metrics. A report from this group on metrics will be presented at the next Board meeting **[action 76]**.
   3. The Board agreed to the publication of the strategy in September 2017. The broad principles of the strategy will be shared with the Secretary of State in advance of this.
   4. The Board noted the exceptional quality of the strategy papers and underlying work to date.
   5. The Board discussed the resilience of the strategy and welcomed its intention to be consistent with any sensible contemplation of the future education and care landscape. The Board advised that there be a link with the Audit and Risk Committee to help ensure resilience and manage risks.
   6. The Board discussed the metrics for evaluating the success of the strategy and advised that the poll of employers be used more broadly than just to assess apprenticeship quality. The Board agreed it was clear which part of the strategy was being held to account as each principle was linked to specific accountability measures.
   7. The Board discussed the interpretation of “focus” and how it should be balanced with universality. The Director, Corporate Strategy, said that Ofsted will continue to prioritise those providers at risk of failure but that inspectors should see the full range of the performance spectrum. He commented that changes to the short inspection model following the current public consultation could help demonstrate focus.
   8. The Board discussed the narrative of the section on “pupil groups”. The purpose of this shift in focus is to make sure that every child matters, and the Board advised that the strategy make this explicit.
   9. The Board discussed validity in the context of proportionality and focus, and advised that any review of inspection validity include the tools used for risk assessment.
   10. The Board discussed the communication of the strategy, including how it is seen to build on current practice. The Director, Corporate Strategy, confirmed he has been working with the communications team to develop a set of materials ahead of the launch. A one-page report on what the strategy means for each remit, including priority and non-priority areas, will be presented at the next board meeting **[action 77]**.
8. **Finance report**
   1. Director, Finance, confirmed that the underspend and overspend cited in paragraph 5 are forecasts.
9. **Audit and Risk Committee update**
   1. The Board noted the strategic risk register and actions to reduce the probability or impact they may have if the risks materialise.
   2. The Board noted the challenge provided by the Audit and Risk Assurance Committee.
   3. The Board noted the draft minutes from the Audit and Risk Assurance Committee on 14 June 2017.
   4. The Board discussed the fact that two thirds of local authorities have an overall effectiveness judgement of less than good. HMCI commented that the social care inspection framework is broad, and so the headline statistic hides the fact that some less-than-good providers have aspects of provision that are good or better. The social care team have consulted on and are piloting the removal of an overall effectiveness judgement. The Board agreed that the next social care paper should include an update on this work, including an overview of engagement with the DfE **[action 78]**.
   5. The Board agreed not to include the quality of social care provision on the strategic risk register. The Board agreed that the next social care paper and future updates should give context on the management of risks, and issues that might be perceived as risks **[action 79]**.
   6. The Board agreed that risk SR9 should be owned by the COO, not Chair **[action 80]**.
10. **Any other business**
    1. Recruitment to the Board **–** HMCI’s Private Secretary confirmed that Ofsted and the DfE would shortly advertise up to four positions on the Board. The advert would close in early September, with interviews in late October and appointments announced by Christmas 2017. She asked Board members to circulate the advert and advise the Chair on any suitable candidates for the DfE to approach.
    2. The Chair’s objectives – the Chair confirmed that he would share a copy of the objectives he has set himself with the Board **[action 81]**. James Kempton has agreed to establish a framework for reviewing the Chair’s effectiveness, in his capacity as Senior Board Member.

**Forthcoming meetings:**

**Board meeting –** 26 September 2017, Room 802, Aviation House

**NED/HMCI KiT meeting –** 25 October 2017, HMCI’s office, Aviation House

**NED Regional Development meeting –** 25 October 2017, Room G.40, Manchester