

# Recommendations



## Practical approach toolkit: Empowering self-managing teams

These recommendations draw on BelleVie Care's experience and wider sector best practice. They focus on how financial strategy can align with organisational values, prioritise equitable pay and enable sustainable growth without compromising care quality. Each recommendation includes practical actions you can take, and we suggest referring to the relevant 'building block' for deeper context. The insights combine strategic, operational and cultural learning, and can be adapted by other providers seeking to strengthen financial resilience in adult social care.

At the end of this section, you'll find resources to support implementation.

Financing and investment	Yes	No	N/A
<p>Ensure every financial decision supports organisational values, fair employment and person-centred, outcome-based care:</p> <ul style="list-style-type: none"><li>■ Develop a financial strategy that prioritises front line investment over infrastructure and protects cultural integrity.</li><li>■ Embed mission-protection clauses in investor agreements to safeguard principles during growth.</li><li>■ Use values-based leadership to guide resource allocation and maintain trust with colleagues and stakeholders.</li></ul>			
Action			

Financing and investment	Yes	No	N/A
<p>Choose investors who value social impact alongside financial returns to maintain alignment during challenging periods:</p> <ul style="list-style-type: none"> <li>■ Target social impact funds and angel investors (who provide capital to a business or businesses, including start-ups, usually in exchange for convertible debt or ownership equity) through warm introductions and credibility-building.</li> <li>■ Combine equity with grants for innovation, as BelleVie did through Innovate UK’s Healthy Ageing programme.</li> <li>■ Conduct due diligence on potential investors to ensure shared values and long-term commitment.</li> </ul>			
<b>Action</b>			

Financing and investment	Yes	No	N/A
<p>Radically change pricing to shift away from time-and-task:</p> <ul style="list-style-type: none"> <li>■ Consider using a subscription model to provide predictable costs and stop minute by minute billing.</li> <li>■ Factor in travel, documentation, scheduling effectiveness and the complexity of support when setting prices.</li> <li>■ Include activities that are part of person-centred, outcome based care but do not take place during a visit – such as communicating with family, health professionals, tradespeople or volunteer services, or arranging social activities – whatever matters to the individual.</li> </ul>			
<b>Action</b>			

Financing and investment	Yes	No	N/A
<p>Prepare for income fluctuations caused by hospital admissions or emergency situations:</p> <ul style="list-style-type: none"> <li>■ Allocate a contingency fund to cover wages during client absences.</li> <li>■ Negotiate flexible terms with clients, including pause or holding-fee options.</li> <li>■ Support and coach self-managing teams to work on meaningful activities when rotas are quiet, helping maintain engagement and productivity.</li> </ul>			

Action			

Financing and investment	Yes	No	N/A
<p>Use data to evidence outcomes, influence commissioning and strengthen investor confidence:</p> <ul style="list-style-type: none"> <li>■ Alongside outcomes that matter to the individual, evaluate outputs and system level metrics linked to economic benefits, such as reducing the number of people who die in hospital when their wish was to die at home, lowering hospital admissions and delaying residential care.</li> <li>■ Share transparent performance reports with stakeholders to build trust and secure future funding.</li> </ul>			

Action			

## Further support

- Manager induction standards: Managing resources – support financial planning and resource management aligned with organisational values and service sustainability.