



**Havering**  
LONDON BOROUGH

## Notice of Non-Key Executive Decision

<b>Subject Heading:</b>	Iron Mountain Contract Award – 2 Year Direct Award
<b>Decision Maker:</b>	Mark Duff, Director of I.T, Digital & Customer Service
<b>Cabinet Member:</b>	Councillor Sean McMahon, Cabinet Member for Customer Services
<b>ELT Lead:</b>	Mark Duff, Director of I.T, Digital & Customer Service
<b>Report Author and contact details:</b>	Karen Harris, IT Project Manager <a href="mailto:Karen.harris@havering.gov.uk">Karen.harris@havering.gov.uk</a> 01708 432921
<b>Policy context:</b>	Enabling a resident-focussed and resilient Council - We will manage our systems and data well and be a data driven organisation.
<b>Financial summary:</b>	The proposed decision is to award a two-year contract via an appropriate framework, with an estimated contract value of up to £100,000 (£50,000 per annum). Costs will be funded from various service revenue budgets based on their usage of the contract.
<b>Relevant Overview &amp; Scrutiny Sub Committee:</b>	Overview Scrutiny Committee (OSC)
<b>Is this decision exempt from being called-in?</b>	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

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

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### Part A – Report seeking decision

#### **DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION**

The Strategic Director of Resources is recommended to approve the direct award of a two-year contract to Iron Mountain via the ESPO framework Document Management Solutions 390\_22 Lot 2 up to a cost of £100k. The contract is due to commence on 28<sup>th</sup> July 2026.

#### **AUTHORITY UNDER WHICH DECISION IS MADE**

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.

##### 4 Contracts

4.2 To award all contracts with a total contract value of below £1,000,000 other than contracts covered by Contract Procedure Rule 16.3. This delegation shall include the ability to extend or vary a contract up to and including a value of £1,000,000 (provided that the extension is in line with the existing contractual provisions.)

#### **STATEMENT OF THE REASONS FOR THE DECISION**

The Council has a requirement for document storage for certain service areas. The current contract was direct awarded to Iron Mountain in July 2021. It is due to expire in July 2026

Iron Mountain currently holds 7,300 boxes in storage for the Council. Whilst digitisation and a reduction in physical records are supported in principle, some records cannot be digitised due to their nature, format, or statutory retention requirements.

There is a clear operational dependency on Iron Mountain for the storage and retrieval of statutory records, with no immediate alternative available; as such, the service cannot be discontinued without a replacement arrangement in place.

The direct award will ensure a further two years of business continuity and the continued provision of secure records storage and retrieval services.

Prior to the two-year contract expiry, a full review will be undertaken to determine the most appropriate long-term solution, which will include a compliant procurement to ensure best value to the Council. To facilitate this, there will also be active management of the contract, regular monitoring of storage volumes

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and retrieval activity, a council wide programme to review records held offsite and confirm retention policy in consultation with the Information Governance Team and lawful destruction where appropriate.

### OTHER OPTIONS CONSIDERED AND REJECTED

**1. Do nothing / continue the existing arrangement without formal approval – Rejected**

This option was considered but rejected because the current Iron Mountain arrangement has been in place for five years and would transition into a subscription-based contract, which would be more expensive and non-compliant with procurement regulations.

**2. Extend the existing arrangement via a further waiver – Rejected**

This is rejected as it is not compliant with procurement regulations.

**3. Terminate the Iron Mountain service without a replacement in place - Rejected**

This option was rejected due to a clear operational dependency on Iron Mountain for the storage, retrieval and management of statutory and operational records. Immediate termination without a replacement would result in service disruption, inability to access critical records, and potential statutory noncompliance.

**4. Move immediately to a fully digital or alternative in-house solution - Rejected**

While longer term digitisation and reduction of physical records is supported in principle, this option was rejected as an immediate solution. The evidence shows that:

- Significant volumes of records are subject to legislative retention requirements;
- Not all records are suitable for digitisation;
- Scanning capacity and cost constraints currently limit feasibility; and
- Work is still required to apply retention schedules and exemptions.

As such, an immediate transition would not be deliverable or cost effective in the short term.

**5. Undertake a full open procurement immediately - Rejected (at this stage)**

A full procurement exercise was considered but rejected as an immediate option due to time constraints and the need to maintain continuity of service.

### PRE-DECISION CONSULTATION

Public consultation is not required

### NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Karen Harris

Designation: IT Project Manager

Signature: *K.Harris*

Date: 28<sup>th</sup> May 2026

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### **Part B - Assessment of implications and risks**

#### **LEGAL IMPLICATIONS AND RISKS**

The Council has the power to procure a contract for services under Section 111 of the Local Government Act 1972, which allows the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The Council also has a general power of competence under Section 1 of the Localism Act 2011 to do anything an individual can do, subject to any statutory constraints on the Council's powers. None of the constraints on the Council's Section 1 power are engaged by this decision.

The proposed contract value is estimated at £100k (+VAT) which is below the service contracts threshold of £207,720 (inc. of VAT) in the Procurement Act 2023 (PA23). Any award must comply with the Council's Contracts Procedure Rules.

The body of this report confirms that officers will direct award a contract via the ESPO Framework 390\_22 and in accordance with the rules of that framework. The proposed award complies with PA 23 and the Council's Contracts Procedure Rules 20.4 as it is a direct award through a framework that was set up in accordance with Regulation 33 of the Public Contracts Regulations (2015).

For the reasons set out above, the Council may award the contract as set out in the body of this report.

#### **FINANCIAL IMPLICATIONS AND RISKS**

This decision paper is seeking approval to directly award a contract to Iron Mountain for the provision of document management at cost of up to £100,000 plus VAT for the 2-year contract duration of 28<sup>th</sup> July 2026 to 27<sup>th</sup> July 2028.

The contract includes a variety of unit costs of which many, including storage fees, are less than the unit costs payable in the current contract. Based on the new unit prices for the 2-year contract and the current unit numbers of annual costs are estimated to reduce from £85,000 to £35,000 per year. The annual cost under the new contract is estimated at £50,000 including an additional allowance of £15,000 to reduce and destroy records stored to ensure compliance with retention policies. The actual cost will be dependent on the number of boxes in storage and the retrieval, delivery and/or destruction of boxes.

Costs will be funded from various service revenue budgets based on their usage of the contract, as is the case with the current contract.

Suppliers on the ESPO framework have been assessed for their financial stability, track record, experience and professional ability. Directly awarding the contract carries financial risks with less assurance on value for money, however the new contract does offer a significant cost reduction from the current contract.

There is a financial risk that costs could increase unnecessarily if the contract and records stored, retrieved, destroyed are not managed effectively.

The time limited nature of the contract provides an opportunity for the Council to develop and assess a longer-term, cost-effective solution, including digitisation or alternative service models, to ensure best value over time.

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

The proposed decision does not result in any staffing changes, redundancies, changes to terms and conditions, or TUPE implications. No new posts are created as a result of this decision.

There may be a short-term impact on staff time across service areas as part of improved records management activity, including reviewing stored records, applying retention schedules, and identifying records eligible for destruction. This activity is necessary to address historic governance gaps and will be managed within existing resources.

Clearer governance, documented procedures, and defined ownership for the Iron Mountain contract and associated processes are expected to reduce operational risk, improve business continuity, and provide greater resilience in the event of staff turnover, reducing reliance on informal knowledge held by individuals.

To summarise, the recommendation 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**

Havering has a diverse community made up of many different groups and individuals. The council values diversity and believes it essential to understand and include the different contributions, perspectives and experience that people from different backgrounds bring.

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 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 socioeconomics and health determinants.

### **ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

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The proposed decision relates to the continuation of an existing records storage and retrieval service and does not introduce any new activities or materially change current operational arrangements.

The continuation of the service supports ongoing work to reduce the volume of physical records stored, through improved data retention, destruction of records that have reached the end of their retention period, and consideration of digitisation where appropriate. Over time, this is expected to contribute to a reduction in physical storage requirements, transportation, and associated environmental impacts.

The use of an established storage provider enables the Council to benefit from centralised, professionally managed facilities, which are more energy efficient than multiple dispersed storage locations. Contract management and governance arrangements will continue to consider opportunities to minimise environmental impact where practicable.

As a company, Iron Mountain has a sustainability goal to achieve net-zero greenhouse gas emissions by 2040, which aligns with Havering Council's ambition to be carbon neutral by 2040.

Overall, the decision will have some Scope 3 (indirect) emissions, however there is potential longer term positive impacts as records management practices improve and reliance on physical storage reduces.

## **HEALTH AND WELLBEING IMPLICATIONS AND RISKS**

The proposed decision relates to the continuation of an operational records storage and retrieval service and does not introduce a new policy or materially change how services are delivered to residents.

There are no anticipated direct negative impacts on the health or wellbeing of individuals or communities arising from this decision. The proposal does not affect behaviour and lifestyle factors, social or community networks, living or working conditions, economic circumstances, or access to services.

Maintaining continuity of secure records storage and retrieval supports the effective delivery of Council services, including health and social care functions, by ensuring that statutory and operational records remain accessible when required. This reduces the risk of service disruption that could otherwise have a disproportionate impact on vulnerable service users.

The decision does not give rise to any increased risk in relation to communicable diseases, as it does not involve changes to frontline service delivery, public facing activities, or environments where transmission risks would be affected.

On this basis, the decision is considered to be health neutral, with no adverse health or wellbeing impacts identified. The position will be kept under review should the scope or nature of the service change in future.

## **BACKGROUND PAPERS**

None

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**Part C – Record of decision**

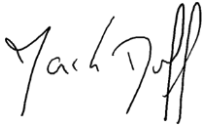
I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

**Decision**

Proposal agreed

**Details of decision maker**

Signed



Name:

Director of IT, Digital and Customer Services

Date: 2<sup>nd</sup> June, 2026

**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 \_\_\_\_\_