



In accordance with the Procurement and Contracts Rules and Procedures (PCRP) (see section 3.1.1): a formal business case is required for any procurement with a total value above £50,000. The level of approval required for the Business Case depends on the type of procurement and total ascertainable value of the contract, as indicated in the table below:

1. Level of Approval

State “YES” in the applicable box at either Level 1 or Level 2:

Type of Procurement	Level 1		Level 2	
	Assistant Director & Director	“Yes”	Assistant Director, Director & Executive Approval	“Yes”
Goods and Services	£50k – £500k		> £500k	
Schedule 3 Services	£50k – £615k		> £615k	Yes
Works	£50k – £4,551k		> £4,551k	

NOTE: Executive meetings (Level 2) are held each month but the submission of papers is strictly controlled, resulting in a cycle of at least 6-weeks – speak to Democratic Services for assistance.

2. Project Information

Project / Contract Title	Children and Young People’s Integrated Therapies
Project / Contract Description	<p>Provision of Occupational Therapy, Physiotherapy and Speech and Language Therapy for children and young people in Wokingham where therapy provision identified in the educational provision section of their Education, Health and Care Plan (EHCP)</p> <p>This service will be jointly commissioned with Brighter Futures for Children Reading and West Berkshire and the procurement process will be project managed by Wokingham Borough Council.</p>
Expected Start Date & Duration (months)	<p>Start date: 01/09/2022</p> <p>Initial term of 60 months (5 years) with options to extend by a further 3 years to a total of 8 years.</p>
Any Extension/s Allowed (months) (e.g.: 1 x 24m / 1 x 12m + 1 x 12m)	It is anticipated that the contract will have options to extend beyond the initial term of 5 years for a further 3 years. This is likely to be on a 12 month or 24 month/12 month combination with a final decision to be taken jointly by all Authorities at a later stage.
Total Ascertainable Value	WBC contribution is £389,520 per annum. Over a five-year period, this would equate to £1,947,600 and over an eight-year period would equate to £3,116,160.

	The total value of the contract including contributions of all three authorities would equate to £1,061,710 per annum, £5,308,550 over a five -year period, £8,493,680 over the eight-year term.
Procurement Procedure (Open, Restricted, other agreed procedure)	The procurement will be by way of open competitive tender. Advised to use OPEN Procedure (regulation 27)
If not an Open or Restricted procedure, has it been approved by Procurement? (state "Yes", "No" or "Not Applicable")	Not applicable
Budget Available (please state the value)	WBC budget contribution £389,520 per annum TBC (see total ascertainable value)
Source of Funding (revenue or capital or specified other)	High Needs Block Funding
Any specific comments or notes associated with the budget	High needs funding is provided to local authorities through the high needs block (HNB) of the dedicated schools grant (DSG). The high needs funding system supports provision for children and young people with special educational needs and disabilities (SEND) from their early years to age 25. Analysis of data and forecasted need, stakeholder engagement feedback and a review of models of good/best practice will inform the options for development of a new local model and service specification.

3. Project Justification

Link to Service or Corporate Objectives:

The SEND Code of practice explains the duties of local authorities, health bodies, schools, and colleges to provide for those with special educational needs under part 3 of the Children and Families Act 2014.

Provision of Therapy Services is a key component of Wokingham's Special educational, health and social care local offer for children and young people in the Borough with SEN and/or disabilities.

The service aligns with the strategic objectives set out in the Corporate Delivery Plan: safe, strong, communities and enriching lives.

The Council currently commissions Berkshire Healthcare Foundation Trust to deliver a Children and Young People's Integrated Therapy Service (CYPIT) (Occupational Therapy, Physiotherapy and Speech and Language Therapy) for children and young people in Wokingham where therapy provision has been identified in the educational provision section of their Education, Health and Care Plan (EHCP)

West Berkshire Council and Brighter Futures for Children, Reading also commission BHFT to deliver CYPIT services for their local populations under separate agreements.

The current contract for the commissioned children and young people's integrated therapy (CYPIT) service is due to expire at the end of March 2022.

The Council has been exploring the opportunity to work collaboratively with Brighter Futures for Children, Reading and West Berkshire Council to explore a joint commissioning approach for future provision of these services for their local populations.

Following formal exploration of the joint commissioning opportunity, Officers propose approval of the joint procurement of integrated speech and language therapy, physiotherapy, and occupational therapy services with West Berkshire and Brighter Futures for Children, with a view to advertising a contract opportunity in February 2022 with a contract commencement date 1st September 2022. Officers will seek to secure LA level formal approvals on current arrangements for the period 1 April 2022 to 31 August 2022.

Services to be commissioned include paediatric speech and language therapy, occupational therapy, and physiotherapy which fall under the commissioning responsibility of the local authority.

A joint commissioning approach is in line with the principles of optimising joint working as agreed by the Berkshire West Integrated Care Partnership (ICP). Jointly commissioning services across Berkshire West presents an ideal opportunity to ensure a whole systems approach with our partners and to provide an improved service across the footprint for the local Wokingham population.

Joint commissioning has the potential to confer a range of benefits, including but not limited to:

- Opportunity to promote a joint strategic approach to planning and delivering children's therapy services in a holistic, joined-up way.
- A means by which local partners can collaborate and share responsibility for delivery of outcomes for children and young people with therapy needs included in EHCPs.
- Alignment of partner resources to effect greater purchasing power in the market.
- Opportunity to improve quality of service and outcomes via development of a robust and standardised service specification, which includes clear quality performance and outcome metrics.
- Improved information sharing between partners on the volumes, spend and performance of therapy services commissioned for children and young people and opportunity for local benchmarking.
- Development of local strategic relationships and partnership building.

It is proposed that one contract will be awarded, and each Authority will have the option for specific local requirements to be added based on local need. Local service design and delivery will be Wokingham specific, catering for the needs of Wokingham children and families. Each Local Authority will contribute funding to cover their costs of the contract.

A single contract will secure combined purchasing power and a higher chance of achieving value for money. This contracting approach also provides an opportunity to improve information sharing and local benchmarking on performance of therapy services between partners based on standardised SLA and KPIs and to consider efficiencies, for example, consideration of management costs and overheads. Providers will also have the opportunity to offer lower costs due to potential economies of scale (lower contract administration cost, more efficient use of human resources etc.).

Measurable local outcomes and KPIs will form part of the single contract so that each Local Authority can objectively assess the impact and effectiveness of the service. The joint procurement and will be managed by Wokingham Borough Council. The contract will be managed by a lead Authority on behalf of the three Authorities. This has been explored further

via the Berkshire West Therapies Commissioning Group and it is proposed that the lead for overarching contract management following contract award also sits with Wokingham Borough Council.

Project Specific Objectives, Appraisal of Options and Project Timetable:

The overall joint procurement strategy, will be based on the following: The three Local authorities will jointly procure as a single lot resulting in a single contract signed by the supplier and the three Las

- The outcome of the procurement will be a single contract with the same provider.
- The Service Specification will contain one core part, and each Authority will have the option for specific local requirements to added based on local need.
- Each Authority will have the ability to set their own local Key Performance Indicators as part of the contract with the provider. The provider will be held to account by the Local Authorities at quarterly contract and performance review meetings with local commissioners.
- It is recommended that the initial contract term is for 5 years. The term of the Contract may be extended by 3 periods of up to 3 years; each period subject to satisfactory performance, funding availability and mutual agreement between the parties.
- Each Authority will have the opportunity to decide whether to extend the contract after the expiry of the initial term or to terminate it. The relationship between the three Authorities and the consequences of any of the Authorities terminating the contract will be regulated by a Memorandum of Understanding.
- The contract will be managed by a lead Authority on behalf of the three Authorities although all will be signed off by each UA.
- It is intended that an Inter Authority Agreement/MOU will set out the basis on which the Lead Authority will manage the Service Contract on behalf of the UAs and each Partners respective obligations.

Options Appraisal:

The recommendation to proceed with a joint competitive procurement of an Integrated Children’s Therapy Service for Wokingham with West Berkshire and Brighter Futures for Reading has been made following an options appraisal of the available approaches to procurement and contracting. The options appraisal was undertaken by the Berkshire West Joint Therapies Commissioning Group.

The following options and the benefits and risks of each option have been considered:

Option 1: One contract awarded with local variations - the contract will be signed and administered by a Leading Authority on behalf of the partners	
<p>Benefits:</p> <ul style="list-style-type: none"> • In line with the principles of optimising joint working, as supported by the Berkshire West Integrated Commissioning Group (ICP) • Combined purchasing power and higher chances of achieving value for money due to the competitive element. • Resource efficiencies gained from commissioning and procurement undertaken jointly. 	<p>Risks:</p> <ul style="list-style-type: none"> • Tight procurement timeline. • Risk of delay due to issues with the alignment to other areas, key dates, and decision-making processes. • Risk of unsuccessful procurement if no tenders are received and if suppliers don't see the new opportunity as viable. • Risk that a jointly commissioned service will lose local focus.

<ul style="list-style-type: none"> • Opportunity for providers to offer lower cost due to potential economies of scale (lower contract administration cost, more efficient use of human resources etc.). • All three local authorities will have the same provider which presents an ideal opportunity to provide an improved service across the footprint for local populations and to promote alignment across the wider system • Improved resilience within the service, for example in dealing with staff sickness/absences and fluctuations in service needs. 	<ul style="list-style-type: none"> • Need to agree arrangements for provider payments and managing performance post contract award. <p>Mitigations:</p> <ul style="list-style-type: none"> • The procurement is being led and co-ordinated by Wokingham Borough Council and project management capacity has been built into the process. • Wokingham Borough Council will project manage the joint procurement and will be responsible for coordinating all activities in a timely manner, to finalise all tender documents February 2022. • If no tenders are received, we can legally approach any organisation and negotiate. • Each area will have local control and the contract performance for Wokingham will be monitored on a local basis by the WBC commissioner. • Local focus will be retained by having Wokingham specific key performance indicators which will be monitored quarterly. • An MOU will be developed to confirm the responsibility of the Leading Authority and the other Local Authorities post contract award.
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Option 2 – Joint procurement divided into three lots resulting in three individual contracts awarded

<p>Benefits:</p> <ul style="list-style-type: none"> • Wokingham has complete control over the service model and procurement timescales. • Each LA will end up with their own contract as a result of a single procurement process (as opposed to three separate procurement procedures managed by each LA). • No contract management complications as each LA will be managing their own contract. 	<p>Risks: (which can be mitigated through Option 1)</p> <ul style="list-style-type: none"> • Less likely to achieve value for money as providers will need to tender for three contracts and may not be able to generate efficiencies when delivering the service. • Likely service duplications due to the service split into three lots/contracts which may result in higher cost. • With the national shortage of therapy staff providers may be not attracted to smaller/lower value contracts. • In terms of managing the performance of the service, we will be in a weaker position to bargain and influence service developments and challenges as a single local authority. • It is possible that Wokingham would have a different provider to Reading and West Berkshire which could negatively impact on integrated pathways for our local children and young people and their families • Reduced resilience within our service.
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Option 3- Wokingham UA level procurement	
<p>Benefits:</p> <ul style="list-style-type: none"> • Wokingham has complete control over the service model and procurement timescales. • Wokingham will end up with its own contract as a result of a single procurement process. • No contract management complications as Wokingham will manage their own contract. 	<p>Risks (which can be mitigated through Option 1)</p> <ul style="list-style-type: none"> • Less likely to achieve value for money as providers will need to tender for separate contracts (potentially with varying procurement timescales and contract lengths) and may not be able to generate efficiencies when delivering the service. • Potential for service duplications which may result in higher costs. • With the national shortage of therapy staff providers may be not attracted to smaller/lower value contracts. • In terms of managing the performance of the service, we will be in a weaker position to bargain and influence service developments and challenges as a single local authority. • It is possible that Wokingham would have a different provider to Reading and West Berkshire which could negatively impact on integrated pathways for our local children and young people and their families • Reduced resilience within our service.

PROCUREMENT TIMETABLE

Market engagement	September – October 2021
Service scope and tender documents development	November 2021 – January 2022
Tender Advertising	February 2022
Tender evaluation	April 2022
Contract Award	May – June 2022
Contract mobilisation	July 2022 – September 2022
Contract start date	1 September 2022

Cost Benefit Analysis:

A competitive process will be run to ensure the most economically advantageous tender following a proportionate quality: price evaluation before awarding the contract so that the contract has the greatest opportunity for delivering towards outcomes and performing effectively.

Contract Management:

An integral aspect of the tender process will be to create measurable outcomes and Key Performance Indicators (KPIs) so that the impact and requirement of the service can be objectively assessed in the future.

The service specification, which forms part of the contract, will contain locally agreed KPIs. KPIs can include staffing levels, partnership working, customer satisfaction and other indicators which

will ensure that Wokingham maintains high levels of safe service to our children and their families.

The contract will be monitored on a quarterly basis on a Berkshire West footprint. It is proposed that Wokingham Borough Council lead on overarching contract management following contract award.

Local oversight of the service performance will be undertaken by a senior representative from the Wokingham Strategy and Commissioning Team.

4. Approval

Level 1

<i>Position</i>	<i>Department / Directorate</i>	<i>Name</i>	<i>Signature</i>
Head of Service			
Director			

Level 2

	<i>Date of Executive meeting / approval</i>
Executive Approval	

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