

Fixing the social care plumbing and wiring

Andy McCabe

Alex Fox

Martin Walker

Sarah Burslem

Martin Cattermole

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#SocialCareFuture



1. Welcome and plan for this session Andy McCabe and Martin Cattermole

2. Plumbing and wiring:

Outcomes framework Alex Fox

Direct payments Martin Walker

Commissioning Sarah Burslem, Aisling Duffy and Martin Cattermole

- What problem we are trying to fix
- What has already been tried
- What we think should happen next
- **Over to you:** What's the most important change would you like to see?

3. Plumbing and wiring: Three messages for the Casey Commission

4. Summing up: Andy McCabe

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Social Care Future vision

We believe that we should all be able to “live in the place we call home, with the people and things that we love, in communities where we look out for one another, doing the things that matter to us” and we think that this is what social care should help everyone to achieve.

What is plumbing and wiring?

People drawing on and working in social care often speak of their frustration at having to swim against a tide of rules, regulations and ways of working when trying to put vision into practice. This is the ‘plumbing and wiring’ of adult social care that can help or get in the way of change.



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Time to Act

Social Care Future

Plumbing and Wiring project

A new Outcomes Framework?



The way we measure the impact of care and support is not working well enough and needs to change

1. The current approach has not been fully coproduced and does not fully reflect what matters most to people
2. The current approach relies on surveys which are not accessible to everyone drawing on care and support, and have low uptake
3. It does not tell us enough about the unequal experiences of different groups
4. People don't trust the current evidence and it's not used to drive changes
5. There is a new Client Level Data Set which needs to capture what matters most to people

The group thinks that when a new outcomes framework is developed it should:

1. Be coproduced and enable local citizens to hold support systems to account
2. Centre experiences, quality of life and wellbeing
3. Be accessible and proportionate
4. Be linked to equalities data, and highlight where groups are more or less reached, and have better or worse outcomes and experiences
5. Include people using long term and short-term care and support, and carers
6. Include people who arrange their own care and support
7. Capture negative as well as positive impacts of care and support
8. Be evidence-based & draw on the new Client Level Data Set.
9. Be used to drive positive changes in services, systems and the workforce

We think that a new outcomes measuring approach should gather people's outcomes and experiences

Social Care Future categories	Suggested outcomes for individuals
1.Home and & living arrangements	Living in a place that feels like home (safe, warm, culturally appropriate)
	Positive domestic, family and personal relationships
	Maximising self-care
2.Wellbeing & fulfilment.	Physical and mental health and emotional well-being
	Protection from abuse, neglect and the impact of prejudice or oppression
	Maximising independence
	Maximising dignity
	Communication with others
	Financial wellbeing
3.Community inclusion	Inclusion in and contribution to community
	Expressing identity, culture and religion
	Able to try new things and pursue goals

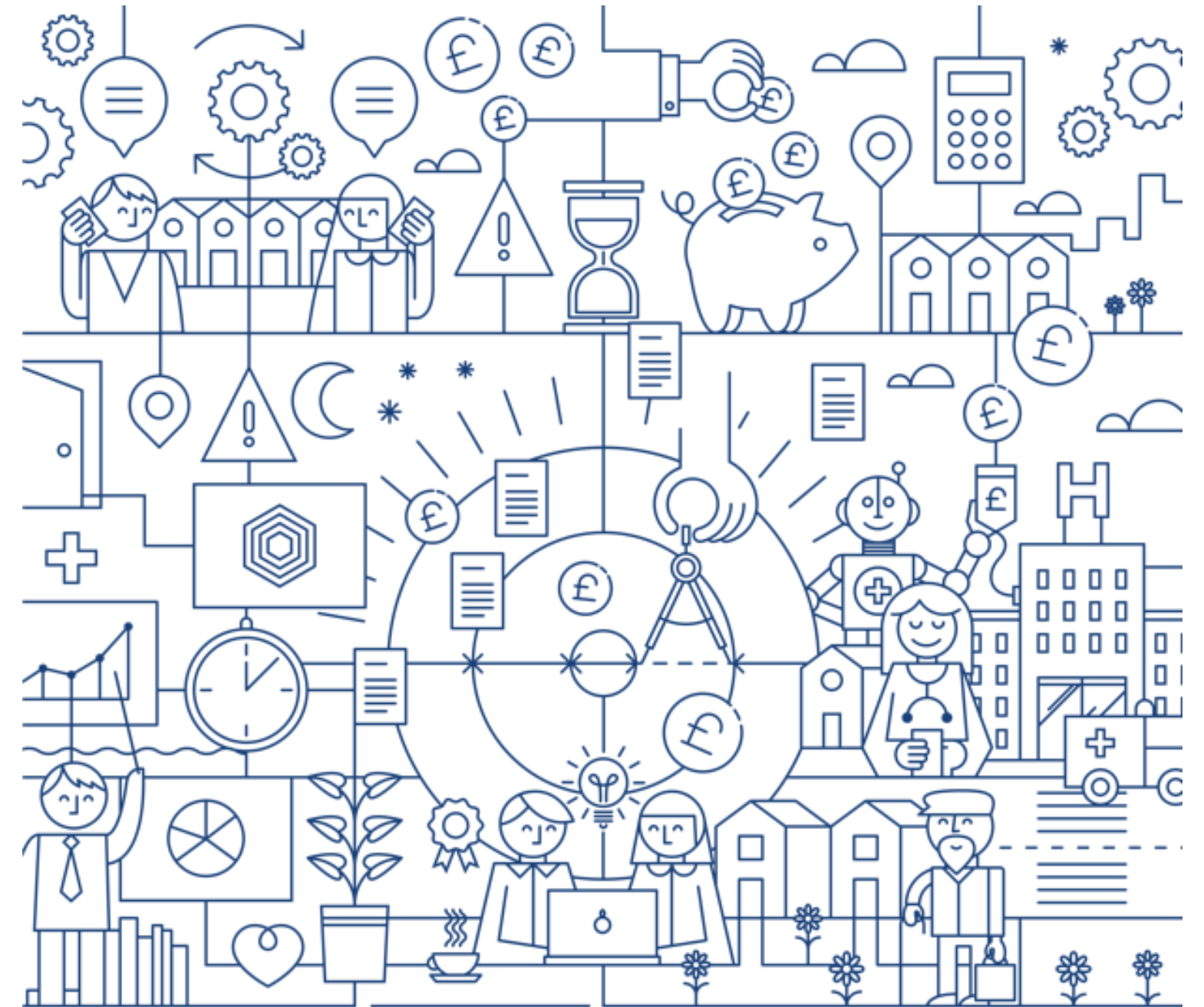
We think that a new outcomes measuring approach should gather people’s outcomes and experiences

Social Care Future categories	Suggested experience measures
4 Personalised support	Getting good information and advice
	Staying in control when things change
	Access to direct payments and brokerage
	Able to make choices about who supports me
	Able to take risks to pursue goals
	Supported by people with the right skills
	Supported by people who are kind
	Culturally appropriate support

Contact

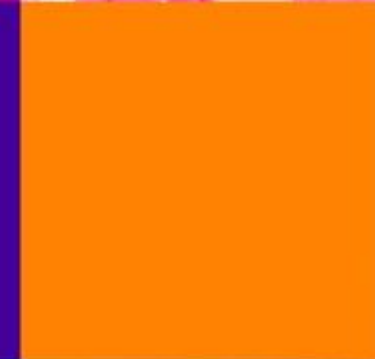
IMPOWER Consulting Ltd
8-10 Warner Street
London, EC1R 5HA

Alex Fox OBE
afox@impower.co.uk
www.impower.co.uk

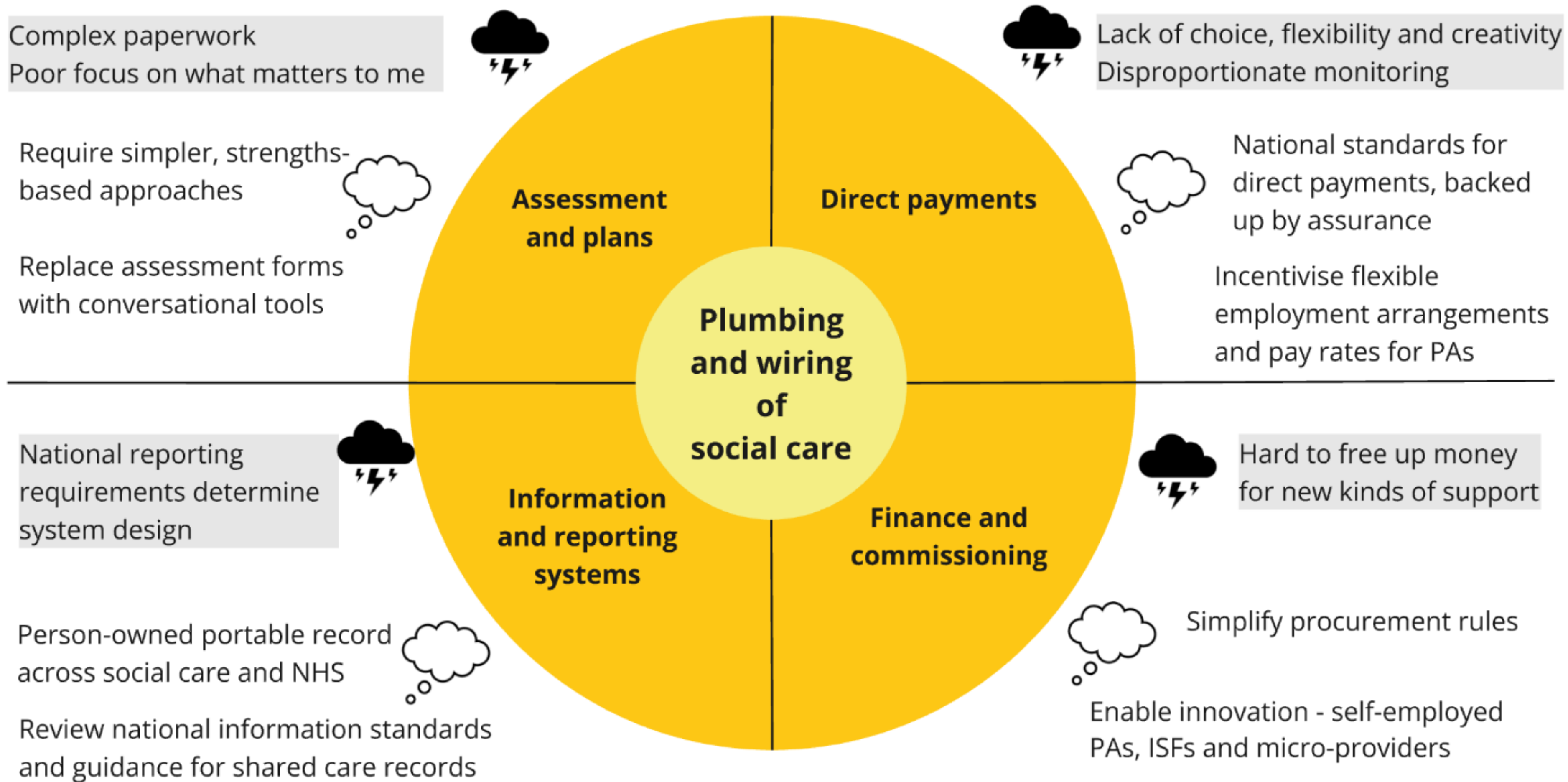


Fixing the social care plumbing and wiring

Direct Payments



Problems and initial ideas for solutions



The 'what have we tried? bit

**DIRECT PAYMENTS:
WORKING OR NOT WORKING?**

Are direct payments
working the way
they should be?



Direct payments: Working or
not working?



Improving direct
payments oversight

INFLUENCING THE SUCCESS OF DIRECT PAYMENTS

- 1 Commit to long-term strategic leadership to improve direct payments
- 2 Acknowledge direct payments can work for all
- 3 Listen to people through the assessment and planning process
- 4 Recognise the vital role of social workers and practitioners
- 5 Provide good support, information and regular training for practitioners
- 6 Share clear expectations on purpose and use of a direct payment
- 7 Develop people with the right mix of skills and values in support services
- 8 Encourage peer support
- 9 Offer practical support to personal assistants and people with direct payments
- 10 Use technology where it can help people
- 11 Shape the market through commissioning
- 12 Promote alternative and innovative models of personalised support

thinklocalactpersonal.org.uk

Better direct payments

A hard lever to drive change?

Themes in CQC reports

Leadership/strategic commitment
Flexibility
Information advice and guidance
Process
Practice
Direct payment support
Wider market development
Improvement work
Personal Assistants

What people want CQC to ask

Leadership/strategic commitment
Flexibility
Information advice and guidance
Process
Practice
Direct payment support
Wider market development
Integrated budgets
Auditing and reclamation

What we're doing now and next

- Direct Payments (DPs) used to improve people's choice and control about how their care and support needs are met. Clear and well-embedded approach.
- There is a good, equitable, uptake of DPs, and evidence that use improves outcomes.
- People have timely and ongoing access to information, advice and support to use DPs.
- Barriers for using DPs are understood and steps taken to remove them.
- Adult Social Care staff receive mandatory training on how DPs can be used innovatively and the benefits, with evidence of impact on use.
- People using DPs are involved in the design and delivery of training.
- Personal Assistants can access wide range of training and support.
- Principal Social Workers and finance managers provide strong leadership and champion the development and implementation of DPs.
- Staff are encouraged and confident to explore creative, flexible solutions designed around people.

- More carrot (soft levers)
 - Events
 - Webinars
 - New resources on TLAP website
- Finish whittling the stick – co-produce what outstanding, good, requires improvement and inadequate look like for direct payments
 - Test this with some volunteer Local Authorities
 - CQC use this in their next phase of Local Authority Assurance work

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Commissioning

Sarah Burslem/Aisling Duffy
More than a provider

Martin Cattermole
Social Care Future

Commissioning: What problem are we trying to fix?

- What people told us:
 - Rhetoric reality gap: practice out of line with Care Act and ambitions of senior people.
 - Not enough time spent coproducing the approach
 - People and providers not seen as equal partners
 - Focus on process, rather than on the things that matter to people
 - Rigid specifications, task not outcome focused, hourly rates
 - Time spent on writing bids
 - Short-term contracts
- What is not working for people and providers

Commissioning – what has already been tried?

The law is on our side: “The fundamental principles of public law and procurement law require funding processes that are proportionate, objective, and use professional discretion and reasonableness to create processes whose primary purpose is public benefit.”

<u>5 correctives (E3M)</u>	Do's and don'ts
1. <u>Shape local ecosystems</u>	Do: Treat citizens, providers and the voluntary sector as partners Do: Try new approaches - innovation partnerships, alliance contracts
2. <u>Purpose not process</u>	Do: Think about how to get the best outcomes for the money available Don't: Use hourly rates or time and task as the basis of contracts
3. <u>Social value</u>	Do: Take account of the contribution that not-for-profit organisations make to the local area
4. <u>Public benefit</u>	Do: Partner with organisations that are small and community based
5. <u>Partnership not transaction</u>	Do: Make full use of grants and direct awards, rather than tenders as the default Do: Make full use of the flexibilities allowed by procurement

Useful resources

- [Purposeful collaboration: Commissioning from the VCFSE sector, a practical guide to using the Procurement Act 2023 \(LGA, NCVO\)](#)
- [Mission-led procurement and market-shaping: Lessons from Camden Council \(2024\)](#)
- [National framework for commissioning care and support: code of practice \(Welsh C](#)

What we are planning next

Asset-based commissioning lab

- Hosted by Think Local Act Personal
- What good looks like in commissioning
- Links to resources and good practice examples
- Private space for networking and sharing
- Webinars

Local work

- 6 local authorities
- Working together for change
- Community of support

