

# Governance and implementation



This section outlines BelleVie Care's governance and implementation model, showing how shared accountability, adaptive leadership and purpose-driven measurement sustain its values-led approach. The section covers distributed decision-making, the board's collaborative role and frameworks for aligning performance with mission.

BelleVie replaces traditional hierarchies with servant leadership and collective accountability, embedding empowerment and trust throughout. Decision-making is decentralised, enabling frontline autonomy with responsibility. The board acts as a strategic partner, offering insight, networks and emotional support without compromising independence. This governance model safeguards purpose and enables growth without losing sight of mission.

This section is split into the following topics:

- shared accountability
- the role of the board and how leadership utilises it
- setting targets and measuring progress
- measuring productivity and outcomes
- maintaining quality
- key decisions, key learning and recommendations.



# Shared accountability

BelleVie's governance model challenges traditional hierarchies by embracing servant leadership and distributed decision-making, creating a culture where empowerment, accountability and trust are embedded at every level of the organisation.

- **Servant leadership philosophy** – Leaders exist to support, coach and enable rather than to direct, replacing traditional managerial roles with coaches who nurture confidence, guide decision-making and help teams adapt to autonomy.
- **Frontline empowerment** – Wellbeing support workers are decision-makers, problem-solvers and innovators, not just implementers of care plans, ensuring those closest to the person receiving care hold real authority and influence.
- **Advice process in action** – Any team member can make a decision if they take responsibility and consult those affected and relevant experts, fostering initiative while maintaining accountability and collaboration.
- **Flipped hierarchy** – At the top are the people BelleVie supports and their circles of care, followed by Wellbeing Support Teams, with leaders at the base serving and enabling rather than controlling.
- **Collective accountability** – Teams review performance collaboratively through reflective practices and peer support, replacing one-to-one appraisals with shared responsibility for outcomes and professional growth.
- **Leadership discipline** – Maintaining empowerment requires leaders to resist stepping in during high-pressure situations, even when they believe they know best, balancing guidance with trust and accepting mistakes as part of learning.

**“You have to sit on your hands sometimes. It’s hard when the heat is on, but if we take power back, we undermine everything we’ve built.”**

**Trudie Fell**, Chief Executive Officer, BelleVie Care

# The role of the board and how leadership utilises it

**“We see ourselves as part of the team, not a distant authority. Our role is to support, not dictate – giving advice when it’s needed, opening doors, and helping find ways forward. It’s about using our networks and experience to strengthen BelleVie without taking away its autonomy.”**

Sally Bridgeland, Chair, BelleVie Care

BelleVie’s board acts as an active partner rather than a distant overseer, providing strategic guidance, practical support and emotional reassurance to help the organisation scale while staying true to its values.

- **Collaborative governance** – The board operates as an extension of the leadership team, offering strategic input and practical support without imposing solutions, ensuring BelleVie retains autonomy while benefiting from seasoned perspectives.
- **Expertise that matters** – Board members bring deep knowledge in finance, governance and social impact, helping BelleVie navigate complex challenges that could destabilise a growing care provider without strong strategic backing.
- **Advisory, not directive** – The board responds to leadership requests, opening doors to networks, exploring funding opportunities and brainstorming approaches to technology and marketing, reinforcing BelleVie’s ability to innovate and adapt.
- **Emotional resilience** – Beyond technical expertise, the board provides reassurance during difficult periods, reducing isolation for leadership and sustaining confidence when external pressures such as regulatory changes or funding constraints arise.
- **Aligned with purpose** – As an equity-backed social enterprise, BelleVie’s governance model prioritises enabling impact over control, ensuring decisions reflect both financial sustainability and the organisation’s commitment to person-centred care.

**“Our role is not just technical; it’s emotional too. Leadership in a radically different model can feel isolating, so knowing we’re here to support and reassure is incredibly important.”**

Sally Bridgeland, Chair, BelleVie Care

# Setting targets and measuring progress

**“We didn’t want measurement to feel like surveillance. It’s about clarity and empowerment, not control. For us, metrics should help teams understand what matters and give them confidence – not make them feel watched or judged.”**

**Trudie Fell**, Chief Executive Officer, BelleVie Care

BelleVie’s approach to performance measurement prioritises outcomes over bureaucracy, using a dynamic framework that aligns every action with its vision for person-centred care and empowered, self-managing teams.

- **Outcome-focused framework** – BelleVie rejects rigid key performance indicators and task-based compliance, instead adopting a system that measures impact on quality of life, team empowerment and operational sustainability rather than time or task completion.
- **Objectives and key results methodology adapted for care** – Inspired by Google’s Objectives and Key Results (OKRs), BelleVie’s Leadership Circle uses OKRs to ensure every goal connects to three overarching objectives and overall vision of building a society where everyone in the care ecosystem is valued and supported.
- **Quarterly cadence for agility** – Initiatives using OKRs are set on a three-month cycle to reflect the dynamic nature of care environments, enabling rapid adjustments to changing needs, regulations and team priorities without losing long-term focus.
- **Clear, measurable key results** – Each initiative using OKRs is supported by tangible indicators of success, such as improving Net Promoter Scores or reducing response times for care adjustments, providing clarity without micromanagement. The Net Promoter Score is a simple customer-feedback metric used to measure customer loyalty and how likely people are to recommend a product, service or organisation to others.
- **Alignment and shared ownership** – OKRs create transparency across the organisation, helping every team member understand how their work contributes to collective goals and reinforcing a culture of accountability and collaboration.
- **Balance of structure and autonomy** – OKRs complement BelleVie’s distributed decision-making model, offering clarity on what success looks like while leaving teams free to decide how to achieve objectives in unpredictable care settings.

# Measuring productivity and outcomes

BelleVie balances financial sustainability with social impact, using metrics that measure both operational resilience and the real difference its model makes to people's lives. Accountability is designed to empower, not intimidate.

- **Financial resilience** – Revenue, gross profit and cash flow are monitored to ensure stability and growth, providing the foundation for BelleVie's ability to deliver consistent, high-quality care without compromising its values.
- **Quality-of-life outcomes** – Using the Adult Social Care Outcomes Toolkit (ASCOT) developed with Kent University, BelleVie measures wellbeing and independence, moving beyond task-based indicators like visit length to focus on what truly matters to supported individuals.
- **Family and client satisfaction** – Net Promoter Score surveys benchmark trust and loyalty, applying a widely recognised metric from other sectors to reinforce BelleVie's ambition to be a great organisation, and not just a compliant provider.
- **Productivity with purpose** – The 'Magic Number' tracks the proportion of paid time that wellbeing support workers spend delivering meaningful care – or, as a wellbeing support worker described it in an early co-design session, "doing our magic". This measure reflects BelleVie's ethos of empowerment and frontline ownership.
- **Collaborative target-setting** – Progress reviews focus on learning and improvement rather than judgment, balancing structure with autonomy to create a culture where accountability drives innovation and better outcomes for those who matter most.

**“When measures come from the people doing the work, they feel meaningful and supportive rather than imposed. It's a way of saying: ‘Here's how we know we're making a difference together’ and not ‘Here's how we're checking up on you.’”**

**Trudie Fell**, Chief Executive Officer, BelleVie Care

# Maintaining quality

BelleVie maintains quality through continuous oversight, open communication and structured processes that keep care safe, responsive and person-centred.

- **Family engagement through real-time feedback** – The family chat app provides an immediate channel for relatives to share concerns or compliments, enabling prompt responses and reinforcing trust and transparency.
- **Annual satisfaction surveys** – Broader insights from families and individuals highlight strengths and areas for improvement, ensuring quality assurance extends beyond daily interactions.
- **Regular audits by wellbeing leads** – Care plans, visit notes and medication records are reviewed for accuracy, completeness and compliance with regulatory standards.
- **Practice observations in clients' homes** – Seeing care delivered firsthand offers deeper understanding and identifies opportunities for coaching and development.
- **Active participation in team meetings** – Wellbeing leads observe planning and problem-solving, ensuring self-managing circles remain aligned with BelleVie's values and operational standards
- **Integrated feedback and audit mechanisms** – Combining qualitative insights with quantitative data creates a robust framework for continuous improvement and person-centred care.





## Key decisions

Here is a summary of the key decisions that made a difference in BelleVie's governance and implementation:

- BelleVie embedded servant leadership and distributed decision-making to replace traditional hierarchies and empower frontline teams.
- The board was positioned as a collaborative partner focused on strategic guidance and emotional support rather than directive control.
- BelleVie implemented outcome-focused measurement frameworks to align performance with purpose.
- Confirmation practices were introduced in place of traditional line-manager 1:1s, creating a strengths-based, reflective space that reinforces shared accountability and values-led practice.

## Key learning

Empowerment and clarity are critical for sustaining a values-led governance model that balances autonomy with accountability.

- **Servant leadership requires discipline** – To preserve trust and autonomy, leaders must resist reverting to control during high-pressure situations.
- **Emotional support strengthens resilience** – Boards that provide reassurance alongside technical expertise reduce isolation and sustain confidence during challenges.
- **Metrics should empower, not intimidate** – Co-designed measures and transparent OKRs foster ownership and continuous improvement rather than surveillance.
- **Collaborative reviews drive innovation** – Peer-based reflection and shared accountability outperform traditional appraisal systems in dynamic care environments.



**“The hardest part is allowing teams to come up with the answer themselves. Even when you think you know the solution, it sticks far better if they’ve designed it collaboratively.”**

**Sally Bridgeland, Chair, BelleVie Care**

## Recommendations

You can download a checklist of practical recommendations inspired by BelleVie’s approach.