**Ofsted Board**

**Minutes of the Meeting**

**Tuesday 16 May 2017**

**In attendance**

Linda Farrant

John Hughes

James Kempton

Paul Snell CBE

Amanda Spielman, Her Majesty’s Chief Inspector (HMCI)

Julius Weinberg, Chair

Venessa Willms OBE

Matthew Coffey, Chief Operating Officer (COO)

Louise Grainger, Director, Finance, Planning and Commercial

Sean Harford, National Director, Education

Eleanor Schooling, National Director, Social Care

Luke Tryl, Director, Corporate Strategy

Paul Kett, Director General, DfE (observer)

Emma Ing, Regional Director, East Midlands (observer)

James Bowyer, Board Secretary

Amy Finch, Private Secretary to HMCI

**Apologies:**

John Cridland CBE

**Summary of action points**

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| Relevant paper: | Action: | Owner: |
| Minutes from 7 February, (para 4.2) | **60 -** Provide further information about schools (that may be inadequate) subject to delayed directive academy orders, and how the quality of education in those schools is reported on [60]. | COO |
| HMCI update | **61 - Include** a forward look in future HMCI update papers [61]. | HMCI |
| COO update | **62 -** Provide further figures for staff sickness and staff turnover over the last five to six years, broken down by region [62]. | COO |
| COO update | **63 -** Provide an analysis of inspection intervals and the reasons for unusually long gaps [63]. | National Director, Education |
| Education Directorate update | **64 -** Provide further information within the next education and social care updates about likely policy developments in child and adolescent mental health and how Ofsted will be affected and involved [64]. | National Director, Education / National Director, Social Care. |
| Education Directorate update | **65 -** Provide further analysis on social mobility and the work of the social mobility group [65]. | National Director, Education |
| Social Care update | **66 -** Circulate to board members the monthly social care commentaries [66]. | Board Secretary |
| Strategy development | **67 -** Circulate to board members the DfE’s current 2015-2020 strategy [67]. | Board Secretary |
| Strategy development | **68 -** Arrange a further series of one-to-one meetings for the Director, Corporate Strategy, and the non-executive board members [68]. | Board Secretary |
| Budget/Corporate Plan | **69 -** Consider developing more measurable key targets for the Corporate Plan [69]. | Director, Finance, Planning and Commercial |
| Audit and Risk Assurance Committee update | **70 -** Include within the Audit and Risk Assurance Committee’s Annual Report comparable figures for 2015/16 for the classification of internal audit reports [70]. | Director, Finance, Planning and Commercial |
| Audit and Risk Assurance Committee update | **71 -** When the mitigating actions in the strategic risk register have been implemented ensure they are moved to being listed as routine controls [71]. | Director, Finance, Planning and Commercial |
| Any other business | **72 -** Provide dates for future Inspection and Improvement Forums and Star Chamber meetings [72]. | Board Secretary |

1. **Welcome, apologies and declarations of interest**
   1. The Chair welcomed board members and attendees, noting apologies from John Cridland.
   2. The Chair, attending his first meeting of the board, declared the following interests: President of Kingston University (until December 2017); member of the Ofqual board (until August 2017); and trustee of the Saturday Club Trust. Board members confirmed no other conflicts of interest relevant to the agenda.
2. **Minutes, matters arising, action log and forward look**
   1. In paragraph 4.2 of the minutes of the last meeting, the board requested that an action be taken forward to provide further information about schools (that may be inadequate) subject to delayed directive academy orders, and how the quality of education in those schools is reported on **[action 60]**.
   2. Other than the above, the board agreed the minutes as an accurate record of the meeting held on 7 February 2017.
   3. The board requested that action 53, relating to the recommendation in the Committee on Standards in Public Life’s report, *Striking the Balance - upholding the 7 principles in regulation*, on publication of ministerial guidance, remain open.
3. **HMCI update**
   1. The Board noted the update from HMCI.
   2. HMCI confirmed that the new meeting arrangements for the Executive Board were operating well and that there had been a positive response to both her internal and external engagement since taking up post.
   3. The board noted the restriction that the pre-election silence period was having on HMCI’s opportunities for more public engagement. The board also requested that future HMCI update papers include a forward look **[action 61]**.
   4. The Board discussed the ongoing work looking at working relationships with government.
4. **COO update**
   1. The board noted the update from the COO.
   2. The board discussed the recent cyber-security incident that had affected government and public bodies in a number of countries, particularly the NHS, and noted recent investment in Ofsted’s backup and restore capabilities. The board thanked IS colleagues for their quick response to the incident and the reassurances provided.
   3. The COO confirmed that all statutory inspections for 2016/17 had been completed. The board discussed the ambitious higher corporate plan target for short inspections of schools, which had not been met, and the lessons that had been learnt from the shortfall.
   4. The board discussed current staff sickness levels and staff turnover, particularly for HMIs, and asked for further figures over the last five to six years, broken down by region, in order to give the current figures more context **[action 62]**.
   5. The board noted the performance information reported for quarter 4. It was confirmed that the Director, Corporate Strategy, and the Director, Finance, Planning and Commercial, would be developing a new set of metrics to be used for future reporting against the new strategy (see paragraph 7.2).
   6. The board discussed the frequency of inspection for schools and further education providers, in particular the impact of the policy to only re-inspect outstanding providers where there was a significant drop in performance and the exemption given to newly re-brokered schools. The board requested more analysis of inspection intervals and the reasons for unusually long gaps **[action 63]**.
   7. The board noted the successful delivery of phase 1 of the Early Years insourcing programme and thanked staff involved in reaching this important milestone.
5. **Education update**
   1. The board noted the update on issues within the education directorate and the policy stocktake within each of the directorate’s remit areas. The board requested further information within the next education and social care updates about likely policy developments in child and adolescent mental health and how Ofsted will be affected and involved **[action 64]**. Further analysis was also requested on social mobility and the work of the social mobility group **[action 65]**.
   2. The board discussed the DfE’s reiteration of its post-16 resit policy for GCSE English and mathematics and the Ofsted view of its current effectiveness in practice.
   3. The board noted an amendment to paragraph 10 of the paper to make clearer the distinction between independent and unregistered schools.
6. **Social Care update**
   1. The board noted the update on issues within the social care directorate, including progress on the current programmes of inspection. The board also noted the successful piloting of shorter, more focussed visits, as part of the new inspection arrangements for local authority children’s services.
   2. The board welcomed the completion of the first post-monitoring single inspection framework and the use of previously gathered information in order to complete a full inspection within two weeks.
   3. The board discussed the monthly social care commentaries and asked that these be routinely circulated to board members **[action 66]**.
7. **Strategy development**
   1. The board welcomed the approach being taken to develop a new strategy and noted the emerging consensus from both internal and external stakeholders that inspection should be considered more broadly as a means for improvement. It was agreed that the DfE’s current strategy should be circulated to board members **[action 67]**.
   2. The board agreed with the proposal to establish a sub-group of executive and non-executive board members to consider how progress towards meeting the new strategic priorities can be measured and the success of the strategy evaluated. It was also agreed that a further round of one-to-one meetings between the Director, Corporate Strategy, and the non-executive board members should be arranged before the next board meeting **[action 68]**.
   3. The board agreed that it was important for HMCI to engage with the next government on the new strategy as soon as possible after the general election. The board also noted the importance of how the new strategy would be disseminated, both internally and externally.
8. **Budget and Corporate Plan 2017/18**
   1. The board noted the ring-fenced depreciation budget of £3.7m and the total resource budget for 2017/18 of £157.7m. It was also noted that the budget was based on a full complement of HMIs leading short inspections, but that regional directors would have discretion in managing the mix of Ofsted Inspector and HMI resource within their regional budgets.
   2. It was confirmed that officials would be engaging with the Audit and Risk Assurance Committee later in the year as part of the development of the budget for 2018/19.
   3. The board welcomed the approach being taken to the setting of targets for inspection volumes and the tracking system that was in place to monitor progress.
   4. The board discussed the use of measures in the Corporate Plan and agreed that further consideration should be given to developing more measurable key targets **[action 69]**.
9. **Finance report (period 12)**
   1. The board reiterated their support for the decision by the Executive Board to exchange £2.5m of the 2016/17 budget into the new financial year.
10. **Audit and Risk Committee update**
    1. The board discussed and noted the Audit and Risk Assurance Committee (ARAC) Annual Report 2016-17. The Chair of the ARAC confirmed that 11 of the 13 internal audits conducted in the year had received a low or medium classification with two further audits yet to be published. The board requested that comparable figures for 2015/16 also be included in the report **[action 70]**. It was also confirmed that the Head of Internal Audit was expected to report positively on the adequacy and effectiveness of governance, risk and control arrangements.
    2. The board agreed to a minor amendment to the Committee’s terms of reference relating to the organisation of its meetings and an additional responsibility to advise and support the board on contract monitoring by exception.
    3. The board discussed the latest version of the strategic risk register. It was agreed that, when implemented, mitigating actions should be moved to being recorded as routine controls **[action 71]**. The Chair also suggested that future agenda items should be more closely related with the strategic risks listed.
11. **Any other business**
    1. The board requested the dates for future Inspection and Improvement Forums and Star Chamber meetings **[action 72]**.

**Forthcoming meetings:**

**NED/HMCI KiT meeting -** 21 June 2017, Room 802, Aviation House

**NED Regional Development meeting -** 21 June 2017, Room 2/63, Cambridge

**Board meeting -** 18 July 2017, Room 802, Aviation House