



2022  
CALENDAR

**A YEAR IN STORIES**  
**2020-2021**

# CEO Welcome

## WELCOME TO THE 2020/21 MILESTONES TRUST ANNUAL REVIEW

**Last year when writing for our Annual Review, my final paragraph was:**

*“Hopefully this time next year, we will have the vaccine and self-isolating will be a thing of the past, however I’m glad to say many of the new innovations will remain with us, changing how we work for the better, for all of us.”*

What a long time ago that seems now! None of us imagined that the ongoing impact of the Pandemic would remain with us all year. We did get the vaccine and more recently the booster. We also now understand so much more about how to keep the people we support and our staff safe and well. However, many of the restrictions are still with us.

That said, we have not forgotten the learning and the technological innovations that were accelerated

by the arrival of the Pandemic. Despite the ongoing challenges, there have been many great initiatives happening across the Trust this year.

In this Review’s story for January, Mike Beavis, our Director of Estates, Facilities and IT, discusses his arrival at the Trust and the initiatives his team are implementing that are helping us make sure we are fit for the future. As we open new services, we are using all of our learning to ensure that staff teams and people we support can benefit from easily accessible technology. Our new service at Druetts Close is a great example of that and is being hugely enjoyed by all.

In addition, work is underway to ensure that our entire IT infrastructure is robust, allowing all of our services to benefit. By the end of 2021, we will have completed a modernisation process in six

of our services so that all parts of these properties have reliable internet access. There are plans in place to cover the remainder of services in the coming year, which will help enormously with communications and connectivity across the organisation.

Our improved IT accessibility will also enable us to make better use of assistive technology which we know, when used creatively, can greatly improve quality of life for people we support. This is beautifully evidenced by the story for March, about a person we support called Jake and his new communication device. It will also mean that we can build on the ongoing pilot exploring the potential use of robots in our services to help with communication (very early days!).

Our new HR system has finally been rolled out through great efforts by a large number of people

across the Trust and especially the work of Dan Hadfield and Mark Henry, who have problem-solved, answered our queries, ran training and held our hands as the system has bedded in. Now in place, this system will reduce managers’ workloads, allowing them to easily access the information they need and freeing them up to spend more time within their services.

Warmley Wheelers and Expressions have continued to go from strength to strength this year – both projects inspire and motivate people who want to go cycling or attend art workshops and unleash their creative sides.

Throughout the year, our Positive Behavioural Support (PBS), Moving and Handling and Quality teams have continued to work alongside teams and people we support, offering guidance, support and sometimes just a listening ear! This has contributed to the high quality of audits we are still

achieving across services.

So, it’s been a year of positive achievements alongside the challenges. We are heading into the New Year with real optimism and excitement after almost two years that have been dominated by the Pandemic.

We have already welcomed a number of new people we support into our services this year as restrictions have gradually lifted. We know the quality of our services continues to be well above the national average in our CQC ratings and we are keen to offer our support to more people, continuing in our aim to help people with disabilities to have great lives. We have plans in place for growth and development for both our mental health and learning disability

services.

Despite ongoing financial austerity and real challenges across social care, we will continue to innovate, working in partnership with the people we support to create change and reduce barriers.



**Hilary Crowhurst,**  
Chief Executive Officer



# Fit for the future

## MIKE BEAVIS IS THE TRUST'S DIRECTOR OF ESTATES, FACILITIES AND IT

Since I joined the Trust in July 2021, my focus has been on helping to ensure that the Trust is on a sustainable footing and ready to face the future.

This has several strands to it. We must offer services that are responsive to what commissioners and people we will potentially support tell us that they want. To this end, we opened two new services in 2021. The opening of one of these, based at a property in Horfield, was preceded by a full re-development of the building. This involved converting a garage into a self-contained flat with its own front door, perfect for someone who would like to live with a high degree of independence. The service is now home to four young people who are experiencing living away from their families for the first time.

Next year will see us open another new service. This one is based in Sea Mills and it will provide a home to younger people with physical impairments. We're delighted to be developing this new service in partnership with Bristol City Council.

Another aspect of getting ourselves fit for the future is ensuring that our IT infrastructure is robust. By the end of 2021, we'll have completed a modernisation process in six of our services so that all corners of these properties have reliable internet access.

We've also taken steps to protect ourselves from the threat of cyber-attacks. We've introduced real time security monitoring with the National Cyber Security Centre and completed an exercise to test the vulnerability of all services where we provide internet access, as well as Trust Office. Thankfully no critical issues were found.

This last activity will be repeated annually. It's just one of the many ways that the Trust is adapting so that we are able to look forward with confidence.

2021

THE YEAR THAT WAS...

*In January, surgeons at a hospital in Lyon, France, perform the world's first double arm and shoulder transplant.*



JANUARY

01/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
					1New Year's Day	2
3Bank Holiday	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

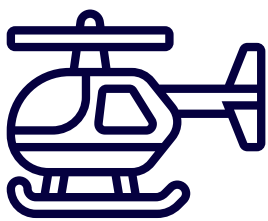


# Up and Away!

2021

THE YEAR THAT WAS...

*In February, electronic music duo Daft Punk announce they are splitting up after 28 years of making music together.*



Our volunteers support us in many ways and they play a vital role in helping to enrich the lives of people we support.

Since 2014, David has been volunteering as a buddy with Shaun, who lives at one of our residential services for people with learning disabilities. They often go on trips together and one of their regular destinations is Cotswold Airport, where they watch aircraft take off and land whilst snacking and drinking coffee.

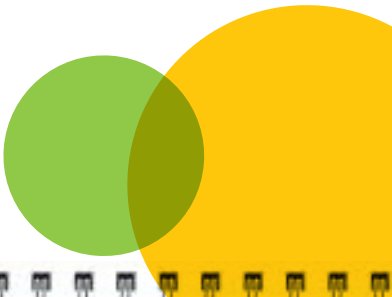
On one occasion, David asked Shaun if he might like to ride in a helicopter himself one day. Shaun thought that he would love to experience this, so David started planning straight away. He got in touch with Voler Aviation, who organise helicopter tours at Cotswold Airport, and soon enough a date was set.

As the day approached, Shaun could hardly contain his excitement. He spoke about it to his staff team constantly.

Shaun enjoyed a coffee with David before the flight and he didn't seem to be nervous at all. Shaun then got himself comfortable in the helicopter and, after getting to know the pilot and having a run through of what to expect during the flight, they were ready to go.

The engines started and the rotors spun. Soon the helicopter was flying high up into the sky. Shaun quietly took in every moment of the experience as he enjoyed the view of the Cotswolds far below him.

It was truly a great day out and an experience that both Shaun and David will remember for years to come.



## FEBRUARY

02/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
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21	22	23	24	25	26	27
28						

# Finding my voice

Jake lives at one of our supported living services for people with learning disabilities. He is non-verbal, which means he doesn't communicate through speech. To communicate with our staff who support him, Jake used to nod and shake his head, or use other body language.

Jake was inspired by watching Lost Voice Guy, a stand-up comedian who uses a communication aid in his routines and who won the 2018 series of TV show Britain's Got Talent. He decided

to apply for a communication aid himself through his speech and language therapist.

Initially, Jake felt too anxious to use the communication aid but, with support from our staff, he gradually became more comfortable with it. Jake's key worker Mel accompanied him to sessions with his speech and language therapist, where together they learned more about how to use the device. Mel also attended additional training to help her to support Jake with this.

Jake's confidence has increased considerably. When someone asks him questions, he uses his communication aid to give in-depth answers, which were not possible before. Because he can express exactly how he is feeling and clearly articulate his aspirations, staff can offer him more tailored support. He has used the device to record personal messages for his family and friends, including one for his Mum on Mother's Day.

The communication aid can be set to a variety of different voices. Jake has chosen to use a voice reminiscent of the Queen's as he finds this funny.



Jake is effusive about the support he received from staff and the positive difference that the communication aid has made to him: **"I think the staff did good. The device helps me talk to people and tell them how I am feeling. It's changed my life."**

2021

THE YEAR THAT WAS...

*In March, Pope Francis meets with Grand Ayatollah Ali al-Sistani in Iraq, the first ever meeting between a pope and a grand ayatollah.*

## MARCH

03/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			





# They've helped him to progress

**LIZ IS THE SISTER OF BRIAN, WHO WE SUPPORT AT MULBERRY HOUSE, A HOME FOR PEOPLE WITH LEARNING DISABILITIES.**

My brother Brian has always been a very loving person. He's the youngest of six children, so we used to spoil him rotten when he was a boy.

Before he moved into Mulberry House, Brian was living in an older people's home where the staff weren't equipped to look after him. Brian has Down's syndrome and, latterly, he has developed dementia, but no one at this home had any experience of supporting someone like him.

Sometimes I'd go to visit Brian and he'd be sat crying on his own. He didn't want to be there and this made his mood very low at times.

Eventually, Brian's health deteriorated and he was admitted to hospital. At this point Milestones Trust became involved, after they heard about Brian through a social worker. They felt that they could offer better support for Brian's needs and so, after his discharge from hospital, he went to live at Mulberry.

Initially, Brian's difficulties continued. The staff rang me to tell me that Brian hadn't eaten or drank anything for two days. He was seriously unwell, but thankfully staff acted promptly to consult a GP, which then led to Brian's second hospital admission.

Brian's condition stabilised during his second stay in hospital and since his return to Mulberry, the staff there have really helped him to progress. They're very attentive to his needs and he has turned a corner with his eating and drinking. In hospital, Brian used to resist help from the doctors, but now he's much more accepting of staff coming into his room and giving him medication, or other support.

I get on so well with the staff at Mulberry and I feel quite at home there when I visit. They're all very nice. One of Brian's passions is Doctor Who. We often look at Doctor Who magazines together and there are times when I feel like I'm seeing the old Brian again.

## 2021 THE YEAR THAT WAS...

*In April, a copy of the 1938 comic book that introduced the world to the character of Superman sells at auction for \$3.25 million.*

## APRIL

## 04/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15 Good Friday	16	17 Easter Sunday
18 Easter Monday	19	20	21	22	23	24
25	26	27	28	29	30	

# A cycle challenge

Warmley Wheelers is one of our projects that takes place out in the community. Through offering specially adapted bikes and a safe, friendly environment, the scheme gives people with health conditions and supported needs the chance to get into cycling.

The affection many people have for Warmley Wheelers was demonstrated this summer when supporters used pedal-power to raise more than £3,000 for the scheme. The Cycle Challenge event, which was organised by Warmley Wheelers, invited

people to take on a cycling-related challenge of their own choosing, to be completed during the month of July. Participants were also encouraged to enlist sponsors in support of their challenge to raise money for Warmley Wheelers.

One participant, Judith (pictured, top), cycled an amazing 1,000 miles over the course of the month and raised over £600. Her 12-year-old son has special needs and he had recently enjoyed trying out different bikes at Warmley Wheelers.

Judith said:  
“What Warmley Wheelers offers speaks to me on a very personal level. I want my son and other people with disabilities and special needs to experience the same joy that I get from cycling.”

Joni (pictured, bottom) has cerebral palsy. She is a regular visitor to Warmley Wheelers and feels that cycling has benefitted her physical fitness and mental health. For her challenge, she cycled 40 miles in a month using a hand bike from Warmley Wheelers, raising over £1,000 in the process.

Joni said:  
“I wanted to give back to Warmley Wheelers as they have helped me so much this past year.”

In August, participants were invited to a special event to celebrate their achievements. They were each presented with a commemorative medal by the Trust’s Chief Executive Hilary Crowhurst, who gave an address thanking them for their efforts.

2021  
THE YEAR THAT WAS...

*In May, China’s ruling Communist Party announces that it will allow couples to have up to three children, in an effort to boost falling birth rates.*



MAY

05/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
						1
2 Bank Holiday	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					



# Getting on Board

## SUE JONES JOINED OUR BOARD OF TRUSTEES IN NOVEMBER 2020. HERE SHE REFLECTS ON HER FIRST YEAR AS PART OF THE TRUST.

I have always been interested in how people with learning disabilities are supported and near the end of my long career in the NHS, I led North Bristol Trust’s work on learning disabilities, which involved supporting learning disability nurses in hospitals. It was through this, as well as working on LeDeR recommendations across the Bristol and South Gloucestershire area, that I first became aware of Milestones Trust.

Since I became a Trustee here a year ago, I’ve seen that our workforce is full of hugely committed people doing outstanding work. It’s fantastic that we strive to provide people with the right level of support to meet their needs. It means that if someone would benefit from living in their own home, we can help them to do that, rather than them living in residential care that isn’t suitable for them.

During the last year, we have of course been living through the Pandemic, which has made it a really tough time for the people we support and our staff. Our operational teams have had to adhere to many new rules and regulations, and to meet the challenge of supporting people to isolate. Going forward, I believe this time will have helped the Trust to learn many important lessons about managing the welfare of staff and people we

support.

I’m starting to find my feet as a Trustee, despite the fact that almost all of our meetings have happened remotely. The bit I’ve missed is having the chance to visit our services. I worry that we seem a bit invisible to staff and the people we support. As a group, the Trustees want to prioritise getting out and about more in 2022.

### 2021 THE YEAR THAT WAS...

*In June, a lobster diver survives being swallowed by a humpback whale off the coast of Massachusetts, USA.*



## JUNE

06/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		1	2 Bank Holiday	3 Bank Holiday	4	5
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20	21	22	23	24	25	26
27	28	29	30			



# Taking Flight



## 2021 THE YEAR THAT WAS...

*In July, astronomers detect light from behind a black hole for the first time, confirming Albert Einstein's theory of general relativity.*

Nick lives in Bristol at one of our residential homes for people with mental health needs. In the four years he has lived there, he has developed a great relationship with the staff team.

The trust he has in the staff has meant that he has become more confident and positive about what he wants from life. One particular goal that Nick has identified is that he wants to go to Cyprus, where his family are from. However, Nick has never flown on a plane before, so a four-and-a-half-hour flight to a Mediterranean island would be a big step. Staff discussed with Nick the possibility of taking a shorter flight within the UK as preparation for this longer journey. Soon plans were being made for a trip to Newcastle.

Staff helped Nick to get ready. They supported him with his passport application and talked about what to expect when travelling on a plane.

Nick was accompanied by two staff members, Sarah and Nikita. When they boarded the plane and the engines started running, Nick became a little anxious but this quickly turned to excitement as the plane lifted from the runway and took to the skies. Nikita had also never flown on a plane before, so she and Nick understood what the other was going through and they gave each other support.

Whilst in Newcastle, Nick, Sarah and Nikita had a great meal out at a Greek restaurant. As Nick was familiar with everything on the menu, he advised Sarah and Nikita on what to order and the food did not disappoint. They then went on to a nightclub, where Nick enjoyed a beer and a dance.

Nick had a lovely time and would like to go on another trip. He still hopes to travel to Cyprus one day and he and the staff team are exploring the possibility of doing this in 2022.

## JULY

## 07/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
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4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

The Trust first supported Larry in 1996. He was the first person we provided with an individualised support package, when supported living was a very new concept in the UK. Together we worked out what made sense to Larry.

After many years he decided to move to Ireland. With support from the Trust and many others, that previously uncharted manoeuvre was achieved. Once again, Larry was trailblazing.

About three years ago, Larry started telling people he wanted to return to the UK. A strong circle of friends and family worked tirelessly to help him realise his vision. This was not a simple matter. It involved challenging rules around local authority funding and demanded committed partnership working between all agencies.

When we were asked by his family to support Larry again, we ensured that we had trained staff ready to work with him and to help him settle into his new home. With the Trust agreeing to support

Larry, this demonstrated to the local authority that a trusted provider, with previous experience of successfully supporting Larry, was already in place and enabled the local authority to communicate with us directly.

We also worked with two ex -Trust employees who had remained in contact with Larry. With their help, we were able to teach the staff who would soon be supporting Larry about how to work well with him.

Earlier this year, Larry finally made it back to the UK. He is now happily settled in a flat of his own in Bath, near to family and friends. Working in partnership with the Extra Care Sheltered Housing scheme, our staff support Larry to engage with his new community and pursue his many interests.

Larry’s patience and faith galvanised others to work together to overcome many obstacles and in doing so, he has once again paved the way for others to follow.

2021

THE YEAR THAT WAS...

*In August, researchers at a university in Switzerland announce that they have calculated pi to 62.8 trillion digits, a new world record.*



## AUGUST

08/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29 Bank Holiday	30	31				



# Our wellbeing



## BETH HENDRY IS THE TRUST'S DIVISIONAL DIRECTOR FOR OUR MENTAL HEALTH SERVICES

Throughout the Pandemic, the Trust has focused its efforts on supporting the mental health and wellbeing of people we support, their families and our staff.

The changing restrictions and rules, as well as the adjustments we've needed to make and the resources we have relied on to keep us safe, have all had an impact on our resilience and wellbeing.

Our support for staff has recognised the importance of both wellbeing and resilience, which are often used interchangeably but are not the same thing.

Wellbeing is about how we are doing right now. It can be managed by science, medicine and therapy, but is also affected by our environment. In the right environment, we thrive and there's so much you can do to help you live in an environment that suits you, without the need for specialist medical or therapeutic skills.

Resilience is the ability to bounce back when things do not go according to plan. Bad days and setbacks are a part of life but we can develop our ability to recover from these by understanding the activities that deplete our energy and the activities that help us to bounce back.

We have sought out and shared resources and activities to support our staff's wellbeing and resilience. These have included information about a good home/work balance, support through our employee assistance programme, access to counselling and healthy lifestyle information.

We have increased our management support for services to ensure this reflects that our services are operating 24 hours a day and offered staff more opportunities for face-to-face or remote meetings, where we have been able to.

All staff and people we support have been encouraged to reflect on what keeps them well and to recognise signs of change, through managing their own wellness plans.

The Pandemic has been an opportunity for us all to remember how all aspects of our health are important and how we can take action to keep ourselves well.

**2021**  
THE YEAR THAT WAS...

*In September, El Salvador becomes the first country in the world to accept Bitcoin as an official currency.*

SEPTEMBER

09/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
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5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

# Moving towards independence

2021

THE YEAR THAT WAS...

*In October, Barbados elects Sandra Mason as its first ever president, replacing Queen Elizabeth II as head of state.*

The Move-On Project opened near the end of 2020. Based in Downend, it's a supported living service for people with on-going mental health conditions. The aim of the service is to enable people we support to learn to manage a tenancy independently, whilst also managing their mental health, wellbeing and resilience. At the end of a fixed-term tenancy, they will be ready to move into new accommodation where the intention is that they will require less support.

Alisha moved into the Move-On Project in summer 2021. She had previously lived at one of the Trust's residential services but felt that she wanted to live with younger people closer to her own age. It also appealed to her that she would be supported to move towards greater independence.

Alisha says:

**"My ultimate goal is to move into a flat of my own in the local area and get a full-time job. At the Move-On Project I am already making plans for the future and striving to reach my targets."**

People we support at the Move-On Project are expected to take responsibility for the running of the household. There is a cleaning rota and everyone does their own food shopping and laundry. People are also encouraged to set targets that are important to them. Alisha, for example, is being supported by staff to prepare for her driving theory test. She has also taken responsibility for self-administering her medication and has begun to apply for jobs.

Alongside learning practical skills, people we support learn to manage their mental health through developing coping strategies and ways of building resilience. Therapeutic activities are offered, including an art group that Alisha enjoys taking part in.

Service Coordinator Annie Bentley says:

**"It's a two-year period, so there are expectations over the amount of time in which you have to achieve certain outcomes. I think that's really important for people. They can see a light at the end of the tunnel."**

## OCTOBER

10/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
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3	4	5	6	7	8	9
10	11	12	13	14	15	16
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24	25	26	27	28	29	30
31						



# Getting involved

We try to put the people we support at the heart of everything we do. We believe that the people we support should have choice, that their voices should be heard and that they should be able to shape their own lives.

The people we support are often given opportunities to support the Trust and be paid for their help. They might be invited to recruitment interviews for staff, to give their feedback on an idea from Head Office or to tell us about their life experiences as part of staff training.

One person we support who takes part in recruitment interview panels is Bethany, who lives at one of our supported living services for people with learning disabilities.

Bethany, pictured left with Service Coordinator Julie, feels that it's important for the people we support to have a say in who works for the Trust. She says:

**“When I interview someone, I get to know that person. I can help to recruit the right person, which helps people to get better support.”**

Bethany did some interviewing as part of a previous job, so she brings useful experience to the role. She also feels supported by the other interview panellists, which helps her to be comfortable on the day. She says:

**“We phone each other up the day before the interview and come up with questions together. It's easier for me. It**

**helps me to feel prepared.”**

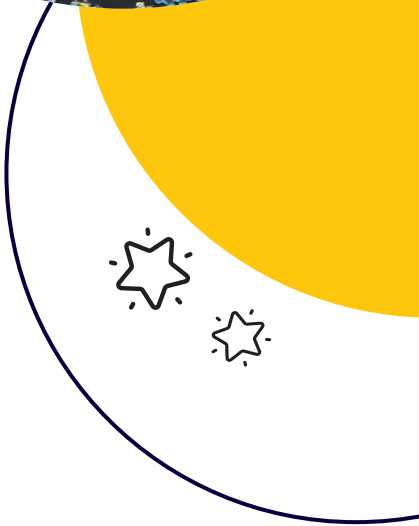
Getting involved in recruitment interviews is something that Bethany is happy to recommend to other people we support. She thinks that it has many benefits for her. She says:

**“It makes me feel fulfilled and like I'm part of a team. I feel like I'm benefitting the lives of people the Trust supports, including me.”**



**2021**  
THE YEAR THAT WAS...

*In November, Jack Dorsey announces he is stepping down as CEO of Twitter.*



NOVEMBER

11/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	1	2	3	4	5	6
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28	29	30				

# His own man

Nick had lived in hospitals and residential services all of his life until July 2020 when, along with two other men, Brian and Norman, he moved into a new supported living service for people with learning disabilities based in Fishponds.

At Chasefield House, his previous home, Nick lived with a lot of other people. Despite the best efforts of staff to support Nick, this was a difficult environment for him. He struggled to relax, as it was often noisy and other people would disrupt his activities.

Staff at the new service are supporting only three people, so they are able to be much more attentive to each individual. This new environment, coupled with increased one to one support, has enabled Nick to thrive.

Liz, Service Coordinator, said:  
**“Staff aren’t rushing around here, so Nick knows that he is going to be responded to positively. He’s telling us what he wants and how he wants to spend his time. He never would have done that before. He’s become his own man.”**

Chasefield House felt crowded to Nick and that made it hard for him to want to be involved in activities around the house, like housework and cooking. In his new home, Nick loves to clean his room, set and clear the dinner table and help with food preparation. He also loves to tell everyone about how he has been helping. He is much more vocal now.

Nick is also much happier socialising than he was before. He often sits in the lounge and chats with Brian and Norman, or with staff. Nick has even begun participating enthusiastically in weekly boccia sessions. This is a simple ball game that can be played by anyone, including people with disabilities. Nick is pictured here on the left, catching a ball during one of these sessions.

Liz continues:  
**“The best thing about coming in to work is seeing how happy these three gentlemen are now. It’s amazing to see Nick with a smile on his face.”**

**2021**  
THE YEAR THAT WAS...

*In December, Tel Aviv is named the world’s most expensive city for the first time, ahead of Singapore and Paris.*



DECEMBER

12/2022

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25 Christmas Day
26 Boxing Day	27 Bank Holiday	28	29	30	31	



# Interview - Robin Nash, retiring Trustee

**Robin Nash served on our Board of Trustees for nearly eighteen years before stepping down at the end of 2021. Here he reflects on his time with the Trust.**



**What are the most important changes the Trust has made in the last 18 years?**

When I joined we were called Aspects and Milestones Trust. One half of the organisation dealt with our learning disabilities services and the other half with mental health needs. The two sides appeared to work in silos. They seemed to negotiate separately with the various local authorities we worked with. I felt that was not appropriate. Now we really are one Trust. I think that's the culmination of my period of time at the Trust.

We've also improved how we appoint Board members. Eighteen years ago, I was approached by the then Chief Executive of the Trust, as we were both on the Board of The Care Forum, an umbrella group for the health and social care sector. We had a chat and he asked me if I would be interested in joining the Board of Milestones Trust. And that was it – I joined. It occurred to me that this wasn't right. Now we have a refined process where candidates are formally interviewed by Trustees and people we support. We also have a full induction programme for new Trustees. That didn't exist when I joined.

**What are you particularly proud of from your time as a Trustee?**

I hope I've been a force for good. I won't have always made the right decision but I've always tried to remember that we are there to serve the people we support and to make their lives more tolerable.

I think we are a better Trust now than when I joined. There is much more involvement of the people we support and I think we treat our staff better. That's very important because without good quality staff, we don't achieve anything.

My background is mainly in finance. Focusing on risk is one of the things that I started pushing for. If you saw the documents from my final Board meeting in December, you'd see a very refined set of risk papers, which really takes the Trust where it should be for all sorts of risks that affect us.



**What will you miss most about being a Trustee?**

Being able to serve is the biggest thing. Also, being able to have a say in what we are doing for the good of the people we support. And of course, the actual intellectual work of the Board - looking at problems and finding some way forward. I will miss having my share of the debate and I will miss seeing the results of what we've set out to do.

**What are your hopes for the future of the Trust?**

I hope it's going to progress and I hope it's going to keep up to date with the needs of the people we support. We shouldn't just stick with the things we've always done because they seemed to work in the past. It might not always work in the future. We have to keep up to date with what current thinking is and be innovative in our own thinking. It's about seeing a need that has not been properly perceived and doing something about it.

**"I am sure everyone will join me in thanking Robin for all the work he has done as a Trustee. Over 18 years, Robin has used his skills and experience to help the Trust make the right decisions. He has a background working as a banker and then as a passionate volunteer working in the areas of care and housing."**

**He has provided the Trust with wise advice whilst being dedicated to the staff and the people we support. We will all miss his presence in and around the Trust but he is already taking on new skills, like playing the church organ!"**

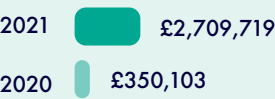
**Peter Collins, Fellow Trustee**



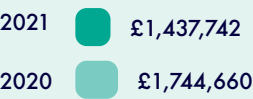
# A year in numbers

## INCOME

### Voluntary/Other income



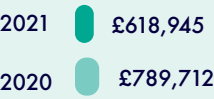
### Service user contributions



### Income from council/NHS



### Health authority grant (Mental health)

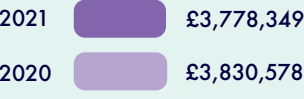


### TOTAL



## EXPENDITURE

### Overheads and Governance



### Elder Care



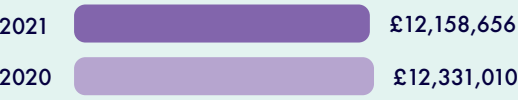
### Supported Living



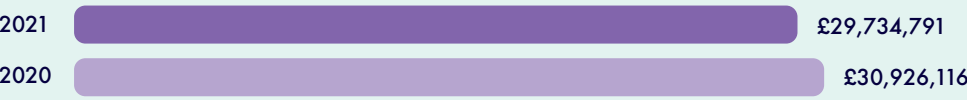
### Mental Health Recovery



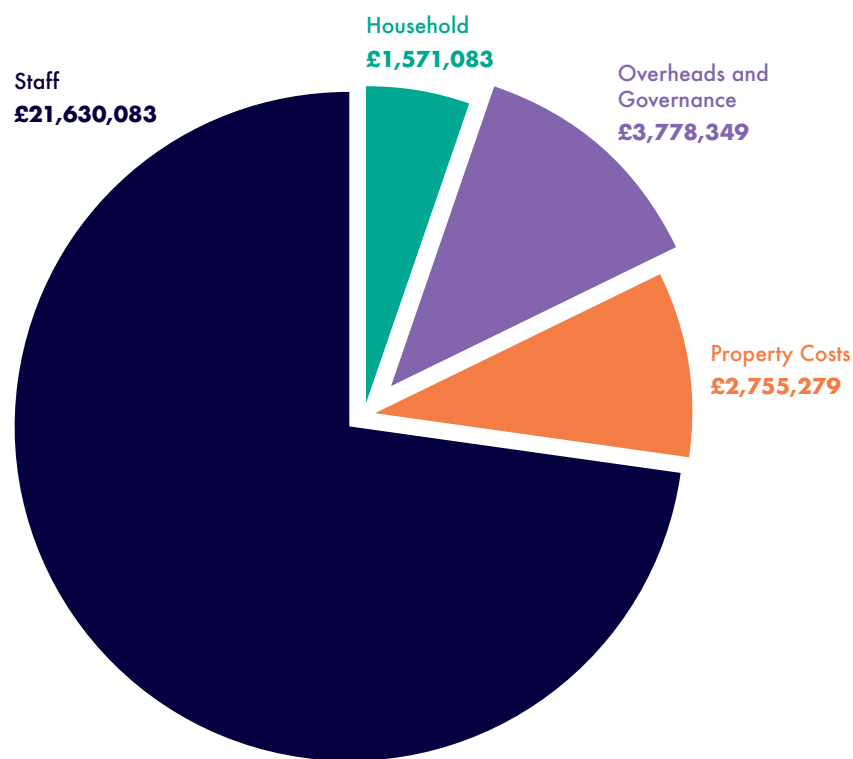
### Learning Disabilities and Complex Behavioural Needs



### TOTAL



## WHERE THE MONEY WENT



## IN THE HOME

### Food and Household



### Activities / Amenities



### Travel



### Hygiene and Medical



### Telephone / Office Costs





# Contact us

We'd love to hear what you thought of this year's review – please contact us on Twitter, Facebook and Instagram @MilestonesTrust or email [marketing@milestonetrust.org.uk](mailto:marketing@milestonetrust.org.uk) with your feedback.

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## Leave us a gift in your will

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### PLEASE RECYCLE ME

Remove the wire and recycle the paper ready for your 2023 calendar!

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The logo for Milestones Trust, featuring a stylized teal arc above the text "MilestonesTrust". The word "Milestones" is in dark blue and "Trust" is in teal.