



Chief Operating
Officer



Welcome from the Chief Executive

The opportunity of the Chief Operating Officer (COO) role at Belong emerges due to the imminent retirement of Stacey McCann, our current COO, who in her tenure has been a fantastic leader of our operations and ensured that Belong has continued to deliver high quality care services, both in the community and in all of our villages.

Over the past ten years, we have established seven successful Belong villages, with our new Chester village opening in the summer of 2022 and another two villages currently on site in Birkdale and The Wirral, and set to follow shortly after. 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.

Each village is underpinned by a consistent ethos of care and design, offering 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 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 with dementia, with a commitment to maximising independence and choice for the most vulnerable in our society.

Being a community benefit society and charitable, not-for-profit organisation means that Belong will always have the outcomes of its customers and wellbeing of its people as a first priority and I believe, provides a perfect platform for somebody who shares our values to help us deliver exceptional care services.

As a young and agile organisation, we are driven by the desire to innovate and to remain at the leading edge of the social care sector, challenging the norm and always putting our customers at the heart of our service. Beyond meeting operational KPIs, this role is about innovation and creative thinking. The new COO will have a fantastic opportunity to help shape Belong's future strategy and effect real change as we continue to innovate and further enhance our model of care.

As a crucial part of the management team, operating at Executive Director level, the COO will also sit on the Board. It is therefore crucial that we find an individual who shares this commitment to our vision and goals, who is passionate about transforming lives for people with dementia and who fully appreciates the proposition at the heart of the Belong village model.

We are excited by the opportunity this presents for Stacey's successor to bring their own brand of leadership to the villages and community services, as they drive them forward on the next phase of their journey.

Martin Rix
Chief Executive

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.

Until the end of 2016, Belong was part of CLS Care Services Limited, one of the largest providers of care homes in the North West. Following the sale of the CLS homes, the organisation rebranded from CLS to Belong as it embarks on a new era where it is fully focused on expanding the Belong operation.

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 physical environment which maximises orientation and independence and compensates for disabilities; we have worked with leading architects in designing spaces for older people to develop our buildings and garden designers to create award winning outdoor spaces.
- 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.
- Implementing a new approach to nursing in the care setting; the village nurse plays a key role, guiding the staff team and operating within the NHS 'Six Cs' framework of Courage, Competency, Commitment, Care Quality & Safety, Communication and Compassion.
- Developing and training colleagues 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; this includes 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 people 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:

- Inspiring a sense of belonging to a vibrant community;
- Enjoying a 'home for life' where people can access different services as their needs change;
- Living an active lifestyle, both through physical exercise and mental stimulation;
- Offering choices and independence and delighting customers with the quality of our services;
- Nurturing quality relationships;
- Gaining peace of mind with care that is informed by respect, dignity and compassion right through to end of life.

Selected organisational awards include:

- Creative Arts Award at the 3rd Sector Care Awards (2022).
- Best Care Provision at the HealthInvestor Seniors Housing Awards (2021).
- The Social Care Covid Hero Award at the Great North West Care Awards (2021).
- Gold medal in the Workplace Awards (2021).
- Top 20 Home Care Groups in the annual homecare.co.uk Awards.
- Top 20 Mid-size Care Home Groups 2021 in the annual Carehome.co.uk Awards.
- The Laing Buisson Best Residential Care Provider (Small Organisation) (2019).
- Best Extra Care Provider (LaingBuisson Independent Healthcare Awards 2014).



People development

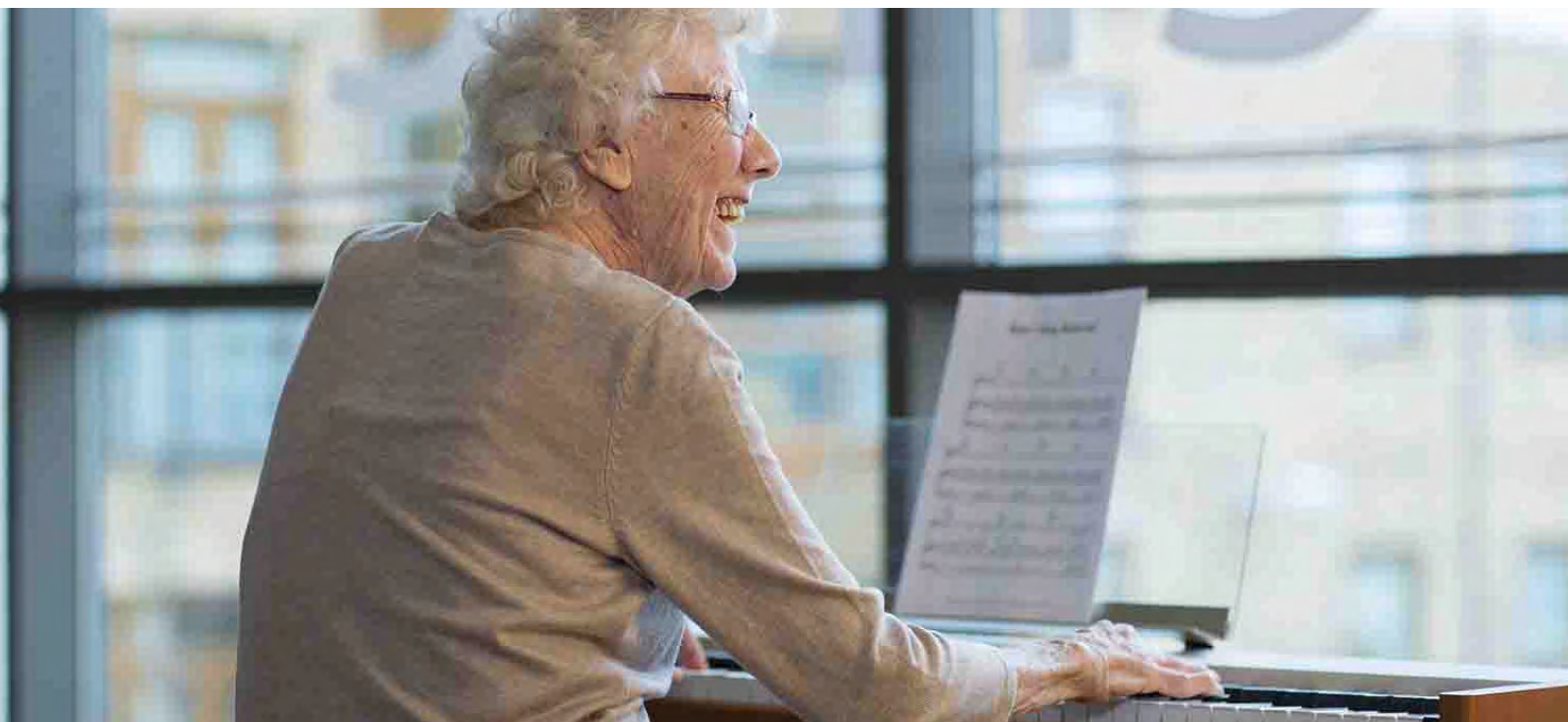
- Belong is a Gold Accredited Investor in People for its approach to developing, nurturing and investing in its people.
- We have a Formal Learning Agreement with the Royal College of Nursing: the Learning Representatives cascade information on the latest research and best practice to colleagues and 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 Advanced 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 colleagues 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 individual and team award wins including:

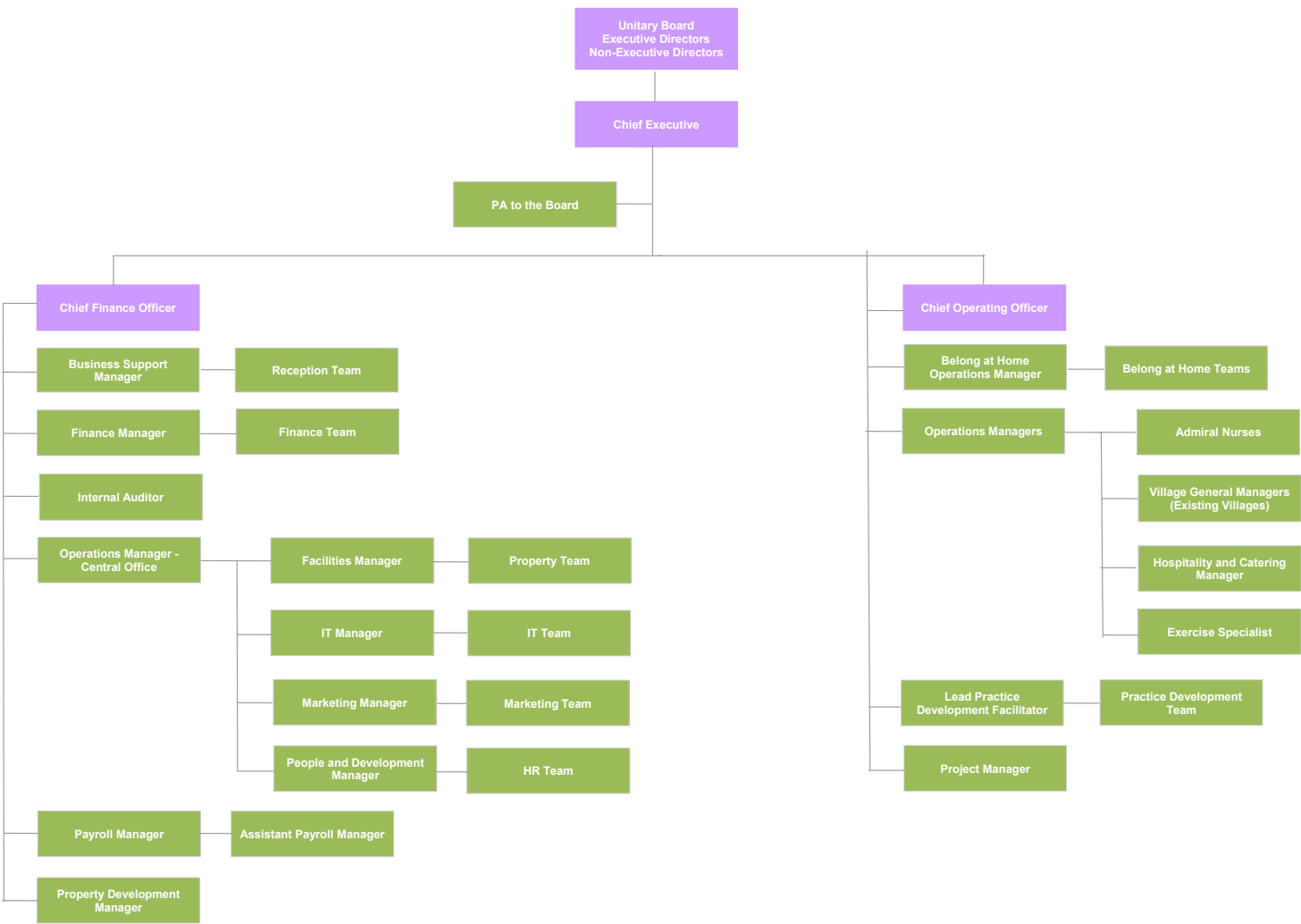
- Belong's Chair of the Board named Social Care Chairperson of the Year (North West England) at CEO Monthly's Chairperson Awards (2021).
- Front of House team at Belong Crewe won the Housing with Care Award at the Great North West Care Awards (2021).
- The PDF Team won the Workforce Development Award at the North West finals of The Great British Care Awards (2021).
- Belong Wigan are 'Highly Commended' as Care Team of the Year at the Great British Care Awards (2020) and are winners in the Great North West regional heat.
- Belong Newcastle-under-Lyme's Friarswood household awarded winners of the Best Placement for the Health and Social Care Apprenticeship Programme by Newcastle and Stafford Colleges Group (2020).
- Palliative Care/End of Life Award at the Great British Care awards (2019).
- Belong Atherton awarded a "partnership plaque" at the Wigan and Leigh Hospice's annual Hospice in Your Care Home Awards (2019).
- Belong at Home won Team of the Year and the Compassion Award (2019).

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.



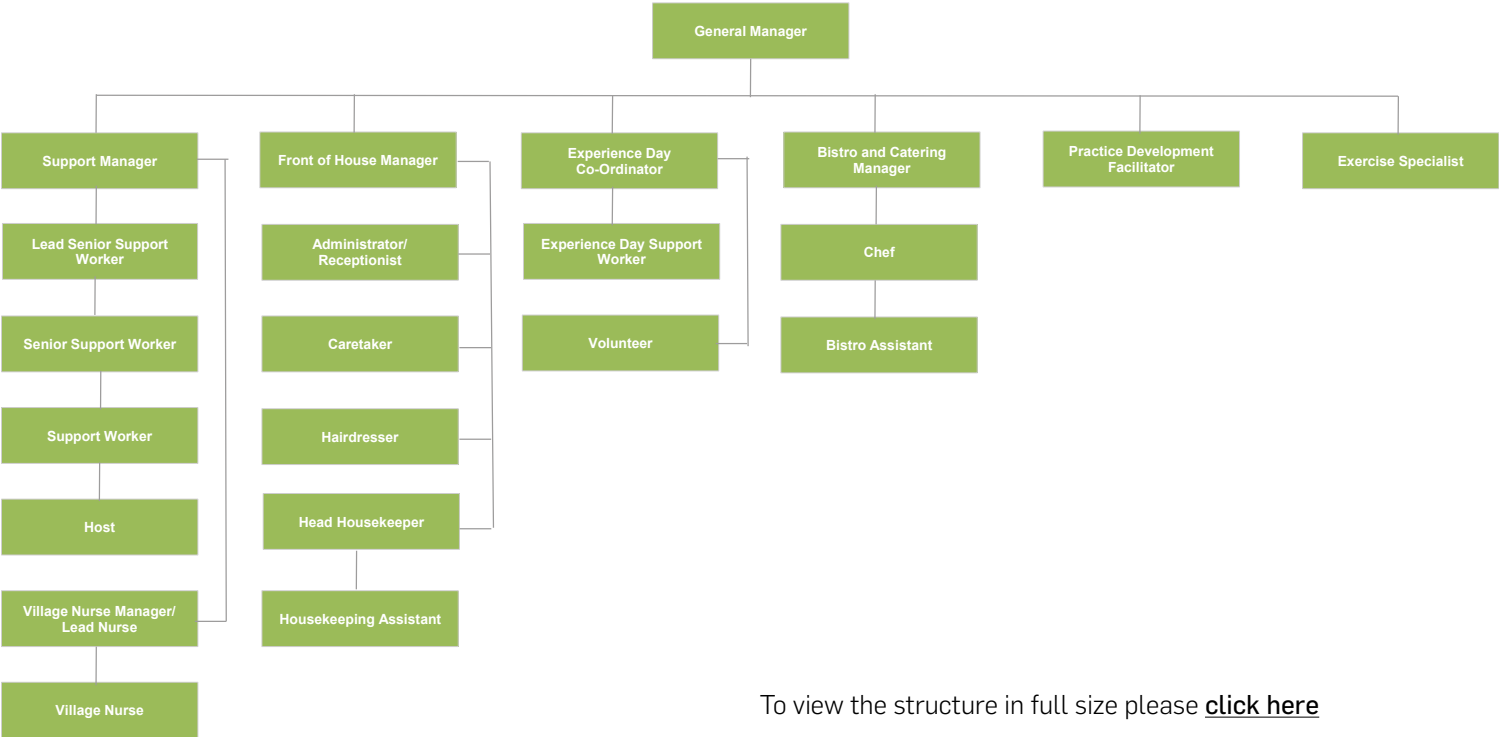
Belong Organisation Chart



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

Job Title: Chief Operating Officer

Accountable to: Chief Executive

Role Purpose

To work as part of the Senior Management Team accountable for the operations and management of the Belong villages such that each village meets appropriate quality standards and business targets. In particular to ensure the villages meet the following business objectives:

Provide a consistently safe, excellent customer service that is always looking to innovate, reflect and improve.

A positive staff and open staff culture where employees are motivated and work together to form a highly functioning team.

Maximise the potential of the existing villages to ensure efficiency and commercial excellence.

Key Responsibilities and Duties

1. Contribute fully to the development of Belong's strategy across all areas of the organisation, providing analysis on activities, plans and targets as appropriate.
2. Together with the Operations Managers, manage the fully established villages to ensure that each village operates in line with Belong values, quality standards, policies, procedures and business targets.
3. Take on the 'Nominated Individual' responsibilities for the organisation under CQC regulation.
4. Ensure all service provision is 'Person Centred' and demonstrates best practice.
5. Ensure village customers, particularly those living with dementia, are supported in a way that maintains and enhances their lifestyle and wellbeing.
6. Ensure all legislative requirements, including Care Quality Commission, environmental health, infection control and other health and safety standards are maintained within the villages, with an aim to achieving an outstanding CQC rating for all villages. Provide line management for key personnel including the Operations Managers, Learning & Development Manager, Project Manager and the Belong at Home service. Leadership for village General Managers is also provided, ensuring all employees in the villages are appropriately supported.
7. Ensure customer standards and systems are consistent across the villages for all village services by providing support to Lead Nurses, Registered Managers (Support Managers), Bistro and Catering Managers, Experience Co-ordinators, Fitness Instructors and employees for other village services as appropriate.
8. Ensure the villages, including décor, furniture and equipment are presented and maintained in accordance with organisational standards in a homely and welcoming manner.
9. Ensure that there is a positive and motivational staff culture in every village. Lead in the development and implementation of operations policies and procedures and training thereof for the villages.
10. Represent the organisation with a variety of professional audiences including Local Authority and CCG commissioners.
11. Attend, participate in and provide reports for the Belong Board and its Committees as required.
12. Participate in and where appropriate lead the identification and development of new services and new approaches to service delivery.
13. Maintain an up to date knowledge of best practice and research and foster a culture of self-development amongst colleagues.
14. Participate in Belong's on call rota.
15. Continuously develop personal skills, capability and knowledge.

Person Specification

Knowledge and Experience

1. A relevant professional qualification or Higher Degree in Nursing, Social Work or related subject, and evidence of continuing professional development.
2. At least 3 years' experience of managing at a senior level in an organisation of a comparable size, within the health and social care sector and preferably in providing services to older people living with dementia within care settings and in the community (homecare)
3. A good understanding of the following:
 - The needs of older people who require care or support;
 - The housing and care markets for older people;
 - Health and Social care regulatory framework and the inspection regime (CQC regulation);
 - Financial management;
 - Employment practice;
 - Health and Safety in the workplace;
 - The provision of catering services.
4. Proven ability to work equally well as the leader of a team and as a member of a team and getting the best from a team.
5. Demonstrable experience of operating within a commercial environment and managing performance in line with budgets, targets and organisational standards.
6. Experience of governance and quality assurance.

Skills and Abilities

1. Completely aligned with and committed to Belong's vision, focus and values.
2. Commercially aware with the ability to operate at both a strategic and operational level.
3. Integrity and openness combined with a commitment to good governance, quality and risk management.
4. Strong in human resource management, team building and people development.
5. Excellent organisational and communication skills at all levels.
6. Good IT skills.
7. Highly motivated with a passion for excellence and innovation in pursuit of business success.



Terms and Conditions of Appointment

Remuneration

This role attracts a salary of up to £114,000 pa for the right candidate. Starting salary will be determined based on experience.

Contract

This is a permanent, full-time (39 hours) executive appointment. Normal office hours are Monday to Friday 8.30am to 5.00pm but additional weekday and weekend commitments will be necessary to meet the demands of the job.

Annual Leave

28 days, rising to 30 days after three years' service (not including statutory holidays).

Life Assurance

1 x annual salary.

Pension

Defined contribution scheme; employer's contribution is up to 10% of salary (with an employee's contribution of 6%). A salary sacrifice option is available on request.

Occupational Sick Pay

Up to three months of sick pay reached on an incremental scale after six years of employment.

Location

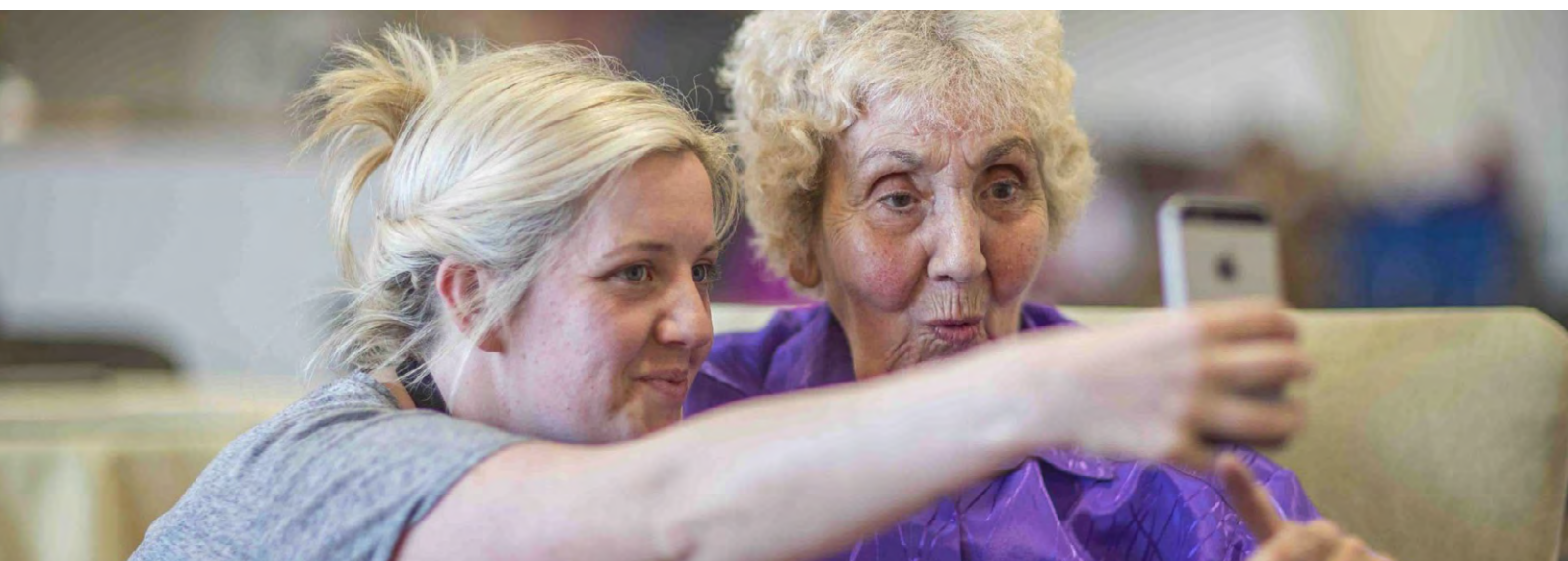
This role is flexible as to location, within the area covered by the organisation and its villages. The registered office and central support team are based in Nantwich.

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 which are the guiding principles which underpin all of our operations.



How to apply

If you would like discuss the role before making an application please contact Toni Anderson at toni.anderson@starfishsearch.com

To make an application, please go to <https://starfishsearch.com/jobs/belong-coo/> 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, how you meet the knowledge and experience criteria, and how your personal values align to ours.

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:

Friday 17th June 2022

Preliminary interviews with Starfish:

w/c 4th and 11th July 2022

Formal interviews with Belong:

25th & 26th July 2022

