

*Belong* 



Non-Executive  
Director



# Welcome from the Chair

Thank you for your interest in Belong and in finding out more about the opportunity of joining our Board as a Non-Executive Director. As a Board, we are continually evolving and reviewing the skills and expertise of our NEDs to ensure that we have strong and effective governance in place. As an organisation that puts people at the heart of all we do, we are now particularly keen for our new NED to bring a professional background in strategic HR management. While a background in care is not essential, we look for a commitment to our values and the ability to make a strategic contribution to our vision of enabling older people to live the lives they choose, ensuring the highest quality experience for our colleagues and customers.

We are committed to promoting a diverse and inclusive community – a place where we can all belong, and because we believe our Board should reflect this commitment, we particularly welcome interest from people from different backgrounds who can help us to broaden our ethnic and cultural mix and cognitive diversity.

Over time, the organisation has transitioned from being a provider of traditional care homes into a pioneer of our innovative care village model, always challenging the norm to remain at the leading edge of the social care sector. Today, we operate a network of seven successful Belong villages, providing a range of options for later life living, from independent apartments through to 24 hour nursing care.

Three further villages are under development, with Belong Chester due to open in spring 2022. This will integrate a children's day nursery into the model for the first time, as we prepare to launch the North West's first intergenerational care village, designed to promote shared experiences, learning and care across multiple generations.

Our developments have been financed through many routes, including a £50m Retail Charity Bond issue, and we have all been energised by the journey which has seen us create Belong villages – now internationally acclaimed as a leading model for dementia care and older people's services. Belong will focus on developing and expanding the village model going forward.

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

I am enormously proud of what we have achieved together and in September, I will have completed my full term as Chair and will be stepping down from the Board. We will also be welcoming our new Chief Executive in April and look forward to seeing the organisation continuing to thrive as we move into a new era.

**Nicola Brooks**  
Chair

# 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 and we are delighted that CQC recognise all of our services at least as 'good', with three of our seven villages (Belong Atherton, Belong Crewe and Belong Wigan) as "outstanding", together with Belong at Home Crewe. The [carehome.co.uk](http://carehome.co.uk) and [homecare.co.uk](http://homecare.co.uk) ratings are consistently high, averaging 9.8.

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 Creative Arts Award at the 3rd Sector Care Awards 2021.
- Belong won Best Care Provision at the 2021 HealthInvestors Senior Housing Awards.
- Chair of the Board, Nicola Brooks, was named Social Care Chairperson of the Year (North West England) at the CEO Monthly Chairperson Awards 2021.
- Belong won the Social Care Covid Hero Award for efforts during the pandemic and Belong Crewe's Front of House team won the Housing with Care Award for support provided to apartment tenants in the Great North West Care Awards 2020.
- Belong retained its prestigious Gold Investors in People accreditation (2020).
- 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).

### **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.

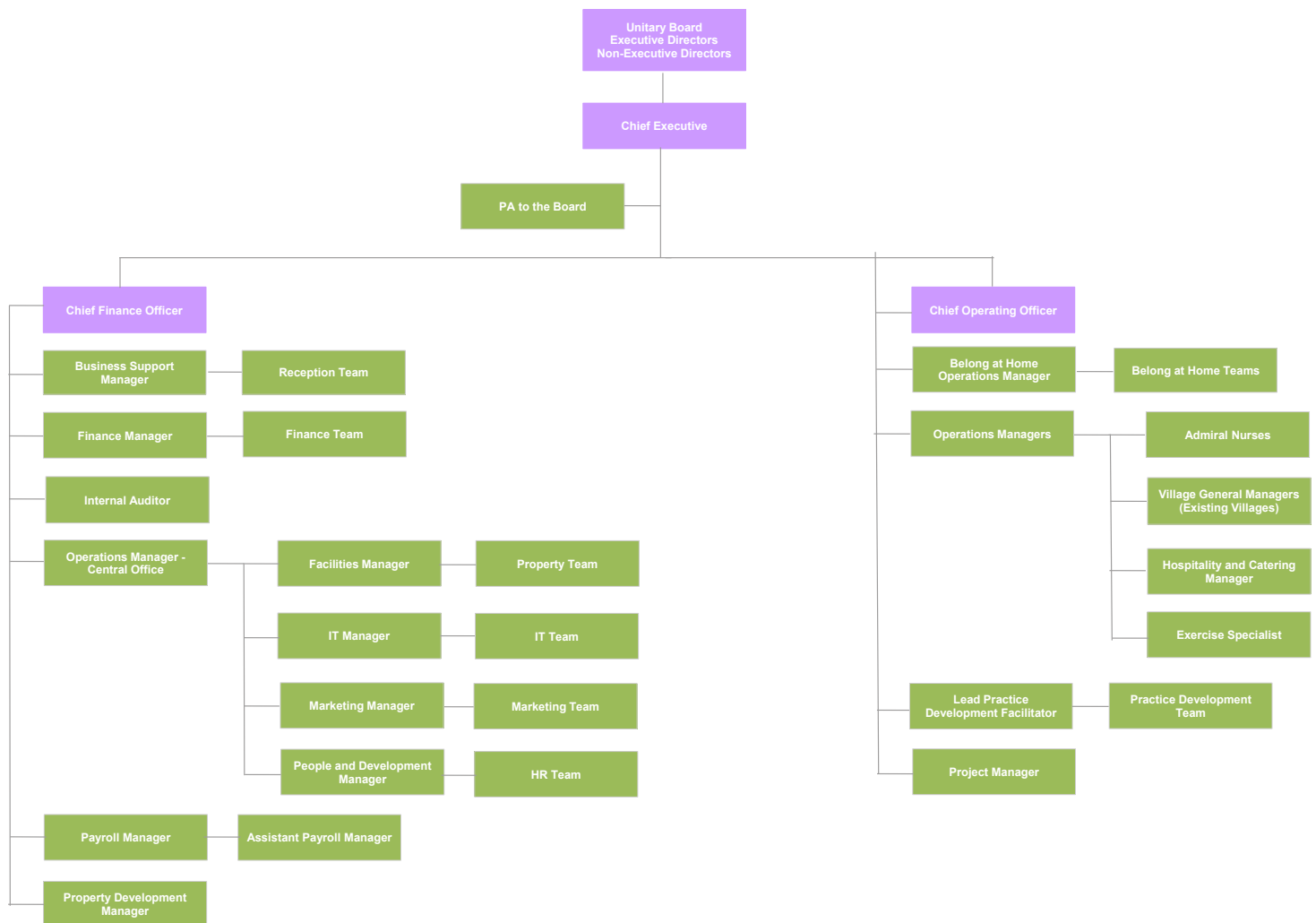
## The Belong Board

Belong operates with a unitary Board, normally comprising three 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.

## Current Belong Structure

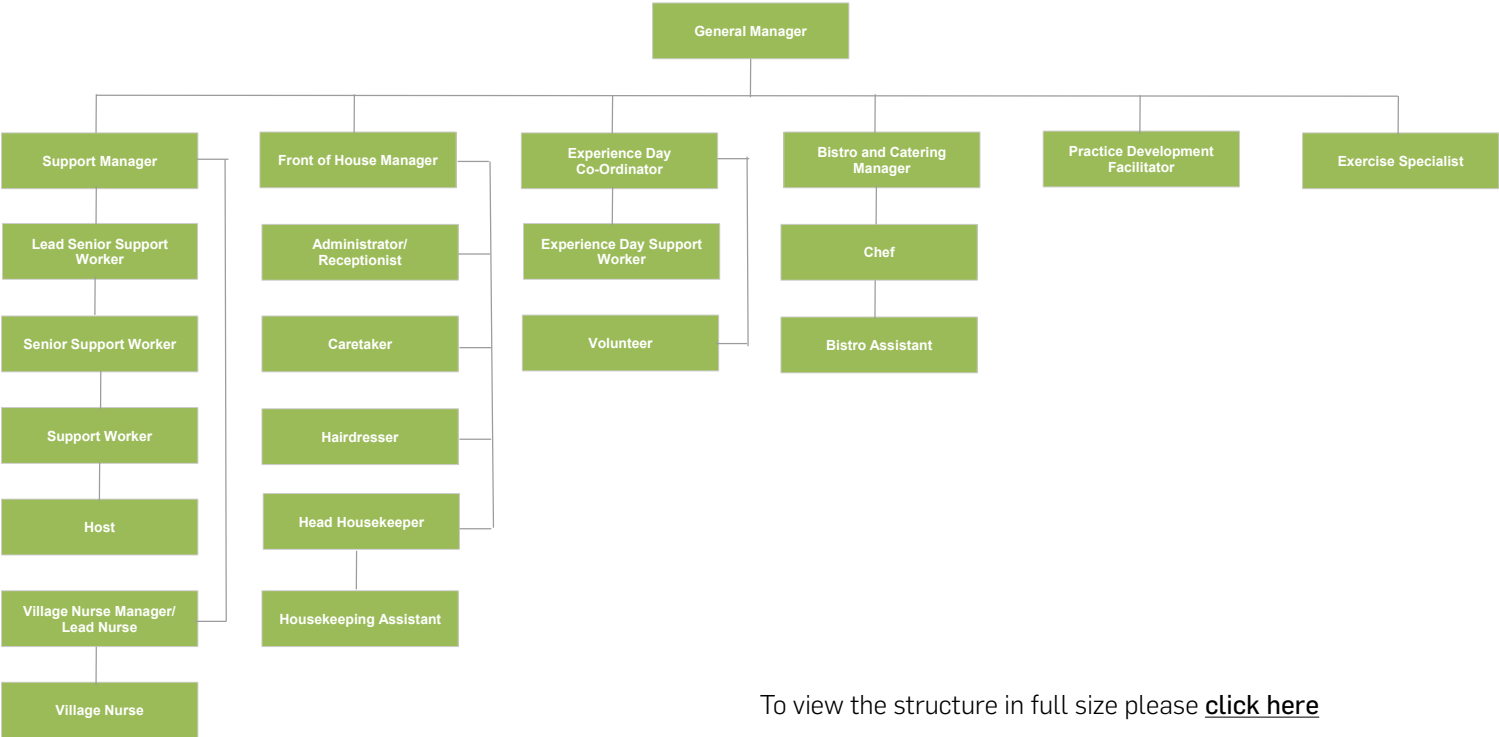


To view the structure in full size please [click here](#)



# 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.



To view the structure in full size please [click here](#)



# Role Description of a NED Board Member

**Non-Executive Director of Belong Limited and Director of Borough Care Services Limited (described below as the Group).**

## **Purpose**

As a Board we work together to provide leadership, strategic direction and assurance. We empower and motivate our people to be leaders in safe and excellent care and support for older people, whilst maintaining a strong sustainable business that is forward looking and innovative.

## **Key Tasks of the Board**

1. Oversee and set the long-term strategic direction of the Group.
2. Define and ensure compliance with the Group's values and objectives.
3. Ensure effective plans, policies and organisational structures exist.
4. Ensure risk and performance is monitored and managed through effective systems of internal control and delegation.
5. Appoint, support and appraise the Chief Executive and participate in the recruitment and appointment of other Members of the Executive Team.
6. Recruit, appoint and support non-executive Board Members.

## **Specific Duties and Expectations of Board Members**

7. Participate in the governance of the Group's business through:
  - ensuring high standards of care and support for our customers
  - providing strategic opinions
  - scrutinising and bringing constructive challenge to plans, policies and objectives
  - approving financial budgets, receiving and monitoring reports, ensuring appropriate use of resources and that bank covenants are met
  - reviewing performance and activity and determining appropriate action.
8. Monitor the effectiveness and performance of the Chair and other Members by participating in the Board's Appraisal Scheme.
9. Devote sufficient time and energy to the Group's business, including preparing for meetings, attending Board, committee and other meetings, conferences and away days and keeping up-to-date with relevant issues by reading and attending briefing/training sessions.
10. Participate in a programme of informal visits to villages, typically one visit each year, to meet staff and customers.
11. Register all interests that might have a bearing on the Group's work and declare any potential or actual conflicts of interest as and when they arise.
12. To act in the best interests of the Group; to be a guardian of the vision and values of Group and always represent the Group positively to internal and external audiences.



# Person Specification

## **Non-Executive Director of Belong Limited and Director of Borough Care Services Limited.**

1. Strategic perception: seeing the "big picture"; putting individual issues/events into context; understanding possible future scenarios.
2. Analytical understanding: seeking assurance to headline statistics or reports to identify performance measures or other dimensions of the issue to be addressed.
3. Decision making: clear about what is appropriate for a Board to be deciding; able to exercise judgement about when a decision is needed; comfortable making difficult or unpopular decisions, accepting the consensus and supporting Board decisions.
4. Interacting with others: listening skills; persuasiveness and influence in a group; sensitive to others' perspective and values; independent when required to be.
5. Achieving results: focused on and able to reconcile / tolerate tensions between business needs and social purpose.
6. A good understanding of financial management: ability to read and understand management accounts and identify issues relevant to a Board.
7. An awareness of the needs and aspirations of the older population.
8. Honesty, integrity and independence.
9. Availability: ability to attend meetings in the day or evening as required.
10. IT skills: computer literate, regular user of e-mail and internet
11. Candidates will come from varied backgrounds and should demonstrate relevant skills at an appropriate level.

Candidates must qualify as a Fit and Proper Person to act as a director under the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 and confirm they are not disqualified from acting as a Board Member/ Trustee of a charity or company.



# Terms and Conditions of Appointment

<b>Appointment</b>	Non-Executive Directors are elected for a term of three years, after which they are eligible for re-election. A NED will normally serve no more than three terms, ie nine years.
<b>Remuneration</b>	Belong Limited rules permit the remuneration of Non-Executive Board Members. The remuneration for a Non-Executive Director is £8,000pa. The typical commitment is equivalent to 3 half days per month.
<b>Location</b>	Board meetings are normally held on rotation around the Villages and Pepper House although having learned to operate effectively with online options during the pandemic, we plan to continue online for many other meetings. Non-Executive Directors are able to claim travel expenses.
<b>Equal Opportunities</b>	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.
<b>Nolan Principles of Public Life</b>	Belong's Board operates according the seven Nolan Principles of Public Life which are the guiding principles which underpin all of our operations.





# How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact our advising consultant [Juliet.Brown@starfishsearch.com](mailto:Juliet.Brown@starfishsearch.com) and we will be happy to arrange a call.

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

- your CV (no more than three sides)
- a supporting statement that sets out why you are interested in this appointment and how your skills, experience and values match what we are looking for.

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.

**Please also tell us about any dates when you are not available for interview.**

<b>Closing date</b>	<b>Friday 13th May 2022</b>
<b>Informal meetings with Starfish Search</b>	<b>w/c 30th May and 13th June 2022</b>
<b>Final panel interview event</b>	<b>28th June 2022</b>

