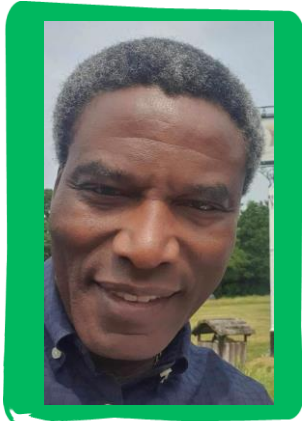


# **The Treloar Trust**

## **Trustee and Governor Recruitment Pack**

**January 2024**





Dear Friend,

Treloar's is a unique and extraordinary organisation. It is both a registered charity and company limited by guarantee.

As the UK's leading centre for physically disabled children and young people, many of whom have very complex needs, Treloar's offers outstanding teaching, learning, professional care, therapy and guidance so that every individual can live, learn, achieve and work towards a future that is as independent as possible.

Our key strength lies in our holistic, multi-disciplinary approach, which encompasses education, residential and pastoral care, therapy, medical support and independence training to deliver the best specialist education. So, it demands and deserves the very best in governance and leadership from people who share the values and ethos described further in this pack.

Being a Trustee or Governor of such an important organisation is unquestionably a big ask, and in return you will get to play a significant role in making an unparalleled impact on the lives of disabled young people. Our outcomes attest to this and our Ofsted and CQC ratings verify the quality we have to ensure it. Working at Treloar's, you will get to work with many amazing people, both on our board/governing body and amongst our staff.

The Trust Board requires a variety of skills and experience and is currently looking for fundraising, leadership, and HR experience and the Governing Body for experience in social care, education, clinical skills and health and safety. Both boards would especially welcome people with lived experience of disability.

Both the Trust board and Governing body continue to look to strengthen our diversity to better reflect the young people and communities we serve.

With best wishes,

Dr Victor Olisa QPM Chair of Trustees





## About Treloar's

**Treloar Trust** offers outstanding teaching, learning, professional care, therapy, advice and guidance so that every individual can achieve and work towards a future that is as independent as possible.

The main activity of the organisation is the running of a special school and college, however we are looking to form a range of partnership and projects to build on our expertise to have an impact on a much wider scale.

**Treloar School and Treloar College** are run by Treloar Trust. We offer over 170 students, aged 4 to 25 years, a specialist environment where learning takes place alongside therapy and care.

Our students are physically disabled with complex needs. Mainstream schools and colleges cannot provide the support they need to achieve their goals.

Detailed information on the organisation, its services and people can be found at:

[www.treloar.org.uk](http://www.treloar.org.uk)



## Our vision

A world where physically disabled young people take control of their lives and achieve their aspirations.

## Our values

### We strive for excellence

Physically disabled young people and their families deserve outstanding care and support. We work to make sure all our services are excellent and actively challenge each other to ensure continuous quality improvement.

We continually innovate to ensure that our beneficiaries receive the cutting-edge, excellent support they deserve.

### We are inclusive

Everyone – regardless of physical ability, where they live or their means – should have the opportunity to take part in life. We treat our beneficiaries with the same dignity as their non-disabled peers and work to remove barriers in their way.

Our students and beneficiaries are always at the centre of everything we do. Before we make decisions, we ask, “How will our students and beneficiaries benefit from this?”

### We act with integrity and respect

Physically disabled young people should be free to direct their own lives. We listen to young people’s views and support them to make age-appropriate choices about their daily life and informed choices about their future.

We celebrate and promote diversity, value and support each other, and treat everyone with mutual respect. We support a culture of openness, honesty and transparency, where the safeguarding of our students and wellbeing of our staff is paramount.

## Our mission

To enable physically disabled young people to achieve their aspirations by:

- Providing personalised learning, therapy and care
- Supporting transition into adulthood
- Promoting independence and inclusion

**We strive for excellence**



**We always try our best**

**We are inclusive**



**We help everyone join in**

**We act with integrity and respect**



**We are friendly and kind**

## Our future direction

Our current Strategic objectives are to:

1. **Further our excellence** as a school and college for physically disabled young people
  - Meet student needs by continually developing our education and life skills programmes
  - Support students to successfully move on from school and college
  - Develop our non-term time offer alongside our term-time provision
  - Widen access for students from underrepresented backgrounds and communities
2. **Maintain our specialism** in supporting children and young people with higher levels of need in education
  - Continue to foster our excellence in healthcare, residential care and therapy
  - Pioneer the practical application of assistive technology to further develop the independence and potential of disabled people
  - Develop and demonstrate innovation
3. **Contribute on a wider scale** to the education and support of physically disabled young people
  - Work in partnership with local authorities and other education, health and social care providers to support SEND and care objectives across the system
  - Amplify the voice of disabled children, young people, parents, carers and families to support change in society.





## The school and college, our approach:

We adopt a person-centered approach that enables our students to follow a curriculum that will meet their individual needs and to learn in an accessible, inclusive and safe environment.

Through teams of teachers, therapists, technicians, healthcare workers and a wide range of highly trained support staff, we are uniquely able to meet the physical and emotional needs of students. We exist so students who need additional support can make excellent progress towards their educational and independence aims.

No matter the young person's aim, our Progress and Transition team are experts in supporting them to get there. The team put the goals of the young person at the centre of all we do. For example, some students will need the confidence and skills to live independently, some may need to experience the world of work and some will need more consistency in making choices.

We are committed to ensuring our students experience a wide range of activities outside Treloar's, immersing them in different environments and cultures. A key element of achieving this is our community skills work.

We provide a range of day, residential and respite placements to suit the individual needs of our school and college students and their families. We also provide residential care and independence training for disabled students who attend a mainstream further education college locally, and transitional housing for young adults. Key to all our services is independent living support preparing young people for their lives after Treloar's.

Supporting the complex physical and mental needs of our young people is a very important part of what we do and consequently our teams include 30 nurses with a further 90 working in therapy.

We are determined to break down barriers for disabled young people.



## Our finances and fundraising:

Our annual report and accounts are available [here](#).

Most of our income comes from fees from Local Authorities and Integrated Care Systems for student education and care.

We are financially sound, with significant cash balances and investments. However, margins on our core business are tight reflecting the difficulties faced by local authorities who pay most of the fees. Nonetheless demand for placements remains high.

## Fundraising:

Most years we raise about £2m per year from our fundraising, retail and lottery and aim for a 1:3 ratio on voluntary income (excluding trading and lottery).

Our voluntary income comes from events, individual giving including major donor philanthropy, trusts and foundations, corporate and community fundraising. We have a special and close relationship with the Lord Mayor and City of London and receive generous support from many livery companies.

Our fundraising has enabled the majority of significant capital projects at our site and a huge amount of specialist equipment, most recently funding a new outdoor learning centre. Our supporters are currently helping us reach our goals for a new technology hub, electric bus and upgrades to our residential provision.



## **Our governance - Trustees**

Treloar Trust is a Registered Charity and Company Limited by Guarantee. It is governed by the Trust Board (Board of Trustees).

The Trust Board sets the strategy and direction of the Trust and is accountable for compliance with legislation and regulatory frameworks, and ensuring that it is financially sustainable.

There are a range of sub-committees:

- Finance and Investment Committee
- Risk and Compliance Committee
- Fundraising and Marketing Committee
- Nominations and Remuneration Committee
- Strategy Committee

Each Trustee is expected to be a member of at least one of these.

The Trust operates a residential school and college, which are registered and inspected by both Ofsted and the Care Quality Commission for the relevant regulated activities. Governance of the School and College is delegated by the Trust Board to a Governing Body.

The Executive Leadership Team consists of the Chief Executive Officer, the Principal, and the Director of Finance and Resources, supported by a wider leadership team of directors and heads.

## **Length of term and time commitment**

Trustee terms are for three years, and can be extended to a maximum of three terms.

The basic time commitment is three Board meetings per year during the day, plus three sub-committee meetings per year.

Trustees are required to undertake some training, including Safeguarding, and to engage with the organisation as they are able including attending events and meeting staff and students.



## **Our governance - Governors**

Treloar Trust is both a registered Charity and Company Limited by Guarantee. It is governed by a Board of Trustees. The majority of its activities are the provision of a special school and college the running of which is delegated to the Governing Body.

The school and college are registered and inspected by both Ofsted and the Care Quality Commission who both grade its provision to be outstanding. The school is a non-maintained special school (NMSS) and the college has the status of a special college.

The Governing Body is responsible for overseeing setting the strategy of the school and college and monitoring performance within broad parameters set by the Trustees.

To help the Governing Body discharge this responsibility there is an executive senior leadership team of the School and College reporting to a Principal. The Governing Body also has two sub-committees Quality and Performance and General Purposes.

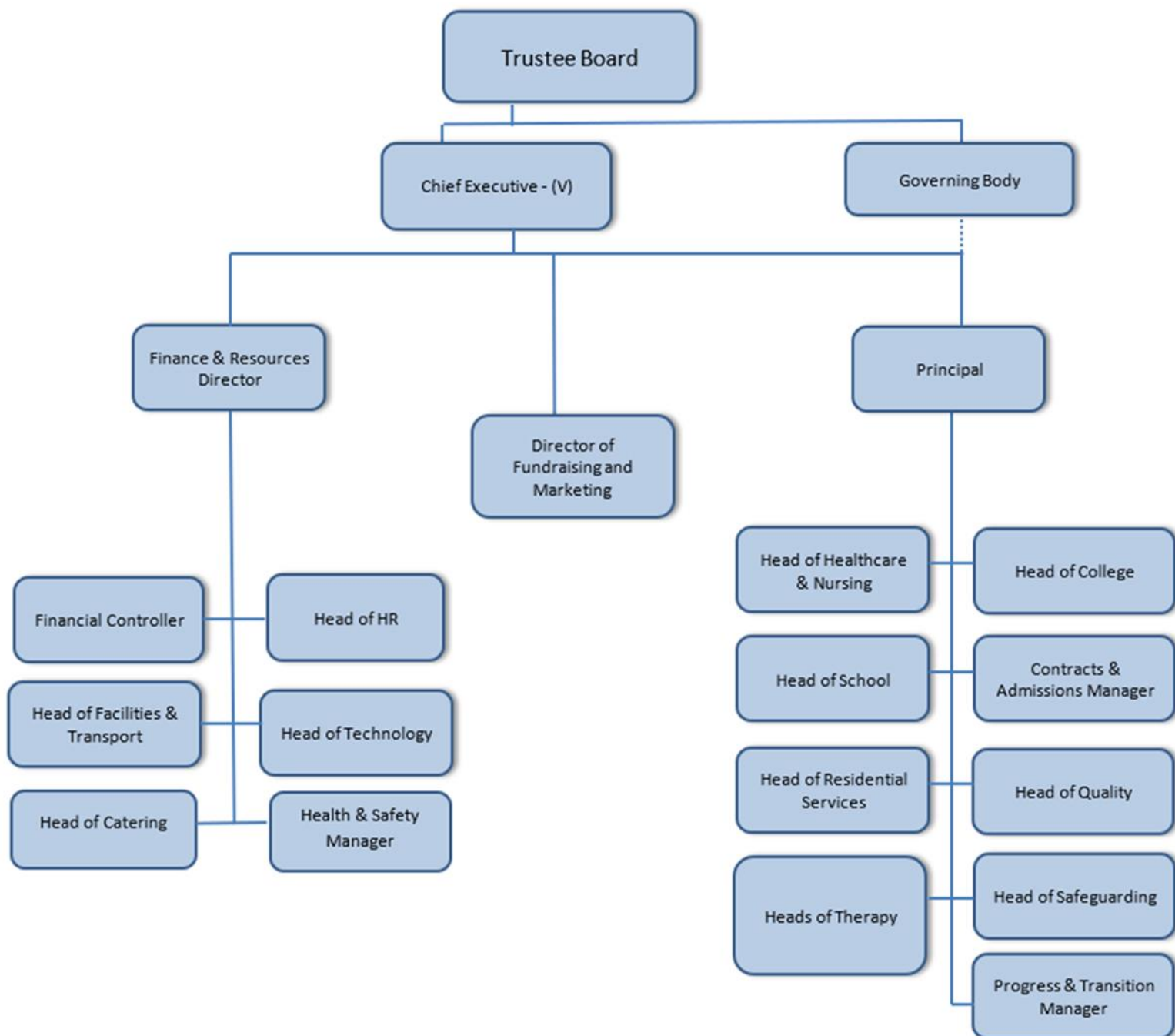
## **Length of term and time commitment**

Governor terms are for four years, and can be extended to a maximum of three terms.

The basic time commitment is four meetings per year during the day (usually on a Friday) with a further three sub-committee meetings where relevant. Governors are also asked to perform annual quality control visits as appropriate.

Governors are also required to undertake some training, including safeguarding, and to engage with the organisation as they are able including attending events and meeting staff and students.

## Structure chart



## Responsibilities of Trustees

1. Establishing the Trust's core values, mission and objectives.
2. Determining and reviewing strategic and corporate policies.
3. Ensuring that the Trust's policies meet, and continue to meet, the requirements of the law, best practice and other regulatory bodies.
4. Reviewing and monitoring of financial management / Business Plan / capital and revenue budgets.
5. Determining and periodically reviewing the Trust's structure of committees and approving their terms of reference.
6. Line management of the Chief Executive including appointment, performance review, terms and conditions, dismissal etc., subject to any restrictions imposed by the Trust's Human Resources policies.
7. Being represented in the appointment of Directors reporting to the Chief Executive and approving the executive management staffing structure and staffing establishment.
8. Performance monitoring, focusing on the effectiveness of the Trust in meeting its objectives.
9. Effectiveness and consistency of Standing Orders, financial regulations and delegation.
10. Standards of conduct and probity for Committee members.
11. The Trust's Equal Opportunities Policy, Health & Safety at Work Policies and other policies required to ensure that the Trust meets its statutory responsibilities and can demonstrate good practice.
12. Review and agreement of the annual financial report.
13. Approving decisions affecting the assets of the Charity.
14. Oversight of Governing Body to ensure that it meets its responsibilities with respect to School and College.



## Responsibilities of Governors

1. Recommending to and implementing strategies agreed by the Trustees, with regard to the character and mission of the School and College and its priorities.
2. Proposing, and when approved overseeing, delivery of strategic Capital and/or Revenue projects.
3. Monitoring the development, implementation, and statutory compliance of policies, including Human resources, Health and safety, Safeguarding, Equality and diversity, Student welfare, Care and medical standards, and Security; and recommending changes where appropriate.
4. Ensuring the preparation of annual budgets and operating plans for approval by the Trustees and thereafter financial management of the School and College
5. Ensuring resources are used effectively and efficiently within the agreed budget parameters and operating plans and comply with the requirements of funding bodies.
6. Overseeing the School and College's operational performance with regard to the quality of teaching and learning and the quality and range of provision, achievement, progression and outcomes.
7. Ensuring that the School and College has in place appropriate written policies and procedures for management and the measurement of key performance indicators, and that these are regularly reviewed.
8. Overseeing the quality of residential and clinical provision, standard of care and support for students.
9. Monitoring and responding to complaints.
10. Maintaining the Holybourne estate in accordance with the guidelines established by the Trust.
11. The appointment, job description, appraisal, performance management and dismissal of all members of staff of the school and college in line with parameters established by the Trustees.
12. Identifying risks to the School and College and ensuring that mitigating action is planned and implemented.