

Salt Training Governance Handbook (2025 Edition)

Purpose and Alignment

This Governance Handbook sets out how Salt Training Limited delivers and monitors the objectives outlined in its Strategic Plan 2025–2028. It establishes clear structures for accountability, quality assurance, and compliance in line with Ofsted’s Education Inspection Framework (EIF) and ESFA funding requirements.

Vision, Mission and Values

Governance decisions are guided by Salt Training’s vision, mission and values, as set out in the Strategic Plan 2025–2028.

Vision: Transform lives through accessible, high-quality training that meets the evolving needs of the construction industry.

Mission: Deliver impactful, industry-aligned training that addresses skills shortages, supports economic growth, and promotes social mobility across Kent and beyond.

Core Values: Inclusivity, Excellence, Partnership, Integrity, Responsiveness, Empowerment, Sustainability.

Governance Framework

The Governance Board provides independent oversight and challenge to the Senior Leadership Team (SLT). It ensures that Salt Training achieves its strategic aims and maintains compliance with statutory, funding and inspection requirements.

Board Composition: 4–5 external members, 1 staff representative (non-voting), 1 learner representative, and the Managing Director (ex-official).

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Governor Portfolios (Linked to Strategic Priorities)

Portfolio	Linked Strategic Priority	Board Responsibilities
Strategic Leadership & Curriculum Intent (Chair)	Expand Curriculum and Provision / Embed Quality and Governance	Monitor curriculum growth, employer co-design, and Ofsted readiness.
Quality of Education & Learner Experience	Improve Learner Outcomes and Progression	Review SAR/QIP, CEIAG impact, learner feedback, and destination tracking.
Safeguarding, Prevent & Learner Wellbeing	Promote Inclusion and Accessibility	Oversee EHCP Study Programmes, LLDD inclusion, and compliance with KCSIE and Prevent Duty.
Financial Oversight & Funding Assurance	Financial Sustainability / Capital Investment & Digital Strategy	Scrutinise budgets, funding streams, ESFA audits, and ensure value for money.
Performance Monitoring & Compliance	Risk Management & Compliance	Track KPIs and milestones against the Strategic Action Plan.
Stakeholder Engagement & Partnerships	Employer Engagement & Marketing and Learner Recruitment	Oversee employer partnerships, outreach, and learner voice.
Risk & Ethical Governance	Governance and Quality Assurance / Risk Register	Maintain risk log, ensure ethical conduct, and oversee whistleblowing procedures.

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Meetings and Reporting

The Board meets quarterly to review performance against the Strategic Plan and KPIs. Each meeting includes reports on Quality, Safeguarding, Finance, Risk, and Curriculum Delivery. An annual Strategic Review assesses overall impact and sets new priorities.

Monitoring the Strategic Plan

A Strategic Plan Delivery Dashboard is maintained, tracking KPIs such as learner outcomes, growth in target groups, employer engagement, and funding diversification. Each KPI is assigned to a lead governor for monitoring and challenge.

Quality Assurance Integration

The Board receives termly reports on the Self-Assessment Report (SAR), Quality Improvement Plan (QIP), and observations of teaching, learning and assessment. Governors participate in the annual quality review cycle to ensure continuous improvement and Ofsted readiness.

Safeguarding, Prevent and Wellbeing

Salt Training meets all duties under KCSIE, Prevent Duty and Working Together to Safeguard Children. The Safeguarding Governor meets with the Designated Safeguarding Lead (DSL) each term to review incidents, training and welfare trends.

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Financial Oversight and Funding Assurance

The Financial Governor ensures regular scrutiny of management accounts, ESFA funding compliance, and audit outcomes. Annual financial statements are reviewed and approved by the Board.

Risk and Compliance Framework

The Board reviews a live Risk Register each quarter, aligned to the risk categories in the Strategic Plan. Risks are assessed for likelihood, impact, and mitigation, ensuring timely responses to operational or strategic threats.

Stakeholder Voice and Partnership Development

The Board oversees learner and employer engagement, ensuring feedback informs quality and curriculum design. A learner representative attends meetings and reports on wellbeing, CEIAG and learner satisfaction.

Evaluation and Continuous Improvement

An annual governance self-assessment evaluates Board effectiveness against Ofsted's Leadership and Management criteria. An external governance review is commissioned every three years.

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Appendices

Appendix 1: Terms of Reference (Summary)

Purpose: To provide strategic leadership, oversight, and assurance of quality, safeguarding, and financial integrity.

Authority: The Board has authority to approve policies, budgets, and strategic plans, and to hold the SLT accountable for performance.

Meetings: Quarterly, with additional meetings as required. Quorum: 50% of voting members.

Appendix 2: Governor Role Descriptions (Summary)

All Governors:

- Uphold Salt Training's vision and values
- Attend meetings and review papers
- Provide challenge and support to the SLT
- Declare conflicts of interest
- Maintain confidentiality
- Undertake CPD and safeguarding training.

Appendix 3: KPI & Milestone Tracker (Template)

Columns: Strategic Priority | KPI | Milestone | Responsible Governor | Status | Notes

Appendix 4: Risk Register Framework (Template)

Columns: Risk | Likelihood | Impact | Mitigation | Responsible Person | Review Date

Appendix 5: Annual Governance Calendar (Template)

Q1: Curriculum review, Safeguarding report, Risk Register update

Q2: SAR/QIP review, Financial mid-year review, CPD and compliance update

Q3: Safeguarding audit, Stakeholder engagement review

Q4: Annual Strategic Review, Governance self-assessment, Budget approval