

Notice of Non-Key Executive Decision

Subject Heading:	<i>M365 Change and Adoption Support</i>
Decision Maker:	Mark Duff Director of IT, Digital and Customer Service
Cabinet Member:	Councillor Paul Middleton – Cabinet Member for Digital, Transformation and Customer Services
ELT Lead:	Kathy Freeman Strategic Director of Resources
Report Author and contact details:	Gayle Kipling ICT Programme Manager gayle.kipling@havering.gov.uk
Policy context:	This project directly contributes to the “ Enabling a resident-focused and resilient Council ” and supports the objectives to: Manage our systems and data well and be a data driven organisation.
Financial summary:	Approval is sought to award a 12-month contract, valued at £99,963, to Hable Education Ltd for delivering change management and user adoption services in support of the Council’s M365 migration and device refresh. The contract will be funded through the M365 revenue reserve budget.
Relevant Overview & Scrutiny Sub Committee:	Overview and Scrutiny Board
Is this decision exempt from being called-in?	The decision will be exempt from call in as it is a Non key Decision

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The subject matter of this report deals with the following Council Objectives

[] People - Supporting our residents to stay safe and well

[] Place - A great place to live, work and enjoy

[**X**] Resources - Enabling a resident-focused and resilient Council

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION
<p>The Director of IT, Digital and Customer Service is recommended to approve the award to Hable Education Ltd for the provision of user engagement support, a contract with a value of £99,963 via Crown Commercial Services (CCS) PCR15 Framework RM1557.14 (G-Cloud 14), Lot 3 for a period of 12 months from 01/07/2025 – 31/06/2026.</p>

AUTHORITY UNDER WHICH DECISION IS MADE
<p>Part 3 of the Council’s Constitution Scheme 3.3.3 - Powers common to all Strategic Directors 1.General 1.1 To take any steps, and take any decisions, necessary for the proper management and administration of their allocated directorate, in accordance with applicable Council policies and procedures.</p> <p>4.Contracts 4.2 To award all contracts with a total contract value of below £1,000,000 , other than contracts covered by the Contract Procedure Rule 16.3. This delegation shall include that ability to extend or vary a contract up to including a value of £1,000,000 (provided that the extension is in line with the existing contractual provisions.)</p> <p>As subdelegated to the decision maker from 14 March 2025, with paragraphs 4.1, 4.2 and 5.2 subject to a financial limit of £100,000.</p>

STATEMENT OF THE REASONS FOR THE DECISION
<p>Havering Council has heavily invested in M365 productivity and collaboration tools, but have not focussed on the upskilling that staff need in the latest technologies. With the transition to a new Microsoft 365 tenancy and upgrades to Windows 11 and M365 Desktop Applications, additional support is required to ensure a smooth transition into the new technology underpinning Havering’s IT & Digital service.</p> <p>The programme team have evaluated whether it is possible to support staff through this unprecedented level of change using the in-house Communication and Change and Adoption teams, unfortunately there is insufficient capacity within the teams to accommodate the level of effort needed.</p> <p>Without adequate support, the quality and consistency of user engagement will decline which increases the risk of change fatigue and disengagement among staff. Leveraging the expertise and knowledge of a team that has carried out this sort of aggressive</p>

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adoption campaign previously, enables the change, adoption and engagement to keep pace with the rapid delivery needed to achieve the December deadline for the return of ICT to the Borough's IT & Digital Service's directorate.

To select a suitable supplier and in compliance with the G-Cloud 14 Framework process, the following actions were applied against Lot 3 in the Training category:

- Creation of a long list using the keyword search in-line with the requirements identifying 2 potential services.
- The keywords used were: "Microsoft 365 training and promotion"
- Creation of a short list by focusing based on G-Cloud predefined filters (Supplier Type: Not a reseller) resulting in 1 supplier with the capability to meet the requirements.
- Reviewed the supplier's service definitions in-line with the implementation requirements.
- Supplier capability was met by – Hable Education Ltd's Microsoft 365 Promotion service (632226428745191).

On this basis, Hable Limited was selected as the preferred supplier.

The G-Cloud Framework has a number of suppliers from whom to select and is considered to represent the best value compliant route to market for the services required for this type of change and adoption support.

The engagement will be split into a number of workstreams, running concurrently:

Change discovery

A series of focus groups, to gain a comprehensive understanding of the current challenges and future work methodologies, will be set up to enable the identification of the necessary learning and interventions to ensure widespread adoption of the tools provided to all council employees. This will also help to resistance, key stakeholders, and opportunities that can be leveraged and addressed.

Engagement

Working with the internal communication and change teams, this will provide the engagement plan needed to promote the learning, skilling and support that will be available to staff. It will also help with producing the relevant content for publication through the appropriate channels (e.g. Intranet & Email), as well as designs that can be used for Digital Screens & posters.

Learning

This will be a mix of interactive webinars, engaging workshops, supporting self-guided materials and workplace coaching/Change Desk to underpin the experience for staff.

Champions Training

This will focus on 3 phases to build our champions group: Foundational Skills of the new technology, Applied learning through scenarios and Champions of Change workshops

Change Desk

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This will provide a friendly, proactive, informal one-to-one support for all staff to fit with their role and work environment. Dedicated Microsoft Teams channels will be created, where people will be able to access support.

OTHER OPTIONS CONSIDERED AND REJECTED

To use internal staff to support the change.

This was rejected as there is insufficient capacity within the team to manage the staff engagement well, leading to the risk that adoption is superficial or inconsistent across departments which in turn risks staff being unable to use key applications effectively, impacting on their ability to provide the level of service required.

Strategic opportunities for embedding change (e.g. Digital Champions, roadmap alignment) may be missed.

Do Nothing – this option was rejected.

PRE-DECISION CONSULTATION

None

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER	
Name: Gayle Kipling	
Designation: ICT Programme Manager	
Signature: <i>Gayle Kipling</i>	Date: 03/06/2025

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS
<p>The Council has the power to award the contract under s111 of the Local Government Act 1972, which permits the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.</p> <p>The Council also has a general power of competence under Section 1 of the Localism Act 2011 to do anything an individual may generally do subject to any statutory limitations. The recommendations sought within this report are in accordance with this power.</p> <p>This report seeks authorisation to award a contract for cloud support to Hable Education Limited for a period of 12 months at a cost of £100K.</p> <p>The contract is below the threshold for services in the Procurement Act 2023. However, the award must comply with the Council’s Contracts Procedure Rules (CPR).</p> <p>The framework has been set up in accordance with the Public Contracts Regulations 2015 (pre 24.02.25) and is a live and valid framework that is available for the Council to access and utilise in compliance with CPR 20.</p> <p>For the reasons set out above, the Council may award the contract.</p>

FINANCIAL IMPLICATIONS AND RISKS
<p>This report seeks approval from the Strategic Director of Resources to award a 12-month contract to Hable Education Ltd, supporting change management and user adoption activities associated with the Council’s Microsoft 365 migration . The contract will run until 15 May 2026.</p> <p>The cost of the 12-months contract is £99,969 and will be funded from existing revenue reserve budgets within the IT Transformation & Digital service area. Procurement was conducted via the Crown Commercial Services G-Cloud 14 Framework, ensuring adherence to public sector procurement regulations and providing a cost-effective route to market.</p> <p>There are no anticipated ongoing financial commitments beyond the 12-month contract term. Any future support requirements will be subject to separate funding arrangements. The financial risk is considered minimal, provided the engagement achieves its objectives and successfully builds internal capability within the organisation.</p>

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**HUMAN RESOURCES IMPLICATIONS AND RISKS
(AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)**

The recommendations made in this report do not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce.

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have ‘due regard’ to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: ‘Protected characteristics’ are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

An EqHIA (Equality and Health Impact Assessment) is usually carried out and on this occasion this isn’t required.

The Council seeks to ensure equality, inclusion, and dignity for all in all situations.

There are no direct equalities and social inclusion implications and risks associated with this decision. Materials will be created to ensure they are compatible with any additional learning technologies in use at the Council and also input will be sought from the appropriate staff forum chairs.

Please contact the Race, Equality, Diversity, Accessibility and Inclusion (READI) Programme Team for further guidance on READI@haverling.gov.uk

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

No direct implications relating to the environment or climate change

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<https://onesourceict.sharepoint.com/sites/SustIntranet/SitePages/Committee-Guidance.aspx>

BACKGROUND PAPERS
None

APPENDICES
None

Part C – Record of decision

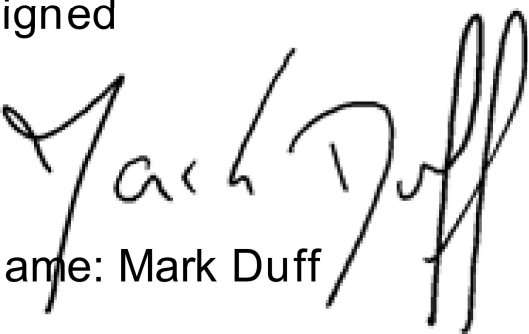
I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Details of decision maker

Signed


Name: Mark Duff

Cabinet Portfolio held:

CMT Member title:

Head of Service title: Director Digital, IT and Customer Services

Other manager title:

Date: 16th June, 2025

Lodging this notice

The signed decision notice must be delivered to Committee Services, in the Town Hall.

For use by Committee Administration

This notice was lodged with me on _____

Signed _____