

# Recommendations



## Practical approach toolkit: Empowering self-managing teams

These recommendations draw on BelleVie Care's experience and wider sector best practice. They show how thoughtful planning, values-led design and phased implementation can improve care delivery while protecting quality and sustainability. Each recommendation includes practical actions, with links to the relevant building blocks for deeper context. The insights blend strategic, operational and cultural learning and can be adapted by any provider preparing for change in adult social care.

Before starting detailed planning, take time to understand your organisation's current culture, purpose and readiness for change. Consider what supports or hinders progress and how staff experience the existing culture. This cultural grounding will guide your decisions and ensure operational changes are authentic and sustainable.

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

| Planning and preparing  | Yes | No | N/A |
|---|-----|----|-----|
| <p>Clarify your organisation's purpose and the case for change, grounding it in lived experience, organisational values and what your colleagues and users say matters most:</p> <ul style="list-style-type: none"><li>■ Conduct frontline colleague surveys and exit interviews to identify pain points such as culture, trust, feeling valued and morale.</li><li>■ Analyse internal performance data (e.g. outcomes that matter to the individual being supported, employee satisfaction and retention) to highlight ineffective practice.</li><li>■ Use qualitative insights from care workers and families to articulate your narrative for reform based on what matters to your workforce and the people you support.</li><li>■ Co-produce a clear, authentic purpose (your 'North Star') that guides decision-making, cultural expectations and future implementation.</li></ul> |     |    |     |
| Action  |     |    |     |

| Planning and preparing  | Yes | No | N/A |
|---|-----|----|-----|
| <p>Explore global and domestic examples to identify best practices and lessons learned before designing your own approach:</p> <ul style="list-style-type: none"> <li>■ Study proven models to understand principles of autonomy, decentralisation, self-managing teams, 'teal' organisations and outcome-based, person-centred care.</li> <li>■ Analyse pilots and sector reports to uncover operational challenges and financial sustainability risks.</li> <li>■ Document insights and adapt them to your local context, capturing data ranging from inspiring stories through to regulatory compatibility.</li> </ul> |     |    |     |
| Action  |     |    |     |
|   |     |    |     |

| Planning and preparing  | Yes | No | N/A |
|---|-----|----|-----|
| <p>Build relationships with thought leaders, innovators and peer organisations to learn from their successes and challenges:</p> <ul style="list-style-type: none"> <li>■ Attend industry events, webinars and conferences to gain insights into emerging care models and trends.</li> <li>■ Join collaborative forums or working groups to exchange ideas and benchmark practices.</li> <li>■ Use these networks to identify potential partners, advisors and funding opportunities that align with your mission.</li> </ul> |     |    |     |

**Action**

| Planning and preparing  | Yes | No | N/A |
|---|-----|----|-----|
| <p>Co-create shared understanding of your current culture and how it supports or blocks the change you want to make:</p> <ul style="list-style-type: none"> <li>■ Use facilitated discussions, reflective sessions or values-mapping exercises.</li> <li>■ Explore what behaviours people want more of, and which old patterns need to be let go.</li> <li>■ Ensure this collective insight shapes later recommendations on stewardship (sometimes referred to as governance), teams and outcomes.</li> </ul> |     |    |     |

## Action

| Planning and preparing   | Yes | No | N/A |
|--|-----|----|-----|
| <p>Co-design plans that reflect your mission and focus on care outcomes, workforce wellbeing and financial sustainability:</p> <ul style="list-style-type: none"> <li>■ Adopt models where strategic goals can be co-designed and shared.</li> <li>■ Use values-based messaging in all internal and external communications to evolve your culture.</li> </ul> |     |    |     |

## Action

| Planning and preparing  | Yes | No | N/A |
|---|-----|----|-----|
| <p>Validate demand and expectations before committing to a new care model or pricing structure:</p> <ul style="list-style-type: none"> <li>■ Conduct interviews and surveys with families, care workers and community stakeholders to understand priorities.</li> <li>■ Explore willingness to pay for innovative models to ensure financial viability.</li> <li>■ Use findings to refine messaging, service design and operational plans for better adoption and trust.</li> </ul> |     |    |     |

**Action**

| Planning and preparing   | Yes | No | N/A |
|--|-----|----|-----|
| <p>Engage colleagues at all levels to create shared ownership and embed cultural transformation from the outset:</p> <ul style="list-style-type: none"> <li>■ Make outputs visible in daily operations, training and performance reviews.</li> <li>■ Create mechanisms for all colleagues to hold leadership accountable.</li> </ul> |     |    |     |
| Action   |     |    |     |
|  |     |    |     |

| Planning and preparing  | Yes | No | N/A |
|---|-----|----|-----|
| <p>Map potential risks and develop mitigation strategies to protect mission integrity and operational resilience:</p> <ul style="list-style-type: none"> <li>■ Address risks such as commissioner resistance, all income concerns from colleagues, and technology gaps.</li> <li>■ Offer transparent updates and one-to-one support during transitions to new models.</li> <li>■ Build contingency into funding agreements to maintain income continuity during disruptions.</li> </ul> |     |    |     |

**Action**

| Planning and preparing   | Yes | No | N/A |
|--|-----|----|-----|
| <p>Validate the viability of your model through detailed forecasting and stress-testing before implementation:</p> <ul style="list-style-type: none"> <li>■ Model different structures, team sizes and pricing strategies to ensure sustainability and fairness.</li> <li>■ Use demographic and workforce data to identify regions with favourable conditions for launch.</li> <li>■ Build contingency scenarios for unexpected events (e.g. economic shifts, public health crises) to maintain resilience.</li> </ul> |     |    |     |

## Action

| Planning and preparing   | Yes | No | N/A |
|--|-----|----|-----|
| <p>Ask whether your workforce and leadership are prepared for a values-led, self-managing model before implementation:</p> <ul style="list-style-type: none"> <li>■ Use personality and values-based assessments to identify individuals suited to autonomy and collaboration.</li> <li>■ Run workshops and scenario-based exercises to gauge adaptability and build confidence in new ways of working.</li> <li>■ Provide early coaching and communication to reduce anxiety and foster trust in the change process.</li> </ul> |     |    |     |

**Action**

| Planning and preparing   | Yes | No | N/A |
|--|-----|----|-----|
| <p>Plan implementation in stages to allow reflection, adaptation and continuous improvement:</p> <ul style="list-style-type: none"> <li>■ Consider a pilot in one area first.</li> <li>■ Consider an internal application process and/or secondments as a way to recruit into self-managing teams.</li> <li>■ Begin with foundational changes – behaviour and culture, bringing the vision to life through storytelling – before operational roll outs.</li> <li>■ Consider what needs to change to enable the first movers, including technology setup, onboarding and coaching, process change, testing and learning.</li> </ul> |     |    |     |
| Action   |     |    |     |
|  |     |    |     |

## Further support

- [Adult Social Care Workforce Data Set \(ASC-WDS\)/Workforce Intelligence reports](#) – use workforce data to evidence the case for change, benchmark your performance with others (e.g., how retention rates compare) and identify issues, opportunities and risks.
- [A positive culture toolkit for adult social care](#) – offer frameworks for staff-led mission, vision and values development, supporting cultural change and engagement during pilots and phased roll outs.
- [Leadership programmes and CPD](#) – build leadership skills to manage change, assess risks and engage stakeholders, strengthening trust with commissioners and partners.