

MINUTES OF THE Cabinet Member Signing HELD ON Thursday, 19th March, 2026, 3.30 - 3.38 pm

PRESENT:

Councillors: Dana Carlin

1. FILMING AT MEETINGS

As set out in the public part of the meeting.

2. APOLOGIES FOR ABSENCE

There were none.

3. DECLARATIONS OF INTEREST

There were none.

4. URGENT BUSINESS

There were none.

5. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

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

The Head of Digital introduced the report. The rationale for the report was outlined.

It was stressed that there would be an external consultancy involved in developing the proposals, which would be part of the overall cost of the project. It was stressed that this external consultancy report would be presented, and that the budget for this would be carefully monitored.

RESOLVED:

The Cabinet Member for Finance and Corporate Services:

1. Approved an initial budget to fund a defined discovery and initiation phase totalling £1,922,653.19.

2. Noted that Haringey Council's ERP replacement programme had moved from an initial foundational phase into a discovery and initiation stage.
3. Noted that this next phase was essential to ensure the programme was 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.
4. Noted that an independent assessment had confirmed that the strategic direction to replace the Council's existing ERP system remained sound and necessary. The next step was to build on this foundation through a structured discovery and initiation phase that would strengthen decision-making, validate options, refine scope, test the Council's approach with the market and ensure the programme was ready to proceed at pace in a way that was affordable, compliant and defensible.

Reasons for Decision

The ERP programme had an approved budget of £150k for 2025/26, allocated to establish an initial programme team, fund early foundational activity, and begin developing high-level business cases and technical requirements across HR, Finance and Procurement.

A substantial amount of complex underpinning work had been delivered within this initial budget. This included maturing requirements across HR, Finance and Procurement; building organisational understanding; clarifying scope; and identifying risks, dependencies and constraints. This foundational activity had been essential in shaping the programme and created a strong platform from which to progress into a structured and effective discovery and initiation phase.

It had become clear that the initial budget was insufficient not only for the activity delivered to date but, importantly, for the next detailed discovery phase. This next phase needed to complete requirements development, validate options and produce a robust, fully costed business case to support full programme approval. The Council needed to evidence best value for money for what would be a substantial investment required to support day-to-day operations.

The additional budget requested would support a series of critical readiness activities that could not be delivered within existing capacity or funding. These included:

- Strengthening programme governance and controls, formalising Senior Responsible Officer authority, setting decision thresholds and establishing a Programme Management Office to manage planning and the RAID log.
- Establishing a single cross-functional Requirements Working Group (Finance, HR, Procurement, Digital) to complete and prioritise functional and non-functional requirements.
- Conducting controlled market engagement and testing, including creation of a compliant supplier data room, parity protocols and structured market-testing materials.

- Defining and assuring the procurement strategy with appropriate procurement leadership and independent legal and commercial advice.
- Refreshing the costed options appraisal and 10-year Total Cost of Ownership, with staged funding approvals and strengthened financial governance.
- Mobilising data and change foundations, including appointing a Data Lead, initiating data discovery, agreeing migration and archiving principles, and beginning early business change planning.
- Supplementing in-house capability with ERP-experienced subject matter experts to ensure complex design decisions were Council-led, robust and aligned with best practice.

7. HARINGEY COUNCIL AUDIO VISUAL SUPPLY, INSTALLATION, CONFIGURATION & SUPPORT CONTRACT

The Head of Technology introduced the report. The rationale for the report was explained.

It was asked by the Cabinet Member what the social value would be for the delivery of the contract, and whether there was a possibility to fund or encourage apprenticeships within the delivery of the contract. It was noted that the Council could utilise some of the social value financial aspect to implement apprenticeships as part of delivery and would explore the option as part of the delivery of the contract.

RESOLVED:

The Cabinet Member for Finance and Corporate Services:

1. That, pursuant to Contract Standing Order (CSO) 2.01(c) and CSO 0.08 (approval of contracts valued at £500,000 or more), approved the award of a contract to Supplier B, identified 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 (excluding contingency as detailed in Part B). The contract covered the supply, installation and support of Audio-Visual equipment in the Civic Centre and other Council buildings. It was awarded for a period of four years, from 13 April 2026 to 12 April 2030.
2. Approved the issuance of a letter of intent for up to 10% of the tendered contract value, totalling £157,138.46.
3. In the event that the Council had been unable to award the contract to Supplier B, approval was granted to award the contract to Supplier E, named in paragraph 6.2.1 of the exempt portion of the report (Part B), who had submitted the next highest scoring bid.

Reasons for Decision

The Civic Centre Programme was constructing the Council's new offices, and Audio-Visual systems were required to enable and support new ways of working. Staff surveys had repeatedly highlighted the reliability of AV systems as essential for

carrying out day-to-day tasks effectively. Securing a supply and support contract ensured the necessary reliability.

The Council adopted new ways of working under the change programme, including activity-based working, in which employees chose workspaces suited to the tasks they were undertaking. The AV contract reflected these requirements and enabled spaces for flexible working.

The Council had been conducting Full Council and other statutory meetings on an ad hoc basis using legacy equipment that required renewal. As the chamber would be used beyond statutory purposes—as a flexible space for staff, the community, and event hire—it required specialist equipment and backend systems.

The original business case for the Civic Centre had identified a revenue stream of £50k per year, and events within the building were central to generating this income. The event space, welcome space, courtyard and chamber were all to be equipped for external hire, internal use and community events.

Some AV equipment would be nearing recommended refresh thresholds at the point of Civic Centre occupancy in 2027. While some items could be reused, a supply and support contract was required to ensure that any equipment failures did not leave spaces out of action for extended periods.

Mindful of the Council's financial pressures and the need to secure best value, the project sought to reuse existing equipment wherever feasible. A review of current provision showed that some reuse was possible where technically and financially appropriate. This approach aligned with the Cabinet Member Signing decision of 3 August 2022 regarding AV contracts at Alexandra House and 48 Station Road.

Where legacy equipment could not be reused in the Civic Centre, it would be redistributed to other Council sites where appropriate, helping to improve provision in smaller sites and supporting sustainability through equipment reuse. Capital budgets from individual schemes would support the moves and installations.

Internal AV support teams would continue providing day-to-day assistance. The additional support contract would address more complex technical issues and continuous system improvements.

The supplier recommended for contract award had submitted a strong tender demonstrating significant expertise and a clear commitment to delivering the appropriate solution. Their costs aligned with discovery phase estimates. The recommended supplier also demonstrated a strong understanding of the Council's requirements and relevant experience in similar projects, showing clear processes to ensure successful delivery.

The proposed contract enabled the Council to meet all Civic Centre objectives and achieve value for money in delivering new Audio-Visual equipment. A letter of intent was required to allow the preferred contractor to begin mobilisation early, aligning their work with the building programme and expediting delivery ahead of the formal contract being finalised.

Additional reasons for the recommended provision were set out in the exempt section of the report.

Alternative Options Considered

Option 1: Do nothing

This option, which would have involved not awarding a contract for new Audio-Visual equipment, would have left staff and visitors without the digital tools required for collaboration and flexible meetings. The Council chamber, event spaces and community areas would not have been digitally enabled. The Council would also have been unable to provide suitable office workspace for staff, creating significant operational challenges for new ways of working.

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

Although some reuse was possible, this option had significant drawbacks:

- Much of the equipment would have been nearing its refresh point shortly after occupancy, making reliability an issue and necessitating procurement soon after.
- Existing equipment did not fully meet new requirements, making wholesale transfer technically unviable.
- The fit-out period of approximately three months would have rendered Alexandra House and 48 Station Road less than fully operational during that time.
- The chamber, event and committee spaces lacked viable existing equipment and would still have required procurement.
- The option was resource-intensive, requiring multiple teams for logistics.
- There was a high risk of failing to meet occupation timelines due to compatibility issues, logistical delays and potential equipment failures.

8. EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

It was agreed that Item 9 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

RESOLVED:

The exempt recommendations were noted and approved

CHAIR:

Signed by Chair

Date