

# 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 values-led recruitment, cultural onboarding and continuous development can sustain a self-managing care model. 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 workforce capability and retention in adult social care.

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

Workforce	Yes	No	N/A
<b>Recruitment</b>  Create teams with a mix of experienced professionals and newcomers to care for resilience and innovation: <ul style="list-style-type: none"><li>■ Aim for approximately 50% new to care recruits to avoid hierarchical behaviours and foster fresh perspectives.</li><li>■ Pair experienced colleagues with newcomers during onboarding to support confidence building and knowledge-sharing.</li><li>■ Monitor team dynamics and adjust recruitment strategies to maintain balance over time.</li></ul>			
<b>Action</b>			

Workforce	Yes	No	N/A
<p>Combine digital reach with grassroots engagement to attract local, values-driven talent:</p> <ul style="list-style-type: none"> <li>■ Use job boards alongside social media campaigns and community outreach.</li> <li>■ Partner with colleges, job centres and local groups to widen access and attract under represented demographics.</li> <li>■ Share authentic front line colleague stories and videos to demystify care roles and showcase organisational culture.</li> </ul>			

**Action**

Workforce	Yes	No	N/A
<p>Prioritise empathy, adaptability and collaboration over formal qualifications or prior care experience:</p> <ul style="list-style-type: none"> <li>■ Use values based assessments and personality surveys to evaluate alignment with the organisational ethos.</li> <li>■ Communicate clearly that self management involves responsibility and accountability, not just flexibility.</li> <li>■ Empower existing care workers to make decisions on who is or is not hired.</li> </ul>			

**Action**

Workforce	Yes	No	N/A
<p>Ensure candidates understand and can adapt to autonomy and accountability before hiring:</p> <ul style="list-style-type: none"> <li>■ Use scenario-based exercises to simulate rota planning, problem-solving and decision-making.</li> <li>■ Include group activities during workshops to assess collaboration and communication skills.</li> <li>■ Clearly explain expectations around responsibility for annual leave, sickness cover and rota management.</li> </ul>			

**Action**

Workforce	Yes	No	N/A
<p><b>Development</b></p> <p>Go beyond compliance by embedding autonomy, personal responsibility, accountability and person-centred care from day one:</p> <ul style="list-style-type: none"> <li>■ Introduce frameworks for self-management, such as weekly team meetings, buddy systems and rota-planning exercises.</li> <li>■ Include compassionate communication training to equip staff for constructive peer dialogue and conflict resolution.</li> <li>■ Co-design inclusive development and training for neurodiverse colleagues to create practices that are more effective for everyone.</li> <li>■ Blend eLearning, classroom sessions and shadowing to provide both flexibility and real-world experience. Overall, trust and value your care workers.</li> </ul>			
<b>Action</b>			

Workforce	Yes	No	N/A
<p>Support progression and specialist skills to retain talent and sustain engagement:</p> <ul style="list-style-type: none"> <li>■ Offer apprenticeships and diplomas that support colleagues' passions and aspirations, adapted to your chosen model of care.</li> <li>■ Deliver specialist training and delegated healthcare tasks to meet complex needs.</li> <li>■ Hold career conversations at key milestones and adapt roles to individual strengths and aspirations.</li> <li>■ Support colleagues to view themselves as the professionals they are through membership of national bodies and/or voluntary registration databases, such as the National Association of Care and Support Workers (NACAS).</li> </ul>			
Action			

Workforce	Yes	No	N/A
<p>Replace traditional management with structured coaching and collaborative responsible practice.</p> <ul style="list-style-type: none"> <li>■ Use practice coaches to guide teams without eroding autonomy, focusing on problem solving and confidence building.</li> <li>■ Implement monthly confirmation practices as peer led appraisals to reinforce learning and cultural alignment.</li> <li>■ Replace conventional performance management with peer to peer reflection methods, such as confirmation practices, to help people focus on what really matters.</li> <li>■ Maintain weekly team meetings as non-negotiable spaces for planning, reflection and shared leadership. Adopt a servant leadership philosophy.</li> </ul>			
Action			

Workforce	Yes	No	N/A
<p>Support frontline colleagues in managing the emotional demands of care, especially end of life and complex cases:</p> <ul style="list-style-type: none"> <li>■ Provide mental health first aiders and access to wellbeing sessions.</li> <li>■ Offer debrief opportunities after challenging visits or bereavements to prevent burnout.</li> <li>■ Train teams in compassionate communication to handle sensitive conversations constructively.</li> </ul>			

**Action**

Workforce	Yes	No	N/A
<p>Prevent stagnation and strengthen engagement by allowing frontline colleagues to experience different responsibilities:</p> <ul style="list-style-type: none"> <li>■ Rotate roles such as rota champion, recruitment lead and meeting facilitator every few months.</li> <li>■ Encourage frontline colleagues to volunteer for specialist tasks (e.g. delegated healthcare tasks) to build confidence and skills.</li> <li>■ Use rotation as a development tool to identify future leaders and broaden team capability.</li> </ul>			

Action
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Workforce	Yes	No	N/A
<p>Build internal expertise to reduce reliance on external trainers and improve responsiveness:</p> <ul style="list-style-type: none"> <li>■ Use champions to deliver in-house training and mentor peers during challenging cases.</li> <li>■ Recognise specialist roles formally to reinforce career progression and retention.</li> </ul>			

**Action**

Workforce	Yes	No	N/A
<p><b>Retention</b></p> <p>Adopt transparent pay practices that value colleagues' time and reduce financial stress:</p> <ul style="list-style-type: none"> <li>■ Pay for full shifts, including travel and waiting time, to compete with other sectors and improve retention.</li> <li>■ Maintain Real Living Wage accreditation and predictable monthly payroll cycles for stability.</li> <li>■ Use technology-enabled payroll systems to ensure accuracy and trust.</li> </ul>			
<b>Action</b>			

Workforce	Yes	No	N/A
<p>Foster belonging and resilience through structured support and meaningful appreciation:</p> <ul style="list-style-type: none"> <li>■ Celebrate achievements through peer-nominated awards, recognition events and internal storytelling.</li> <li>■ Use feedback loops and wellbeing calls during onboarding to address concerns early and build trust.</li> </ul>			

**Action**

Workforce	Yes	No	N/A
<p>Track retention, satisfaction and development to inform strategy and continuous improvement:</p> <ul style="list-style-type: none"> <li>■ Use dashboards to monitor service length, exit reasons and engagement trends across teams.</li> <li>■ Conduct honest exit interviews and have the humility to learn from them.</li> <li>■ Analyse data by location and demographic to identify hotspots and tailor interventions.</li> </ul>			

**Action**

## Further support

- [Recruitment support](#) – access tools and guidance for values-based recruitment and widening applicant reach.
- [Community – Asset and strength-based approaches](#) – build local partnerships and attract community-based applicants.
- [Induction](#) – use these resources to deliver structured onboarding aligned with organisational values and quality standards.
- [Care Certificate standards](#) – ensure consistent foundational training for new care staff.
- [Developing your workforce](#) – tailor learning plans and access development pathways for all staff.
- [The Care Workforce Pathway](#) – develop your workforce with clear roles and career progression.
- [Learning and development funding for adult social care](#) – secure funding to support training and career progression.
- [Manager induction standards: Supporting and developing teams](#) – strengthen team leadership and supervision.
- [Supervision](#) – guidance for embedding effective supervision practices to support staff wellbeing and performance.
- [Wellbeing](#) – promote staff wellbeing through practical tools and resources.