



This section outlines BelleVie Care's workforce strategy, showing how values-led recruitment, cultural onboarding and ongoing development sustain its self-managing model. It covers attracting diverse talent, supporting autonomy through clear frameworks and embedding wellbeing as a core principle.

BelleVie prioritises mindset over credentials, blending local recruitment with transparent processes to attract individuals aligned with its ethos. Induction goes beyond compliance, introducing frameworks that enable autonomy without sacrificing accountability.

Ongoing coaching, buddy systems and wellbeing initiatives reinforce resilience, while equitable pay and recognition strengthen retention. This workforce model demonstrates how empowerment and structure can coexist to deliver person-centred care.

In this toolkit, coaching refers to a supportive, developmental approach that helps colleagues build confidence, strengthen decision making and apply self management principles in practice. Coaching focuses on guiding reflection and problem solving rather than directing tasks, complementing the wider frameworks that enable autonomy.

“Values-led recruitment is worth it. It gives clarity on cultural fit and confidence in delivering person-centred care, while helping candidates understand BelleVie's ethos before joining.”

Tom Deaville, Recruitment and Retention Lead, BelleVie Care

This section is split into the following topics:

- recruiting 50% new to care
- recruitment channels to attract local talent
- recruiting process to secure the right values
- onboarding and induction
- growing skills and building careers
- supporting the workforce
- outcomes-focused care
- structuring the frontline
- effective teamworking
- retention through equitable pay, wellbeing and recognition
- key decisions, key learning and recommendations.

Recruiting 50% new to care

BelleVie Care builds a workforce that blends experience with fresh perspectives, using an approach to sustain autonomy and person-centred care.

- **Balanced workforce composition** – Teams combine approximately 50% experienced care professionals with 50% new to care, avoiding hierarchical behaviours while ensuring confidence in complex situations.
- **Addressing sector challenges** – Expanding beyond traditional recruitment channels creates a sustainable talent pipeline amid rising demand and a shrinking pool of experienced care workers.
- **Fostering diversity and leadership** – This approach not only broadens access but also builds a workforce rich in perspectives, strengthening innovation and developing future leaders within the sector.

“We’re proud that around 45% of our support workers were new to care before joining us, and our internal target is roughly 50% to keep a balanced mix of experience and fresh perspectives.”

Tom Deaville, Recruitment and Retention Lead, BelleVie Care

Recruitment channels to attract local talent

BelleVie Care combines digital reach with grassroots engagement and local recruitment to attract a diverse, values-driven workforce aligned with its community-focused ethos.

- **Multi-layered recruitment strategy** – Job boards such as Indeed, Adzuna and the government’s Find a Job portal remain the most effective, accounting for 70–80% of hires, while BelleVie diversifies channels to build long-term awareness.
- **Social media and community outreach** – Supports targeted advertising and engagement, complemented by grassroots activities like leaflet drops, college talks and presentations to local groups to reach varied demographics.
- **Visibility through events** – Job fairs and university events rarely yield immediate hires but are vital for brand awareness and creating a future talent pipeline, especially in areas where recruitment is challenging.
- **Local recruitment as a cornerstone** – Small, self-managed teams operate within neighbourhoods, reducing travel time, strengthening community ties and improving cultural alignment, with some teams working on foot or by bike to enhance sustainability.

- **Demystifying care roles** – Blogs, videos and authentic stories clarify tasks such as personal care, reducing misconceptions and helping candidates visualise themselves in the role.
- **Human-centred job adverts** – Clear, jargon-free language emphasises connection, flexibility, full-shift pay and development opportunities, making roles attractive and accessible to those facing barriers in traditional employment.

Recruiting process to secure the right values

“Teams are self-managing and empowered to make decisions, including recruitment. They organise shadow shifts, provide feedback and collectively decide if a candidate fits, ensuring strong collaboration and shared responsibility from the start.”

Tom Deaville, Recruitment and Retention Lead, BelleVie Care

BelleVie Care recruits for mindset and cultural alignment, using a structured, values-led process to ensure cultural fit and readiness for its self-managing, person-centred model built on trust and autonomy.

- **Prioritising values over experience and qualifications** – Recruitment focuses on empathy, adaptability, collaboration, reliability and a genuine desire to make a difference – recognising that practical skills can be taught, but attitudes and mindset are intrinsic.
- **Embedding BelleVie’s own core values** – Live Life Well, Close Communities, Challenging the Status Quo and Integrity guide recruitment and onboarding, ensuring alignment with BelleVie’s ethos.
- **Initial engagement** – The process begins with an informal conversation to build rapport, explain BelleVie’s distinctive approach and reduce candidate anxiety by setting clear expectations early.
- **Values and personality assessment** – Candidates complete a survey based on psychological frameworks to evaluate adaptability, autonomy and ability to collaborate, while identifying preferences around hierarchy and decision-making.
- **Scenario-based workshops** – Interactive sessions simulate real care situations, revealing problem-solving, teamwork and interpersonal skills that traditional interviews often fail to capture.
- **Pre-offer shadow shift** – Candidates work alongside wellbeing support workers in real settings, providing a realistic job preview and enabling teams, not managers, to make the final hiring decision.
- **Collaborative decision-making** – Feedback from shadow shifts is collected via a simple form, and frontline colleagues collectively decide on recruitment, reinforcing BelleVie’s commitment to empowerment and shared accountability.

- **Transparency and cultural alignment** – By embedding values at every stage and offering realistic previews, BelleVie reduces early attrition and ensures recruits are prepared for autonomy and person-centred care.

“We’ve always believed that the right people aren’t just skilled – they’re values-driven. That’s why our recruitment focuses on empathy, collaboration and a genuine desire to make a difference. We’re building a team that cares deeply, not just professionally but personally.”

Trudie Fell, Chief Executive Officer, BelleVie Care

Onboarding and induction

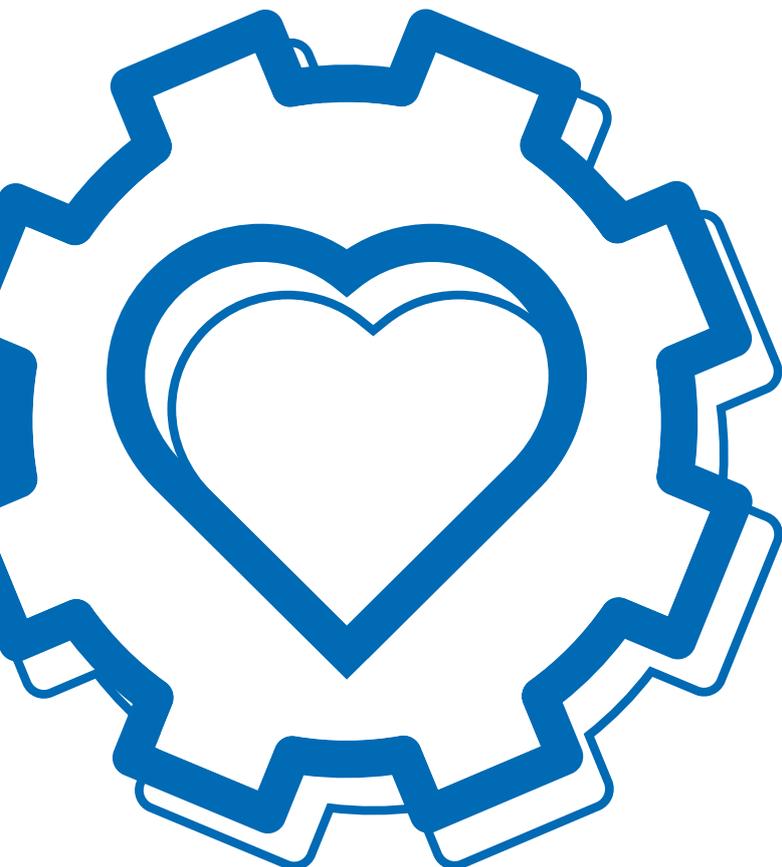
“Culture starts at induction. We set the scene straight away – how we expect visit notes to be written, how compassionate communication works and what roles exist within teams. It’s about embedding our way of working early.”

Emma Pithers, Wellbeing Lead, BelleVie Care

BelleVie’s induction combines values-driven content, practical tools and ongoing support to prepare teams for autonomy and person-centred care.

- **Onboarding readiness checks** – Practical exercises during induction, such as rota planning and managing leave, test accountability and decision-making skills essential for thriving in a self-managing environment.
- **Cultural immersion from day one** – Induction introduces BelleVie’s mission, ethos and practical tools like Slack, alongside creating one-page profiles to personalise care.
- **Comprehensive training** – Mandatory modules cover safeguarding and the Mental Capacity Act 2005, as well as first aid and moving and handling, complemented by wellbeing initiatives and mental health support.
- **Flexible, blended delivery** – Monthly online sessions, e-learning and face-to-face components combine theory with shadowing for real-world experience.
- **Frameworks for autonomy** – Weekly team meetings, buddy systems, confirmation practices and role distribution act as safeguards, ensuring consistency without hierarchical oversight.

- **Compassionate communication training** – Frontline colleagues are equipped with techniques to handle difficult conversations constructively, reducing tension within teams, avoiding escalation and maintaining trust without reliance on managerial intervention.
- **Extended support during probation** – Progress is tracked through Care Certificate-aligned workbooks, with timelines adapted to individual learning needs.
- **Continuous cultural reinforcement** – Six-monthly team reviews, annual check-ins and ongoing coaching sustain BelleVie’s principles and prevent drift during challenges.
- **Confidence-led shadowing and early support** – New recruits progress to independent visits only when they feel ready, supported by frequent, informal feedback during shadowing and early shifts to build confidence and prevent anyone being ‘thrown in at the deep end’.
- **Self-sustaining coaching culture** – Reflective practices and peer learning embed collaboration and shared leadership as second nature. A practice coach role ensures that recruits understand the principles of self-management and have progressed sufficiently before completing probation.
- **One-month check-in focus** – BelleVie reviews new frontline experience across key areas: recruitment and onboarding quality, induction effectiveness, confidence with technology and systems, clarity on role and responsibilities, understanding of self-managed team working, cover arrangements, payroll, reporting processes and awareness of wellbeing support, and invites any additional feedback or questions.



Growing skills and building careers

“I had far more training at BelleVie than at my previous company. The shadowing was brilliant – you only start working alone when you feel comfortable.”

Kelly Towns, Wellbeing Support Worker, BelleVie Care

BelleVie builds a skilled, confident workforce through layered training, specialist knowledge and clear career pathways that support autonomy and person-centred care.

- **Foundational training** – Mandatory modules cover safeguarding and the Mental Capacity Act 2005, as well as first aid and safe moving and handling, delivered via blended e-learning and practical sessions for real-world application.
- **Specialist knowledge** – Targeted training, such as Parkinson’s and dementia care, delivered with expert partners ensures personalised, responsive support for complex needs.
- **Delegated healthcare activities** – Internal trainers enable quick onboarding for medication and clinical procedures, reducing reliance on external providers and improving responsiveness.
- **Career development** – Diplomas and flexible study options create progression opportunities, while apprenticeships attract those new to care and younger candidates seeking structured growth.
- **Innovating for self-management** – BelleVie purposely commissions apprenticeship providers who are willing to develop frameworks adapted around their non-hierarchical model, using coaching and peer support instead of traditional managerial oversight.
- **Building internal capability** – Increasing in-house training capacity strengthens resilience and speeds onboarding for complex cases, complementing external expertise when required.

Supporting the workforce

BelleVie's support structure replaces hierarchy with coaching, peer accountability and continuous cultural reinforcement, ensuring autonomy without compromising quality or compliance. Crucially, there is always support available when 'lone working'.

- **Coaching over management** – Teams are supported by coaches and wellbeing leads, colleagues in higher-level positions who guide, remove obstacles and maintain accountability without eroding autonomy.
- **Leadership circle for strategy** – Central functions like payroll, finance and marketing are managed collectively, reducing spend on administrative roles, allowing BelleVie to spend more on recruiting more frontline colleagues and focus on care delivery.
- **Peer-to-peer supervision** – Buddy meetings replace traditional oversight, creating space for reflection, constructive challenge and feedback in a non-judgmental environment to strengthen accountability and learning.
- **Confirmation practices** – Monthly confirmation practices act as peer appraisals to identify strengths and areas for improvement. Wellbeing support workers use an app to reflect and score themselves on different aspects of the care they provide, committing to further development where needed.
- **Continuous learning** – Wellbeing support workers are supported by regular buddy meetings and weekly team sessions, and take on defined roles such as rota champions and meeting co-ordinators to reinforce self-management.
- **Structured cultural reinforcement** – Six-monthly team reviews and annual individual check-ins realign teams with BelleVie's principles, supported by proactive coaching during challenges.
- **Continuous dialogue** – Reflective practice and peer support embed collaboration and shared responsibility, creating a culture of trust and professional growth.
- **Consistent coaching availability** – Coaches make themselves reachable daily and share weekend on-call duties, ensuring teams always have access to expert support during incidents or emergencies, reinforcing confidence in autonomous decision-making.
- **Real-time problem-solving through Slack** – Teams co-ordinate flexibly via Slack to redistribute tasks such as shopping, last-minute cover or client support, strengthening teamwork and reducing pressure on individuals.

“Even though we’re self-managed, you’re never on your own. Coaches are always there – weekdays, weekends, emergencies. Just knowing someone will answer the phone gives you real reassurance.”

Ann-Marie Allan, Wellbeing Support Worker, BelleVie Care

Outcomes-focused care

“I want to stay in one area and build real relationships. Some people don’t have a support network. Our clients see us like friends or even family.”

Kelly Towns, Wellbeing Support Worker, BelleVie Care

Through training, BelleVie Care integrates the Adult Social Care Outcomes Toolkit (ASCOT) into care planning and reviews, shifting from task-based delivery to outcomes-focused support that improves quality of life.

- **Purpose of ASCOT** – Assesses the quality of life of people needing care and support across eight domains, from basic needs to autonomy and social participation, ensuring care plans reflect what matters most to individuals.
- **Embedding outcomes in planning** – Before identifying tasks, every care plan begins with desired outcomes, such as independence or control, and is supported by BelleVie’s bespoke technology platform.
- **Transforming care delivery** – Moves beyond routine tasks to personalised interventions that enhance wellbeing, empowering teams to tailor visits for meaningful impact.
- **Evidence and learning** – Regular reviews compare current quality of life with projected outcomes without BelleVie’s support, providing measurable impact data for commissioners and internal improvement.
- **Structured conversations** – ASCOT prompts richer dialogue with people needing care and support, uncovering aspirations often missed by traditional reviews, such as reconnecting with social groups post-COVID.
- **Integration without burden** – The ASCOT framework is woven into existing processes like six-monthly reviews, avoiding extra paperwork and ensuring practical adoption.
- **Quantitative and qualitative insight** – Standardised scoring, combined with narrative feedback from people being supported, creates robust evidence of impact, complementing satisfaction reported anecdotally.

“ASCOT gave us a way to measure impact beyond feedback. It prompts richer conversations and helps us capture outcomes, not just tasks, in care plans.”

Emma Pithers, Wellbeing Lead, BelleVie Care

Structuring the frontline

To understand the self-managing team approach, the following section breaks down the core roles involved in supporting and delivering this model, highlighting how the wellbeing lead and practice coach provide essential guidance and support to frontline wellbeing support workers.

Wellbeing lead

“As wellbeing lead, I balance strategic planning with hands-on support, overseeing safe services, coaching teams and shaping culture. The mix of leadership and direct involvement is what makes the role so rewarding.”

Emma Pithers, Wellbeing Lead, BelleVie Care

- **Regulatory compliance oversight** – Ensures adherence to Care Quality Commission standards while shaping onboarding through induction delivery and practice observations, bridging strategic leadership with day-to-day operational support.
- **Team resilience monitoring** – Tracks staffing levels, onboarding progress and demand trends to anticipate resource needs and maintain stability across self-managing teams.
- **Data-driven planning** – Analyses service requests and workforce capacity to guide expansion and align growth with operational capability, embedding frameworks like ASCOT into everyday practice.
- **Coaching-based support** – Attends team meetings, provides guidance during challenges and conducts audits and care observations to uphold standards without undermining autonomy.
- **Quality assurance measures** – Maintain regular family contact and feedback loops to identify and resolve issues early, reinforcing a culture of empowerment and accountability.

Practice coach

“Coaching isn’t about giving answers – it’s about guiding teams to use their own knowledge, building confidence and skills so self-management works with clear boundaries and strong foundations. Most people have come from managed roles, so it’s a new way of thinking. My job is to empower them, not solve problems for them, and give them the tools and training to make great decisions themselves.”

Gemma Woollard, Practice Coach, BelleVie Care

- **Mentoring and facilitation** – Act as a mentor to build team confidence and capability for self-management, providing advice when needed and tailoring support to individual team requirements.
- **Values-based guidance** – Promotes person-centred care and meaningful human connection, moving away from task-focused models to emphasise companionship and relationship-building as core principles.
- **Ownership and problem-solving** – Encourages teams to take responsibility for decisions such as rota planning and care reviews, prompting colleagues to apply training rather than offering immediate solutions.
- **Adaptation support** – Assists teams transitioning from traditional management structures by reinforcing autonomy, addressing interpersonal challenges and delivering compassionate communication training.
- **Quality assurance and training** – Safeguard care standards through proactive measures, including specialist training, resource provision and spot checks, ensuring teams have support without compromising self-management.

Wellbeing support workers

- **Personal care delivery** – Provides essential support with washing, dressing, medication administration and continence care, ensuring tasks are completed safely and in line with individual care plans.
- **Household and daily living support** – Assists with meal preparation, cleaning and shopping, helping clients maintain independence and comfort in their own homes.
- **Social and community engagement** – Encourages participation in hobbies, social activities and local community events to reduce isolation and promote wellbeing.
- **Specialist care provision** – Supports individuals with complex needs such as dementia, Parkinson's, stroke recovery and end-of-life care, working in partnership with health professionals to uphold quality standards.
- **Relationship-led approach** – Builds consistent, trust-based relationships with clients, prioritising dignity, respect and emotional wellbeing alongside practical assistance.
- **Flexible, team-based working** – Operates within self-managing teams without rigid time slots or micromanagement, enabling collaborative decision-making and responsive care tailored to individual circumstances.

Effective teamworking

“One of the things we insist upon is a weekly team meeting that everyone is paid to attend, because if your team are going to organise themselves, they need time to talk through visits, plan cover and resolve issues collectively.”

Emma Pithers, Wellbeing Lead, BelleVie Care

BelleVie's teamwork model combines autonomy with clear frameworks, fostering accountability, collaboration and trust without hierarchical oversight.

- **Structured autonomy** – Weekly paid team meetings are non-negotiable, providing time for rota planning, problem-solving and ensuring consistent communication to prevent scheduling conflicts.
- **Role distribution** – Responsibilities are allocated based on individual strengths, such as scheduling or family liaison, promoting ownership and engagement across the team.
- **Digital co-ordination** – Slack supports quick updates and connectivity, with agreed boundaries to prevent overload and maintain work-life balance.
- **Peer accountability** – Teams check and challenge each other's practice in a supportive way, addressing issues early and collectively to maintain quality.
- **Empowered decision-making** – In complex cases, frontline colleagues closest to the situation lead discussions, supported by senior colleagues when necessary, reinforcing trust in local judgement.

- **Culture of adaptability** – Regular meetings, open communication and shared leadership enable teams to deliver responsive, person-centred care without hierarchical control.
- **Practical mutual support** – Team members regularly step in for one another by covering visits, completing errands or adapting plans when colleagues face unexpected pressures, enabling resilience in small teams.
- **Proactive communication of client context** – Colleagues share real time updates (e.g. mood changes, early waking, urgent needs) so the next worker is prepared, helping maintain continuity and quality.

Retention through equitable pay, wellbeing and recognition

“We’re office-less because why pay for bricks and mortar when you can choose between that and the Real Living Wage for our teams? We pay home care workers for their full shift – not just contact time. If we’re competing with retail or hospitality for new recruits, we need to offer the same – full-shift pay, not hourly.”

Trudie Fell, Chief Executive Officer, BelleVie Care

BelleVie’s retention strategy prioritises fairness and financial security through transparent pay practices that value frontline colleague time, while its success also stems from a values-led culture built on autonomy, peer support, wellbeing, flexibility and meaningful recognition.

- **Full-shift pay model** – Frontline colleagues are paid for entire five-hour shifts, including travel and waiting time, avoiding unpaid gaps common in traditional time-and-task systems.
- **Competitive and transparent rates** – As of 2025, visit and non-visit times are paid well above sector averages – plus mileage reimbursement at 45p per mile. This pay amount is higher than typical frontline care worker pay in the independent sector, while the mileage amount is very much at the top end of what homecare providers pay.
- **Predictable monthly pay** – Monthly payroll cycles reduce financial stress and support household budgeting, addressing instability often caused by fluctuating weekly earnings.
- **Paid time used productively** – Workers value the fact that any gaps in the day can be used for paid training, reflective tasks or additional client wellbeing time, reducing frustration and reinforcing the feeling that their full shift is respected and purposeful.
- **Real Living Wage commitment** – BelleVie’s accredited status reinforces its ethical approach and reputation for valuing each colleague’s contributions.

- **Technology-enabled accuracy** – Investment in payroll systems ensures effectiveness and reliability, mitigating complexity introduced by the full-shift pay model.
- **Retention through respect** – Fair compensation fosters loyalty, reduces frustration and signals that people matter as much as processes.
- **Colleague voice** – Comments in a 2025 frontline colleague survey reinforce pride in BelleVie (“We are simply the best in homecare”) alongside constructive suggestions for enhancing professional development and reducing stress through better rota management, which can strengthen job satisfaction and positively impact retention.

“Because we’re self managed, you choose the shifts that suit you. Overtime isn’t forced – you just pick up what works around your life. It’s so much better than a typical nine-to-five setup.”

Ann-Marie Allan, Wellbeing Support Worker, BelleVie Care

“We run wellbeing sessions, mental health first aid and recognition initiatives like colleague of the month and seasonal vouchers. These efforts show people they’re valued beyond pay and help maintain morale in challenging roles.”

Tom Deaville, Recruitment and Retention Lead, BelleVie



Key decisions

Here is a summary of the key decisions that made a difference in BelleVie's approach to recruiting, developing and retaining the workforce:

- Adopt a values-led recruitment strategy prioritising empathy, adaptability and cultural alignment over formal qualifications or prior care experience.
- Set workforce composition target at 50% experienced care professionals and 50% new to care, fostering diversity, resilience and innovation.
- Implement multichannel recruitment, combining job boards, social media and grassroots outreach to attract local, diverse and values-driven talent.
- Introduce scenario-based workshops and shadow shifts to assess practical skills and cultural fit, replacing traditional interviews with collaborative evaluation.
- Design induction as cultural immersion, integrating self-management principles, compassionate communication and digital tools from day one.
- Commit to equitable pay by compensating full shifts, including travel time, and maintaining Real Living Wage standards for all colleagues.
- Establish continuous support through coaching, buddy systems and wellbeing initiatives to sustain autonomy, accountability and emotional resilience in teams.

“Recruitment, onboarding and induction are really key to self-management. It’s something we have to be transparent about because it is so new and bespoke, and not the norm in social care.”

Dan Formby, Operations Lead, BelleVie Care



Key learning

BelleVie's experience highlights practical insights for creating a resilient, values-driven workforce and sustaining a self-managing culture.

- **Self-management requires structured support** – Autonomy appeals to many, but readiness must be tested through onboarding exercises and reinforced with frameworks like weekly team meetings.
- **Culture needs continuous reinforcement** – Induction sets expectations, but ongoing coaching, support from people who model the organisation's values, team reviews and clear agreements help prevent drift when challenges arise.
- **Recognition and wellbeing drive retention** – Initiatives such as mental health first aiders, seasonal perks and peer-nominated awards foster belonging and resilience in emotionally demanding roles.
- **Outcomes-focused tools transform care** – Embedding ASCOT prompts richer conversations and uncovers aspirations missed by traditional reviews, though training and flexibility are essential for success.
- **Values-led recruitment works best with transparency** – Shadow shifts and scenario-based workshops align expectations with reality, reducing early attrition and strengthening cultural fit.
- **Local recruitment builds resilience and trust** – Recruiting within communities enhances cultural alignment and enables responsive care without reliance on agency staff.
- **Career pathways sustain engagement** – Apprenticeships, diplomas and specialist training create progression opportunities, attracting younger candidates and supporting long-term retention.

“We’re not telling teams what to do. We trust them to make the right decisions, and that’s why our retention and reviews are so strong.”

Trudie Fell, Chief Executive Officer, BelleVie Care



Recommendations

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

