

CABINET

19 March 2024

Direct Award of Social Care Case Management System	
Report of the Councillor Maureen Worby, Cabinet Member for Adult Social Care and Health Integration	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
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Accountable Director: Paul Ingram, Chief Information Officer	
Accountable Executive Team Director: Joanne Moore - Strategic Director, Resources (S151 Officer)	
Summary: <p>Liquid Logic is a social care case management system provided by System C, which was purchased and implemented by the Council after a market review in 2016. The original contract took the Liquid Logic product up until 2022 with the option to extend for a further 2-years until March 2024.</p> <p>Liquid Logic can be described Key Line of Business Application for Childrens and Adults Social Care, this is due to its all-encompassing list of features that enable Childrens and Adults to effectively provide social care and safeguarding to residents, it also has additional integrations with products like Controcc which export payments to the Council's financial system E5. The following paragraphs will outline several of its key functions, and highlight its importance to Childrens and Adults Social Care;</p> <p>Liquid Logic is key in storing comprehensive information on children and adults in social care, this information can range from any unique safeguarding issues to information on the child's homelife or an adult's care arrangements. Furthermore, various other organisations such as Schools and Hospitals pull data from Liquid Logic via integrations, this keeps vulnerable people's information up to date across multiple facets.</p> <p>Liquid Logic also providers information on adoption and fostering, family mapping and relationship tools as well as integrations with various public bodies like the Police, Hospitals or certain NHS Trusts.</p> <p>Behind its core information, Liquid Logic is a configurable system that has been built on not only government legislation and protocol but also the key processes that govern the way the Council administers social care to its residents. It has been designed to map Social Care processes to allow agents to follow procedure accurately, whilst also being dynamic enough to pull information from various documents and prefill sections for</p>	

officers, making their job less focused on admin and more focused on providing care and safeguarding.

As outlined, Liquid Logic is a key line of business application for both Adults and Childrens Social Care with a reach extending into other service areas, it is approaching the end of its the optional 2-year extension which formed part of the original contract and ran between March 2022 and March 2024, and both IT Services and Childrens and Adults Social Care believe that a new 7 (5+2) year contract should be implemented via Direct Award on the CCS RM6259 – Vertical Application Solutions Framework on lot 2. This is a compliant CCS Framework which is operational between 07/03/2023 until 06/09/2025 and has compliant direct award criteria.

Recommendation(s)

The Cabinet is recommended to:

- (i) Agree that the Council proceeds with the direct award of a contract for an initial term of 5 years with an option to extend by a further 2 years for the Liquid Logic System from System C in accordance with the strategy set out in the report;
- (ii) Authorise the Strategic Director Childrens and Adults, in consultation with the Cabinet Member for Adults Social Care and Health Integration, the Strategic Director, Finance & Investment and the Chief Legal Officer, to conduct the procurement and award and enter into the contract(s) and all other necessary or ancillary agreements to fully implement and effect the proposals including the period of extension.

Reason(s)

There were also several logistical reasons behind maintaining a relationship with the current system and provider. To begin with, the surrounding boroughs of Redbridge and Havering also use Liquidlogic, resulting in smoother data transfer across boroughs for vulnerable people.

Through the relationship of having the same system, several functions and integrations in the current Liquidlogic system have been funded in partnership with other boroughs and sometimes NHS trusts. Moving away from the product would require new integrations and potentially new ways of working should this information transfer not be possible, resulting in training not only for Council staff but also staff from other organisations.

1. Introduction and Background

- 1.1 In 2015/2016 the Council made the decision to review the market for Adult and Children's social care systems. Upon the conclusion of this review and a market exercise, Liquidlogic was selected and implemented for both Social Care services.
- 1.2 The contract was awarded to Liquidlogic, now known as System C, in 2017 for 5-years with the option to extend for a further 2-years from March 2022 until March 2024. In 2021 the systems used by Adults and Children's social care were reviewed and the view of the services was that Liquidlogic provided the necessary capabilities the service required.

- 1.3 There had been considerable change to implement the system, which was now starting to 'bed-in' and that there was further opportunity to include additional modules to improve business processes. This included the use of access to the system for non LBBD using the 'portal' solutions for professional and service users, and further opportunities for data integration.
- 1.4 Furthermore, it was recommended that the 2-year extension should be invoked and that the situation for the end of the contract should be reviewed. A review of the systems available for children's and adult's social care in 2023 identified that there was very little change in the market. For Adult Social Care Liquidlogic holds about 50% of the market share for adult and children's social care systems, with Mosaic holding the next 30%; in Children's social care Liquidlogic holds an even higher market share of 57%.

2. Proposed Procurement Strategy

2.1 Outline specification of the works, goods or services being procured

2.1.1 IT Services and Adults and Children's Social Care will be Direct Awarding via the VAS Framework for Liquidlogic provided by System C, which is a Social Care Case Management System. Below is an extensive list of functions and outputs expecting from the Liquidlogic system:

- Social Care Case Management System – Allowing Social Care Workers to record and update records of vulnerable peoples in the borough, including health assessments, family tree mapping, care assessments etc.
- Controcc – Financial calculating system with integrations to E5 to export files from Liquidlogic to E5.

System C and their product Liquidlogic are Social Care Case Management systems, as such the way the product operates, and functions is dictated by Government Social Care legislation. Any significant changes to the system imposed by changes to Social Care Legislation will be absorbed by System C, otherwise they risk being non-compliant, so no additional costs are forecasted.

2.2 Estimated Contract Value, including the value of any uplift or extension period

2.2.1 The the exact per year cost of the contract can be found in Appendix C, the price of the contract will be subject to a 3% increase per annum throughout its duration. The prices in Appendix C are excluding VAT.

2.3 Duration of the contract, including any options for extension

2.3.1 The initial term will be for a period of 5 years.

2.3.2 A further period of extension of 2 years may be exercised at the Council's discretion.

2.4 Is the contract subject to (a) the Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016? If Yes to (a) and contract is for

services, are the services for social, health, education or other services subject to the Light Touch Regime?

2.4.1 Yes – Public Contract Regulations 2015

2.5 Recommended procurement procedure and reasons for the recommendation

2.5.1 This contract will be award on the CCS RM6259 – Vertical Applications Solutions Framework Lot 2 via Direct Award. This process is conducted by System C uploading a custom order, which relates to the service they currently provide us, to the CCS e-procurement portal. The Council via a designated officer will then add this order to our basket and complete the procurement process.

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 This contract will be delivered under the Vertical Application Solutions frameworks T&Cs, which both the Council and System C will be required to sign up to as part of the Direct Award process. Internally this contract will primarily be managed by the relevant Social Care Services, with the Council having dedicated officers who manage the system for these services, this will be with support from IT where necessary.

2.6.2 As part of this contract award, regular monthly/quarterly meetings will be held with System C to ensure they are continuing to deliver the service the Council requires.

2.7 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract

2.7.1 The core outcome from Direct Awarding to System C is to avoid any unnecessary cost of change spend to the Council and ensure that the core services of Social Care run with little to no interruption.

One efficiency centres around a reduction in response time to critical help desk calls to system c, this allows social workers are able to complete work more quickly, improving social care worker buy-in to the system.

2.8 Criteria against which the tenderers are to be selected and contract is to be awarded

2.8.1 This contract will be awarded via Direct Award and thus no criteria will be used, the listing provided by System C will be like-for-like with our current package and will hold no changes.

2.9 How the procurement will address and implement the Council's Social Value policy

2.9.1 Given the limited time to implement this contract and its nature as a Direct Award, there will be no guarantee of Social Value being acquired, however IT Services will work with Adults and Children's Social Care and the Council's Social Value Co-ordinator to discuss options with System C and try to acquire some commitment to the Council's Social Values.

2.10 **How the Procurement will impact/support the Net Zero Carbon Target and Sustainability**

- 2.10.1 System C have made significant pledges to the Net Zero Carbon Target, it is a signatory member of the Network Net Zero Community, with a pledge made to the Race to Zero via the Network Net Zero Community in 2022.

More information on their pledges to Net Zero Carbon Targets can be found on their website, link in the appendix.

3. **Options Appraisal**

3.1 **Do Nothing (Rejected) -**

- 3.1.1 Liquidlogic is a key line of business application for both Adult and Children's Services. The inability to put a contract in place for this application and the loss of its service and functions could result in a significant risk to vulnerable peoples across the borough, and in some extreme circumstances, a risk to life. Not acting is not an option from the provision of statutory services where records must be maintained for looked after children, child protection orders, adults receiving services etc. Mandatory reporting to DFE and DoH would not be possible.
- 3.1.2 This action would not conform with both PCR2015 or the Council's Contract Rules.

3.2 **Conduct a Market Exercise via a compliant route to market (Rejected) -**

- 3.2.1 Please refer to the 'Reasons' section of the report to find the full rationale, in summary IT Services and Adults and Children's Social Care believe conducting any market exercise to replace or recontract with System C for Liquidlogic would incur huge costs to the organisation for little to no change benefit. This option has been rejected based on the Council already having a market leading Social Care system implemented.
- 3.2.2 Alternative frameworks to CCS VAS were considered, namely G-Cloud 13, however these frameworks do not have the flexibility in contract length that the Council require, with G-Cloud opting for a 4-year maximum term, which is deemed to short for a system of this magnitude. Further frameworks such as KCS and YPO were also considered, but the Council's familiarity with the CCS VAS Framework and the little to no difference in supplier count, meant that they were rejected.
- 3.2.3 An Open Tender/Negotiation was considered for this award; however these processes generally take much longer and require long negotiations on contract terms and conditions. On CCS VAS both the Council and System C are held accountable against agreed terms and conditions, allowing for a smoother and more succinct contract award.

4. **Consultation**

- 4.1 The following consultation has been held when discussing this decision:

Name and Title	Data Consulted	Manner of Consultation
Chris Bush – Commissioning Director for Care and Support	April 2023 until present	SME for service and senior responsible for contract
Paul Ingram – Chief Information Officer	November 2023 until present	IT expert
Jeevan Sharma – Head of IT Projects	April 2023 until present	IT expert, managed Liquidlogic implementation
Katherine Lyon – Business Architect	April 2023 until present	Business architect for IT and key in understanding current market trends
Daniel Monahan – Principal Manager	April 2023 until present	Lead officer on Liquidlogic within Social Care
Ben Davis – IT Procurement Lead	April 2023 until present	Leading on new contract implementation
Euan Beales – Head of Corporate Procurement and Accounts Payable	December 2023 until present	Guidance on direct award to Liquidlogic
Lauren Van Arendonk – Principal Lawyer Contracts	December 2023 until present	Guidance on direct award to Liquidlogic

5. Corporate Procurement

Implications completed by: Euan Beales, Head of Procurement and Accounts Payable

- 5.1 The report recommends a direct award through the CCS VAS Lot 2 framework.
- 5.2 The spend level falls under the Gold threshold in terms of the Council’s Contract Rules, which outlines the requirements to procure in the open market, however this can also be satisfied by the use of a pre procured and accessible framework.
- 5.3 The paper defines the justification to seek a direct award, which is permissible under the terms of use, with the benefit to cost of change being highlighted in addition to the market assessment.
- 5.4 Based on the information contained in the report I cannot see any reason not to approve the recommendations as made

6. Financial Implications

Implications completed by: Amar Barot - Head of Finance for People Services

- 6.1 Any shortfall will be managed by the IT service within existing resources in 2024/25.
- 6.2 For Year 2 and subsequent years the shortfall will be considered as part of the MTFS budget setting process.

7. Legal Implications

Implications completed by: **Lauren van Arendonk, Acting Principal Contracts and Procurement Lawyer (Foreign Qualified)**

- 7.1 This report seeks to award a call off contract to Liquid Logic under the CCS VAS Framework, using the direct award function. Under r 31.1 of the Contract Rules, Officers must consider what procurement method and procedure is most likely to best achieve the Council's objectives including frameworks. CCS VAS Framework is an established framework. Under regulation 33 of the Public Contract Regulations 2015, contracting authorities may conclude framework agreements, provided that they apply the procedures provided for with the PCR 2015.
- 7.2 Under r 29.2 of the Contract Rules, any framework terms and conditions must be reviewed by Corporate Procurement and Legal Services prior to acceptance. Legal and procurement have been instructed and advised on the process; legal will be onsite to review the terms of the framework together with the call off or order form to confirm its suitability and compliance.
- 7.3 Provided that the direct award is conducted in accordance with the CCS VAS Framework guidelines and in accordance with the Public Contract Regulations 2015, this procurement strategy and subsequent award can be approved.
- 7.4 Lastly, in accordance with r 59.2 of the Contract Rules, where a Contract has a value of £250,000 (including VAT) or more, it must be sealed. Legal services will be onsite to assist with drafting and sealing.

8. Other Implications

- 8.1 **Corporate Policy and Equality Impact** – Full EIA is not required as part of this award.
- 8.2 **Safeguarding Adults and Children** – System C's Liquidlogic system for Adults & Childrens (LAS, EHM & LCS) ensures that Social Workers are following the statutory processes that are imbedded in each of the systems which promotes best practice by delivering outcomes and meeting the needs of our Vulnerable Adults and support in Safeguarding Children. Robust reports can be exported which can provide data for modelling work and support tracking progress and capacity in Social Care.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

- Appendix A – Equalities Impact Assessment
- Appendix B – Liquidlogic Pricing Sheet