

CASE STUDY

SALUTEM CARE AND EDUCATION

CareCubed helps provider show transparency

The Challenge, The Solution, Why CareCubed?

The Challenge

- Demonstrating necessary costs to commissioners.
- Showing transparency as a profit-making organisation.

The Solution

- Using CareCubed to check own costing assumptions.
- Using the same tool as many local authorities and ICBs helps open negotiations.

Why CareCubed?

- CareCubed is the only nationally recognised benchmarking solution used by commissioners and providers.
- CareCubed provides a transparent basis for negotiation.
- The CareCubed team provide comprehensive training, implementation services and support to ensure benefits are maximised.

Results

- Increased transparency helps demonstrate trustworthiness as a provider.
- Good working relationship with iESE has led to Salutem having input into CareCubed updates.

“Part of the reason for using CareCubed is that it enables us to be clear about what the cost is. We prefer to work with commissioning bodies that also use CareCubed and are open to negotiation, rather than those relying on less robust ‘cost of care’ models, which can cause confusion.”

Andrew Lillington,
Group Head of Business Development.



Salutem Care and Education is a leading provider of adult and children's social care services supporting people with a wide range of needs, including autism, learning disabilities, mental health and complex needs. Its specialist services span residential care homes, supported living and day services, while its education division provides access to specialist schools and colleges.

The organisation first subscribed to the CareCubed Adult tool in 2021, later adding the Children's CareCubed licence in 2025. The decision, led by the organisation's Group Chief Financial Officer (CFO) Paul Lawes, reflected a commitment to transparency and to building constructive partnerships with commissioners.

Andrew Lillington, Group Head of Business Development explained:

"With CareCubed we can say the cost is £3,000 and here is the breakdown. It is not just that you have to trust us, it is backed up with evidence for fair and sustainable pricing. That is what our CFO valued."

As a large provider, Salutem Care and Education engages with around 140 different commissioning bodies, including Local Authorities and Integrated Care Boards. Each

year, approximately 100 adult residential cases are processed through CareCubed, validating in-house costings, benchmarking fees, and demonstrating where uplifts are justified. This creates a consistent 'common currency' that streamlines negotiations.

"We decided to buy into CareCubed partly because many local authority commissioners were already using it or talking about using it," said Andrew. "It allows for a more open dialogue and, importantly, provides a consistent approach understood by everyone involved."

We also value the flexibility to input revised figures when needed. More importantly, CareCubed is a practical negotiating tool – it gets people around the table and enables us to clearly set out our costs, show where they differ from expectations or other providers, have an open, evidence-based conversation."

Heather Ball, Finance Manager for Business Development, has been integral in embedding CareCubed into Salutem Care and Education's processes. She works closely with the service and divisional finance teams to input accurate data, reconcile figures against internal models and ensure the tool reflects real-world service delivery. Her hands-on involvement has strengthened the



profit-making organisation, but since SaluTem Care and Education was formed there have been no shareholder payouts. Every pound of the profit has been reinvested. Over £13m in capital expenditure to date, updating services and acquiring new properties to expand provision”.

He added that having CareCubed also helps reduce the risk of care packages being handed back by ensuring placements are financially sustainable. “Part of the reason for using CareCubed is that it enables us to be clear about what the cost is. We prefer to work with commissioning bodies that also use CareCubed and are open to negotiation, rather than those relying on less robust ‘cost of care’ models, which can cause confusion. When a commissioner sets a rate on a ‘take it or leave it’ basis, the decision falls to the budget holder as to whether that placement is financially viable. CareCubed helps ensure placements are sustainable for all parties, and having a single, consistent approach for all makes things so much easier.”

Ultimately, SaluTem Care and Education sees CareCubed as a valuable negotiation tool underpinned by its respected standing in the sector. “The value CareCubed provides in negotiating and securing fair fees more than offset the cost, making it a solution we confidently recommend to other providers”.

SALUTEM CARE AND EDUCATION PROFIT REINVESTED

£13m

credibility of submission, making negotiations more straightforward and evidence led.

SaluTem Care and Education also value their collaborative relationship with iESE, contributing to system updates that better reflect provider realities, such as lease arrangements, onsite management, and staff provisions. Heather explained:

“Having this provider input is essential as it means the costing model behind the tool is more accurate and reflective of true costs of care. We are keen to continue working in partnership with iESE so that the tool evolves with the sector.”

Andrew Lillington highlighted the broader importance of CareCubed in supporting a sustainable market, enabling providers to demonstrate fairness and transparency.

“There needs to be recognition that care businesses must be able to make a reasonable profit. We don’t disagree that organisations making large profits should be challenged. The reality is that we are a

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