



Social Impact

2017-18





Contents

| | |
|---|-----------|
| <i>Chair's letter</i> | 3 |
| <i>The Belong difference</i> | 4 |
| <i>Customers at the heart of our service</i> | 5 |
| <i>Focus on quality</i> | 6 |
| <i>Household living</i> | 8 |
| <i>Apartment living</i> | 10 |
| <i>Belong at Home</i> | 11 |
| <i>Experience Days</i> | 11 |
| <i>A values-based organisation</i> | 14 |
| <i>Expanding our reach</i> | 16 |
| <i>Innovating for the future</i> | 18 |

Chair's letter

In 2017 we celebrated a decade of Belong with the completion of two new care villages, bringing our current total to seven vibrant communities in the UK, with more in the pipeline.

Consistent with the model that has served our customers so well, our newest villages also have their own unique aspect. In the case of Didsbury, our partnership with the Feinmann Trust makes it our first faith-based community and an evolution of the home that was originally established in South Manchester for Jewish refugees.

Belong Newcastle-under-Lyme is our first village to combine old and new, with a 17th century listed building forming part of the village centre. Now carefully restored and transformed into the Belong Heritage Gallery, this facility is the culmination of months of engagement with local people, museums, cultural and community organisations. Its authentic displays and resources provide the setting for a new dementia centre of excellence, linking the past and the present and offering a range of opportunities for people to engage with local heritage.

The past year has also seen significant changes in terms of the leadership of the organisation as Nick Dykes stepped down from his role as Chief Executive to retire and we appointed former finance director, Tracey Stakes, to lead the next phase of Belong's development. Former operations director, Tracy Paine, was appointed as Deputy Chief Executive and we welcomed two new members to the executive team. Chris Hughes took over as Chief Finance Officer and Stacey McCann, former head of NHS Nursing Strategy & Commissioning, joined as our Chief Operating Officer.

In a significant move, the new senior management team launched Belong's first retail charity bond, which closed early due to high demand from investors and raised £35 million, enabling Belong to provide its services to more people through the development of new village communities.

At the same time, we have continued to invest in our people, our buildings and our services. This investment, combined with our values-based approach and the unswerving dedication of our people, has ensured ongoing positive health and wellbeing outcomes for all our customers.

The evidence of this quality is seen in a range of surveys, inspections and feedback mechanisms and, pleasingly, we secured the coveted Outstanding rating from the Care Quality Commission in the two inspections which took place during the year.

The aim of this report is to provide insight into the success indicators which are such a credit to our people and a flavour of the ways in which they touch and enhance the lives of those living in our communities. We will continue to build on these achievements as we go forward into our next decade of Belong!



Roger A. Hoyle
Chair of the Board

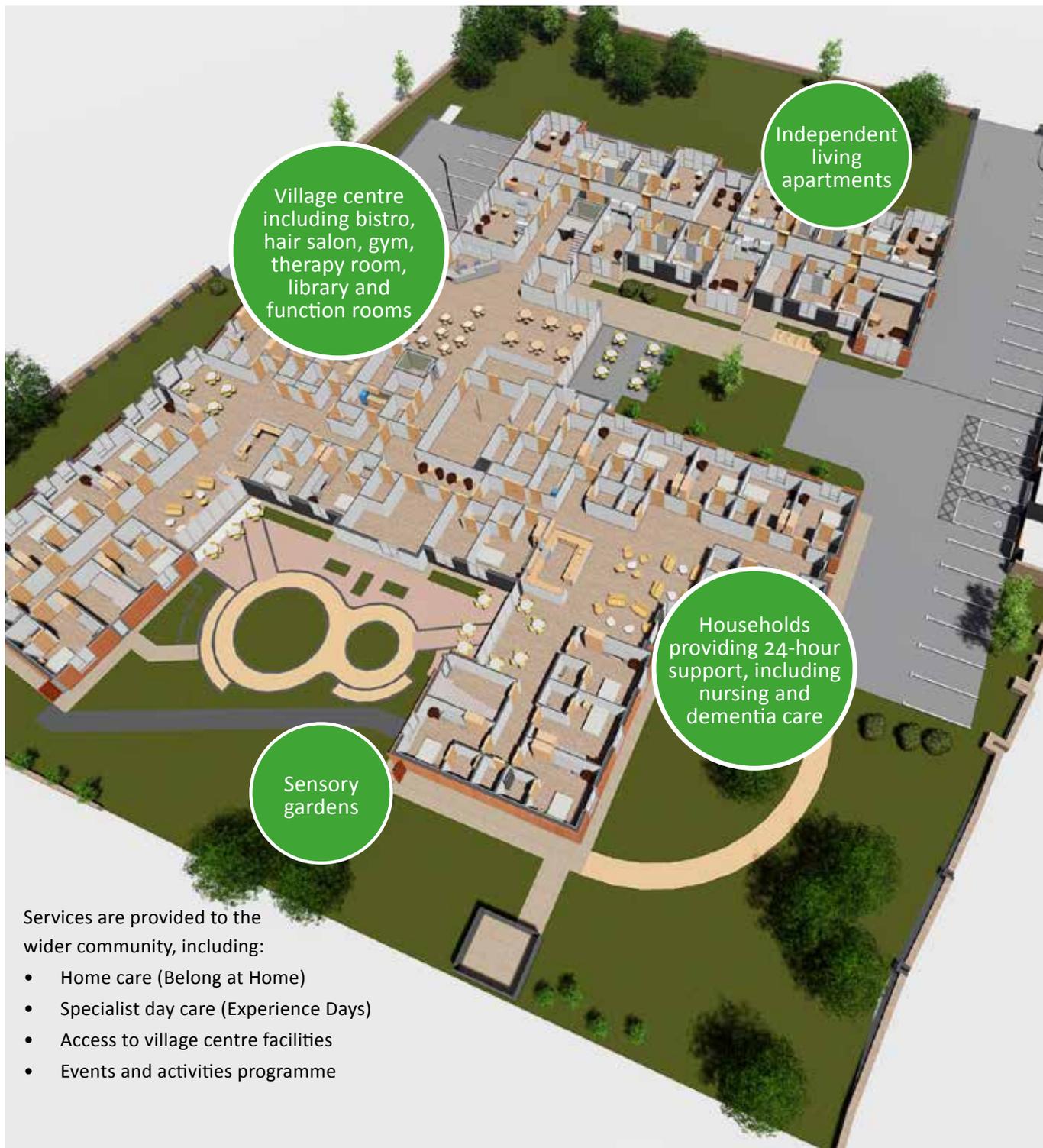
The Belong difference

Belong's model is the culmination of decades of research, innovation and pilot projects which have led to the creation of a community village setting, providing the hub for a range of services and facilities.

A dementia specialist, Belong has worked closely with its architects to ensure the design and layout of its buildings maximise independence and

wellbeing. As well as this focus on the built environment, Belong places emphasis on training all its people in the latest approaches in

person-centred care, ensuring people are supported to live life to the full.



Services are provided to the wider community, including:

- Home care (Belong at Home)
- Specialist day care (Experience Days)
- Access to village centre facilities
- Events and activities programme

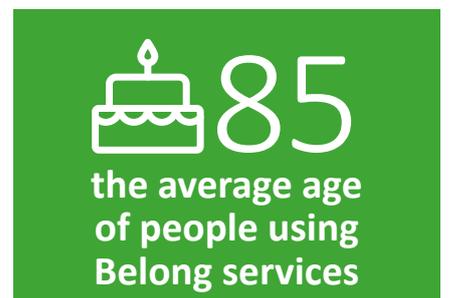
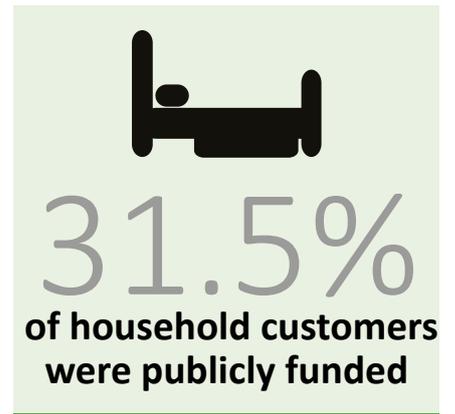
Customers at the heart of our service

In 2017/18 Belong supported customers in a range of settings, from home care through to end of life care, in keeping with its commitment to providing a 'home for life'.

Belong supported:



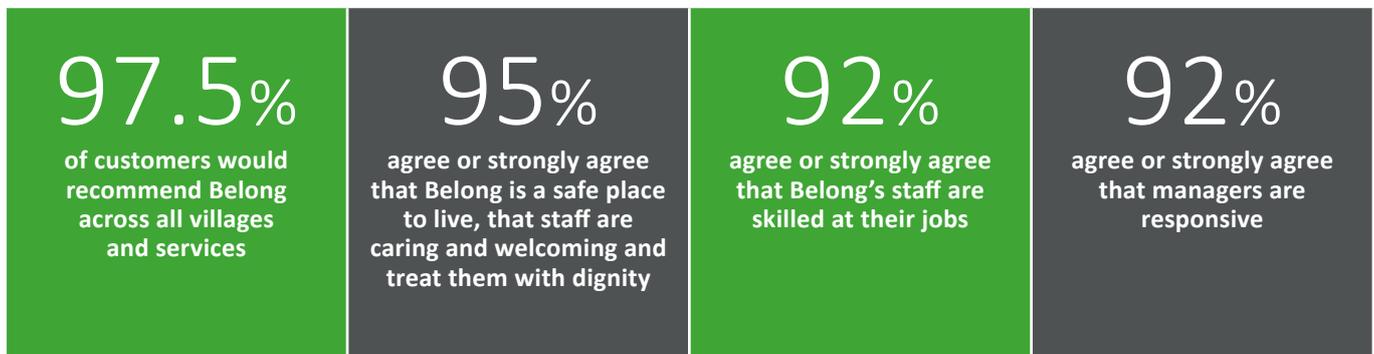
Belong's impact:



Focus on quality

Belong utilises a range of internal and external mechanisms to evaluate its services and drive continuous improvement.

Annual satisfaction survey



CQC Inspections



Notable excerpts from CQC reports include:

- The open, inclusive and supportive nature of the service meant promoting equality and diversity and respecting people's human rights was a golden thread that ran through every aspect of the service.
- There was a strong emphasis on people pursuing full, active lives engaged with their local communities.
- The service was extremely caring. The management and staff were committed to a strong person-centred culture.
- Kindness, respect, compassion and dignity were key principles on which the service was built and values reflected in the day-to-day practice of the service.
- There was a great emphasis on recruiting staff with shared values and beliefs in order to deliver high quality care. Staff we spoke with were strongly committed to making a difference.



Operational performance indicators 2017/18

Belong maintained high occupancy and income, enabling it to fund higher staffing ratios compared to the average UK nursing home.

| | UK average | Belong 2017/18 | Outperformance | |
|------------------------------------|----------------------|----------------|------------------|---|
| Occupancy | 88.7% ¹ | 97.5% | 10% | ↑ |
| Staff costs per resident per annum | £22,512 ¹ | £31,001 | 13% ² | ↑ |
| Rota hours per resident | 37.0 ³ | 44.6 | 21% | ↑ |
| Agency costs % of staff costs | 8.1% ⁴ | 4.6% | 43% | ↓ |

1. Knight Frank 2017 Care Homes Trading Performance Review (for 2016/17).

2. Higher staff costs reflect higher rates of pay and a higher staffing ratio, promoting better customer outcomes. For comparison purposes, this percentage is calculated based on Belong's 2016/17 costs of £25,351 per resident.

3. LaingBuisson Fair Price Toolkit 2015 for nursing dementia residents including carers, catering and housekeeping staff.

4. Christie & Co Adult Social Care Report 2017 All Homes Elderly Care Average.

End of life care: the Gold Standards Framework

Teams at Belong villages in Atherton, Crewe, Macclesfield and Wigan are recognised for their excellent work in end of life care, achieving the national Gold Standard Frameworks accreditation.



The teams at these villages were awarded the Quality Hallmark after demonstrating excellence in care standards and showcasing examples of best practice in end of life care.

Assessors praised “the contagious passion of the staff” and “family environment” they create in the villages, giving them special recognition and a commendation to go with their new GSF accreditation. They added that staff at each village had developed “good, clear plans which are very person centred and promote obtaining knowledge of the person.”

Nutrition

Belong promotes the ‘marvellous mealtimes’ experience and employs a ‘food first’ approach, in line with NICE guidelines. It is committed to ensuring that residents continue to enjoy food, even those who experience swallowing difficulties such as dysphagia or are on an end of life pathway.

It aims to reduce the use of oral nutrition supplements, and this approach has been held up as a beacon by local health professionals.

1% of Belong Macclesfield residents use oral nutritional supplements compared to 57% of residents at a local care home with comparable customer profile.



“The very low level of oral nutritional supplements at Belong is not due to patient case-mix but staff culture, higher expectations and a food first approach.”

GP Dr David Morris for NHS Eastern Cheshire CCG:

Household living

Households provide small group living spaces that offer a homely environment with a family feel and maximise choice and independence for people with dementia.

The typical household comprises:

6 households in each village

each with distinct character to suit different customer preferences



Open plan kitchen/dining/lounge

means households are easy to navigate with minimal reliance on memory



Meaningful occupation:

96% of customers have an activity plan



12 private spacious rooms

with en suite bathrooms





Easy access to the outdoors

Households open directly onto dementia-friendly sensory gardens or large balconies



Reduced use of antipsychotic medication

due to the success of the psychological and social/behavioural approach used at Belong



Kitchen at the heart of the home

Meals are cooked on the household rather than commercial catering kitchens. This emulates the home experience and means that the aromas of meals cooking help stimulate appetite and positive participation in meals. Residents can also join in with meal preparation or clearing up if they wish or they may choose to dine in the bistro.

A Customer's View: Lisa Greenhall and Joanne Wilks

Lisa and Joanne are daughters of Belong Wigan's Beech Household resident Sandra Hudson.

Sandra first experienced Belong when she received daily help in her home to administer medicine from the Belong at Home service. She soon began attending Belong Experience Days and, following a deterioration in her health, went on to move into a Belong Wigan apartment.



Sandra is pictured (2nd from the left), with some of the support workers from Beech House, during a party.

Eventually, after receiving respite care in the village, Sandra moved into Beech Household. Lisa and Joanne recall: *"Moving mum into the household was a very difficult decision; we really wanted her to continue to live independently but felt that she needed more frequent help from the staff. We spent a long time talking to the team at Belong and, together, we decided that the best thing for mum was to move into the household. We haven't looked back since."*

Aided by continuity of her surroundings, Sandra adjusted well to household living and was known as the heart and soul of every party.

Towards the end of her life, Sandra received specialist support from the household team. Joanne commented: *"Somehow, Belong managed to turn such a sad situation into a positive one. They kept our spirits high and we could all laugh and smile right until the end, which is exactly what mum would have wanted. The team were very conscious of mum as a person and took into account her personality that they knew so well, despite us feeling like we had lost her."*

Lisa added: *"Since mum passed away, Belong have continued to support us and our families. We've visited the village regularly to catch up with the staff and we are still invited to all of the activities that we attended with mum. Wigan's Experience Coordinator made a lovely gesture on Remembrance Day when she invited us to plant a poppy in remembrance of mum in the village garden."*

"We will be eternally grateful to the Belong team for the support that they provided for our mum from when she first used Belong at Home, right up until her final days on the household."

Apartment living

Belong apartments provide the chance to live independently with the reassurance of a vibrant community right on the doorstep.

It has contributed evidence on this 'care with housing' model to the All Party Parliamentary Group on Housing and Care for Older People for its third report into Positive Ideas for Housing our Ageing Population (HAPPI3).

- **Choice of tenure led by customer with option to buy, rent or part buy; the Belong buy-back scheme means apartments are bought back at the same price paid**
- **24-hour emergency response service; daily checking service if required**
- **On site facilities in the village centre with vibrant programme of daily activities and events**
- **Chance to live independently while close to a relative in a household**
- **Home care packages available via Belong at Home**
- **Support for people as their needs change**

Real lives: Cliff and Pam Hastings

Cliff and his family first experienced Belong when they arranged a tour of Belong Warrington after finding that many other nursing homes were not suited to providing the specialist Alzheimer's care that Pam required.

The family were very impressed by the high standards of care at Belong Warrington and arranged for Pam to move into Greenall household. Cliff commented that: *"Moving Pam into the village was made very easy by a team of dedicated carers. Pam settled into Belong immediately and she initially thought she was on holiday in a hotel!"*



Shortly after Pam moved into the village and following a hernia operation that prevented Cliff from being able to drive, Belong Warrington staff members arranged for Cliff to receive respite care on Threlfall household, enabling him to recover from his operation whilst continuing to visit Pam. When an apartment later became available at the village, Cliff took the opportunity to move permanently closer to Pam and began enjoying the benefits of Belong for himself.

Cliff said: *"I have found all of the staff members to be very dedicated, cheerful and helpful. It is very reassuring to know that Pam is being cared for so well in the latter season of her life and it is a blessing that we now have both of our needs met in the same caring complex. I thank all of the staff members for their devoted service."*



Belong at Home



Belong's home care brings high quality support to people living in their own homes through a person-centred approach, consistent care teams for each customer and the provision of a reliable service.

In 2017/18

- Belong at Home Atherton and Warrington services rated in Top 20 North West providers, with review scores of 9.9 on homecare.co.uk
- Two new services were launched in Didsbury and Newcastle-under-Lyme
- Jo Ball recruited as Operations Manager to drive further expansion and quality focus of the Belong at Home service

A Customer's View: David Derham

David Derham's wife, Helen, lives with multiple sclerosis. Last year, Belong at Home Atherton made the couple's dream come true.

Since Helen was diagnosed with multiple sclerosis in 1990, she has had increasingly greater care requirements and now requires four home visits from carers every day to help her with various aspects of care. Her husband David said: *"Belong at Home's service is the best we've ever had. Nothing is too much trouble."*



More than just the medical care that Helen requires, Belong at Home provides the extra support to help the couple to lead the lives they want.

"If we didn't have Belong at Home, we wouldn't get out. Apart from providing for Helen's care, they help her to do things she enjoys, such as going to the theatre. It would be impossible to do this for her on my own. We couldn't believe it when Belong made it possible for us to enjoy a ride in my Triumph TR6 sports car. It was great fun to roll back the years."

Experience Days

Experience Days enable members of the wider community to use the facilities at a local Belong village in a structured and supported way that gives their carers a break.

- Provides an alternative to conventional day care
- Meaningful activities
- Use of the exercise studio
- Lunch in the bistro
- Dedicated member of the support team co-ordinates the day

A Customer's View: Maurice Hackling

Maurice was introduced to Belong Crewe after his doctor recommended the care village's services to help him keep active and get out more.

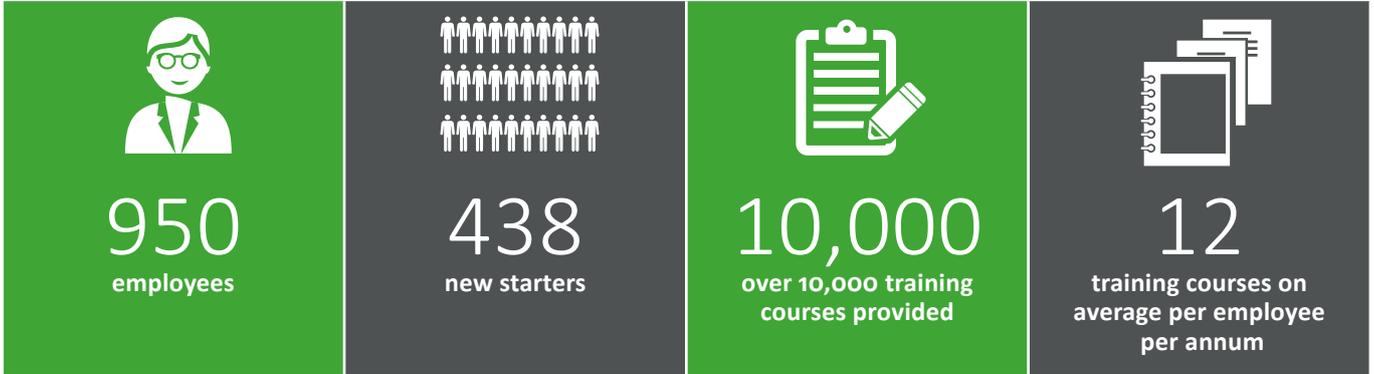
"I thought it was very good indeed," said Maurice. *"I don't think I've missed a week from the first time I came. I've certainly mixed with a lot more people since I started attending the activity days and my wife and I have even started coming to the village for our lunch in the week."*

A keen gardener, Maurice is often seen at the village helping to maintain the gardens and balconies at the village. It didn't take long for Maurice to get more involved in the activity days organised by the village and he particularly enjoys the village's arts and crafts sessions, book club and the weekly visits to the Crosville Club.



Investing in our people

Belong recruits people in line with its values and invests in reward, recognition and development of its workforce, placing emphasis on creating a great working environment. It provides comprehensive training to support high levels of recruitment as it expands its number of villages.



Investing in people



Belong maintained the Investor in People Gold level accreditation, the top accolade for looking after and investing in its people, putting the organisation in the top 13% of the 10,000 organisations assessed.

Dementia Training

Belong’s innovative approach to supporting people with dementia relies on excellent support and training.

All colleagues attend a comprehensive two-day programme with a specialist dementia trainer.

Rated as excellent by 98% of attendees, the feedback on this training is that it is informative, fun and inspires people to build on their dementia practice.

Building on this, Belong has invested in Cognisco’s innovative online learning platform to find a way of evaluating the impact of training.

Following relevant interventions, colleagues re-take the assessment, with the average score typically improving in the second test by an average of 7%.

Promoting from within: Tanya Guy

This year, Tanya Guy was appointed as Experience Coordinator for Belong Wigan, with responsibility for the Experience Days service and the development and implementation of activities suitable for customers of varying ages and abilities within the village and local community.

She originally joined Belong Wigan as a receptionist in 2012. Within two years, she had gained promotion to the role of Experience Day Support Worker; a post she held until her recent appointment as Experience Coordinator.



Commenting on her new post, Tanya said: *“I am absolutely thrilled with my position as Experience Coordinator. After nearly seven years working for Belong, I never thought I could go from being a maternity-cover receptionist to a member of the management team! As an organisation, there is great emphasis on training and progression for staff; which helps to foster a real feeling of inclusivity. It’s like one big family, and I am really pleased to be such an integral part of it.”*



Reward

In April 2017, Belong introduced the Real Living Wage for all employees who have completed their probationary period, in recognition of the valuable contribution of its people.

Belong Champions

Colleagues from across Belong have been recognised in national and regional events and awards.

Great British Care Awards



Head Chef from Belong Macclesfield, Chloe Thorley, won the UK National Care Award for Care Home Chef at the Great British Care Awards National Finals 2018. A further 12 colleagues were also finalists in a number of categories at the Great North West Care Awards.

Belong Macclesfield General Manager, Caroline Ray, said: *"I am thrilled that Chloe's hard work has been recognised by being honoured with a Great British Care Award. We have seen the positive outcomes of her 'food first' award in the documented weight gains of our residents and minimal usage of oral supplement drinks, which has been praised by our local dietician and GP. Chloe brings boundless positive energy and enthusiasm to her role and fully deserves this success."*

Frontline nursing



Nicola Johnstone, from Belong Atherton, attended a reception at Buckingham Palace to celebrate the outstanding contributions of nurses to frontline care.

She was invited for her work leading a team of nurses and support workers to ensure the highest standards of end-of-life care. Nicola had previously won the Palliative Care Award at the Great North West Care Awards 2016, as well as two awards in Wigan and Leigh Hospice's 'Hospice in your Care Home Awards'.

Commenting on her meeting with The Prince of Wales, Nicola said: *"It was the best experience of my entire life. Prince Charles was very gracious. He thanked me for my work and said how grateful he was for the outstanding care he'd received from NHS nurses in the past. He also asked me to hold his drink for him at one point."*

Rising Stars Programme



Catherine Haycock, Support Manager at Belong Morris Feinmann was one of only ten care industry professionals to be selected for The National Care Forum's 'Rising Stars' programme 2018.

It recognises new care sector managers who have shown leadership and a commitment to improving services through innovation.

On finding out she'd been selected for the programme, Catherine said: *"I was absolutely delighted! I'm really looking forward to the chance to develop links with other care industry professionals, build on my skills and knowledge and apply what I learn at Belong Morris Feinmann. It should be really helpful in my future career."*

Apprenticeship award

Belong Warrington Support Worker Angela Roberts, who became an apprentice aged 55, was named top health and social care apprentice at Cheshire College South and West, beating 200 other health and social care apprentices to the top spot.



On receiving her award, Angela said: *"It's a very rewarding job in itself, but it's still nice to be recognised for the hard work. Doing the course together with on-the-job training was very rewarding."*

Janine Curwell, General Manager at Belong Warrington, said: *"Angela's award is extremely well deserved. She has shown exemplary commitment to her work and development and is always incredibly enthusiastic. She has made huge progress in her role and made a big impact since she began working with us. We look forward to seeing her advance to the position of senior support worker and continue with her newfound career at Belong."*

A values-based organisation

Belong's values guide its recruitment and development of its people and determine the culture of the organisation.



They inform the way colleagues support each other and the way in which they support customers to live their lives to the full.

These values were developed and articulated in consultation with our people.



Colleagues from Belong Wigan supported residents to attend the town's first ever Pride Parade in 2017.

Equality and diversity

Belong is an inclusive employer and actively welcomes applications from people of all backgrounds.



Living the values: You'll never walk alone

Colleagues at Belong Atherton made a dream come true for lifelong Liverpool fan, 77 year-old Norma Peck, by helping to arrange a return to the Anfield ground where she regularly went to watch her team since 1946.

Norma was an ardent fan but a recent decline in her health meant that she was unable to attend any more games.

On learning of Norma's desire to re-visit the ground, her support team contacted The HoneyRose Foundation, the only UK charity supporting terminally ill people over the age of 40 to fulfill such wishes, and arranged for her to visit Anfield where she met manager, Jurgen Klopp, along with some of the team's famous players.



Norma and Belong Atherton colleagues at Liverpool FC.

Norma said of the day: "I never thought I'd have the opportunity to return, let alone stand on the pitch where I have watched matches for 70 years. I've always said that Anfield feeds my soul and this trip was better than any I've ever had before – I can't think of a happier day in my life! I cannot thank the Belong staff enough for working tirelessly to organise this wonderful experience and for joining me on the visit."



B

Belonging to a vibrant community

E

Enjoying a home for life

L

Living an active lifestyle

O

Offering choices and independence

N

Nurturing relationships

G

Gaining peace of mind



Expanding our reach

Belong Morris Feinmann, Didsbury

Belong worked in partnership with the Feinmann Trust to develop the new village, which opened in June 2017 to serve the Jewish community.



It comprises six households and 13 modern one and two-bedroomed independent living apartments, as well as a hub of facilities including a kosher bistro, synagogue, gym and library.

From the outset, the village has enjoyed unprecedented attention, attracting

more than 300 visitors to its preview tours and a series of high profile guests from the Lord Lieutenant of Greater Manchester, Warren Smith, to Chief Rabbi Mirvis and from the Lord Mayor of Manchester, Eddy Newman to Senior Rabbi Joseph Dweck.

There has also been a range of visitors from the wider community, from local school children to national retailers.



The village team is working closely with the Jewish community and Rabbi Ellituv, celebrating its festivals in line with traditions.

All the apartments were reserved prior to opening and the households are filling steadily, in line with budget, with 50% occupancy achieved within nine months.

Belong Newcastle-under-Lyme

Work also completed on Belong Newcastle-under-Lyme, which incorporates the Belong Heritage Gallery.



This village is the first to include a listed building, famous for its most recent use as Maxims nightclub. Its conversion into the Belong Heritage Gallery has been made possible thanks to funding from the Heritage Lottery Fund, with healthcare property consultant, Prime, acting as an investment partner to deliver the scheme.

The Belong Heritage Gallery is providing the setting for a wide range of activities and reminiscence sessions for people with dementia and is establishing a dementia centre of excellence in the town. Its facilities are linked to the site's history and include Samuel Bell's Tea Room, the recreated Old Pomona Inn, a reminiscence gallery and timeline

charting the history of the building from its origins as a 17th century home, through to its development as Newcastle's first pottery, a stage coach inn and most recently the iconic Maxims nightclub.



Belong led a major project to engage local people in a 'Maxims memories' appeal and oral history project, working with the local New Vic Theatre to create a community drama out of these stories, later performed in the theatre and in the gallery. The project captured the imagination of the local community, with a huge response both to the memories appeal and theatre productions.

Belong Birkdale

Planning permission was granted for the building of a new care village in the seaside town of Birkdale, near Southport, with Belong working in partnership with Octopus Healthcare, a UK-leading investor, developer and manager of healthcare properties.

Belong Chester

Planning permission has also been granted for Belong's first city centre location, with a Belong care village to be located on City Road in Chester.

Belong Wirral

A planning application was submitted for a new care village at Wirral Waters as part of a project in partnership with Peel Land and Property to transform over 500 acres of Birkenhead docklands in what will be the UK's largest regeneration project.

Belong Beeston

Plans were also drawn up for Belong's first venture in the East Midlands, to develop on a site secured in Beeston, Nottingham.



Innovating for the future

Innovation is a major driver for Belong, underpinning the creation of its care villages. The organisation is continuously exploring new models, technologies and ideas, based on research and evaluation.

Journey from paper to digital



Belong invested in Person Centred Software's system for electronic customer life plans, which are being introduced to all villages with great results.

The intuitive, icon-based way of recording care interventions in real time provides alerts, charts and clear information, which is helping improve the quality of handovers, supervisions, meetings with professionals and the sharing of information with customers' families. This gives people time to work in a person-centred way and has already attracted praise in recent CQC inspections.

EMAR

Working with Medicare & NHS Centre of Excellence in Safety for Older People, Belong also began the roll-out of a new electronic medication system, EMAR, which has reduced medication errors by providing support managers with alerts and instant access to up-to-the-minute information.

Global research

Belong Deputy Chief Executive and award-winning dementia design champion, Tracy Paine, was awarded a Winston Churchill Memorial Trust (WCMT) Travelling Fellowship.



This enabled her to undertake a global tour investigating housing and care facilities for older people living with dementia and bring the best of international practice and design back to the UK. She has since prepared a report on her findings and shared these at national and international conferences.

Knowledge transfer partnership



Belong is working with Salford University on a knowledge transfer partnership, whereby a post-graduate student is commissioned to evaluate the impact of the Belong model on wellbeing, with the goal of finding new ways to evidence quality of life outcomes.

Specialist exercise service



Belong has pioneered an innovative approach to exercise, employing specialist instructors to develop personalised programmes that enhance customer health and wellbeing outcomes.

66% of household customers follow an exercise plan and exercise services are also provided to members of the wider community.

State-of-the-art equipment



All villages have an exercise studio equipped with specialist gym equipment and the outstanding results achieved through this service won Belong the International Association of Homes and Services for the Ageing (IAHSA) Excellence in Ageing Services Award in 2013. Since then, it has continued to extend the number of people supported and invest in new technologies.

SilverFit

The organisation is one of the UK's first care providers to adopt SilverFit equipment and these have been rolled out to all village exercise studios

Giant screens and virtual reality games engage customers in exercise, transporting them overseas to view breathtaking scenery while cycling. Games help build strength, balance, cognition or movement, according to their needs assessment. This has extended periods of exercise on a machine: now customers typically spend 15 minutes exercising rather than five.



Real lives: Michael Fleming

Michael Fleming, a community client at Belong Macclesfield care village, surpassed all expectations by learning to play golf again, less than three years after suffering ischemic strokes in 2015 and 2016.

A keen sportsman, his strokes had a devastating effect, leaving the left side of his body incredibly weak to the point where even walking became a struggle.

Not one to be defeated, however, Michael has put in a huge amount of effort to keep himself active and healthy. With the help of Belong's exercise instructors and his physiotherapist and occupational therapist, he has made great use of the gym facilities as well as the specialist SilverFit virtual reality equipment, developing his arm strength and flexibility in order to hold a golf club and play his favourite game again.

Barbara Tait, Lead Exercise Instructor at Belong Macclesfield, said: "We are so proud of Michael for all of his hard work and perseverance. At Belong, we make a conscious effort to work with any outside services in order to gain the best results for our customers, and we are so pleased that through our collaborative work with his physiotherapist and occupational therapist, Michael has achieved something he never thought possible. His story is absolutely inspirational, and I hope it encourages those who have suffered a stroke to realise that their goals are definitely still achievable."

Michael said: "I'm absolutely thrilled to be playing golf again and I am so grateful to my exercise team, without whom none of this would have been possible. My biggest thank you, however, goes to my wife Judy who helps me with everything, including driving me to my exercise sessions!"





This publication is available in large format on request.

Belong Limited
Registered Office: Pepper House, Market Street,
Nantwich, Cheshire CW5 5DQ
www.belong.org.uk

