
Floorskills Limited Governance, Mission, Vision and Principles

What is Governance

The purpose of governance is to provide confident and strong strategic leadership which leads to robust accountability, oversight and assurance for educational and financial performance. There are three core governance functions within the Floorskills Limited:

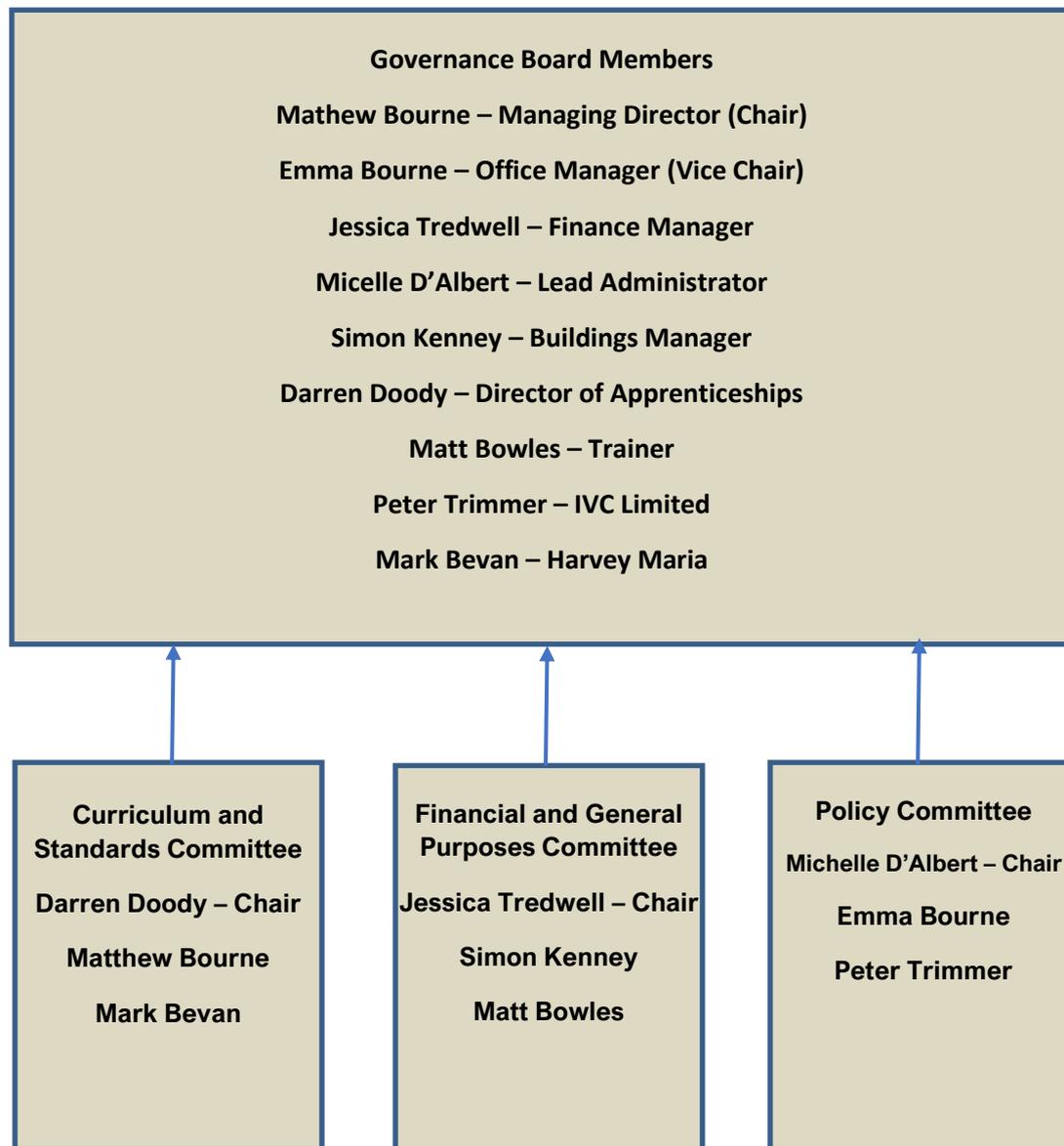
- Ensuring clarity of vision, ethos and strategic direction
- Holding senior leaders to account for the educational performance of the organisation and its learners, and the effective and efficient performance management of staff
- Overseeing the financial performance of the organisation and making sure its money is well spent.
- Overseeing expectations for quality of training and commitment to continual improvement in the quality of our apprenticeship training

The governance framework must also ensure that Floorskills Limited comply with statutory and contractual requirements, and effectively undertake certain key duties such as safeguarding, inclusion, special educational needs, disability (SEND), monitoring and oversight of the impact of learner targeted funding.

The Board must reserve certain decisions to itself; however, many other decisions can and should be delegated to others. The Board will for example delegate the day-to-day operational/executive management of Floorskills Limited to the Managing Director, who will in turn delegate some decisions to other members of the Senior Management Team. The Board delegates some other decisions and functions to Board committee: the Financial and General Purposes Committee; the Curriculum and Standards Committee and Policy Committee.

It is important to note that even where a decision or function has been delegated, the members remain responsible in law. All delegations must be decided by the full Board and formally recorded. No individual or committee has any power to act in the absence of this formal delegation. Floorskills Limited are required to summarise these delegation decisions in a document called the Scheme of Delegation, which must be published on the Trust's website. This allows everyone both inside and outside Floorskills Limited to see who is making what decisions and how they are accountable.

Governance Structure



Committee Meetings take place October, February and June

Full Governance Meetings take place November, March and July

The Board

The Board must ensure that Floorskills Limited uses its public funding effectively and with integrity and members must also ensure that there is a robust framework of controls which allows risk to be assessed and managed.

The members role is a strategic one and members must avoid involvement in operational matters other than the senior Management Team. Instead, the Board delegates operational functions to the Managing Director and holds the accountability for his senior management team of Floorskills Limited, and for the successful delivery of strategic objectives. The Board Members also monitor the academic and financial performance of Floorskills Limited and will ensure that action is taken when necessary.

The Chair of the Board of Governance is responsible for ensuring the effective functioning of the Board and for setting professional standards of governance. The Chair can also exercise certain emergency powers when necessary.

Board Committees

Specialised functions are best dealt with by a smaller committee of suitably skilled members, working alongside appropriate Senior Management Team members. Floorskills Limited currently operates three committees:

- **Financial and General Purpose Committee**
This group provides oversight of the Boards financial performance and the work of internal and external auditors to ensure financial integrity. It monitors risks and the controls in place to mitigate them.

- **Curriculum & Standards Committee**
This group holds Floorskills Limited's accountability for curriculum policies, educational outcomes, improvement plans and strategies. It also ensures the requirements of learners with special educational needs are met.

- **Policy Committee**
This group ensures the timely and accurate drafting or revision of all Floorskills Limited's policies in line with Floorskills Limited's vision and strategy, and with statutory and regulatory requirements. It monitors government educational statements of practice and checks that these are consistent with Floorskills Limited's policies.

Governance Code of Conduct

Floorskills Limited is a values-driven organisation, working to qualify young adults as floor fitters and develop them as key members of their community. It is vital that everyone involved in this work observes the highest standards.

1. Statement of Purpose

- 1.1. The Governance Code of Conduct seeks to establish common expectations of all those involved in governance within Floorskills Limited, to preserve the high ethical standards of the company and to ensure effective and professional working practices.

2. Scope and Principles

- 2.1. This Code and its expectations apply at all levels of governance within the Trust. As the role of governance is a public service, participants are required to adhere to the Nolan Principles (see page 8).
- 2.2. This Code should be updated in accordance with the general policy review process. However, changes can be made at any time if the Board of Trustees sees fit. The review process may be delegated but any changes must be approved by the full Board.

3. Role & Responsibilities

- 3.1. All those involved in governance within Floorskills Limited agree and confirm that:
- we understand the purpose of the Board and the role of the Senior Management Team;
 - we accept that we have no legal authority to act individually, except when the Board has given us delegated authority to do so, and therefore we will only speak on behalf of the governing board when we have been specifically authorised to do so;
 - we accept collective responsibility for all decisions made by the Board or its delegated representatives. This means that we will not speak against majority decisions outside the board meeting;
 - we have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer;
 - we will encourage open governance and will act appropriately;
 - we will consider carefully how our decisions may affect the community.
 - we will always be mindful of our responsibility to maintain and develop the ethos and reputation of Floorskills Limited. Our actions within the

- organisation and the local community will reflect this;
- in making or responding to criticism or complaints we will follow the procedures established by the governing board;
- we will actively support and challenge the executive leaders;
- we will accept and respect the difference in roles between the board and staff, ensuring that we work collectively for the benefit of the organisation;
- we will respect the role of the Senior Management Team and their responsibility for the day to day management of the organisation and avoid any actions that might undermine such arrangements;
- we agree to adhere to Floorskills Limited's rules and policies and the procedures of the governing board as set out by the relevant governing documents and law;
- when formally speaking or writing in our governing role we will ensure our comments reflect current organisational policy even if they might be different to our personal views;
- when communicating in our private capacity (including on social media) we will be mindful of and strive to uphold the reputation of the organisation.

4. Commitment

4.1. All those involved in governance within Floorskills Limited agree and confirm that:

- we acknowledge that accepting a governance role involves the commitment of significant amounts of time and energy;
- we will each involve ourselves actively in the work of the board, and accept our fair share of responsibilities, including service on committees or working groups;
- we will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to do so;
- if unable to attend a meeting, we will make every effort to contribute by sending in written comments;
- we will get to know the organisation well and respond to opportunities to involve ourselves in the organisation's activities;
- we accept that undertaking relevant training is a requirement;
- we will consider in a structured way our individual and collective needs for induction, training and development;
- we accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us will be published on Floorskills Limited's website;
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5. Relationships

5.1. All those involved in governance within Floorskills Limited agree and confirm that:

- we will strive to work as a team in which constructive working relationships are actively promoted;
- we will express views openly, courteously and respectfully in all our communications;
- we will support the chair in their role of ensuring appropriate conduct both at meetings and at all times;
- we are prepared to answer queries from other governing board members in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved;
- we will seek to develop effective working relationships with the executive leaders, staff and parents, the organisation and other relevant agencies and the community.

6. Confidentiality

6.1. All those involved in governance within Floorskills Limited agree and confirm that:

- we will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or learners, both inside or outside of the organisation;
- we will exercise the greatest prudence at all times when discussions regarding organisational business arise outside a governing board meeting;
- we will not reveal the details of any governing board vote;
- we will ensure all confidential papers are held and disposed of appropriately;
- we understand that the requirements relating to confidentiality will continue to apply after a Board member leaves office.

7. Conflicts of Interest

7.1. All those involved in governance within Floorskills Limited agree and confirm that:

- we will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the governing board's business. If any such conflicted matter

- arises in a meeting we will offer to leave the meeting for the appropriate length of time;
- we will also declare any conflict of interest at the start of any meeting should the situation arise;
 - we will act in the best interests of Floorskills Limited as a whole and not as a representative of any group, even if elected to the governing board.

8. Breach of this code

- 8.1. Breach of this code is likely to constitute misconduct.
- 8.2. Allegations of misconduct against anyone involved in governance within Floorskills Limited will be dealt with according to the Terms of Reference appropriate for the level of governance involved.

The Nolan Principles

The Seven Principles of Public Life, known as the Nolan Principles, were defined by the Committee for Standards in Public Life. They are as follows:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Ethical Leadership at Floorskills Limited

Floorskills Limited upholds the National Governance Association's Framework for Ethical Leadership in Education, which starts with and builds on the Nolan Principles. Floorskills Limited serve young people and adults, which aids in developing them into fulfilled and valued citizens. As role models for learners, how we behave as leaders is as important as what we do. Leaders should show leadership through the following personal characteristics or virtues:

Trust | *leaders are trustworthy and reliable*

We hold trust on behalf of young adults and adults and should be beyond reproach. We are honest about our motivations.

Wisdom | *leaders use experience, knowledge and insight*

We use experience, knowledge, insight, understanding and good sense to make sound judgements. We demonstrate restraint and self-awareness, act calmly and rationally, exercise moderation and propriety as we serve our learners and colleges wisely.

Kindness | *leaders demonstrate respect, generosity of spirit, understanding and good temper*

We give difficult messages humanely where conflict is unavoidable.

Justice | *leaders are fair and work for the good of all learners*

We work fairly for the good of learners from all backgrounds. We seek to enable all young people and adults to lead useful, happy and fulfilling lives.

Service | *leaders are conscientious and dutiful*

We demonstrate humility and self-control, supporting the structures and rules which safeguard quality. Our actions protect high-quality education.

Courage | *leaders work courageously in the best interests of young people and adults*

We protect their safety and their right to a broad, effective and creative education. We hold one another to account courageously.

Optimism | *leaders are positive and encouraging*

Despite difficulties and pressures, we are developing excellent education to change the world for the better.

Quality and High Standard in our Apprenticeship Training

We are committed to the continual improvement of quality and learner experience. This to enable all our learners to fulfil their potential and enhance their personal and careers.

We have an annual Quality Improvement plan that captures key quality performance measures and targeted outcomes. Our quality KPI's include

- Aim for all our apprentices to stretch and challenge themselves to pass their EPA with distinction
- All our tutors to be observed and graded as a minimum of Good
- Aim for minimum of 90% of employers rating our apprenticeship delivery as good and or excellent
- Work with employers and apprentices in the co-design of our apprenticeship programmes and gain their direct input into enhancements annually
- Celebrate our apprentices success through our communication channels , national awards

Scheme of Delegation

The tables below set out Floorskills Limited's Scheme of Delegation. This shows which decisions are made at which level of governance, and who will be consulted and provide input as part of the decision- making process. It reflects the roles and responsibilities discussed previously. The Board must review this document every academic year.

| Area of work | Decision | Full Board Members | CS Cttee | FGP Cttee | Policy Cttee |
|--------------------------------|---|--------------------|----------|-----------|--------------|
| People & structures | Appoint or remove Members | ✓ | ✓ | ✓ | ✓ |
| | Appoint or remove Chair and Vice Chair | ✓ | ✓ | ✓ | ✓ |
| | Approve role/Terms of Reference and job descriptions for Members and Committee Chairs | ✓ | | | |
| | Appoint & remove Committee Members | ✓ | ✓ | ✓ | ✓ |
| | Appoint & remove Committee Chairs | ✓ | ✓ | ✓ | ✓ |
| | Review and approve Articles of Association | ✓ | | | |
| | Agree and review terms of reference for Board Committees | ✓ | | | |
| | Annually agree and review Board Committees | ✓ | | | |
| | Agree Quarterly Full Board Meetings | ✓ | | | |
| | Agree Quarterly Committee Meetings | ✓ | | | |

| Area of work | Decision | Full Board Members | CS Cttee | FGP Cttee | Policy Cttee |
|---------------------|---|--------------------|----------|-----------|--------------|
| People & structures | Carry out skills audit and recruitment of members | ✓ | | | |
| | Annual self-review of Board and committees | ✓ | ✓ | ✓ | ✓ |
| | Review and agree Organisation structures | ✓ | ✓ | ✓ | ✓ |
| | Annual self-review of Committees | ✓ | ✓ | ✓ | ✓ |
| | Annual performance review of Board Chair | ✓ | ✓ | ✓ | ✓ |
| | Annual review of Committee Chairs | ✓ | ✓ | ✓ | ✓ |
| | Succession planning for Board | ✓ | | | |
| | Agree annual schedule of Board work | ✓ | | | |
| | Agree annual schedule of Committee work | ✓ | | | |

| Area of work | Decision | Full Board Members | CS Cttee | FGP Cttee | Policy Cttee |
|--------------|---|--------------------|----------|-----------|--------------|
| Strategy | Approve and publish Annual Report and Accounts | ✓ | | | |
| | Establish, maintain & publish Minutes of Meetings | ✓ | ✓ | ✓ | ✓ |
| | Provide annual report of Floorskills Limited performance | ✓ | | | |
| | Provide annual report of SAR & QIP | ✓ | ✓ | ✓ | ✓ |
| | Approve policies | ✓ | | | ✓ |
| | Review and approve Mission statement of Floorskills Limited | ✓ | ✓ | | ✓ |
| | Review Trust Strategic Plan & agree key priorities and KPIs | ✓ | ✓ | ✓ | |
| | Plan budget for Floorskills Limited key priorities | ✓ | | ✓ | |
| | Approve academy-level procedures | ✓ | | | ✓ |
| | Determine annually central spend/top slice/ services provided | ✓ | | ✓ | |
| | Review risk register | ✓ | | | ✓ |

| Area of work | Decision | Full Board Members | CS Cttee | FGP Cttee | Policy Cttee |
|--------------------|---|--------------------|----------|-----------|--------------|
| Holding to account | Agree reporting arrangements for progress on Floorskills Limited key priorities | ✓ | | | |
| | Undertake performance management of Managing Director | ✓ | | | |
| | Undertake performance management of Chairs | ✓ | | | |
| | Agree arrangements for Member monitoring | ✓ | | | |
| | Review purchases of training equipment requirements | ✓ | ✓ | ✓ | |
| | Review annually the need to appoint external member of Board | ✓ | | | |
| | Agree auditing & reporting for matters of compliance (e.g. safeguarding, H&S etc) | ✓ | | | ✓ |

| Area of work | Decision | Full Board Members | CS Cttee | FGP Cttee | Policy Cttee |
|---------------------|---|--------------------|----------|-----------|--------------|
| Financial oversight | Appoint Financial & General Purpose Chair | ✓ | | ✓ | |
| | Establish & review Financial requirements | ✓ | | ✓ | |
| | Receive external auditor's report | ✓ | ✓ | | |
| | Agree changes in Policy | ✓ | | | ✓ |
| | Agree changes in curriculum | ✓ | ✓ | | ✓ |
| | Monitor organisation expenditure against budget | ✓ | | ✓ | |
| | Monitor private course expenditure against budget | ✓ | | ✓ | |
| | Monitor and agree staff appraisals and pay progression | ✓ | | ✓ | |
| | Review organisation-wide value for money benchmarking | ✓ | | ✓ | |
| | Review academic value for money benchmarking | ✓ | | ✓ | |
| | Develop organisation-wide procurement strategies and efficiency savings programme | ✓ | | ✓ | |
| | Obtain and review all types of insurance across the organisation | ✓ | | ✓ | ✓ |

Board Members & Chair

Role Description & Person Specification

The Board members and Chairs take on the ultimate legal and financial responsibility for all the activities of the organisation. They maintain an overview of policy and strategic direction rather than being involved in day-to-day operations. The role of the Board members and Chairs is summarised below.

Vision and Leadership

- To be committed to the vision, mission and values of the organisation.
- To provide strategic direction, including agreeing and monitoring strategic plans.
- To keep informed of the activities of the organisation and the wider issues that affect its work.
- To ensure the work of the organisation is monitored and evaluated.

Accountability & Legal Responsibilities

- To ensure the organisation complies with its governing document (e.g. constitution or memorandum and articles of association).
- To ensure the organisation keeps to the law, including charity and company law.
- To ensure the organisation makes efficient use of resources, in particular that all monies are applied to its objects, agreed plans and budgets.
- To ensure that risks to the organisation, staff, volunteers and service users are at an acceptable level and are effectively managed.
- To be accountable to membership, funders and other stakeholders.

Financial & Staff Management

- To understand the financial position of the organisation.
- To ensure the organisation's finances are properly managed.
- To ensure the organisation operates within its agreed accounting policies.
- To ensure adequate financial resources for the organisation.
- To contribute to fundraising strategies.
- To ensure the organisation is properly insured against all reasonable liabilities.
- To ensure the organisation is a responsible employer and adheres to legislation.
- To effectively support and manage the chief officer.

Qualities and Skills of Management Committee Members

- Good leadership skills.
- Understanding of and commitment to the organisation's mission and values.
- Impartiality and fairness.
- Ability to respect confidences.

- Good timekeeping.

Time Commitment Required

- The term of office for Management Committee members is required quarterly.
- The role generally requires a commitment of 3 hours per quarter per year.

Job Descriptions

Chair

Elected from within Floorskills Limited Board Members

Mission statement of Board

Chair shall be the Managing Director of Floorskills Limited. The Chair shall preside at all meetings of the Board. Shall have charge of the general and active management of the business of Floorskills Limited and shall see that all orders and resolutions of the Committees are carried out. The Chair shall submit a report of the operations of the Annual General Meeting.

Major activities:

1. Chair meetings of the Board of Governance.
2. Chair the Annual General Meeting (AGM).
3. Make an "annual" report to each AGM in term of office.
4. Ensure that the organisation operates in accordance ESFA guidelines.
5. Advise on appointment of members.
6. Ensure that decisions of Committees are implemented.
7. Ensure that decisions of Annual General Meetings are implemented.
8. Take responsibility for the long-term future of Floorskills Limited.
9. Represent Floorskills Limited or delegate a representative on appropriate national and international bodies meetings.
10. Act as a figurehead for Floorskills Limited at its own meetings.
11. Act as a figurehead for Floorskills Limited at exterior meetings.
12. Act as authorised signatory of Floorskills Limited cheques.
13. Decide upon a suitable speaker for the Annual General meeting and initiate invitation to external clients or public bodies.
14. Present awards or prizes given by Floorskills Limited.

Vice Chair

Elected from within Floorskills Limited Board Members

Mission statement of Board

The Vice-Chair shall be vested with all the powers and shall perform all the duties of the Chair during the absence of the latter.

Major Activities:

1. Cover for Chair at meetings if the Chair is unavailable.
2. Familiarise himself/herself with the role of the Chair so that continuity is maintained if the Chair retires.
3. Undertake any Floorskills Limited function/project designated by the Chair (*e.g.* temporary editor of newsletter).
4. Act on the Chair's behalf at any formal function (*i.e.* meetings/seminars).
5. Provide help and guidance to any members on Committees.
6. Interface between Members and Chair, if required.
7. Actively seek feedback about the members at Committee meetings.
8. Act as authorised signatory of Floorskills Limited cheques.

Members

Elected from within Floorskills Limited Board Members

Mission statement of Board

The Members will ensure that the team provides high quality service in supporting meetings of Floorskills Limited its committees and full Board Membership, as well as the involvement of decisions making as part of their role in challenging senior managers. This role will also need to ensure that the decisions are made in accordance with legislation and ESFA guidelines. The role will also need to ensure the service is able to support a range of other meetings including Sub Committees and full Board Membership.

Major Activities:

1. To be committed to the vision, mission and values of the Board.
2. To provide strategic direction, including agreeing and monitoring strategic plans.
3. To keep informed of the activities of the committees and the wider issues that affect its work.
4. To ensure the work of the Committees are monitored and evaluated.
5. To govern and direct the committees through collective decision making
6. To be a pool of expertise and advice (making advice and expertise available to the committees.
7. To represent Floorskills Limited and those the committees represents
8. To ensure the committees complies with its Board values

9. To ensure the committees keeps within the law
10. To ensure the committees makes efficient use of resources, in particular that all monies are applied to its objectives, agreed plans and budgets.
11. To ensure that risks to the committees and members are at an acceptable level and are effectively managed.
12. To be accountable to Floorskills Limited that the committees it represents.
13. Strive to attend all meetings, sending apologies to the Chair for necessary absences.
14. Prepare for the meeting by reading the agenda, papers and emails before the meeting.
15. Participate fully in the meeting; Listen to what others have to say and keep an open mind.
16. Contribute positively to the discussions.
17. Have the best interests of the committee and the people you represent in mind.
18. Draw attention to any potential conflicts of interest that may arise in the meeting.
19. Fulfil any responsibilities assigned to you at the meeting and be prepared to report back on your progress at the next meeting.
20. Be an ambassador for the committee in the wider community

Signed:



Name: Matt Bourne

Title: Director