



# **Appointment for Milestones Trust Chief Executive**

**Information for applicants**

December 2019



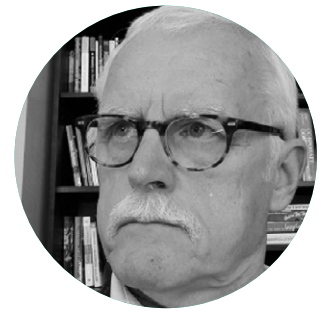
**Milestones Trust**

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# Welcome from the Chair



Dear Candidate

Thank you for your interest in our work and in becoming our next Chief Executive.

I am immensely proud of the work that the Trust does and never cease to be impressed with the dedication of the people who deliver the services we provide.

The people we support come first, but a close second is the people who support them. They define our organisation. As Chair of Trustees, my only regret is that we are unable to remunerate our staff at a higher rate for the wonderful and demanding work that they do.

It is a hard fact that Milestones Trust operates in the most challenging of times as the UK struggles to find the right funding model for social care and to recognise and reward the workforce delivering it. For far too long social care has been a low wage sector and this is set to continue to be the case for the foreseeable future. The downward pressure on the funding we receive from commissioning bodies is intense and the need to continually evolve services to meet the individual needs of the people we support requires investment.

Our dedicated workforce does tremendously well in the circumstances and as a direct result our services enjoy a deserved reputation for quality from both commissioners and inspectors alike.

The Trust has been successful in negotiating contracts to secure the best possible terms alongside reducing cost by evolving our business model away from residential care to supported living to better meet individual need.

We are indeed a modern, responsive and dynamic organisation.

What makes it all possible is our shared values and our commitment to supporting the people we support to have every opportunity to live happy and fulfilled lives. We are one Trust with one mission – to get it right for everyone.

I very much hope that you will want to join us and I look forward to receiving your application.

**Donald Nordberg**

Chair of Trustees



# About Milestones Trust

## Our vision

**One Trust, one vision: getting it right for everyone.**

We pursue our vision by promoting health, wellbeing, independence and engagement for people living with learning disabilities, mental health needs and dementia.

## Strategic intent

Every person we support will enjoy high quality, personalised, and outcome-focused care.

Whether they live in specialist residential or supported living settings, we will listen to what they say, and translate that into excellent, responsive service.

We will seek, always, to deliver exemplary service, informed by the latest insights, with well trained and adaptable staff, and in a way that makes Milestones financially secure for the long-term benefit of those in our care. Doing so means that we can extend that service to an even larger number of people who need what we provide.



We aim, simply, to be the provider that stands out in the marketplace – because of our outstanding service.

Our strategic intent informs the four commitments that are the foundation of everything that we do:

<b>Getting it right – starting with the person</b>	We will put our service users first
<b>Quality in what we do</b>	We will be recognised for the high quality of our services
<b>Focussing on the people who work for us</b>	We will develop and value our staff
<b>Fit for the Future</b>	We will ensure that our services are flexible and adaptable to changing needs

### Milestones Trust in numbers



**years since the Trust was formed in 1986**



**residential and supported housing services we run**



**people we support with mental health needs, learning disabilities, and dementia**



**hours each year our amazing individual and corporate volunteers dedicated to us**



## What we do

For over thirty years Milestones Trust has played an important and active role in the pattern of social care in Bristol, South Gloucestershire and North Somerset.

Through the sixty residential, supported living and complementary personal development services we operate the Trust supports people with mental health needs, learning disabilities, and dementia as well as individuals with complex behavioural needs.

### **Mental health needs**

Each journey to recovery is unique, which is why we put the person at the centre of their own support. We offer our Recovery Pathway Service in residential settings that are staffed around the clock. We provide an environment where people can focus on their abilities and pre-existing skills to achieve personal goals and a sense of identity. We know our approach works – we've reduced psychiatric hospitalisations and helped people live more effectively in their community through education and support networks.

**More information**

### **Learning disability**

We have 22 residential, nursing and respite services and 24 supported living services and projects across Bristol and South Gloucestershire. We support around 3500 people from 18-96 years old with everything from advocacy to Zumba, bike riding to personal care, medication to growing gooseberries. In truth, no two people and no two days are the same. We pride ourselves not just on being safe and caring, but also on responding quickly and effectively.

**More information**

## Dementia care

Our dementia nursing home at Humphry Repton House ensure that the care given to residents is straightforward, practical and above all, tailored to their individual needs. We take the time to get to know the people we support, to help them rebuild and retain connections to their family and friends, their community and their past. Everyone has a rich history of life experiences and we want to make the most of these in the care we provide. [More information](#)

## Complex behavioural needs

Using an approach called Positive Behavioural Support (PBS), our staff who specialise in complex behavioural needs are skilled at identifying potential triggers for challenging behaviour. They're trained to focus on prevention, build communication skills and work with people to find other ways to manage their feelings. This is difficult and often slow work, but we have many success stories. For example, people who came to us with a reputation for being difficult to support but who now have their own tenancies, and whose behaviour no longer gets in the way of them living their life. All with continued support from staff they've chosen. [More information](#)

## Why we do what we do

More than ever, people in our society need what we have to offer: the expertise, experience, and empathy to bring about real, lasting, positive change.

It can be the smallest of steps or the greatest of strides. Always, it's about moving forward, achieving one milestone after another, building momentum.

Momentum shows itself in many ways. It's never feeling comfortable with the status quo. It's doing the right things for the right reasons. It's the thousand little changes that happen across our organisation each day that collectively, and ultimately, transform the lives of the people we support.

## For more information

Visit the [Trust's website](#)

Download our latest [Annual Report](#)



## Our values

### 1. We start with the person

You can't build a support service around a label. But you can build a support service with a person if you understand their particular care needs, wants, and ambitions. And while that's our starting point, everyone changes. So we're never comfortable and never complacent. Instead, we adapt how we do things to reflect the person's changing circumstances and desires as they go through life.

### 2. We bring people close

What we do is impossible without building good relationships between people and their families, carers, teams, and important others. That takes time and patience, but it also takes understanding and respect – the building blocks of trust. Understanding leads to trust, which leads to the right support to bring about positive change. Change that can make a person's life easier, better, simpler, more comfortable, more enjoyable or more independent.



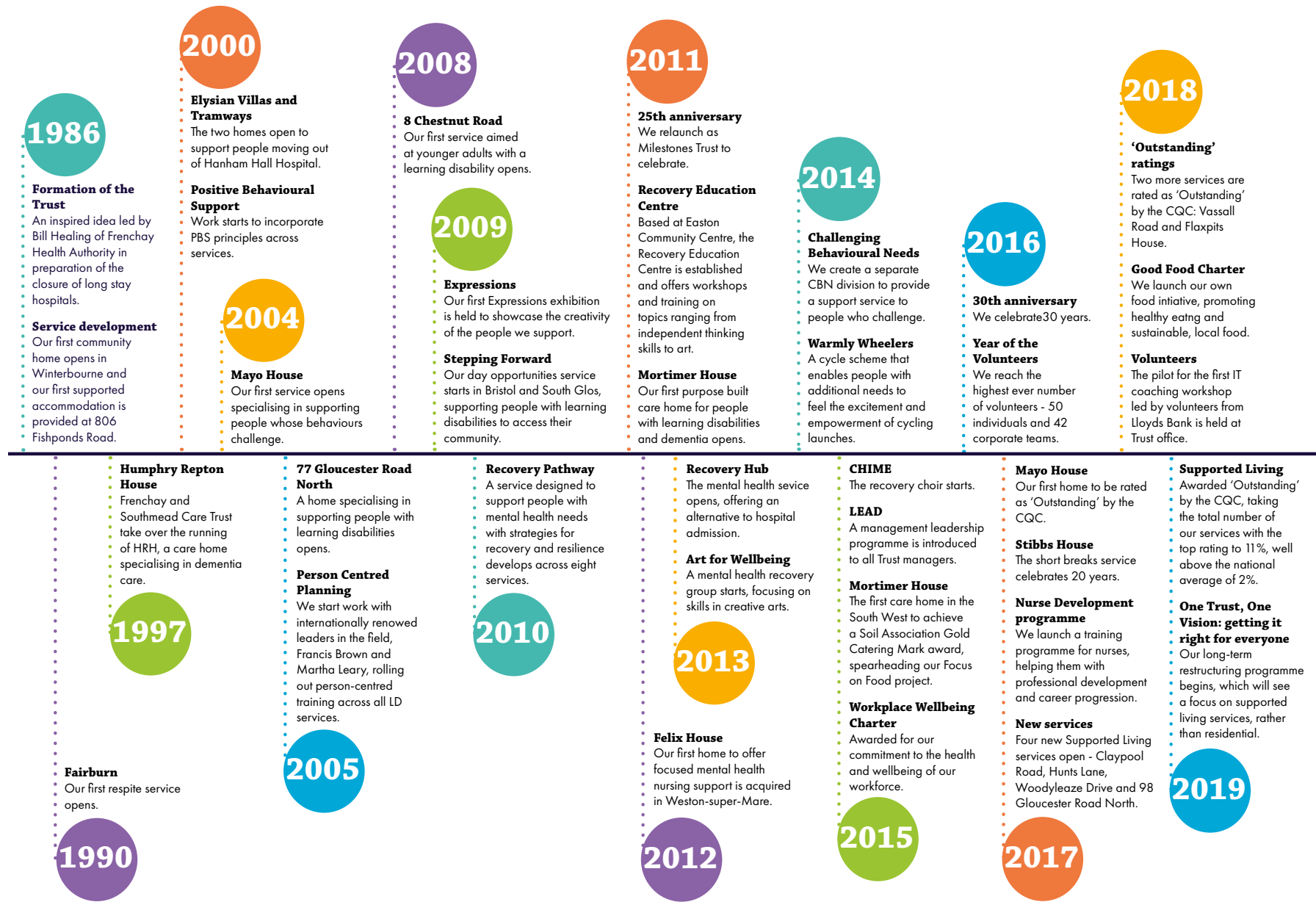
### 4. We are courageous in our approach

Where others see obstacles, we see opportunities. For us there is no blueprint, no magic formula, no one-size-fits-all. Just a willingness to embrace the challenge head-on, try new things, and work for change. It's not about ripping up the rule book. It's rewriting it to make our services fit the person. That means drawing on our expertise, courage and resolve to encourage and support anyone who needs our specialist help.

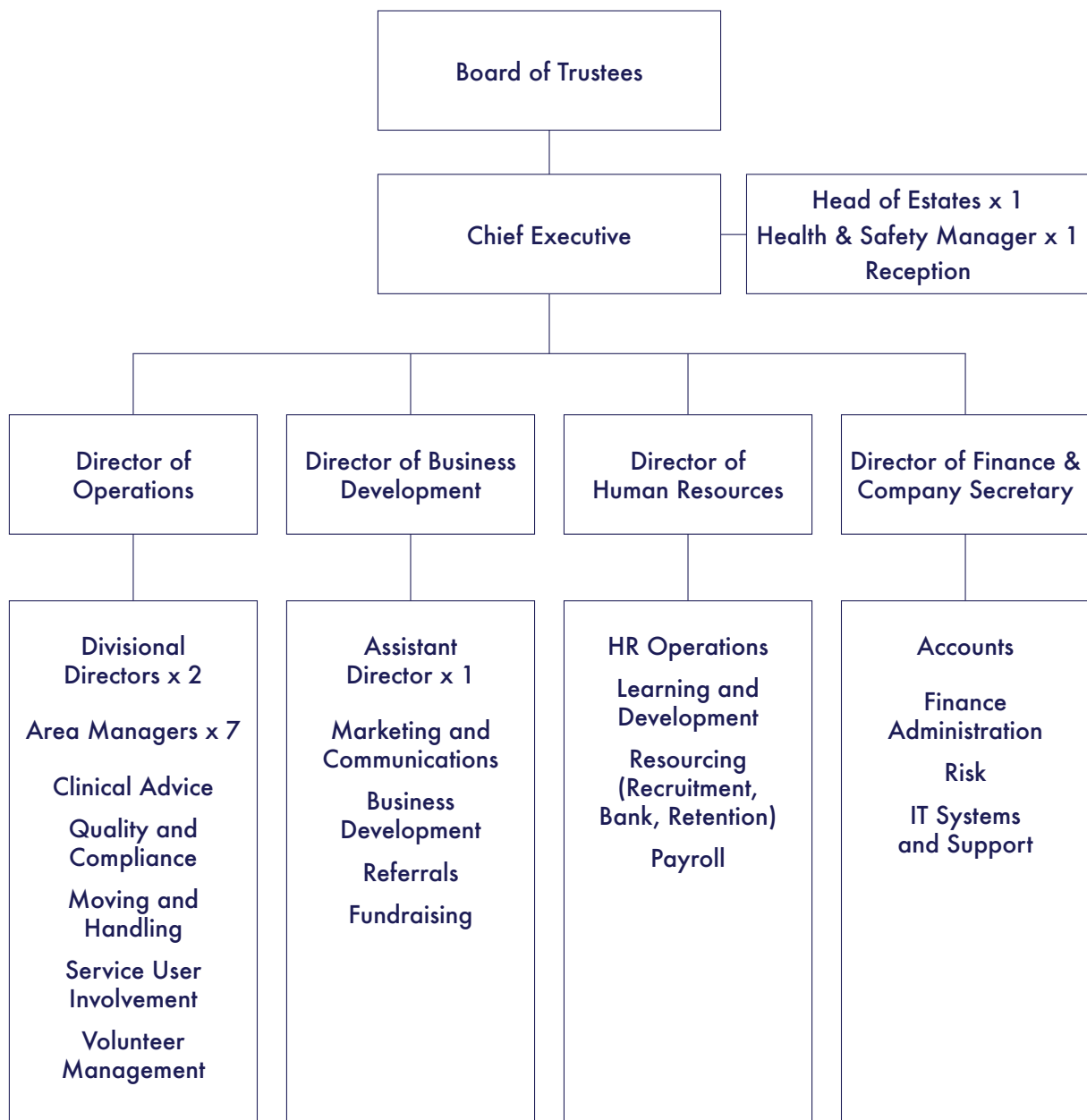
### 3. We take our creativity to work with us

Given what we do, limited resources have always been a challenge. But creativity hasn't. It's amazing how even a little lateral thinking and ingenuity can dramatically improve the lives of those we work with. Put another way, the more creative we are, the richer and more meaningful life becomes – for all of us. So we encourage everyone to think outside the box, whatever their role, whatever the issue. As Einstein said, "creativity is contagious, pass it on."

# Our history from 1986 to the present day



# Directorate organisational chart



# Job description

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<b>Role:</b>	Chief Executive
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<b>Reports to:</b>	The Board of Trustees
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<b>Reports:</b>	Director of Finance
	Director of HR
	Director of Business Development
	Director of Operations
	Facilities Manager

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<b>Hours of work:</b>	Full time
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<b>Budgetary accountability:</b>	£29 million
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<b>Budgetary influence:</b>	As above
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## Job purpose

To be accountable for the overall management and development of the Trust, providing structured and dynamic leadership and effective, high quality guidance, advice and support to Milestones Trust staff, to ensure Milestones Trust meets its statutory, and regulatory duties and strategic objectives.

To be responsible for developing the organisation’s Strategic Business Plan and annual budgets to be agreed by the Board of Trustees, and for achieving targets and objectives, as well as expanding the profile of the Milestones’ brand and gaining its acceptance as the provider of choice.

To be accountable for the delivery of excellent services across Milestones Trust to enable all of the people we support to fulfil their potential.

## Accountabilities

### Strategic direction

1. To work with the Board to develop and deliver the vision, mission and strategic objectives of the Trust ensuring that the overall strategy is translated into meaningful business and operational plans.
2. To lead the implementation of the strategic plans and monitor performance and progress against agreed targets.

### Leadership

1. To provide dynamic leadership, direction and support to staff throughout the Trust.
2. To lead, develop and manage the Trust's senior management team ensuring that each individual is performing at the optimum level and that the team as a whole functions effectively.
3. To continue to develop the Trust so that the organisation is forward thinking and fit for purpose with structures, systems and people who deliver high quality results for the people we support.
4. To identify and evidence changes in the external environment in thought leadership, government policies and wider which will provide sound opportunities for development, and to draw up and implement business plans as appropriate to exploit these.
5. To ensure that the Trust is appropriately marketed and to act as an ambassador to raise its profile of the services offered and its achievements, so that the Trust becomes the provider of choice within its market sector.
6. To create, develop and maintain relationships with all actual and potential partner organisations.

### Financial stability

1. To ensure the long-term financial viability and the sustainability of the Trust, and to be responsible to the Trustees for the overall financial health of the organisation, ensuring that expenditure is controlled in line with budgets as approved by the Board.
2. To work with the senior management team to develop services, so that the Trust is less reliant on statutory commissioners.

## Governance

1. Internal: To ensure the Board is appropriately advised in all aspects of Trust business to ensure it meets its legal responsibilities, and reflects its vision and values.
2. External: To be the responsible nominated individual for Milestones Trust as defined by the Care Quality Commission under Registration Regulations 2009 (and by any subsequent legislation) and to be responsible for relationships with the CQC and with all other statutory regulators.

## Key results area/measures for the role

All KPIs as outlined in the strategic plan.



# Person specification

	Application	Interview	Testing	Reference
<b>Skills and attributes</b>				
<b>Personal values</b> – able to demonstrate a strong public service motivation and a genuine commitment to a culture of caring for others	✓	✓	✓	✓
<b>Strategic foresight</b> – able to see the ‘bigger picture’, anticipate and plan for future needs, minimise potential risk and maximise opportunities	✓	✓	✓	✓
<b>Operational planning</b> – able to translate strategic ambitions into achievable business objectives and workable plans	✓	✓	✓	✓
<b>Leadership skills</b> – able to provide the visible leadership that inspires and motivates others founded upon collaboration, collegiality and valuing individual as well as collective contribution	✓	✓	✓	✓
<b>Communication skills</b> – able to influence, persuade and engage effectively with a variety of internal and external audiences and stakeholders, i.e. written, verbal and presentation	✓	✓	✓	✓
<b>Negotiation and persuasion</b> – able to present a compelling case supported by sound argument and evidence for recommendations and proposals, e.g. for effective contract negotiations	✓	✓	✓	✓
<b>Essential experience</b>				
Experience in senior management in a comparable organisation with lead responsibility for the commercial viability of the organisation as a whole or service	✓	✓		
Experience of managing large income and expenditure budgets	✓	✓	✓	✓
Holding responsibility for organisational governance and risk management	✓	✓		

	Application	Interview	Testing	Reference
Leading senior management teams, workforce planning, developing working culture and implementing organisation change programmes	✓	✓		✓
Experience of board membership or reporting to board level	✓	✓		✓
<b>Desirable experience</b>				
Senior management experience in the health/social care sector and the commissioning market place	✓	✓		
Experience working with commissioners from local authorities, CCG's and NHS and leading contract negotiations and performance reporting	✓	✓		
Responsibility for leading on or contributing to income generation activity, e.g. pitching commercially traded services and/or voluntary income	✓			✓
<b>Essential knowledge</b>				
Knowledge of organisational governance frameworks and standard management practices necessary for effective strategic and operational planning, financial diligence and risk mitigation	✓	✓		
Education, training and continual professional development appropriate and relevant to the scale of the role and scope of responsibilities	✓			
<b>Desirable knowledge</b>				
Knowledge of the legislative framework governing charities in the UK	✓			
Knowledge of the current legislative regulations, inspection regimes and governance frameworks that apply to health and/or social care service delivery in the UK	✓	✓		
Advanced degree, preferably MBA, Master's in Management	✓			



# Summary of terms and conditions

At Milestones Trust we recognise that without the hard work, commitment and passion given by our staff, we wouldn't be the charity that we are today. In return, we are committed to rewarding all staff with a competitive pay and benefits package, supported with a range of learning and development opportunities.

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<b>Annual leave:</b>	34 days (inclusive of bank Holidays)
<b>Pension:</b>	Automatic enrolment the Pension Auto Enrolment scheme
<b>Sickness pay:</b>	Enhanced sickness absence scheme linked to length of service
<b>Other benefits:</b>	Family friendly/work-life policies Health Cash Plan information and Employee Assistant Programme Free parking Cycle to work scheme

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# How to apply

## Application and selection process

For an informal discussion about the role, please contact our recruitment partners, NFP Consulting:

**Simon Lloyd** Director | NFP Consulting  
07961 988 523 [simon.lloyd@nfpconsulting.co.uk](mailto:simon.lloyd@nfpconsulting.co.uk)



Application is by way of CV and a Supporting Statement, which should concentrate on your motivations and evidencing how your experience and skills meet the requirements. As a general guide your Supporting Statement should be around 1,000 words or two sides of A4.

## Closing date: 10am, 6th January 2020

There is a three stage interview process.

### Stage 1: Wednesday 15th or Thursday 16th January 2020

First round of screening interviews conducted by NFP Consulting, which will take place in Bristol.

### Stage 2: Thursday 23rd January

An assessment day comprising job related exercises as well as the opportunity to meet a range of stakeholders including people that the Trust supports and their families. The assessment day will be held at a venue in Bristol.

Candidates taken forward from the assessment day will be invited to complete three online psychometric assessments prior to the final panel interview with trustees.

### Stage 3: Thursday 6th February 2020

The formal panel interview with trustees will include a pre-prepared presentation task and will take place at the Trust's head office.

### Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to any aspect of the selection process, e.g. attending interview, attending the assessment day, completing online exercise. Any requests will not be taken into account in the selection process.

Please let us know if you would like to receive this information in a different format.

