

Trustees - Company Directors

About Milestones Trust

Milestones Trust is a not-for-profit, charitable organisation with a 36-year history of offering safe, person-centred support to people with learning disabilities and those with enduring mental health needs. We live the Trust's values: We start with the person. We bring people close. We take our creativity to work. We are courageous.

The Trust was formed in 1986 as the local long-stay hospitals started to close, and responsibilities for care moved into local communities. We run services throughout Bristol, South Gloucestershire and North Somerset, supporting around 750 people in supported living, specialist residential and nursing services. We also operate respite services, day opportunities, groups and community projects. We are a values-led organisation, working in close partnership with those we support to enable them to achieve the lives they choose.



The Trust wishes to appoint four new Trustees (Non-Executive Directors) to strengthen its governing Board. We are seeking individuals who have the energy, time and willingness to contribute to directing our future growth and development, while providing clear oversight, as we develop and implement our new strategy, with its ambitious growth aspirations. The Trust has income of around £29 million, net assets of about £19 million, and employs 1,000 staff.

The role

Trustees provide independent points of view and bear collective responsibility to ensure the Trust operates with effective control, accountability and high standards of conduct and probity.

They will also use their skills and personal experience to:

- Work with colleagues to set the Trust's values, standards and strategies and ensure that:
 - ◊ the necessary financial and human resources are in place to achieve the strategy
 - ◊ the Trust's obligation to its stakeholders and the wider community are understood and balanced fairly at all times
- Ensure that the Board sets challenging objectives for improving its performance across the range of its functions
- Work with colleagues to set criteria for assessing the organisation's performance and monitor and evaluate achievement
- Contribute to the determination of appropriate levels of remuneration for the Executive
- Ensure that all risks to the organisation are identified and managed
- Engage positively and collaboratively in board and committee discussion of agenda items
- Provide a checking mechanism to ensure that financial controls and risk management systems are robust and defensible and that the Board is kept fully informed through timely and relevant information
- Participate in one or more board committees
- Exercise independent judgement to the benefit of the Trust
- Provide leadership to the Trust within a framework of prudent and effective controls
- Ensure that the organisation values diversity in its workforce and the people it supports, and demonstrates equality of opportunity in its treatment of staff and the people we support
- Act as an ambassador for the Trust in engagement with stakeholders, including the local community
- Take a proactive role in engaging with services provided by the Trust

The Chief Executive reports to the Board and the Executive regularly engages with it.



The person

Trustees need to have a strong interest in health and social care, although specialist knowledge of the sector is not required. They should have experience in at least one of the following areas:

- Commercial acumen and business growth
- Experience of dealing with people issues in organisations
- A good knowledge of corporate governance in the public and private sectors
- Experience of working in a highly regulated sector
- A high level of interest in helping people with learning disabilities and/or mental health needs

In this round of recruitment, we would especially like to hear from people with experience and professional qualifications in property, and those who have lived experience of engaging with social care. We also welcome applications from those with commercial experience and knowledge of finance.

Individuals selected will become Trustees under charity law and company directors under company law. They will be expected to demonstrate the following Board-level competencies:

- Strategic direction, the ability to think and plan ahead, with a clear vision that identifies risks and consequences and enthuses others, balancing needs and constraints
- Ability both to support and hold the Executive to account
- Effective influencing and communication, a high level of ability to gain support and influence, combined with a clear understanding of the political context
- Team working, be committed to working as a team member
- Motivation to improve the overall performance of the Trust across the dimensions of exceptional care quality that puts the person first while maintaining the financial integrity of the Trust
- Intellectual flexibility, the ability to think clearly and creatively, make sense of complexity and clarify it for other people

Trustees should have or be willing to develop an understanding of health and social care, and knowledge of governance. We welcome applications from all candidates who have a range of skills and experience, preferably with some Board experience, although full training will be given.

Board composition

Milestones Trust is a charitable company limited by guarantee, subject to company law and is a not-for-profit organisation. Its Directors, who are appointed on a voluntary basis, are drawn from the public and private sector and bring significant health and social care, and other professional expertise.

The Full Board meets four times a year, and also hold one or two full-day sessions to determine strategy. In addition, Trustees are asked to join one of our three subcommittees, which also meet 4 to 6 times a year. Our rules and methods of operation are set out in the published Articles of Association.

The following committees operate in accordance with terms of reference and delegated powers agreed by the Board:

- Support and Development
- Finance & Resources
- Governance & Risk

The Board also serves the Trust through ad hoc, task and finish groups for specific projects.

Time commitment

Directors will be expected to commit 10 to 15 days a year to board business. Trustees also visit services and attend training. We have a hybrid approach to meeting, with Board tending to meet in person and Committees virtually.