

Recommendations for providers

Governance and implementation



These recommendations set out the practical steps Be Caring took when planning and preparing changes to both their delivery model and wider service. They're informed by the governance and implementation building block section of the toolkit and can be adapted by other providers considering similar changes.

At the end of this section, we've included a list of resources to support the implementation of these recommendations.

Governance and implementation	Yes	No	N/A
<p>Build a leadership team with complementary skills in finance, operations and quality to strengthen strategic decision-making.</p> <ul style="list-style-type: none">■ Recruit individuals with distinct but complementary expertise (e.g. finance, data, clinical care, communications) to ensure balanced leadership.■ Encourage collaborative leadership rather than hierarchical management - team members should “adopt” responsibilities based on strengths and interest.■ Invest in leadership development and coaching to create more autonomy, trust and shared ownership across the organisation.			
Action			

Governance and implementation	Yes	No	N/A
<p>Adopt an iterative planning model that allows flexibility and responsiveness to emerging needs and external challenges.</p> <ul style="list-style-type: none"> ■ Avoid rigid long-term strategies; instead, use short-term goals and regular reviews to adapt to changing circumstances. ■ Encourage open dialogue and repeated conversations to bring people along the journey and refine decisions collaboratively. ■ Use agile decision-making processes where leaders volunteer to lead initiatives, enabling quick responses and innovation. 			

Action

Governance and implementation	Yes	No	N/A
<p>Invest in central governance and assurance teams to guide implementation and support local delivery.</p> <ul style="list-style-type: none"> ■ Establish a central team focused on performance, quality assurance and continuous improvement to analyse data and guide services. ■ Ensure this team supports rather than controls local teams - providing development, oversight and hands-on help when needed. ■ Use governance resources proportionally, scaling investment based on service size and strategic importance. 			
Action			

Governance and implementation	Yes	No	N/A
<p>Strengthen local management structures with roles such as quality leads and co-ordinators to embed governance daily.</p> <ul style="list-style-type: none"> ■ Build service-level teams that include registered managers, lead co-ordinators, trainers and recruitment leads to distribute responsibility. ■ Embed governance into daily practice through clear policies, values-led leadership and regular performance reviews. ■ Ensure local teams are supported by central functions and empowered to make decisions aligned with organisational goals. 			
Action			

Governance and implementation	Yes	No	N/A
<p>Encourage and enable staff to take on responsibilities based on expertise, promoting ownership and collaborative problem-solving.</p> <ul style="list-style-type: none"> ■ Use an “adopt, not assign” approach to leadership - team members volunteer to lead based on capacity and skill. ■ Establish a culture where staff feel safe to take initiative, make decisions and learn from mistakes without fear of blame. ■ Promote shared accountability and trust through open communication and inclusive leadership. 			

Action

Governance and implementation	Yes	No	N/A
<p>Use both quantitative metrics and qualitative outcomes to measure progress and drive improvement.</p> <ul style="list-style-type: none"> ■ Track KPIs such as punctuality, call durations, complaints and retention through digital dashboards for real-time insights. ■ Combine data with human stories and cultural indicators (e.g. staff engagement, client wellbeing) to assess impact holistically. ■ Use feedback loops with commissioners, staff and clients to refine delivery and celebrate success. 			
Action			

Further support

- **Manager Induction Standards – regulation and governance** – clarify governance roles and responsibilities to ensure compliance and accountability.
- **Manager Induction Standards – making decisions** – support inclusive, evidence-based decision-making across teams.
- **Nominated individuals’ handbook: a practical guide** – provide clarity on leadership responsibilities and regulatory expectations.