



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, Level 2 or Level 3:

Type of Procurement	Level 1	Level 2	Level 3
	Assistant Director & Director Approval	Executive Approval	Full Council Approval
Goods and Services		Yes	
Schedule 3 Services			
Works			

2. Project Information

Project / Contract Title	Education Management System Procurement
Project / Contract Description	Procurement of an Education Management IT System. The system is required to collect, manage, process and share key information about children in a secure and GDPR compliant way.
Expected Start Date & Duration (months)	1 st April 2026 Initial term of 4 years with two options to extend for up to additional 4 years.
Any Extension/s Allowed (months) <i>(e.g.: 1 x 24m / 1 x 12m + 1 x 12m)</i>	Two extensions by 2 years each.
Total Ascertainable Value	Information included in Part 2
Procurement Advice <i>Provide a short summary of the advice or attach/append any written advice you have obtained, including the type of procedure, Brexit considerations and if the BC is for setting up of DPS or framework agreement.</i>	The recommended procurement route is open competitive process, where all interested suppliers can submit a tender. The Council will be in a position to receive and evaluate proposals for all products available on the market, which have the desired functionalities and can meet the specified requirements. This will enable the Service to select the most beneficial proposal from quality / functionality and cost perspective.
Finance Advice <i>Confirm budget availability and add any comments relevant to the budget.</i>	The financial implications from the procurement exercise vary considerably depending on one of two outcomes: 1. A new provider / system is successful

	<p>2. The existing provider is successful – implementation costs would be significantly lower as would involve improvements to existing functionality rather than full system set-up and data migration.</p> <p>Funds have been planned for within the Council’s approved capital programme through to March 2025 total £720k.</p>
<p>Source of Funding <i>(revenue or capital or specified other)</i></p>	Combination of revenue and capital
<p>If procurement is for software, specify outcome of your consultation with IMT and/or Business Change</p>	IMT have been engaged and have had input into the development of the requirements.

3. Project Justification

Link to Service or Corporate Objectives:

Wokingham Borough Council (WBC) is required to fulfil a range of statutory education and business critical functions to meet the needs of children, young people and families. This requires an effective Education Management IT System to be in place. WBC currently uses the Capita ONE system, which enables front line staff to deliver the education services and provides information to support the decision-making process.

The functions that Capita ONE supports include:

- School Admissions, including processing annual Admissions applications for primary and secondary schools and in-year transfers
- Special Education Needs
- Early Years
- Education Welfare
- Children in Employment and Entertainment
- Free School Meals
- Governor Services
- Training Management
- Schools Data transfer (known as B2B)

The current system is also used to deliver the statutory returns to the central government.

The current contract with Capita ends in March 2024 and a procurement process is required to determine whether the best option would be to change to an alternative supplier or stay with Capita and the existing system.

Following a consultation with the IMT team and users, it was established that an implementation of a new solution would involve a significant amount of data migration, design of the new solution, training of new users etc. and could potentially take 24 -35 months. It is therefore recommended that a contract with

Capita is secured until 2026 to allow for sufficient time for engagement with users to capture all necessary functionalities of the software, recruit additional resources for the procurement and implementation (if a new software is to be implemented) and complete the full process. Initial user engagement has been completed and a first draft of the requirements has been produced, however, due to conflicting priorities and extensive workload, it may result in the specification not being fully fit for purpose (e.g. overlooking critical functionality, which then may need to be charged separately or over specifying and paying for additional functionalities that may not necessarily be beneficial to the Council).

Procurement and implementation of any new solution is a lengthy and very complex process and will require investment of significant resources and funds.

Our recommendation is therefore to extend the contract with Capita for a further two years until March 2026 to allow sufficient time for mobilisation and transition if an alternative supplier and system is chosen. Doing this provided the stability for the immediate future, while minimising the risks and allowing time to prepare for competitive tendering.

A Stage 1 Equality Impact Assessment has been completed and there are no identified impacts on equality or any of the equality groups. The procurement of an Education Management System will ensure that the Council can continue to collect data and undertake analysis to inform decisions on equality issues. There are no impacts relating to Sustainability or the Climate Crisis.

PROJECT SPECIFIC OBJECTIVES AND PROJECT TIMETABLE:

A Business Case was approved in 2021 to negotiate a new contract with Capita using a framework agreement. This resulted in a new contract which runs to 31st March 2024.

A further Business Case is now required to enable us to proceed with the procurement process.

The following work will need to be undertaken:

- develop a very good understanding on the exact business need based on Service/user requirements
- identify any gaps in the current product
- embed the necessary flexibility in the terms of the contract and specification of the product
- complete a whole life cost assessment to understand the return on investment and all other cost implications
- understand the level of business disruption in the case of implementation of a new solution;
- develop an appropriate transition and mobilisation plan

Over the last year, Childrens Services have been managing some of the activities with very limited resources. However, the complexity and the scale of the project would require more systematic project management approach to ensure that all relevant stakeholders have been engaged, all essential and desirable functionalities have been captured and specified, appropriate evaluation methodology has been agreed providing for adequate assessment of the desired capabilities, all activities and tasks are completed on time and in the correct sequence to result in award of contract by an agreed date, allowing for sufficient implementation period of at least 18 months.

In view of the above, it is essential to consider additional project management and technical resources to manage the financial and commercial risks related to the delivery of this project, if the outcome of the procurement results in the implementation of a new system.

Further information about the estimated data migration costs is provided in Part 2.

Recommended option – extend the Capita contract for another two years and complete a procurement process to enable implementation of any new system by 1st April 2026

Benefits:

- Allows an additional 24 months to ensure sufficient time to run the procurement process and implement a new system if a different software supplier is chosen, which is crucial. There is no guarantee that a new system will need to be implemented, however, should this be the case, there will be a need to ensure business continuity during the implementation, therefore the Capita contract will need to expire at the end of the implementation period.
- An opportunity to achieve good value for money by reviewing the market and all available products that can meet our need. We will then be in a position to evaluate the functionalities and the price of these products and select the best option.
- A compliant procurement process with no compliance risks.
- There may be an opportunity to capitalise the cost of the product and the licences

Risks:

- Risk of challenge by Capita's competitors as we will be entering into another two year contract with Capita.

Should the recommended option be approved, the following procurement timetable will be recommended:

1. Recruitment of project support resources: September - December 2022
2. Engagement with users to finalise requirements and technical specification: January – May 2023
3. Advertise on Find a Tender Service and Contracts Finder: June – September 2023
4. Tender evaluation: October – December 2023
5. Contract award: December 2023
6. Recruitment of Data Migration officers: January 2023 – March 2024
7. Implementation: April 2024 – March 2026

For the above timetable to be achieved, recruitment of the resources needs to be completed by the end of December 2022. The timetable also assumes that the team can prioritise the engagement with users and put on hold any non-urgent activities until recruitment is completed.

Contract Management:

As mentioned above, the implementation of a new solution will require additional resources to support the data migration and design of the new system. These resources are not available inhouse and will need to be sourced. Once implemented, the contract will be managed by the Impact and Intelligence team and the IMT team.

4. APPROVAL

Please fill in the applicable fields according to the level of approval required.

Note: If Level-2 or 3 approval is required, the document should be signed by Assistant Director and Director at Level-1 first, and then presented to the Executive (and Full Council where appropriate) for final approval.

Level 1

<i>Position</i>	<i>Name</i>	<i>Department</i>	<i>Signature</i>
Assistant Director			
Director			

Level 2

NOTE: Level 1 approval must be completed first.

Please state the date of the relevant Executive meeting or Individual Executive Member Decision at which the Business Case has been approved.

<i>Date of Executive meeting / approval</i>	<i>Item No</i>
Executive Approval	

Level 3

NOTE: Level 1 and 2 approval must be completed first.

Please state the date of the relevant Full Council meeting at which the Business Case has been approved.

<i>Date of Full Council meeting / approval</i>	<i>Item No</i>
Full Council Approval	

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