

Salt Training Governance Board

Appendix 1 – Terms of Reference: Salt Training Governance Board (2025 edition)

Purpose

The Governance Board provides independent, strategic oversight, challenge, and assurance across all aspects of Salt Training Limited's operations. Its purpose is to ensure that the organisation:

- Delivers on the objectives and KPIs set out in the Strategic Plan 2025–2028.
- Meets the expectations of Ofsted's Education Inspection Framework (EIF) and ESFA funding requirements.
- Operates in a transparent, ethical, and financially sustainable manner.
- Provides outstanding outcomes and experiences for learners and employers.

Scope and Authority

The Board has delegated authority from the Managing Director (and Company Directors) to:

- Approve the Strategic Plan, Self-Assessment Report (SAR), and Quality Improvement Plan (QIP).
- Review and sign off (Chair and MD) policies and procedures.
- Approve annual budgets, financial statements, and audit responses.
- Endorse and review policies relating to safeguarding, Prevent, equality, data protection, and compliance.
- Monitor and challenge organisational performance, learner outcomes, and financial viability.
- Commission or receive external reviews, audits, or inspections.

The Board does not interfere with day-to-day operational management but provides strategic direction and accountability for leadership decisions.

Objectives

The Board will:

1. Provide strategic leadership and ensure curriculum intent aligns with employer and learner needs.
2. Monitor the quality of education and learner experience through performance data and feedback.
3. Oversee safeguarding, Prevent, and wellbeing arrangements to ensure compliance with statutory duties.
4. Ensure sound financial management, transparency, and value for money.
5. Assess risk and oversee the organisation's Risk Register.
6. Promote equality, diversity, inclusion, and sustainability across all functions.
7. Ensure stakeholder and learner voice informs strategic decisions.
8. Support Ofsted readiness and continuous improvement in leadership and management.

Membership

Policy Owner: Managing Director

Stage of Approval: Approved

Date of Review: January 2026

Chair of the Board

Provides leadership to the Board, sets agendas, ensures effective challenge, and represents governance externally.

Governors (4–5 external members)

Provide independent scrutiny and expertise across key portfolio areas.

Managing Director (ex-officio)

Provides reports, proposals, and operational updates to the Board.

Staff Representative (non-voting)

Provides insight into delivery operations and staff development.

Learner Representative (non-voting)

Presents learner feedback and wellbeing perspectives.

Clerk/Secretary (optional)

Manages agendas, minutes, and document distribution.

Quorum and Decision-Making

- Quorum: 50% of voting members (minimum 3 including the Chair or Vice-Chair).
- Decisions are made by simple majority; the Chair holds a casting vote where necessary.
- The Board may make urgent decisions electronically between meetings where appropriate.

Meetings and Reporting

- The Board meets quarterly (minimum of four times per academic year).
- Extraordinary meetings may be convened by the Chair.
- Each meeting includes standing reports on:
 - Quality of Education
 - Safeguarding and Prevent
 - Finance and Funding Assurance
 - Risk Register
 - Performance Monitoring (KPI Dashboard)
- Minutes are recorded, approved at the next meeting, and securely stored for inspection.
- Actions are tracked through a governance action log maintained by the Clerk or Managing Director.

Committees and Working Groups

Sub-groups may be established to provide focused oversight or review, such as:

- Quality & Curriculum Group (linked to QIP and Ofsted readiness)

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- Safeguarding & Wellbeing Group
- Finance & Risk Group

Each sub-group reports back to the full Board through written updates or meeting summaries.

Reporting Lines

- The Board reports to the Managing Director and Company Directors.
- The Managing Director reports to the Board on progress, risks, and outcomes.
- Board minutes and decisions inform internal SLT and Quality Board meetings.

Accountability and Compliance

The Board ensures:

- Full compliance with Ofsted, ESFA, ICO, and HSE standards.
- Annual review and sign-off of the SAR, QIP, and Safeguarding Audit.
- Transparency through an annual Governance Statement summarising impact and attendance.
- Declaration and management of conflicts of interest.

Confidentiality and Ethics

All members must:

- Maintain confidentiality of sensitive information.
- Declare conflicts of interest annually and at each meeting.
- Adhere to the Nolan Principles of Public Life: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.

Terms of Office and Appointment

- Governors serve for a three-year term, renewable once.
- A skills audit is undertaken annually to identify gaps and training needs.
- The Chair and members are appointed by the Managing Director following due diligence checks.

Review of Terms of Reference

- These Terms of Reference are reviewed annually by the Board to ensure relevance and compliance.
- Revisions are approved by the Chair and recorded in the minutes.

Approved by: Kurt Salter

Position: Managing Director

Date: Jan 2026



Policy Owner: Managing Director

Stage of Approval: Approved

Date of Review: January 2026