



Belong



Chief Executive

Welcome from the Chair

The opportunity of the Chief Executive role at Belong arises following the decision of the current CE, Tracey Stakes, to take early retirement to relocate and pursue her interests in the voluntary sector. Tracey has been a key member of the team that led the organisation for over 20 years to become the leading model for dementia care and older people's services that we are today.

With seven established villages, two due to open in 2022 and a further site about to start development, Belong aims to continue to grow and establish services across the North West and into the North Midlands.

Each village is underpinned by a consistent ethos of care and design, and offers a similar mix of services, accommodation, facilities and activities. Yet at the same time, each village is unique in character, with a vibrant community of its own, informed by its customers, its staff team, its partnerships and the local area which provides its context. The common thread, though, is our commitment to providing outstanding outcomes for older people and, in particular, people living with dementia, with a commitment to maximising independence and choice for the most vulnerable in our society.

As an organisation, we are driven by the desire to innovate, and to remain at the leading edge of the social care sector, challenging the norm, valuing our employees and always putting our customers at the heart of our service.

The CE, along with the two other members of the Senior Management Team, sits on our Board as an Executive Director.

We look forward to welcoming the next leader to this crucial post, and to identifying an individual who shares this commitment to our vision and goals but who will bring yet further skills and a fresh perspective, injecting their own brand of leadership.

Nicola Brooks
Chair of the Board



About Belong

Belong is a not-for-profit organisation (Community Benefit Society), dedicated to the creation of community villages which provide a range of accommodation and support services both to people living in the village and in the wider community.

Each aspect of the design and delivery of Belong buildings and services has been carefully thought out to ensure quality of life outcomes for the increasingly frail population of older people, typically over the age of 80. The development of Belong villages was the culmination of many years of research into dementia care, combined with visits to pioneering care settings around the world and pilot projects to trial the 'household' model as a 24-hour care setting. The success and experience of these early trials provided the confidence for a much more ambitious project.

The Belong brand was launched in 2007, with the opening of Belong Macclesfield and since then the organisation has continued to enhance the services, facilities, training and outcomes achieved.

Today, each village offers a mix of independent apartment living, day care, home care, Admiral Nurse service, amenities (such as bistro, hair salon, exercise studio and function rooms) and 24-hour support including nursing and dementia care.

The organisation has 30 years' experience as one of the largest providers of care homes in the North West.

Key objectives that have guided Belong's approach have been:

- Creating a community environment which enables people with dementia to retain choice and independence over as many areas of their lives as possible (moving away from the old institutionalised models of care).
- Providing holistic support to people as their needs change, from independent living in Belong apartments, domiciliary care to people in the wider community, right through to end of life support.
- Creating a living environment which maximises orientation and independence and compensates for disabilities; we have worked with leading architects and garden designers in designing award winning spaces for older people.
- Ensuring the village is outward-looking and there is a vibrant programme of activities taking place in the centre, which is open to members of the public, encouraging them to make use of village facilities and enjoy opportunities to develop relationships within the Belong community.
- Providing a holistic, person centred approach to nursing care within the Belong community. The teams are made up of skilled and competent nurses who are highly trained to NMC standards and are encouraged to innovate and lead a flexible and proactive approach to supporting the wellbeing and high-quality care of all our customers.
- Recruiting people with values and attitudes that fit with our ethos, developing and training them to achieve exceptional commitment to quality care, in line with Belong values and providing learning and development opportunities through our people policies.
- Working in partnership with other health and social care professionals and agencies to enhance the care and services available.
- Belong's award winning exercise service that has helped improve customers' strength, balance, mobility, memory and overall wellbeing.
- Bringing in expertise from other organisations, such as the Royal College of Nursing, Dementia UK and SCIE (Social Care Institute for Excellence).

This has all combined to create a leading-edge model of care and accommodation, with customers at the heart of the Belong service. Evidence of outcomes can be seen in their feedback through a range of survey, observation and inspection methods, the awards bestowed on Belong and its staff and the high levels of demand experienced for our services, as the reputation of Belong has spread in the North West.

We are committed to creating more Belong villages and making this model of care available to more people, while at the same time continuing to develop and improve on the services we offer.



Customer focus

A number of brand promises underpin the 'customer contract' and consequently the values-based approach to recruitment, training and development:

We put customers at the heart of all we do

Centre stage at Belong are our customers and everything we do is done with the aim of producing the best outcomes for the people who trust us with their support. Empathy, respect and dignity inform our outlook and ensure we see the person before their condition; who they are over what needs they have.

We work as one team

We prioritise effective team working, where everyone communicates well, knows what's expected of them and feels valued, involved, relaxed and happy.

We respect one another

Our culture is based on showing respect and consideration to one another, celebrating each other's successes and those of the team as a whole.

We are honest

We aim to be 'true' in our work, both in the sense of being diligent and conscientious and also ready to speak out when something is not right.

Research conducted with Salford University demonstrated that the Belong model achieves and delivers on all our customer commitments. Residents described the freedom to exercise their choice and preferences, to live the way they wanted to live and remain as independent as their health would allow. Opportunities of engaging with planned activities and the Belong facilities, particularly the Bistro, provided an environment that encouraged visitors sustaining relationships with family and friends. Residents if they chose could live an active lifestyle, with a sense of belonging to a family and wider vibrant community. They described feeling safe, with peace of mind as to the progressive nature of dementia or ill health and frailty, that they would enjoy a home for life, with continuity of care, by kind responsive staff.

Our values and the strong team ethos that underpins our work has supported us through the pandemic and we are very proud of the commitment and resilience shown by our colleagues.

Organisational awards include:

- Belong won the Laing & Buisson Best Residential Care Provider (Small Organisation) (2019).
- Belong was listed in the 'Top 20 Mid-size Care Home Groups 2020' by Carehome.co.uk and Belong at Home was also listed in the Top 20 Home Care Groups.
- Belong Newcastle-under-Lyme won Cafe of the Year in Newcastle-under-Lyme (2019 and 2020).
- Belong Newcastle-under-Lyme won the award for Outstanding Support towards the Newcastle-under-Lyme College Apprenticeship Training Programme (2019).
- Belong Newcastle-under-Lyme won the Community Benefit Award at the RICS West Midlands Awards (2019).
- Belong Newcastle-under-Lyme won the Care Home Design of the Year at the Leaders in Care Awards (2019).
- Belong Newcastle-under-Lyme won the New Buildings Commercial and Conservation/Refurbishment categories at the local Civic Awards (2019).
- Belong Atherton was awarded a "partnership plaque" for its on-going engagement with Wigan and Leigh Hospice's nursing training programme at the Wigan and Leigh Hospice's annual Hospice in Your Care Home Awards (2019).
- Belong Newcastle-under-Lyme won the West Midlands RICS Community Building award (2019).
- Belong Crewe, Wigan and Atherton awarded platinum status following Gold Standards Framework re-accreditation (2019).
- Belong Crewe won Gold and Belong Macclesfield won Bronze at the Regional Housing for Older People Awards (2019).
- Belong won the Excellence in the Third Sector award at the Investors in People Awards (2018).
- Belong Atherton won Home of the Year at the Wigan and Leigh Hospice Awards (2018).
- Belong Wigan rated Top 20 Recommended Care Home in the North West by carehome.co.uk (2018).



People Development

- Belong is a Gold Accredited Investor in People for its approach to looking after and investing in people.
- We have a Formal Learning Agreement with the Royal College of Nursing; the Learning Representatives cascade information on the latest research and best practice to colleagues and provide support and mentoring for them around life-long learning.
- We are part of the National Gold Standards Framework in Care Homes Programme, which aims to improve the quality of care, inter-agency collaboration and support for individuals who wish to die at home; for example, it promotes choice and control at end-of-life through Advance Care Planning.
- We have developed a powerful dementia skills training programme using the Cognisco software platform.
- A Practice Development Facilitator works across each village to ensure that staff have the skills, confidence and support to deliver best practice and that core training is up-to-date.

The quality of Belong team members can be seen in numerous award wins including:

- Team of the Year at the Great North West Care Awards (2019).
- Staff Member of the Year at Wigan and Leigh Hospice's annual Hospice in Your Care Home Awards (2019).
- The Palliative Care/End of Life Award at the Great British Care awards (2019).
- The Outstanding Care Home Staff award as part of Wigan Council's Age Well programme (2019).
- The Napa award for best carer who contributes to activity provision (2018).
- Non-Clinical Staff Member of the Year and Peer Supported awards at the Wigan and Leigh Hospice Awards (2018).
- The Palliative Care/End of Life Award at the North West Great British Care awards (2018).
- Care Home Cook/Chef Award (National Care Awards 2018).
- Health and Social Care Apprenticeship Award 2018.
- Recognition as one of 50 people making Britain a happier place in The Independent's Happy List 2018.

The Belong Board

Belong operates with a unitary Board, normally comprising of up to four Executive Directors and eight Non Executive Directors. We seek to ensure a diverse Board and are proud of the range of skills and experience our Directors bring. We have benefitted from an external review in 2020, followed by a development programme which has strengthened our ways of working.

The Future

We are ambitious to continue our journey of innovation as we evolve and develop Belong's services and quality approaches, so as to remain at the cutting edge of service provision.

Further information

More information about Belong can be found on our website at www.belong.org.uk

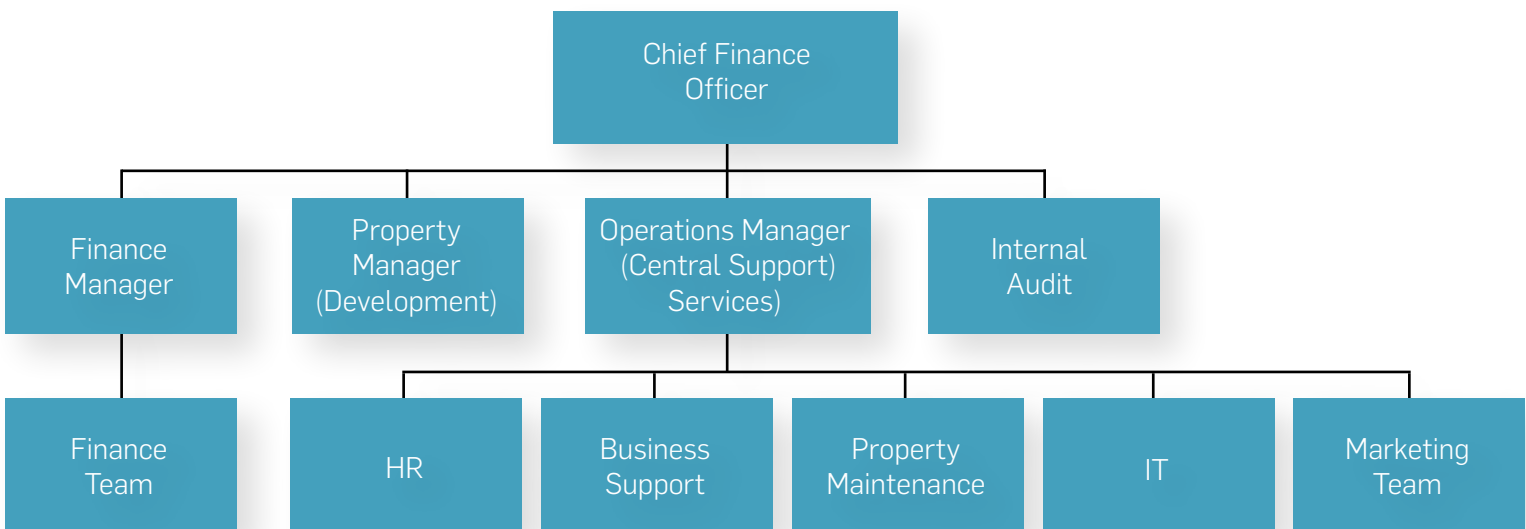
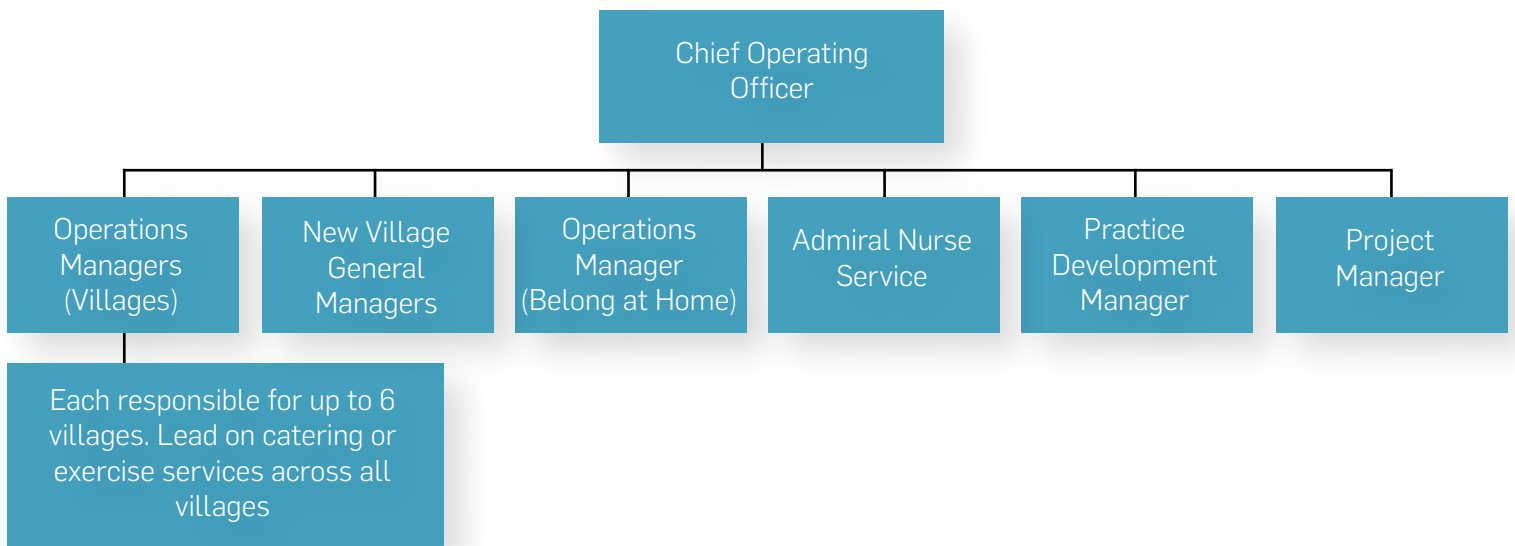
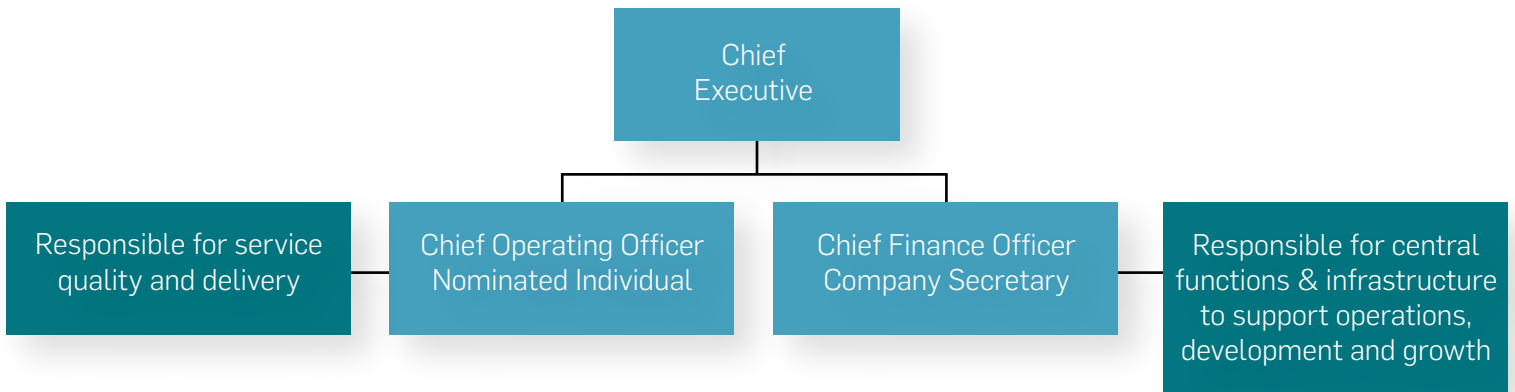
Delivering outstanding social impact is at the core of our work and a copy of our most recent social impact report can be found here: https://www.belong.org.uk/sites/default/files/belong_social_impact_report_2019-20.pdf

For a copy of our most recent accounts please see here:

https://www.belong.org.uk/sites/default/files/accounts_-_belong_19_20.pdf

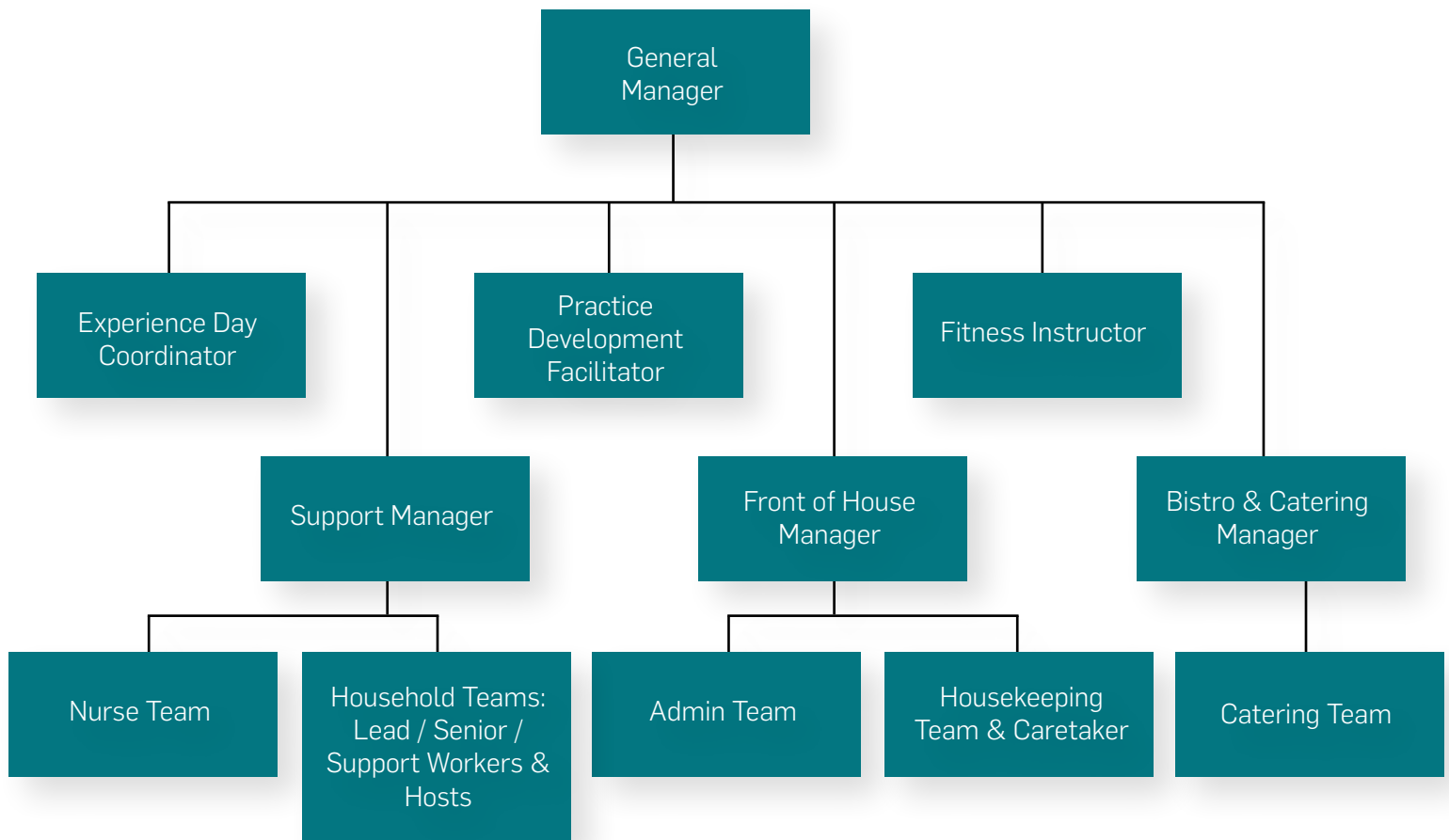


Belong Organisation Charts



Belong Village Staffing Structure

Each village is managed by a General Manager. All village GMs are accountable to an executive director and have autonomy for the day to day operations and management of the village and are supported by a Central Office team.



Role Description

Role title: Chief Executive

Reporting to: Chair of the Board

Role Purpose

To provide strategic leadership to Belong and to work effectively with the Board in the delivery of the organisation's strategic objectives, business and financial plans and on achieving best practice in line with our agreed values, all underpinned by a strong commitment to diversity and inclusion. Ultimately accountable for the overall performance of the organisation, and for maintaining a commitment to the integrity of the organisation and its activities. To ensure Belong's long term sustainability through effective governance, sound financial management and effective and efficient delivery of services. To drive innovation and ensure Belong continues to be at the leading edge in the social care sector.

Key responsibilities and duties

1. In partnership with the Board, take forward Belong's vision and strategic plans, while planning the organisation's longer term direction and priorities.
2. Work with the Board to develop a corporate strategy for Belong that ensures that the organisation meets the developing needs of the community and becomes the provider of choice for older people in the areas where we operate.
3. Lead and manage the executive team, ensuring best practice ways of working, transparency and accountability throughout the organisation.
4. To lead, motivate and develop Belong employees, inspiring all colleagues to achieve the highest standards of performance and putting customers at the heart of what we do.
5. Work externally to build and maintain strong working relationships with different partners and stakeholders at all levels, and seek opportunities to promote the role of the organisation, ensuring we are seen by partners, stakeholders and peers as high performing, effective and highly regarded.
6. Ensure that the Belong brand is recognised and reflects the organisation's commitment to innovation, quality and person-centredness, and that the marketing strategy drives optimum occupancy and use of the full range of services.
7. Ensure regular monitoring of key performance indicators, including operational and financial targets, and recommending and driving corrective action as required.
8. Evolve the organisational model as required, including hiring key staff and leading the appraisal and development processes.
9. To ensure that, at all times, the finances of the organisation are soundly managed and consistent with the strategy and plans approved by the Board.
10. To continue the development and implementation of appropriate working policies and procedures to support the effective implementation of strategy.
11. Ensure the implementation of systems of control across Belong to manage risk and compliance with statutory requirements and provide appropriate assurance to the Board.
12. With the Chair, ensure that the Board is fully informed and engaged and meets all its statutory obligations and development goals, as appropriate.

Part One: Knowledge and Experience

1. Outstanding track record of senior leadership experience, ideally at CEO or second in line officer level, in an organisation of comparable scale with experience across Finance, Marketing, HR, IT etc.
2. Detailed knowledge of the social care sector, gained from direct work experience in this environment or from working alongside it.
3. Deep experience of complex operational management and leadership and having successfully delivered results in a similar environment, including direct experience of formulating and developing strategy.
4. Proven experience of building and getting the best from a talented executive team.
5. Excellent track record of establishing new and diverse income streams and of negotiating and securing funding across a variety of sectors.
6. Ideally with direct experience of governance, particularly of working effectively with a Board of Trustees or Directors.
7. Demonstrable experience of operating within a commercial environment and dealing with lenders.
8. Evidence of developing organisational strategy and initiating and leading organisational change.
9. Experience of developing and maintaining partnerships across public, private and not-for-profit sectors.
10. Qualified to degree level, relevant postgraduate qualification preferred, and evidence of continuing professional development.
11. Experience of providing services for older people is preferred.

Part Two: Skills and Abilities

1. Proven organisational development and leadership skills.
2. Good business and financial planning skills together with the ability to evaluate, assess and manage risk.
3. Strong in human resource management, team building, people development and engagement.
4. Results oriented and disciplined, demanding and fair, but also naturally collaborative.
5. Strategically insightful, capable of bringing ideas and innovation and, equally, in leading and managing change.
6. The authority, gravitas, passion and communication skills to represent Belong with external stakeholders, partners and our customers.

Part Three: Leadership Style and Attributes

1. Completely aligned with and committed to Belong's mission, focus and values.
2. Inspiring leadership, with the ability to engage and motivate stakeholders both within and outside the organisation.
3. Strategic thinker; innovative and entrepreneurial in approach.
4. Possesses energy, drive and initiative and is a confident adviser and decision-maker.
5. Strong focus on results and is tenacious and resilient.

Terms and Conditions of Appointment

Remuneration	Salary circa £150,000, depending on experience.
Contract	This is a permanent executive appointment. Full time working hours are 39 per week, and it is expected that the CE will work flexibly according to the needs of the business, including evenings and weekends as required. The CE may also be included in the on call/standby rota along with other senior colleagues.
Annual Leave	20 days, rising to 30 days after three years' service (in addition to public holidays).
Pension	Defined contribution scheme; employer's contribution is 10% of salary, contingent on the employee's contribution of 6%. A salary sacrifice option is available on request.
Location	This role is flexible as to location, within the area covered by the organisation and its villages. The registered office and central support team are based in Nantwich.
Equal Opportunities	Belong aims to be an equal opportunities employer and is determined to ensure that no applicant or employee receives less favourable treatment on the grounds of gender, age, disability, religion, belief, sexual orientation, marital status, or race, or is disadvantaged by conditions or requirements which cannot be shown to be justifiable.
Nolan principles of Public Life	Belong's Board operates according the seven Nolan Principles of Public Life and are the guiding principles which underpin all of our operations.



How to Apply

We hope you will consider making an application. If having read through the candidate brief you have any questions about the appointment, please contact Juliet.Brown@starfishsearch.com or Rebecca.Oconnor@starfishsearch.com.

To make an application, please go to <https://starfishsearch.com/jobs/belong-chief-exec/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet Parts 1 and 2 of the person specification.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date

Thursday 12 August 2021

Informal meetings with Starfish Search

w/c 23rd August 2021

Interviews with Belong

w/c 27th September 2021



Belong 



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