



The Treloar Trust

Information Pack

2025



Introduction From the Acting Chair

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

Treloar's is one of the UK's leading providers of education, therapy and care to physically disabled children and young people, many of whom have very complex needs. We offer 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 and fulfilling 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. Our outcomes attest to this and our Ofsted and CQC ratings verify the quality we have to ensure it.

This demands and deserves the very best in governance and leadership from people who share the values and ethos described further in this pack. As the Chair of Treloar's, you will get to play a significant role in making an unparalleled impact on the lives of disabled young people. You will get to work with many amazing people, on our board/governing body and amongst our staff and students.

Both the Trust Board and the School and College Governing Body are made up of dedicated volunteers with a variety of skills and experience. We welcome leaders from a wide range of backgrounds with a passion to support the young people and communities we serve to apply.

Lady Win Normington



Detailed information on the organisation, its services and people can be found at: www.treloar.org.uk

Our Vision

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

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

Our Values



We are Inclusive

Everyone – regardless of physical ability, where they live or socioeconomic background – 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.



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 support they deserve.

We strive to ensure that our school and college develop and evolve with the needs and potential of our students, but we also want to take the message of inclusivity to a wider audience, sharing our experience and expertise outside Treloar's for the benefit of more disabled people.

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.

We aim to raise approximately £2m per year from our fundraising. Our fundraising 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:

- Governing Body
- Finance and General Purposes Committee
- Risk and Compliance Committee
- Quality and Performance Committee
- Nominations and Remuneration 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 and the Director of Finance and Resources, who also performs the role of Clerk, supported by a wider leadership team of directors and heads.

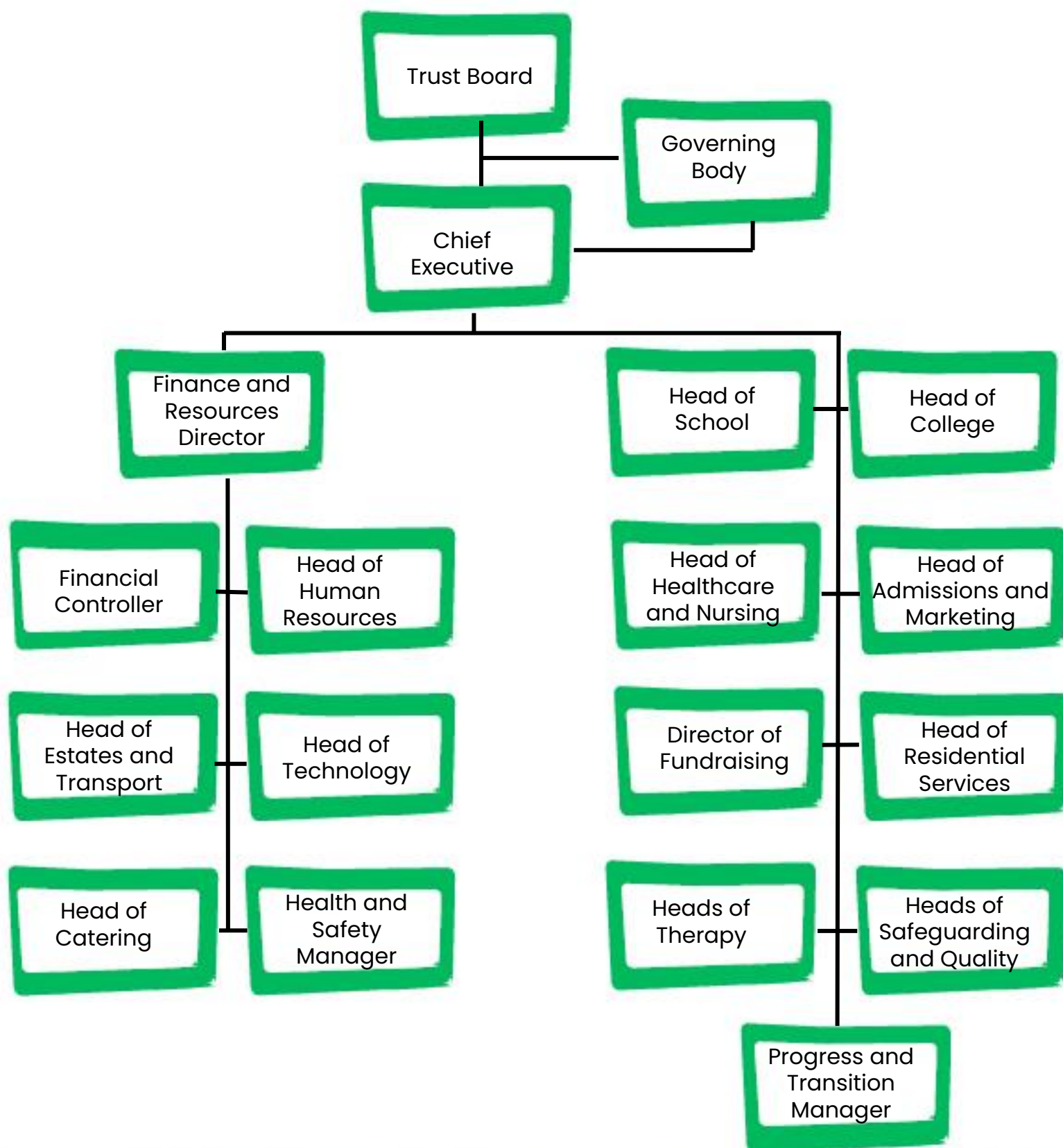
Length of term and time commitment:

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

The basic time commitment is four 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.

Structure chart



Responsibilities of Trustees:

1. Establish the Trust's core values, mission and objectives.
2. Determine and review strategic and corporate policies.
3. Ensure the Trust's policies meet, and continue to meet, the requirements of the law, best practice and other regulatory bodies.
4. Oversee the Trust's Safeguarding, Equal Opportunities and Health & Safety Policies.
5. Set, monitor and adhere to capital and revenue budgets.
6. Determining and periodically reviewing the Trust's structure of committees and approve their terms of reference.
7. Manage the Chief Executive through the Chair, including appointment, performance review, terms and conditions, dismissal etc, subject to any restrictions imposed by the Trust's Human Resources policies.
8. Performance monitoring, focusing on the effectiveness of the Trust in meeting its objectives.
9. Oversee the effectiveness and consistency of Standing Orders, financial regulations and delegation.
10. Standards of conduct and probity for Committee members.
11. Review and agree the annual financial report.
12. Approve material decisions affecting the assets of the Charity.
13. Oversee the Governing Body to ensure that it meets its responsibilities with respect to the School and College.

Chair of Trustees' job description, Treloar Trust

Time Chair 4x Trust Board meetings per year, Commitment: Member of 1 or more committee meetings eg Governing Body (x4), Nomination & Remuneration (x3) or Finance (x3)

Attendance at major events as appropriate eg Lord Mayors/Royal visit

Additional time commitment for preparation for meetings, liaising with the Chief Executive and dealing with matters arising between meetings.

Reporting to: The Trust Board as a whole

Term: Min 3 years extending Trustee term where necessary
(Subject to changing articles)

Overall purpose of the Trust Board

The Board of Trustees is responsible for ensuring that the organisation's aims and objectives set by the Trust are in accordance with the governing documents, and legal and regulatory requirements. Trustees are 'jointly and severally' responsible for the overall governance and strategic direction of the charity, its financial health, and the probity of its activities.

Main responsibilities

1. To Chair the Trust Board and any other general meetings of the charity.
2. To ensure that the board of Trustees fulfils its duties and responsibilities for the proper governance of the charity.
3. To work with the Chief Executive to achieve the charity's mission and uphold its values.

Duties and tasks to fulfil the key responsibilities

1. To work in partnership with the Chief Executive to ensure that the charity has a clear vision, mission and strategic direction and that the charity, the Trustees and the Chief Executive are focused on achieving these.
2. To oversee recruitment of, provide support to and line manage the Chief Executive on behalf of the board. This will include regular one-to-one meetings when the Chair and Chief Executive discuss progress and issues. To ensure that the Chief Executive's performance is reviewed.
3. To work with the Clerk to develop an annual programme of board meetings and ensure that relevant agendas and papers are prepared in good time for board meetings holding the Chief Executive and Company Secretary responsible for the quality of the board papers.
4. In partnership with the Chief Executive agree respective roles in representing the charity and acting as spokesperson at public functions, public meetings and to the press/media and more generally support the Chief Executive and fellow Trustees in the promotion of the charity to funders and other stakeholders.
5. Monitor the performance of the board alongside the Company Secretary on an individual and collective basis.
6. To ensure that:
 - 6.1 the Trustees govern the charity in the long-term interests of physically disabled young people.
 - 6.2 the charity has a clear vision, mission and strategic plan, and that there is a common understanding of these by the Chief Executive and the Trustees.
 - 6.3 policies set by the Trust board support the vision, mission and strategic priorities and objectives of the charity.
 - 6.4 the charity has systems and policies in place for the management of risk, disaster recovery, whistleblowing, safeguarding, health and safety, equality and diversity and supporting the environment.

- 6.5 the Board of Trustees considers and approves the methods for measuring the progress of the charity in relation to its vision, mission, strategic objectives/priorities, business plans and annual targets.
- 6.6 appropriate governance structures exist for Treloar School and Treloar College and that a governing body/ies are properly constituted under approved rules of Governance and that these comply with approvals and legislation relating to such entities and the performance and structure of governance are subject to regular review.
- 6.7 the board has on it the skills it requires to govern the charity well, and that the board has access to relevant external professional advice and expertise.
- 6.8 there is an open and fair procedure for the recruitment of Trustees and that all members of the board receive appropriate induction, advice, information and training (both individual and collective).
- 6.9 the board's delegated authority is recorded in writing by means of terms of reference for board committees and sub-committees, rules of government, job descriptions for key staff, reporting procedures etc.
- 6.10 the executive, Governing Body and other committees report regularly to the board of Trustees on progress towards the School and College strategic objectives, business and annual plans.
- 6.11 the charity's financial dealings are systematically accounted for, audited and publicly available.
- 6.12 the charity has a satisfactory system for holding in trust the beneficiaries' money, properties and other assets and to ensure that they are managed to the maximum benefit of the charity, within the constraints of the law and ethical and other policies laid down by the board.
- 6.13 the board takes collective ownership of decisions made and monitors their implementation.

How to apply

We encourage interested applicants to contact us to arrange an informal conversation with our CEO, Martin Ingram, or with our Director of Finance & Resources, Simon Birch. Please contact Sophie Milroy on sophie.milroy@treloar.org.uk to arrange.

To apply, please submit a CV (including references) and covering letter addressing what you would bring to the role to Sophie at the address above.

The closing date is the 23rd November 2025 and interviews will take place early January 2026.

Treloar Trust is committed to safeguarding children, young people and vulnerable adults.

All successful candidates will be expected to complete a formal application form, will be subject to a panel interview, and an enhanced DBS check along with other relevant recruitment/appointment checks.



Treloar Trust

Reg. Charity no. 1092857
Powell Drive
Holybourne
Alton, Hampshire
GU34 4GL

