

Involving key stakeholders



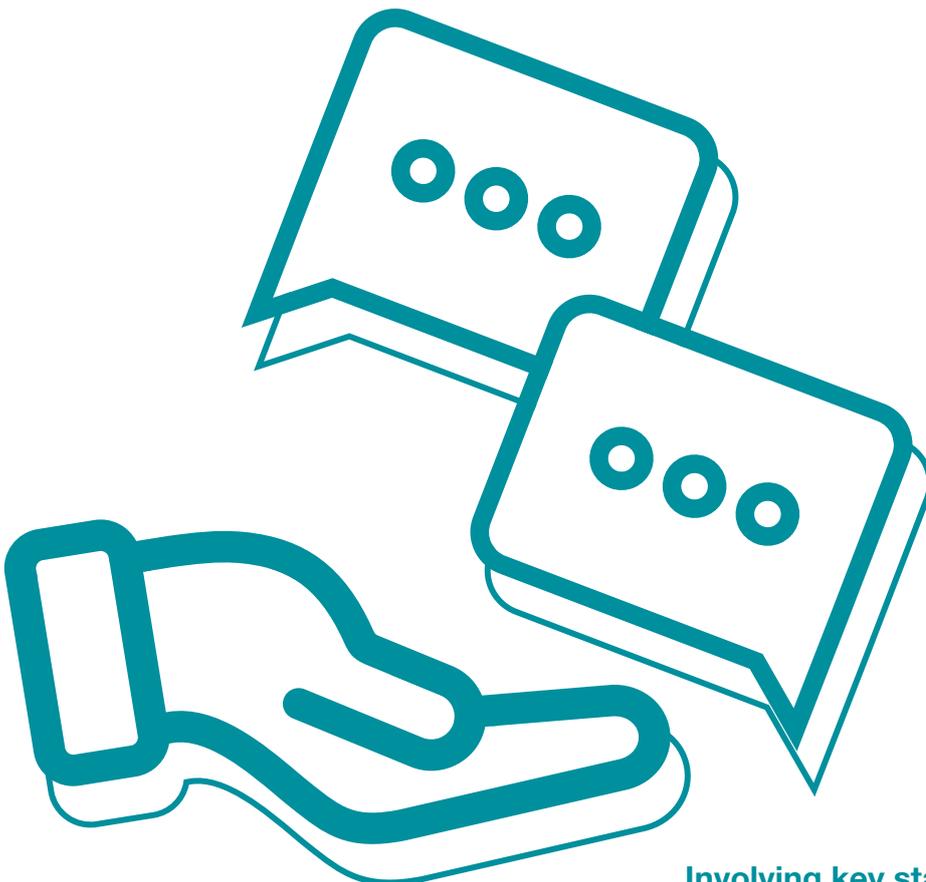
This section outlines BelleVie Care's approach to involving key stakeholders in shaping a values-led care model, detailing engagement strategies, collaborative decision-making, governance structures and mechanisms for maintaining alignment with mission.

BelleVie prioritised stakeholder involvement from the outset, ensuring that care professionals, community partners and investors shared ownership of the vision.

Engagement focused on co-design workshops, transparent communication and feedback loops to embed autonomy and trust. Governance frameworks and mission-protection measures safeguarded purpose while enabling flexibility. Strategic partnerships and values-driven recruitment reinforced cultural integrity and resilience throughout growth.

This section is split into the following topics:

- benefitting from internal stakeholders
- benefitting from external stakeholders
- key decisions, key learning and recommendations.



Benefitting from internal stakeholders

“We’ve never believed in designing behind closed doors. From the very beginning we’ve made it a priority to involve the people who live and breathe the realities of care – our frontline teams, the older adults we support and the commissioners who shape local services. Their insights aren’t just helpful – they’re essential. Whether we’re developing a new feature in our tech platform or refining our care model, we go back to the people it’s meant to serve. That’s how we stay grounded, responsive and genuinely useful. It’s not just consultation – it’s co-creation.”

Trudie Fell, Chief Executive Officer, BelleVie Care

BelleVie Care’s success is rooted in its belief that those closest to the person receiving care – wellbeing support workers, individuals and families – are the most important stakeholders. Engagement is not a one-off exercise but a continuous cycle of collaboration and empowerment.

- **Co-design from the outset** – BelleVie’s vision, mission and values were shaped collaboratively through workshops, mood boards and open dialogue, ensuring frontline teams and families influenced language, priorities and operating principles from the very beginning.
- **Distributed decision-making** – Using the Advice Process (a simple decision-making method where any team member can make a decision by first seeking input from those affected and from relevant experts) teams act with agility and ownership while avoiding hierarchical bottlenecks, strengthening trust and accountability.
- **Empowered frontline voices** – Self-managing teams actively shape operational policies, such as cancellation procedures and welcome packs, based on lived experience, ensuring decisions reflect real-world care delivery rather than top-down assumptions.
- **Embedded collaboration** – Weekly team meetings in local venues provide space for problem-solving and reflective practice, strengthening community ties and embedding decision-making into everyday routines rather than being conducted as isolated corporate processes.
- **Continuous feedback loop** – Frontline colleagues and family insights drive ongoing improvements, from refining policies to enhancing care experiences, ensuring everyone feels heard, valued and empowered, ultimately improving care quality and retention.

Benefitting from external stakeholders

BelleVie's transformation has been accelerated by strategic engagement with external stakeholders, ensuring innovation is balanced with compliance, sustainability and sector-wide learning.

Partnerships with organisations such as the Care Workers' Charity, multiple universities (including Kent, Sheffield, Newcastle, Birmingham, Leeds and Northumbria) and Cowheels – a social enterprise EV leasing firm – provide expertise, advocacy and practical resources. Together, these collaborations strengthen BelleVie's ability to scale a personcentred care model and contribute to wider system improvement.

- **Regulatory collaboration** – Early engagement with the Care Quality Commission ensured BelleVie's non-hierarchical model met compliance standards, redefining roles like wellbeing support leader to balance innovation with accountability and regulatory confidence.
- **Peer learning and resilience** – Partnerships with other care providers experimenting with similar models enabled shared insights on financial planning, team dynamics and operational challenges, including joint initiatives to preserve jobs and strengthen organisational capacity.
- **Mission-aligned investment** – BelleVie sought investors who shared its social impact goals, such as the Joseph Rowntree Foundation, embedding Real Living Wage clauses into agreements to ensure funding supports fairness and ethical employment practices.
- **Cross-sector inspiration** – Drawing on agile principles from technology companies like Spotify, BelleVie adapted distributed decision-making and iterative improvement to care, informing its operating model and bespoke technology platform, which underpins autonomy and service quality.
- **Community engagement** – Hosting team meetings in local venues and maintaining open communication with families strengthens trust, visibility and community ties, ensuring BelleVie remains responsive to societal expectations and local needs.

“Having the Joseph Rowntree Foundation on our cap table is more than just a badge of honour – it's a signal that our values are embedded in our business. They didn't just invest, but actively pushed us to go further in our commitment to equitable pay. When they asked to include a clause about the Real Living Wage, it wasn't a negotiation – it was a shared principle. That kind of partnership reinforces our mission and ensures accountability at every level.”

Trudie Fell, Chief Executive Officer, BelleVie Care



Key decisions

Here is a summary of the key decisions that made a difference in BelleVie's approach to stakeholder engagement:

- BelleVie established governance structures to ensure stakeholder voices are embedded in decision-making and mission integrity is maintained.
- The organisation created engagement mechanisms such as co-design workshops and feedback loops to involve care professionals, partners and investors in shaping the model.
- Mission-aligned partners and advisors were selected to reinforce cultural values and provide resilience during growth.

Key learning

Involving stakeholders early and consistently is essential for building a resilient, values-led care model that balances innovation with trust and compliance.

- **Co-creation drives relevance** – Engaging frontline teams and families from the outset ensures the care model reflects real-world needs rather than top-down assumptions.
- **Distributed decision-making fosters agility** – Empowering teams through the Advice Process builds trust and responsiveness without hierarchical bottlenecks.
- **Continuous feedback sustains improvement** – Regular loops with colleagues and families embed adaptability and enhance care quality over time.
- **External partnerships strengthen resilience** – Collaborating with regulators, peer providers and mission-aligned investors provides expertise and safeguards compliance while supporting growth.
- **Cultural integrity underpins scalability** – Values-driven recruitment and governance frameworks maintain alignment with purpose during expansion.
- **Cross-sector learning accelerates innovation** – Adapting principles from other industries (e.g. agile methods) informs operational design and technology development.

Recommendations

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