

NOTICE OF MEETING

CABINET MEMBER SIGNING

Thursday, 19th March, 2026, 3.30 pm - Alexandra House, Station Road, London N22 7TY (watch the live meeting [here](#))

Cabinet Member: Councillor Dana Carlin

1. FILMING AT MEETINGS

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The Chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a

pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

4. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear).

5. DEPUTATIONS / PETITIONS / QUESTIONS

6. ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME - PHASE 1 (PAGES 1 - 14)

Report of the Corporate Director of Finance and Resources

7. HARINGEY COUNCIL AUDIO VISUAL SUPPLY, INSTALLATION, CONFIGURATION & SUPPORT CONTRACT (PAGES 15 - 26)

Report of the Corporate Director of Finance and Resources

8. EXCLUSION OF PRESS AND PUBLIC

Item 9 is likely to be subject to a motion to exclude the press and public be from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3, namely information relating to the financial or business affairs of any particular person (including the authority holding that information).

9. EXEMPT - HARINGEY COUNCIL AUDIO VISUAL SUPPLY, INSTALLATION, CONFIGURATION & SUPPORT CONTRACT (PAGES 27 - 30)

Relating to item 7.

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Wednesday, 11 March 2026

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Report for: Councillor Carlin – Cabinet Member for Finance & Resources

Title: **Enterprise Resource Planning (ERP) System Replacement**

Report authorised by: Taryn Eves, Corporate Director of Finance and Resources

Lead Officer: Kevin Bartle, Strategic Adviser (ERP Programme SRO)

Ward(s) affected: N/A

1. Describe the issue under consideration

- 1.1 Enterprise Resource Planning (ERP) systems are used by large organisations, including local authorities, to manage their core Finance, HR and Procurement functions. These systems are business-critical: they enable the Council to pay staff and suppliers, manage recruitment and workforce activity, meet statutory financial and procurement obligations, and oversee contracts and spend. ERP platforms are large, complex systems that form the operational backbone of an organisation and underpin how services function day to day.
- 1.2 The current ERP platform used by the Council is approaching end of vendor support. Once support ends, the Council will no longer receive system updates, security patches, or functional improvements. Continuing to operate an unsupported ERP would present an unacceptable risk to the security of the Council's data, its ability to pay staff and suppliers, and its compliance with statutory financial and procurement requirements. As a result, the option to take no action is not considered viable and the Council must, therefore, replace its ERP capability.
- 1.3 The issue under consideration is therefore how the Council proceeds with replacing its ERP system, including:
 - assessing the viable options available to Haringey;
 - understanding the costs, benefits and risks associated with those options;
 - developing a robust, evidence-based business case to support future decisions.
- 1.4 Haringey Council currently operates an ERP platform (SAP) that was implemented 27 years ago. It supports core Finance and HR processes and is supplemented by a range of additional systems and bespoke configurations to meet operational needs. Over time, this landscape has become increasingly complex, costly to maintain, and difficult to adapt.
- 1.5 This programme is not a simple technology replacement. It is an organisation-wide business change programme that will require the Council to adopt new,

standardised processes across Finance, HR and Procurement. Whilst this represents a significant change for the organisation, a well-planned and evidence-led approach will place the Council in a much stronger position to manage its workforce, finances, procurement and contracts in a controlled, efficient and sustainable way.

- 1.6 This report therefore seeks approval for funding to progress the stabilisation and option-assessment work required to develop a full and costed ERP business case, enabling informed decision-making by Cabinet at a later stage.

2. Cabinet Member Introduction

N/A

3. Recommendations

The Cabinet Member for Finance and Corporate Services is asked to:

- 3.1 To approve an initial budget to fund a defined discovery and initiation phase of £1,922,653.19.
- 3.2 Note that Haringey Council's ERP replacement programme is now moving from an initial foundational phase into a discovery and initiation stage.
- 3.3 Note that the next phase is essential to ensure the programme is positioned to proceed in a controlled, evidence-based and deliverable manner, with clear governance, mature requirements, and a robust understanding of cost, risk and delivery approach.
- 3.4 Note an independent assessment has confirmed that the strategic direction to replace the Council's current ERP remains sound and necessary. The next step is to build on this foundation through a structured discovery and initiation phase that will strengthen decision-making, validate options, refine scope, test our approach with the market and ensure the programme is ready to proceed at pace in a way that is affordable, compliant and defensible.

4. Reasons for decision

- 4.1 The ERP programme has an approved budget of £150k for 2025/26, which was allocated to establish an initial ERP programme team, fund early foundational activity, and begin the development of high-level business case and technical requirements across the HR, Finance and Procurement functions.
- 4.2 A substantial amount of complex, underpinning work has been delivered within this initial budget envelope. This has included significant activity to build and mature requirements across HR, Finance and Procurement, alongside developing organisational understanding, clarifying scope, and identifying key risks, dependencies and constraints. This foundational work has been essential in

shaping the programme and now provides a strong and credible platform from which to move into a structured and effective discovery and initiation phase.

- 4.3 It is now very apparent that this initial budget was wholly insufficient to cover not only what has been done to date but now, and most importantly, for the next and more detailed discovery phase, as set out in this paper. This next phase will need to complete the requirements development, validate options, and produce a robust, fully costed business case to support full programme approval. It is essential that the Council can evidence best value for money for what will be a very substantial investment required to secure day-to-day operations.
- 4.4 The additional budget requested will be used to support the following critical readiness activities, which cannot be delivered within existing capacity or budget:
- Strengthening programme governance and controls, including formalising Senior Responsible Officer delegated authority, decision thresholds, and standing up a small Programme Management Office to own the plan, Risks, Assumptions, Issues and Dependencies (RAID) log and escalation.
 - Establishing a single, cross-functional Requirements Working Group (Finance, HR, Procurement, Digital), completing and prioritising functional and non-functional requirements and enabling informed scope.
 - Controlled market engagement and testing, including preparation of a compliant supplier data room, parity protocols and structured market-testing materials.
 - Defining and assuring the procurement strategy, supported by named procurement leadership and independent legal/procurement advice to ensure compliance and value for money.
 - Refreshing the costed options appraisal and 10-year Total Cost of Ownership, including staged funding approvals and improved financial governance.
 - Mobilising data and change foundations, including appointment of a Data Lead, initiation of data discovery, migration and archiving principles, and early business change planning.
 - Supplementing in-house capability with ERP-experienced SMEs, to ensure that complex design decisions are Council-led, robust, and aligned to best practice.

Two-Phase Funding Approach

- 4.5 Officers recommend adopting a two-phase funding model:
- Phase 1 – Stabilisation and Readiness: Initial funding to complete governance, requirements, market testing, procurement strategy, data discovery and financial assurance activities. This paper requests the funding to achieve Phase 1.

- Phase 2 – Delivery Funding: This will be subject to a future decision by Cabinet following completion of Phase 1, based on a refreshed business case with evidenced scope, costs, benefits, risks, and delivery confidence.

4.6 This approach ensures that Cabinet is not asked to commit to full delivery funding until the programme is demonstrably ready, risks are actively managed, and value for money can be evidenced.

Why This Is Necessary

- 4.7 Without this additional investment:
- Decision-making will remain constrained and slow, increasing the risk of delay and escalation.
 - Requirements may be over or under specified, inconsistent, or untestable, leading to inflated supplier pricing and weak procurement outcomes.
 - The Council risks entering procurement without a clear evidence base.
 - Data quality, migration, and change impacts may be addressed too late, increasing the likelihood of implementation failure and unrealised benefits.
 - The programme risks becoming supplier-led rather than Council-led, embedding poor design decisions that are costly to unwind.
- 4.8 Approving this targeted additional budget enables the Council to de-risk the programme, protect public money, and place the ERP replacement on a firm footing ahead of major contractual commitments.

Budget Required

	2025/26	2026/27
Existing Project Resource	£425,393.85	£212,696.93
HR SME Resource	£32,845.00	
External Consultancy	£237,570.00	
Additional Project Resource Required		£660,000.00
Data Migration Resources		£180,000.00
SME Recharges	£58,167.60	£77,556.80
Contingency @ 10%	£75,397.65	£113,025.37
Existing 25/26 Budget (FCR)	-£150,000.00	
Sub-Total	£679,374.10	£1,243,279.10
Total Budget Required	£1,922,653.19	

5. Alternative options considered

- 5.1 Doing nothing is considered not a viable option for Haringey. The current ERP platform is reaching the end of support and the limit on its sustainability means it is no longer provides a reliable basis for meeting Haringey’s operational, security, and statutory requirements over the medium to long term. Given that ERP replacement is a large-scale, multi-year programme Haringey must act now to begin the discovery and initiation phase. This early phase is essential to plan a safe and controlled transition, define interim support and continuity arrangements, and mitigate the growing risks associated with reliance on the existing system. Delaying action would increase operational, financial, and compliance risk, reduce our ability to maintain business continuity and constrain future service improvement.

6. Background information

Programme Timescales and Transitional Arrangements

- 6.1 The replacement of the Council’s ERP capability is expected to be a large-scale, multi-year programme. Indicative benchmarking across the sector suggests that full implementation typically takes 18–24 months but can be longer, from the point of selecting the system but this depends on scope, delivery model, data readiness, and organisational change complexity. This timescale means that the Council must plan for interim support and continuity arrangements for the current ERP environment during transition, including appropriate contractual and operational cover to ensure business continuity, security, and statutory compliance.
- 6.2 The precise duration and structure of any transitional arrangements will need to be defined as part of programme replanning and the wider ERP stabilisation work, including work with specialist partners to reassess delivery timelines, risk exposure, and support dependencies.

Evidence Base and Sector Engagement

- 6.3 The timing and development of this report has been informed by extensive preparatory work undertaken by the Council, including:
- engagement with other local authorities that are at different stages of ERP replacement programmes.
 - independent market insight and advisory support (including sector benchmarking and research).
 - internal architectural, digital, and operational assessments, and early engagement with specialist advisors.
- 6.4 This work has confirmed both the strategic necessity of the ERP replacement and the material risks of progressing prematurely without adequate programme foundations in place, it is therefore essential that we continue with this work in the next phase of the programme.

Programme Readiness and Stabilisation Context

- 6.5 Independent assessment has identified that, whilst the need to replace the ERP system is clear and urgent, there are several critical readiness gaps that must be addressed before the Council can commit to solution selection or large-scale procurement.

These include:

- governance and delegated decision-making arrangements
 - programme management and controls
 - requirements maturity and prioritisation
 - procurement and market engagement readiness
 - financial governance and long-term affordability assurance
 - data ownership, quality and migration planning
 - business change capacity and service readiness
 - access to appropriate ERP specialist expertise
- 6.6 Addressing these gaps through a structured stabilisation phase is essential to ensure that future decisions are evidence-based, affordable, compliant, and deliverable, and that Haringey avoids committing to high-risk or poorly scoped procurement and delivery pathways.
- 6.7 All work undertaken to date has established a strong foundation, including early governance arrangements, initial requirements development, market engagement activity and programme mobilisation.
- 6.8 This next phase will focus on formalising governance and decision-making, completing and prioritising requirements, preparing for market engagement and procurement and developing a robust, fully costed value for money business case to support future Cabinet decisions and full programme approval.

Governance and Leadership Engagement

- 6.9 The programme will operate through strengthened governance arrangements, including the ERP Programme Board, with structured engagement across the Council's senior leadership.
- 6.10 The programme will engage regularly with both the Senior Leadership Team (SLT) and Corporate Leadership Team (CLT) to ensure strategic alignment, organisational ownership, and delivery confidence. This will include:
- structured updates at key programme milestones
 - deep-dive sessions on critical design, operating model and change impacts
 - leadership input into prioritisation and sequencing decisions
 - alignment with wider corporate and financial planning processes
- 6.11 This approach ensures that ERP replacement is treated as a corporate transformation programme, not a technology project, with clear leadership accountability and sponsorship.

Risk Management and Programme Control

6.12 The ERP programme carries significant strategic, operational, financial and organisational risk. Key risk areas include:

- **Business Continuity Risk:** Operating critical Finance, HR and Procurement processes on ageing systems creates increasing operational and security exposure, making timely replacement essential.
- **Programme Delivery Risk:** Large-scale ERP programmes are inherently complex, with high failure risk where governance, scope control, requirements maturity and change readiness are weak.
- **Financial Risk:** Without staged funding, clear decision gateways, and costed options appraisal, there is a risk of loss of financial control and unaffordable commitments.
- **Procurement and Compliance Risk:** Premature market engagement or poorly structured procurement exposes the Council to legal, commercial and reputational risk.
- **Change and Adoption Risk:** Without structured business change capability, service engagement and operating model redesign, benefits realisation and adoption will be severely constrained.
- **Data Risk:** Poor data quality, unclear ownership and undefined migration strategies materially increase the risk of delivery failure and operational disruption.

6.13 These risks will be managed through:

- phased programme design and funding
- strengthened governance and delegated authority frameworks
- structured stabilisation and readiness activity
- controlled market engagement
- formal programme controls (PMO, RAID, dependencies, assurance)
- and early mobilisation of data, change and ERP specialist capability

6.14 This approach ensures that Haringey builds a robust foundation before committing to major financial, contractual and delivery decisions, safeguarding business continuity and value for money while enabling the development of a credible ERP business case for Cabinet consideration.

7. **Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes.**

7.1 The ERP Replacement programme is a mandated technology change driven by the current system no longer being supported. It is not referred to directly in the Corporate Delivery Plan but such a system underpins the delivery of all Council services by ensuring staff and suppliers are paid on time, all HR processes and procurement activity is managed and supports contract management.

7.2 Consistent with developing an Enterprise Infrastructure Strategy that aligns technological solutions with corporate objectives to enhance performance,

facilitate informed decision-making, optimise Digital investments, and enable adaptability to market changes.

8. Carbon and Climate Change

8.1 The adoption of a modern ERP solution can support the Council's environmental objectives and contribute to reduced carbon emissions in the following ways:

Reduced Energy Consumption

8.2 Modern ERP platforms are designed to process and analyse data far more efficiently than legacy systems. This results in:

- Lower energy consumption for data processing and reporting
- Reduced cooling requirements within data centres
- More efficient use of underlying hardware and infrastructure

8.3 By eliminating the need for duplicated data storage and manual reconciliation, energy-intensive processing is reduced and reporting can be generated directly from live data.

Cloud-Enabled Deployment Models

8.4 Contemporary ERP solutions typically support cloud or hybrid deployment models, which are generally more energy-efficient than traditional on-premise environments:

- Shared infrastructure improves overall server utilisation
- Reduced requirement for Council-owned physical hardware
- Many cloud providers operate energy-optimised data centres and increasingly use renewable energy sources

8.5 This shift helps lower the carbon footprint associated with infrastructure hosting and maintenance.

Streamlined and Digitised Business Processes

8.6 Modern ERP solutions enable more efficient and integrated business processes across Finance, HR and Procurement, supporting sustainability through:

- Improved procurement and contract management, reducing waste and supporting more efficient purchasing practices.
- Enhanced inventory and asset management, limiting over-ordering, excess storage and unnecessary stockpiling.
- Automation of workflows, reducing reliance on paper-based processes and manual interventions.

8.7 Access to real-time data removes the need for offline reconciliation and enables timely, informed operational decisions.

Enhanced Reporting and Insight for Sustainability

- 8.8 Modern ERP platforms typically include advanced reporting and analytics capabilities that support:
- Real-time visibility of operational and financial data
 - Improved decision-making around resource use and efficiency
 - Better tracking and reporting to support environmental and broader ESG objectives
- 8.9 These capabilities enable Haringey to monitor performance more effectively and identify opportunities to reduce environmental impact.

Lower Total Cost of Ownership and Reduced Waste

- 8.10 By reducing dependence on physical infrastructure and improving system efficiency, modern ERP solutions can deliver:
- Lower long-term hardware and maintenance requirements
 - Reduced electronic waste from fewer server upgrades and replacements
 - More sustainable use of technology assets over time

9. Statutory Officers comments (Director of Finance (procurement), Director of Legal and Governance, Equalities)

- 9.1 The Finance Business Partner for Finance and Resources has been consulted in the preparation of this report and has provided the funding position.
- 9.2 The funding required to progress the stabilisation and option-assessment to develop a full and costed ERP business case totals c£1.92m, of which £0.68m is required for 2025/26 and £1.24m for 2026/27. This funding will be met through applying corporate contingency for 2025/26 and the capital receipts flexibility for 2026/27. Flexible use of capital receipts is when proceeds from selling assets can be used to fund revenue costs of one-off transformation projects that generate long-term savings to the council. A £4m use of capital receipts in 2026/27 for invest to save initiatives (which includes the ERP programme) has been proposed via the 2026/27 Budget/MTFS and was considered by Council on 10th March 2026 for approval.
- 9.3 As at Period 10 2025/26, the forecast spend for this programme of work is £829,374 with an already agreed flexible use of capital receipt funding amount of £150,000, an additional £679,374 funding, including contingency, is being requested to meet the associated costs of the programme in 2025/26. Funding requirements in each year includes an estimated amount for contingency to allow for any delays or unforeseen costs to deliver an ERP business case by summer 2026.

Procurement

- 9.4 The Chief Procurement Officer has been consulted in the preparation of this report and confirm Strategic Procurement will provide the required support for any

procurement related activity referenced in this report, ensuring compliance with the Councils CSO's and relevant regulatory frameworks.

- 9.5 At present, Strategic Procurement is required to use manual processes to comply with the Procurement Act. The absence of appropriate supporting technology limits the team's ability to operate efficiently and constrains opportunities to maximise value for money.
- 9.6 The approach set out in this report will enable the Council to undertake structured market testing to assess deliverability, commercial viability, and overall value for money. This will help to mitigate procurement r-related risks ahead of any future tendering exercise.
- 9.7 The Chief Procurement Officer confirms there are no procurement related reasons preventing the Lead Member for Finance and Resources approving the recommendations stated in paragraph 3 of this report.

Legal

The Director of Legal and Governance (monitoring Officer) has been consulted in the preparation of this report.

There are no contractual and procurement issues in the report that require any legal comments.

Equality

- 9.8 The Council has a Public Sector Equality Duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment and victimisation and any other conduct prohibited by the Act
 - Advance equality of opportunity between people who share a protected characteristic and those who do not
 - Foster good relations between people who share a protected characteristic and those who do not
- 9.9 The duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. Marriage and civil partnership apply to the first limb of the duty only.
- 9.10 While not a protected characteristic in legislation, Haringey Council also recognises socio-economic status as a locally protected characteristic.

How a Modern ERP Solution Supports Equality Duties

- 9.11 A modern ERP solution can act as a key enabler in supporting Haringey to meet its equality duties by improving transparency, consistency, and access to high-quality data across workforce, finance and service delivery processes.

Data-Led Equality Monitoring and Insight

- 9.12 Modern ERP platforms typically provide integrated reporting and analytics capabilities that enable the Council to:
- Monitor workforce demographics across protected and locally recognised characteristics
 - Identify disparities in recruitment, progression, pay, retention and training participation
 - Track trends over time and assess the impact of policies and interventions
 - Produce timely, auditable evidence to support Equality Impact Assessments and compliance with the Public Sector Equality Duty
- 9.13 Improved access to consistent, real-time data strengthens the Council's ability to identify and address potential direct or indirect discrimination.

Fair, Consistent and Transparent HR Processes

- 9.14 Modern ERP solutions support standardised and auditable HR processes which can help reduce bias and promote fairness by:
- Enabling consistent recruitment and selection workflows
 - Supporting anonymised or structured shortlisting and interview processes where required
 - Providing visibility of decision-making and outcomes across different groups
- 9.15 This consistency supports equitable treatment and helps reduce the risk of unintended bias in employment-related decisions.

Accessibility and Reasonable Adjustments

- 9.16 Contemporary ERP platforms are typically designed with accessibility and flexibility in mind, supporting:
- Configurable user interfaces and compatibility with assistive technologies
 - Flexible workflows to accommodate different working patterns
 - Improved recording and management of reasonable adjustments for employees with disabilities
- 9.17 These capabilities help the Council meet its duty to make reasonable adjustments and ensure systems are usable by a diverse workforce.

Wider Organisational and Service Benefits

- 9.18 By improving the quality and accessibility of data and embedding inclusive processes, a modern ERP solution can also:

- Support fairer allocation of resources
- Improve understanding of workforce and service-user needs
- Enable more informed decision-making that takes equality impacts into account

10. Use of Appendices

No appendices apply to this submission.

11. Background papers

No background papers apply to this submission.

Section of the report template	Part A (Open)	Part B (Exempt)
1	Award of Contract details excluding value and bidder(s) name (unless direct award).	Award of contract to named bidder(s) and value, including details on any extensions. Reference to any contingency or letter of intent value.
3	Recommendation to state term, any extensions and aggregated value of award to unnamed bidder(s). Reference to relevant CSO's.	Recommendation to state term, any extensions and aggregated value of award to named bidder(s). Reference to relevant CSO's. Reference to any contingency values.
4	Reasons to include references to top ranked bidder, most economically advantageous tender, best value or alternative reasons as appropriate.	Additional considerations that fall within exempt criteria (e.g. where not appointing to 1st ranked bidder)

5	State alternatives including reference to do nothing, inhouse option etc..	N/A – unless falling within exempt criteria.
6	Describe the procurement process undertaken. Basis for award (quality/price split). Table of results using anonymised bidder info. High level reference to contract and performance management.	Table of results using full details of bidder(s) and pricing/scores etc..
8	Refer to procurement guidance set out in this section	Include any comments that fall within exempt criteria (e.g. non-compliance related issues/risks)

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Report for: Cabinet Member for Finance and Corporate Services – 19 March 2026

Title: Haringey Council Audio Visual Supply, Installation, Configuration & Support Contract

Report authorised by: Taryn Eves, Corporate Director of Finance and Resources

Lead Officer: Glenn Mason, Head of Technology

Ward(s) affected: N/A

**Report for Key/
Non-Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1 The London Borough of Haringey (the “Council”) is moving to the refurbished and newly built Civic Centre in 2027; there will be a high demand for Audio Visual (AV) equipment across the scheme. This report seeks Lead Member approval to procure a range of AV equipment and services required to align with the build programme and prepare the Civic Centre building for occupation in 2027
- 1.2 This report will cover the procurement approach taken, for buying the AV infrastructure to align with the build programme as well as all items for client fitout of spaces in the Civic Centre, these include the Council Chamber, democratic meeting spaces, internal and external event spaces, digital signage, collaboration and traditional meeting spaces.
- 1.3 The procurement of professional services to both support and enable the Civic Centre but also redistribute existing equipment to the Civic Centre where technically and financially viable and to also reallocate existing equipment to other Council sites, where appropriate, form part of the contract.
- 1.4 This report details the outcome of a Further Competition exercise conducted under North Eastern Universities Purchasing Consortium (NEUPC), Audio Visual: System Design/Consultancy, Supplies, Installation and Maintenance, AVI2007NE – Lot 1 & 2, and seeks Lead Cabinet Member approval to award the Contract to Supplier A, identified in Appendix 1 - Part B (exempt information) of this report, for supply, installation and support of Audio Visual equipment in the Civic Centre and other Council locations.
- 1.5 The contract is for a period of 4 (four) years, targeted to commence 13th April 2026 and allows for both capital expenditure and ongoing revenue maintenance.

2. Cabinet Member Introduction

N/A

3. Recommendations

The Cabinet Member for Finance and Corporate Services

- 3.1 Pursuant to Contract Standing Order (CSO) 2.01(c) and CSO 0.08 (approve award of contract valued at £500,000 (five hundred thousand pounds) or more) to approve the award of a contract to Supplier B in paragraph 7.2.1 of the report and named in paragraph 2.1 of the Exempt portion of the report (Part B) for an estimated contract value of £1,571,384.61 (one million, five hundred and seventy one thousand, three hundred and eighty four pounds, sixty one pence) (excluding contingency as set out in the Part B report).for Audio-Visual equipment supply, installation and support in the Civic Centre and other Council buildings subject to the further details set out in section 3.1 of Appendix 1 - Part B (exempt information) of this report). The contract is for a period of 4 years commencing 13th of April 2026 to 12th April 2030.
- 3.2 To approve, the issuance of a letter of intent for up to 10% of the tendered contract value, totalling £157,138.46 (one hundred and fifty-seven thousand, one hundred and thirty eight pounds, forty sixty pence).
- 3.3 In the event of the Council being unable to award the contract to supplier B to agree the award of the contract to supplier E (named in paragraph 6.2.1 of the Exempt portion of the report (Part B)) who submitted the next highest scored bid.

4. Reasons for decision

- 4.1 The Civic Centre Programme is building the Councils' new offices, AV needs to enable, support and be dependable to support the new ways of working. The reliability of the AV offering has repeatedly topped staff surveys as a key element to carry out day to day tasks effectively. Having a supply and support contract in place will ensure reliability for staff.
- 4.2 The Council is adopting new ways of working under the change element of the programme including activity-based working, a workplace strategy where employees choose a workspace from a variety of settings based on the task they are performing, instead of using a fixed desk. The AV contract has identified these requirements and will enable the spaces for flexible working.
- 4.3 The Council has been running its full Council and other statutory meetings on an ad hoc basis, using legacy equipment which is due a refresh. The chamber will be used beyond its statutory obligations, as a flexible space for staff, the

community and hire events, so will require specialist equipment and backend systems for these scenarios.

- 4.4 The original business case for the Civic Centre cited a revenue stream of £50k per year to be achieved, events within the building will be key to revenue generation, the event space, welcome space, courtyard and chamber will all be enabled for event hire as well as internal and community events.
- 4.5 Equipment will be nearing recommended thresholds at the point of occupancy in the Civic Centre in 2027 and whilst some equipment will be reused, there will be a need to have a supply and support contact in place in the event of equipment failure, so spaces are not left out of action for long periods.
- 4.6 Mindful of the Council's financial challenges and the need to secure best value, the Civic Centre project has sought to re-use equipment where possible and suitable and a review of the existing provision has shown some potential for this, where technically and financially appropriate. This approach aligns with the Cabinet Member Signing decision dated 3 August 2022, titled 'Award of Contract for Alexandra House and 48 Station Road Audio Visual Contract'.
- 4.7 Where it is not viable to reuse legacy equipment in the Civic Centre, equipment will be redistributed to other Council sites on a case-by-case basis and this will help to level up smaller sites and ensure sustainability is at the forefront of equipment reuse. Capital budget from individual schemes will be leveraged to achieve the move and installation.
- 4.8 The internal AV support teams will continue to deliver on-going day to day support activities. The additional support contract will be put in place to assist with the more complex specialised technical issues, alongside implementing continuous improvements to systems.
- 4.9 The supplier recommended for award of the contract submitted a strong tender that clearly demonstrates significant expertise and commitment to providing the appropriate and relevant solution for the Council's requirements. The supplier's tendered costs aligned to the discovery phase estimates.
- 4.10 The recommended supplier showed a strong understanding of the Council's requirements in its quality submission, demonstrating experience in similar projects and clear processes to deliver successfully.
- 4.11 The proposed contract enables the Council to meet all objectives within the Civic Centre and achieve value for money in the delivery of the new Audio-Visual equipment.
- 4.12 The letter of intent is required to enable the preferred contractor to begin mobilisation at an early stage, to align with the builders works, thereby expediting delivery of the goods in advance of the formal contract being fully finalised.
- 4.13 See the additional reasons for the further provision recommended in paragraph 3 of this report set out in paragraph 3 of the exempt report.

5. Alternative options considered

5.1 Option 1: Do Nothing

- This option, which would involve not awarding a contract to deliver new Audio-Visual equipment, would leave staff and visitors without the digital tools to work collaboratively and those required to facilitate flexible meetings, the Council chamber, event spaces and community spaces would not be digitally enabled.
- The Council would be left without suitable office workspace for its staff, and significant operational difficulties in achieving plans for new ways of working.

5.1 Option 2: Lift and shift all existing Audio-Visual equipment

While there is some scope for this as already outlined:

- Equipment will be nearing the refresh point shortly after occupancy into the new buildings. Meaning reliability would start to become an issue and the procurement would then be necessary.
- The existing equipment is not an exact fit for the new requirement, meaning the wholesale move would not be technically viable.
- The fitout of the space is expected to take circa. three months and would mean Alexandra House and 48 Station Road would not be fully operational for this period.
- The Chamber, Event and Committee spaces don't have a current viable provision to move so would require a procurement exercise regardless.
- The option is resource intensive, requiring multiple teams to carry out the logistics.
- A high risk of not meeting the occupation timeline would be presented through compatibility issues, logistical delays and legacy equipment failures.

6. Background information

6.1 On 23 April 2023, Cabinet approved the redevelopment of the Civic Centre in Wood Green to serve as the Council's new headquarters, enabling the planned vacation of Station Road and Alexandra House. Subsequently, on 12 November 2024, Cabinet approved the appointment of the main contractor, John Sisk Ltd, to deliver the new Civic Centre based on the RIBA Stage 3+ design. Construction is now underway.

6.2 The construction work on the buildings is only one part of the Civic Centre programme, which comprises five distinct projects, as well as other initiatives that will complement the development such as highway improvements to improve road

crossings to the Civic Centre for which officers are seeking TfL funding. Reflecting the fact that the Civic Centre represents more than a new office building, it is an opportunity to continue to modernise how the Council works, taking advantage of the latest thinking in modern, sustainable office design and workforce development. Together, the workstreams set out below should help the Council to work more efficiently and effectively to deliver the services on which our residents rely, while also providing an environment appropriate to the civic and political decision-making centre of the borough. The five projects are:

- **BUILD** – management of the refurbishment of the old Civic Centre and construction of the new buildings.
- **EQUIP** – the subject of this report, fitting out the buildings with the necessary furniture, fixtures and equipment.
- **MOVE** – managing the preparation for and move from our existing buildings to the new location.
- **ENLIVEN** – ensuring the new Civic Centre fulfils its function as the civic heart of the borough and creates opportunities for public art, cultural and community activities and events to take place within it.
- **ESTATE** – realising the Civic Centre Business Case by maximising the value and placemaking opportunities offered by the freeing up of existing office buildings after the move.

6.3 Under the terms of the contract, John Sisk Ltd is responsible for delivering the building to shell and core standard, with a Category A fit-out (the BUILD project). The Council will undertake the client fit out to Category B and C+ standards (the EQUIP project).

6.4 The Civic Centre will serve as the primary office location for a significant number of Council staff. All Haringey staff, including those that will not have the Civic Centre as their normal base, will have access to the building. The Civic Centre is a 'work from anywhere' building meaning that staff can work from anywhere in the building and are able to choose the work setting they need to undertake the task at hand. Circa 1100 work settings are being provided for staff to choose with another 700 seats in meeting rooms/pods. It should be noted that the Civic Centre will hold events, always ensuring that Council business takes priority over events and other uses. The choice of audio-visual solutions for areas where events are envisaged will need to support events and add to the marketing asset for the Civic Centre.

6.5 The design includes a variety of workspace types to support flexible working, broadly categorised into three workstation settings:

- Long stay - traditional desks with an adjustable chair, monitor, keyboard, mouse, with charging points and network connection.
- Medium stay - shared tables, with a light task chair, charging facilities and WIFI connection for 2-3 hours
- Short stay or touchdown settings - small work surfaces with alternative seating (for 15 mins to 2 hours) located throughout the building.

- In addition, there are a range of flexible meeting rooms, meeting pods and booths and event spaces, all of which require audio-visual solutions.

6.6 To support full occupation and functionality, the Council will need to procure a wide range of FF&E items, including but not limited to:

- Office desks and chairs
- Meeting room furniture
- Café and kitchen equipment
- Reception and public area furnishings
- AV (this report) and IT equipment
- Storage solutions
- Specialist items such as tiered seating and accessible furniture

6.7 The diversity of workspaces is justified by the need to accommodate different working styles, promote cross-service collaboration, and support health and wellbeing including consideration of neuro-diverse needs of the workforce. Members have played an active role in shaping the design and functionality of these spaces, ensuring alignment with the Council's strategic priorities.

6.8 Accessibility remains a core consideration. Installations of audio-visual equipment will ensure accessibility has compliance has been met from the outset, minimising the need for retrofitting and ensuring inclusivity for all users.

6.9 A provisional budget was set for the programme of £3.15m, for all IT / AV elements of the programme. Peer and market engagement highlighted an estimated £1.56m would be required for the Audio-Visual elements at concept level. The remainder of the budget was required to procure professional services, consultancy services, networking, wireless and connectivity hardware and workstation hardware.

7 Procurement approach

Procurement Process-

The most appropriate route to market is the use of government approved NEUPC framework. Audio Visual: Supplies, system design integration and maintenance Framework, Lot '1(London) and Lot 2' AVI2007 NE. The Council being an associate member of this framework is allowed to procure through this framework. Moreover, the use of framework is both a legitimate route to market under procurement legislation and permitted under Contract Standing Order 7.02

This framework was procured r under PCR 2015 and expires in February 2027.

The Authority used Lots 1 & 2, these Lots allows for mini competition amongst suppliers engaged within the terms of the framework.

The tender was open to bids from all framework suppliers in the relevant lots on 31st October 2025 through Haringey Procurement and Contract System Portal (HPCS. <https://s2c.waxdigital.co.uk/ProcurementLBHaringey> by close of tender, six compliant tenders were submitted.

Bids were assessed in accordance with the evaluation criteria set out the tender documents and in line with terms of the framework outlined below:

7.1 Evaluation criteria

7.1.1 , the following scoring criteria was utilised to evaluate the tender returns to ensure compliance with the Council's requirements: -

- 60% price,
- 30% quality and
- 10% social value.

7.1.2 Quality evaluation

An audio-visual evaluation panel consisting of 5 Officers from Digital Services and FM teams assessed the Quality element of the bids as set out in the method statement to ensure compliance with the Council's requirements and included the following:

- Case Studies – 7.5%
- Pre-Staging & Proof of Concept – 7.5%
- Operational Support and Monitoring Services – 7.5%
- Deliveries and Installations – 7.5%
- Social Value – 10%

7.1.3 A moderation meeting was led by strategic procurement on 23 January 2026, to discuss and finalise scores.

7.2 Price evaluation

7.2.1 The Digital Services team commissioned an external independent Audio-Visual Consultant, who reviewed the prices submitted by the bidders for the preferred products in the Tender Pricing schedule.

On 5th February the panel returned the final scores for the bidders outlined in the table below:

Bidder	Price	Price weighted (60%)	Quality (40%)	Overall
A	£1,511,940.75	60.00	22.86	82.86
B	£1,571,384.61	57.73	31.50	89.23
C	£1,603,934.99	56.55	30.36	86.91
D	£1,607,712.34	56.42	28.25	84.67
E	£1,596,826.75	56.81	30.66	87.47
F	£1,578,727.05	57.46	21.03	78.49

7.3 Procurement outcome

7.3.1 It is proposed that the top scoring bidder B who provided the most advantageous tender is awarded the Audio-Visual contract at the estimated value of 1,571,384.61.

7.4 Social Value

7.4.1 The Council is required to consider how commissioned and procured services improve the economic, social and environmental wellbeing of the people and communities within Haringey. Supplier B confirmed they aligned to several objectives within the Borough Plan and Equalities principles and that they can support the Council in delivery of social value through their commitments to sustainability and equality.

7.5 Overall Programme Costs

7.5.1 This will be funded from existing provision within the Civic Centre AV Hardware Install & Commissioning project budget (Scheme 330) in the MTFs Capital programme.

7.5.2 The organisation's adoption of the Audio-Visual systems will inform the understanding of any support models required beyond April 2028. Digital Services and FM Support will work closely with Supplier B to build the support model and to arrive at further contractual arrangements for this as necessary and, if need be, a new requirement will be included in the Digital Services 2027/2028 Service Plan.

8 Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?

Resident Experience and Enabling Success:

- A Supported and Enabled Workforce:
 - Work towards successful delivery of new Civic Centre

9 Carbon and Climate Change

The Council will be ensuring that our commitment to climate change is reflected in the procurement of the contractors, and equipment, which this report seeks approval for. The Civic Centre incorporates a strong focus on sustainability, aligned with the Council's target to achieve a BREEAM Outstanding rating. Key benefits of reuse and sustainable procurement include:

- **Carbon Reduction through Reuse:**
Reusing existing furniture significantly reduces carbon emissions by avoiding the need for new manufacturing and transport.
- **Support for the Circular Economy:**
Promotes responsible consumption and waste reduction by extending the lifecycle of existing assets.

10 Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

10.1 Finance

The recommendation of the report to award a contract for Audio Visual Supply, Installation, Configuration & Support Services can be funded from the approved budget. Further finance comments are contained in the exempt report.

10.2 Procurement

10.2.1 The procurement process for the audio- visual provision at the Civic Centre was led by Strategic Procurement. The use of an established framework agreement represents a fully compliant and legitimate route to market under current procurement legislation. This approach offers several advantages, including reduced tendering timescales and more competitive pricing arising from aggregated demand across multiple contracting authorities.

10.2.2 The framework utilised for this procurement was awarded in full compliance with the Public Contracts Regulations 2015 (PCR 2015). A robust mini- competition was subsequently undertaken to identify the most suitable contractor, conducted strictly in accordance with the rules of the framework and relevant procurement legislation.

10.2.3 Furthermore, Contract Standing Order (CSO) 7.02 permits access to, and call- off from, frameworks established by other public sector bodies,

10.2.4 Following evaluation, the recommended contractor has demonstrated a clear ability to meet the Council's service requirements and submitted the most economically advantageous tender, balancing both quality and price.

10.2.5 In accordance with CSOs 7.02 (Call- off from Framework), 0.08 (Member Decision), 2.01(c) (Approval of awards valued at £500,000 or

above), and 16.04 (Issue of Letter of Intent), the recommendations set out in paragraph 3 of the report may be approved.

10.3 Legal

10.3.1 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

10.3.2 Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(c), Cabinet has authority to approve the award of a contract where the value of the contract is £500,000 or more and as such Cabinet has power to approve the recommendation in paragraph 3.1 of the report.

10.3.3 Further to paragraph 10.3.1 above, and pursuant to the provisions of the Council's CSO 0.08, a decision reserved for cabinet may be taken by a Cabinet Member with the agreement of the Leader and as such the recommendations in paragraph 3 of the report seeking approval from the Cabinet Member for Finance and Corporate Services is in line the Council's CSO so long as the Lead Member is taking the decisions with the agreement of the Leader.

10.3.4 The recommendation in paragraph 3.2 of the report is permitted under the Council's CSO 16.04 which allows the issuance of a Letter of Intent pending the issuance and execution of a formal contract where works, goods or services under a contract is required to commence prior to the issuance and execution of a formal contract.

10.3.5 The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report.

Equality

The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

The Audio-Visual solution has been designed so that all displays are visible from all seated positions within a specific space. The audio quality will be enhanced with the equipment specifically designed for the room. Controls and interfaces to be installed at a height suitable to use when seated. Hearing loops will be integrated as required in spaces.

The Audio-Visual solutions will be trialled for user experience during the initial on-site Proof of Concept installations. This will specifically assess the impact to individuals within the Disability and Illness Network.

11 Use of Appendices

Part B Report

12 Background papers

N/A

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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