

Practice Capability Review

A workforce diagnostic for services supporting people with complex needs

What this is

Most services have good support plans. Many have invested in training. But there is often a gap between what is written and what happens on the floor — and that gap is rarely visible from the top.

The Practice Capability Review is a structured reflective tool that makes that gap visible. It gathers the views of staff at every level — from direct support workers through to senior leadership — and produces an honest picture of current practice across the domains that determine whether support is safe, effective, and person-centred.

It is not an audit or an inspection tool. There are no right or wrong answers. Its purpose is to create an honest, evidence-informed starting point — and a reason for a substantive conversation about what would actually make a difference.

What it measures

The tool covers five practice domains, with questions tailored to four staff tiers. Each tier receives questions relevant to their role and responsibility.

Domain	What it explores
Understanding behaviour	How staff make sense of behaviour — as communication, as a response to environment, as something to understand rather than manage.
Prevention strategies	Whether proactive approaches are in place, understood, and consistently used to reduce distress before it escalates.
Reactive strategies	How staff respond when someone becomes distressed, and whether responses are safe, dignified, and agreed.
Quality of life support	Whether the service actively supports people to participate, make choices, and access meaningful activity.
Data, review & leadership	How information is used, how practice is led, and whether the organisation creates the conditions for consistent, high-quality support.

Staff tiers covered

- **Direct support staff:** The day-to-day experience of supporting people, including understanding behaviour, following plans, and working as a team.
- **Practice leads and champions:** How practice knowledge is applied and modelled, and how data is used to improve support.
- **Team leaders and shift leaders:** How leaders support and guide their teams, ensure consistency, and create the conditions for good practice.
- **Managers and senior leadership:** How the organisation sets direction, monitors quality, and builds a culture of reflection and improvement.

What happens next

Once your team has completed the review, Beyond Thrive analyses the aggregate responses and shares a summary of what the data shows. This is not a pass or fail — it is the starting point for a conversation grounded in evidence rather than impression.

The summary will identify where there is strength, where there is uncertainty, and where practice may not be translating from plan to day-to-day reality. From there, we explore together what would be most useful — whether that is practice development, capability building, leadership support, or something more specific to your service.

The Practice Capability Review is offered free of charge. There is no cost to deploy the tool, and no obligation attached to receiving the results. It takes 8–12 minutes per person to complete and can be run across a whole service or a single team.

Beyond Thrive will support you to introduce the tool, interpret the results, and identify what the data means for your service. If the findings surface things worth acting on, we are happy to have a conversation about how a partnership might work — whether that is consultancy, practice development, leadership support, or something else entirely. That conversation happens on your terms, not ours.

What Beyond Thrive brings

Anyone can run a survey. What makes the Practice Capability Review different is what happens when the data comes back.

Beyond Thrive is led by David Corcoran, an independent specialist with 35 years of experience working with autistic people and people with learning disabilities and complex needs — across direct support, practice leadership, behaviour analysis, and commissioner-facing consultancy. That depth of experience means the patterns in your data are read not just as numbers, but as practice. David knows what it looks like when a service has strong documentation but inconsistent implementation. He knows what staff responses reveal about leadership culture. And he knows what needs to change, and in what order, for improvement to stick.

The value is not in the tool. It is in the conversation the tool makes possible.

Who this is for

The Practice Capability Review is designed for registered providers, residential and supported living services, and commissioners who want an honest picture of workforce capability across their provider market.

It is particularly well-suited to services where behaviour has become a focus of concern, where restrictive practices are in use, where CQC or regulatory scrutiny is live or anticipated, or where leaders sense that what is happening day to day does not quite match what the paperwork suggests. If you have ever read an incident report and thought ‘that doesn’t reflect the service I thought we were running’ — this tool is designed for that moment.

To find out more or to arrange a free Practice Capability Review for your service, get in touch:

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