

Meeting: Cabinet **Date:** 18th February 2025

Wards affected: All

Report Title: Adult Social Care electronic recording system replacement

When does the decision need to be implemented? Immediate

Cabinet Member Contact Details: Councillor Hayley Tranter

Director/Divisional Director Contact Details: Lee Baxter, Divisional Director ASC

1. Purpose of Report

- 1.1 The Council is required to invest in new IT solutions to continue the provision of Adult Social Care services under the Section 75 agreement (which is our legal agreement for adult social care to be delivered by the NHS but with the council retaining statutory accountability) with Torbay and South Devon NHS Foundation Trust.
- 1.2 This report seeks approval for the procurement and subsequent award of contracts for the provision of a new Case Management System and related Finance Module for use in the delivery the Council's statutory duties in relation to Adult Social Care Services. There are also implementation and delivery partners listed below that will be procured separately to deliver the new IT solutions.
- 1.3 The Council's Officer Scheme of Delegation sets out that contracts with a total value above £500,000 are to be submitted to Cabinet or Council (where budget is not already approved) for approval to go out to tender. Where approval in consultation with the relevant member, or by Cabinet or Council is given to undertake the tendering, the Chief Executive, Director, Divisional Director or budget holder has the authority to award the resultant contract.

The proposed commitments (ex. VAT) are:

- 1.3.1 A contract for **£944,643** for the provision of an integrated Social Care and Finance IT system to **System C (Liquid Logic)** to support the delivery of Adult Social Care services across Torbay to deliver the statutory obligations of the Council.

- 1.3.2 Contract for **£800,000** for the provision of a Strategic partner [Channel 3 consultancy] to provide overall Programme Management and alignment to the Torbay Council Adult Social Care strategy
- 1.3.3 A contract for the provision of technical support resources dependant on future procurement exercise to the value of **£695,000** to deliver the new IT system into Torbay Council. This includes elements such as configuration, data migration training and go-live services.

2. Reason for the Contract and its benefits

2.1 For delivery of adult social care services in Torbay we currently use an IT case management system provided by Civica (Paris).

2.1.1 The contract for Civica (Paris) is due to expire in December 2026 with no provision for further contract extensions. To meet the timescales of this contractual deadline it is recommended that the Council start work on a new IT system now. Best practice has the implementation of a social care IT system at between 12 and 18 months.

2.1.2 Torbay Council retains the statutory duties in relation to Adult Social Care and as such needs to provide a new solution for use in Adult Social Care to continue to fulfil its obligations.

2.2 This scheme supports the following areas of Torbay Council:

2.2.1 Continuation of delivery of high-quality Social Care services to residents

2.2.2 “Seamless transitions from Children’s to Adults Services” will be enabled by integration between the future systems in use by the 2 services.

3. Recommendation(s) / Proposed Decision

- 3.1 That the contract for an integrated Social Care and Finance IT system be awarded to System C (Liquid Logic) and commencing in March 2025 (subject to contract agreement) for a 5-year period, be approved; and
- 3.2 That a direct award is made to Channel 3 consultancy to be extended for a one-year period, as our Strategic Partner, be approved

- 3.3 That a procurement exercise for the provision of technical support resources be approved. And any subsequent contract to be awarded in line with the officer scheme of delegation (Paragraph 1.3).

Appendices

Appendix 1:

- VEAT Notice (January 2025)

Background Documents

- There is an internal and joint NHS and Council Full Business Case. This is commercially sensitive and so not shared as part of this report.

Supporting Information

4. Overview

Torbay Council require a new Adult Social Care case management system capable of supporting the needs of the statutory and evolving Adult Social Care Service.

Strategic Needs

Service User Care Journey - An adult social care case management solution that empowers adult social care workers by providing them with tools that support the service user care journey management, streamline data entry for use across multiple teams, and provide a centralised information hub.

Statutory compliance - We want a solution that meets all the statutory requirements for Adult Social Care, that will support us in standardised assessment, planning and reviewing documentation. The system must enable the reporting of all ASC outcomes and financial information in line with statutory reporting requirements.

Self-management and personalisation - Enhance customer autonomy support plans and provide the functionality to increase self-directed support in the Bay.
Better ASC worker experience - support mobile working and ASC team and service users.
Insight - Robust data and reporting tools to reduce onerous processes and facilitate insight-driven and evidence-based commissioning decisions.
Efficiency and effectiveness - Systematic organising, tracking, and reviewing cases within the Case Management IT System so that unnecessary delays, duplications, and errors can be minimised.
Integrated case management and finance - An integrated case management and finance solution that streamlines processes, reduces administrative overhead and improves overall productivity.
Children's interoperability and alignment - The solution will support seamless interoperability with our Children's social care system, with a particular focus on transition planning.
Health and Social Care provision - The solution will support coordinated health and social care service provisions.
Automation and AI – The solution is future-proofed to enable advancements in automation and AI to be implemented to streamline services.

4.2 Across Torbay a transformational approach is needed to the planning and delivering care based on lower cost and improved outcomes. The Adult Social Care Case Management System update is part a series of system-wide transformation programmes across social care and communities designed to improve the experience of our citizens and deliver improvements to the Torbay care system.

4.3 The system will bring together existing care management arrangements with financial, safeguarding and commissioning requirements to provide real time information to enable us to plan delivery and commission care and support for vulnerable people across the Bay.

4.4 Torbay Council's preferred option is to award a contract to System C as the provider for Adult Social Care case management, finance, contracts, payments, assessments and billing. This will bring a significant benefit of aligning both Adult's and Children's services under a single contract, providing economies of scale and improving the experience for service users.

4.5 The current contract for the TSDFT and Torbay Council case management system (PARIS) has been extended to December 2026 with no option in the contract to extend beyond this date.

4.6 This offers the opportunity for Torbay Integrated Care Organisation (ICO) to review their options for their future CMS requirements and for a system to be procured that demonstrates value for money.

5. Options under consideration

A commercially sensitive business case has been produced. This is summarised with the following options being considered:

5.1 Do nothing - continue system use as is

Discounted because:

- the Civica (Paris) contract ends in December 2026.
- Health services are moving away from Civica (Paris) in early 2026.
- The TFM system is built on older technology and as such is approaching the end of its usable life

5.2 Utilise another solution within Torbay Council

The only solution functionally viable is the Children's Case Management solution provided by System C, however the contract for this cannot be extended for use by Adult Social Care Services.

Discounted

5.3 Utilise another solution within TSDFT

Available option is the newly procured Epic system being introduced into TSDFT during 2026; however, this is not aligned to Children's Services and as such has not been considered further

Discounted.

5.4 Competitive procurement. Either through a framework or through a full Find a Tender Service (FTS) process. This has been disregarded in favour of 5.5 below.

Discounted

5.5 Direct award to supplier that strategically fits with Torbay Council's Adult Social Care Services and Torbay Council's Children's Social Care Services

(Preferred option)

A Voluntary Ex Ante Transparency (VEAT) Notice has been released to this effect.

6. Contract term and budget

6.1 System supplier – contract start: estimated for March 2025, with 'go live' in April 2026, for a period of five years, and may be extended for a period of up to 2 further years or until the end of the allocated budget, subject to termination clauses within Terms and Conditions of Contract and as provided for in 72 Modification of contracts during their term of the Public Contracts Regulations 2015.

6.2 Strategic partner – Contract start: estimated March 2025

12 months with 3 months extension

6.3 Technical partner – Dependant on procurement outcome, Contract start: estimated April 2025

12 months with 3 months extension

7. Procurement routes to market

System contract - Torbay Council and Torbay and South Devon NHS Foundation Trust (the Trust) has assessed the options available for procuring a new Case Management System for its Adults Services provision. Some market testing was undertaken in 2024 with three suppliers – System C (Liquidlogic), Access Group (Mosiatic), and OLM (ECLIPSE). Suppliers were invited to provide a demonstration of both their adult social care and finance solutions.

7.2 The purpose of these demonstrations was to test that our requirements were achievable within the market and provide our staff with an indication of what a potential new case management and finance solution could provide. Suppliers also provided an indicative implementation plan and costing information to inform our business case.

7.3 As another part of the early assessment of potential commercial routes, we held discussions with two neighbouring authorities within Devon, to identify if there was an option for any joint procurement activity to align solutions regionally. From these conversations we determined that there was not an available route for this currently. But the discussions highlighted that they were

aligning their Adult's and Children's services within a single system, showing that there is market precedent for doing so.

7.4 This early engagement and fact finding helped us assess and consider the best option for a new Adults system and the appropriate route to market, which included the option of a procurement process for a new system provision, against a direct award to the current supplier of the Council's Children's Services Case Management System.

7.5 We consider that the incumbent supplier demonstrates a deep understanding of our Children's Social Care requirements and is delivering high-quality outcomes. Their established processes, familiarity with our systems, and ability to provide an integrated Adults and Children's social care solution would provide a significant benefit to our residents.

7.6 We also considered that any incompatibility between the existing Children's system and a different new system solution, equipment, and services, could result in time consuming and complex redesign and modification.

7.7 Following extensive consultation with the Trust who will be the primary users of the system, we consider that differences in how the systems function will result in both organisations incurring considerable time and staffing resource requirements, and additional costs, in making the systems compatible with one another – if indeed, this is fully possible.

7.8 The benefits of the alignment between Adults and Children's are set out as follows:

Continuity of Service: Utilising the same supplier ensures seamless service delivery without the disruption that can occur from having separate Adult's and Children's systems. This is particularly crucial in sensitive areas such as Transitions between Children's and Adults, where information sharing, and consistency is paramount.

Carers Identification and management: A single solution across Children's and Adults would allow for better management of Young Carers as their record could be directly linked to the Adult Social Care record, the same is true for adults who are carers of Children.

Proven Expertise: The supplier has demonstrated expertise and a thorough understanding of our specific needs. Their experience and knowledge reduce the learning curve and associated risks that come with onboarding a new supplier.

Efficiency and Cost-Effectiveness: Engaging the same supplier avoids the costs and time associated with a competitive tender process. It also leverages the existing relationship and contractual terms, ensuring cost-effective service delivery.

Integrated Approach: The supplier's familiarity with our systems and processes allows for an integrated approach to service delivery, enhancing efficiency and effectiveness. This integration is vital for achieving our strategic objectives and delivering high-quality services to our service users.

Risk Mitigation: Changing suppliers can introduce significant risks, including service disruption, data migration issues, and potential non-compliance with regulatory requirements. The current supplier's established track record mitigates these risks.

7.9 It is these considerations which we believe could lead to disproportionate difficulties in implementing the new solution which differs to its Children's system, and the ongoing operation/maintenance of both systems, which will not deliver best value in the spending of public funds.

7.10 Therefore our Preferred Route to Market: Direct Award to System C / Liquidlogic (The Council's current Children's Services CMS supplier) as this is in the best interest of our organisation and stakeholders. It ensures continuity, leverages proven expertise, and provides a cost-effective and efficient solution. This approach aligns with our strategic goals and commitment to delivering high-quality services.as the supplier for Children's

7.11 A Voluntary Ex-Ante Transparency (VEAT) notice has been published to the market, signalling our intention to award the contract, which is subject to approval by Cabinet, of this recommendation. The purpose of issuing the notice, is to make the market aware of our intention and ensure any feedback is included in this report to Cabinet.

Conclusion: Awarding the contract directly to the current Children's Services CMS supplier (System C / Liquidlogic is in the best interest of our organisation and stakeholders. It ensures continuity, leverages proven expertise, and provides a cost-effective and efficient solution. This approach aligns with our strategic goals and commitment to delivering high-quality services.

8. Best value duty

8.1 It is the considerations and conclusion detailed in section 7 above, with a direct award to the current Children's Services CMS supplier System C / Liquidlogic, which we believe is in the best interest of our organisation and stakeholders. And will deliver best value in the spending of public funds.

9. Engagement and consultation

- 9.1 Issue of Voluntary Ex Ante Transparency Notice (VEAT) for system contract (January 2025)
- 9.2 Not applicable in this instance for social care service users, so no consultation required.

10. Equality Impact Assessment

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Age	<p>18 per cent of Torbay residents are under 18 years old.</p> <p>55 per cent of Torbay residents are aged between 18 to 64 years old.</p> <p>27 per cent of Torbay residents are aged 65 and older.</p>	<p>A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.</p>	<p>New IT system will help mitigate</p>	<p>Adult social care as part of delivery of new IT system</p>
Carers	<p>At the time of the 2021 census there were 14,900 unpaid carers in Torbay. 5,185 of these provided 50 hours or more of care.</p>	<p>A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.</p>	<p>New IT system will help mitigate</p>	<p>Adult social care as part of delivery of new IT system</p>
Disability	<p>In the 2021 Census, 23.8% of Torbay residents answered that their day-to-day activities were limited a little or a lot by</p>	<p>A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.</p>	<p>New IT system will help mitigate</p>	<p>Adult social care as part of delivery of new IT system</p>

	a physical or mental health condition or illness.			
Gender reassignment	In the 2021 Census, 0.4% of Torbay's community answered that their gender identity was not the same as their sex registered at birth. This proportion is similar to the Southwest and is lower than England.	A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.	New IT system will help mitigate	Adult social care as part of delivery of new IT system
Marriage and civil partnership	Of those Torbay residents aged 16 and over at the time of 2021 Census, 44.2% of people were married or in a registered civil partnership.	A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.	New IT system will help mitigate	Adult social care as part of delivery of new IT system
Pregnancy and maternity	Over the period 2010 to 2021, the rate of live births (as a proportion of females aged 15 to 44) has been slightly but significantly higher in Torbay (average of 63.7 per 1,000) than England (60.2) and the South West (58.4). There has been a notable fall in the numbers of live births since the middle of the last decade across all geographical areas.	A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.	New IT system will help mitigate	Adult social care as part of delivery of new IT system

Race	In the 2021 Census, 96.1% of Torbay residents described their ethnicity as white. This is a higher proportion than the South West and England. Black, Asian and minority ethnic individuals are more likely to live in areas of Torbay classified as being amongst the 20% most deprived areas in England.	A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.	New IT system will help mitigate	Adult social care as part of delivery of new IT system
Religion and belief	64.8% of Torbay residents who stated that they have a religion in the 2021 census.	A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.	New IT system will help mitigate	Adult social care as part of delivery of new IT system
Sex	51.3% of Torbay's population are female and 48.7% are male	A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.	New IT system will help mitigate	Adult social care as part of delivery of new IT system
Sexual orientation	In the 2021 Census, 3.4% of those in Torbay aged over 16 identified their sexuality as either Lesbian, Gay, Bisexual or, used another term to describe their sexual orientation.	A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.	New IT system will help mitigate	Adult social care as part of delivery of new IT system

Armed Forces Community	In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces. In Torbay, 5.9 per cent of the population have previously served in the UK armed forces.	A new IT system will support, identify and provide services that address equality and diversity. Ensuring all members of the public are assessed and treated equally.	New IT system will help mitigate	Adult social care as part of delivery of new IT system
Additional considerations				
Socio-economic impacts (Including impacts on child poverty and deprivation)		Not applicable		
Public Health impacts (Including impacts on the general health of the population of Torbay)		Not applicable		
Human Rights impacts		Not applicable		
Child Friendly	Torbay Council is a Child Friendly Council, and all staff and Councillors are Corporate Parents and have a responsibility towards cared for and care experienced children and young people.	Not applicable		

11. Cumulative Council Impact

11.1 This scheme supports the following areas of Torbay Council:

1. Continuation of delivery of high-quality Social Care services to residents
2. “Seamless transitions from Children’s to Adults Services” will be enabled by integration between the future systems in use by the 2 services

11.2 The transformation of adult social care in Torbay relies on the investment into a new case management IT system that is interoperable with other relevant health and social care systems.

1. Better quality data for monitoring and planning provision of services
2. Potential for better data to enable better outcomes for the people who are in receipt of services.
3. Streamlining our delivery of adult social care will increase productivity in the service

12. Cumulative Community Impacts

Having an up to date IT system to support our adult social care team deliver efficient and joined up services will transform the way that we work and understand the impact of our work on the people of Torbay, I believe this will support us towards our shared vision “Thriving communities where people can prosper”