

Governance and implementation



This section outlines how to implement change through clear roles, responsive planning, transparent governance and performance tracking.

Be Caring has embedded strong governance and responsive implementation to support its neighbourhood prime provider model. After stabilising its financial position, Be Caring grew a leadership team with complementary skills across finance, operations and quality assurance. Implementation was guided by a flexible, iterative approach, responsive to emerging needs and external challenges such as the pandemic and a cyberattack.

Governance structures balanced accountability with collaboration. Roles were clearly defined across central and local teams, with responsibilities often “adopted” based on expertise. The VOICE committee, an employee membership group and board members played enabling roles, creating transparency and shared ownership.

Performance reports support real-time decision-making, while regular reviews with commissioners and staff ensured continuous improvement.

This section is split into the following topics:

- roles and accountability
- guiding the process
- measuring progress
- key decisions, key learning and advice, recommendations.



Roles and accountability

“Stakeholder feedback - especially from carers - is central to how Be Caring adapts services. It’s about listening, adjusting and improving together.”

Savannah McDowell, Recruiter, Be Caring

Be Caring’s governance model is built on fairness, transparency and shared ownership. The organisation has developed a leadership team with diverse expertise, spanning finance, data, communications, clinical care and operations, to enable collaborative, well-rounded decision-making. Governance is distributed across central and local levels, with strategic oversight provided by directors and the senior leadership team (SLT), who support service managers and ensure alignment between operations and strategic goals. Strategic oversight and support from the Board and SLT continues to evolve, with roles increasingly focused on innovation and horizon scanning to anticipate future needs.

Local management teams embed governance into daily practice, guided by Be Caring’s values and policies. These teams promote inclusivity and wellbeing, supported by the people team, which ensures fair employment practices and reasonable adjustments for colleagues. The organisation’s “adopt, not assign” approach creates trust and agility, allowing responsibilities to be taken up based on expertise.

Employee voice is central to Be Caring’s governance, enabled through the VOICE committee and the communications and engagement team. This structure ensures decisions reflect frontline insight and lived experience, reinforcing transparency and responsiveness. VOICE is Be Caring’s employee ownership model, giving staff meaningful ways to influence decisions and shape the organisation. Through representatives, working groups and open channels, employees contribute to service design and community impact.

Regular updates shared via VOICE include inspirational stories, recognition awards, survey results, business growth, financial health, and training opportunities. These communications build pride, boost morale, and support career development. Staff are introduced to local VOICE reps and encouraged to share ideas, strengthening two-way communication. Survey feedback is openly shared with clear action plans, showing staff their input drives improvement. Overall, VOICE fosters collaboration, innovation and shared ownership of Be Caring’s mission, helping build a values-led, inclusive culture where staff feel heard, supported and empowered.

Governance remains dynamic, with roles evolving to meet service needs. Investment in leadership and support functions is prioritised based on strategic importance, maintaining proportionality and effectiveness.

Guiding the process

“We have freedom to take a lead on new things. Pilot projects and exploring new ways of working are taken up voluntarily based on expertise. If an idea gets adopted... one of us will go, ‘I’ll take lead on that,’ and we’ll run with it.”

Lance Gardner, Clinical Director, Be Caring

Be Caring’s implementation approach was grounded in transparency, responsiveness and continuous dialogue.

Rather than relying on rigid plans or hierarchical approval chains, the organisation adopted a dynamic governance model that enabled real-time decision-making and adaptation. Approval processes were streamlined to reduce bureaucracy, with team members volunteering to lead initiatives based on expertise and capacity, an “adopt, not assign” approach that secured ownership and agility. This collaborative decision-making and agile leadership style ensured that responsibilities were taken up by those best placed to deliver impact.

Performance reports and data packs were developed to track key metrics, enabling managers to identify trends, assess risks and guide interventions. Data was used not only for compliance but also to inform strategic decisions and resource allocation. Transparent reporting and inclusive dialogue were supported by tools such as performance reports and regular feedback mechanisms, helping to maintain clarity and alignment across teams.

Open communication was maintained across all levels, including staff, commissioners and board members, ensuring shared understanding of priorities and challenges. The Board played a supportive role, trusting the executive team to lead with values and evidence. Documentation of governance materials, such as team development timelines and quality frameworks, strengthened decision-making and future planning.



Measuring progress

“The real focus on continuous improvement... it’s not all fixed overnight... the central team’s focus is about governance and assurance.”

Sharon Lowrie, Chief Executive Officer, Be Caring

Measuring progress was integral to Be Caring’s governance and implementation strategy. The organisation adopted a holistic approach, combining quantitative metrics with qualitative insights to assess the impact of its model and broader operational changes.

Digital reports tracked key performance indicators (KPIs) such as call durations, punctuality, complaints, compliments and retention rates -providing real-time data to support informed decision-making. This real-time performance tracking, alongside external validation, ensured accountability and quality across services.

External validation came through Care Quality Commission (CQC) inspections, with the Leeds office progressing to Outstanding. Inspectors highlighted Be Caring’s structured governance and commitment to continuous improvement. Internally, regular reviews with commissioners and staff enabled refinement of delivery and celebration of success. The continuous improvement team analysed data, identified lessons and fed insights into training and communications.

Progress was also reflected in cultural outcomes, such as increased staff engagement and improved client wellbeing. Stories of care workers helping people needing care and support re-engage with their communities illustrated the model’s human impact. Feedback-driven improvement and cultural indicators helped capture both operational and emotional outcomes, reinforcing the value of Be Caring’s approach.

Investment in infrastructure, quality teams, analysts and digital tools, over five years enabled sustained progress and adaptability.



Key decisions

- Built a leadership team with complementary skills to enable collaborative decision-making and strategic oversight across governance and operations.
- Introduced digital reports to monitor performance, enabling real-time insights, data-driven decisions and targeted service improvements.
- Embedded governance roles at central and local levels to ensure consistent oversight, accountability and support throughout service delivery.

Key learning

Be Caring's governance approach prioritises culture, responsiveness and shared ownership over rigid structures. Financial stability is key before initiating change, alongside investing in aligned, skilled leadership.

Flexible planning enables teams to adapt, while embedding governance roles centrally and locally ensures oversight and communication. Open dialogue and repeated conversations build understanding and engagement. Staff are empowered to take on roles suited to their strengths, ensuring accountability and agility.

Transparent communication, inclusive decision-making and real-time monitoring support continuous improvement. Aligning governance with values and goals helps adult social care providers achieve sustainable, person-centred transformation.

Recommendations for providers

A checklist of practical recommendations and resources to help providers to adapt and adopt similar informed by this building block section.

Recommendations for commissioners

A checklist of practical recommendations for commissioners to help adopt some or all of the approach used by Be Caring's commissioners.