

Decision type: Decision Specifically Delegated to Officers

Decision date: 26/02/2026

Decision maker: Tom Hook, Deputy Chief Executive, Citizen & City Services

Decision title: Award of Print & Post Contract 2026 (OCC000876) to PSL Print Management Limited

Summary	
Decision being taken:	Award of contract to PSL Print Management Limited for postage and printing of council correspondence with delegated approval to award the contract to Deputy Chief Executive, Citizen & City Services
Key decision:	Yes - Issue details - Contract Approval for the Print and Post Tender Oxford City Council
Source of delegation:	Delegated to the Deputy Chief Executive for City and Citizen Services at Cabinet on 9 July 2025 Agenda for Cabinet on Wednesday 9 July 2025, 6.00 pm Oxford City Council
Cabinet Member:	Councillor Nigel Chapman, Citizen Focused Services and Council Companies
Corporate Priority:	None
Policy Framework:	None

The Deputy Chief Executive decides as follows:

1. To award the print/post contract to PSL Print Management Limited

Appendix No.	Appendix Title	Exempt from Publication
Appendix 1	Legal Advice	Yes

Introduction and background

1. The Council has an existing contract for outbound hybrid postal services with PSL Print Management Ltd (PSL). The contract was awarded in 2020 and is due to expire on 31st March 2026
2. A hybrid mail contract reduces the burden on the Council for the preparation, management, delivery, and cost associated with outgoing mail. The Council can send electronic files of mail, which are then printed onto agreed templates. Council Tax bills are one such example. Individual users can send files using standard functionality within software such as Microsoft Word. Hybrid mail providers benefit from economies of scale. They can provide automated printing, packaging and distribution, whilst attracting the cheapest mail distribution prices.
3. The Council must maintain a mail solution for items such as the issue of reminder notices and summonses where the Council holds an unconfirmed email address as these are not able to be sent electronically. This is a requirement for both our Financial and Regulatory Services. In addition, citizens may require physical post through reasons of accessibility or preference.
4. Consideration has been given to ascertain if the Council can bring this contract in-house to deliver the same standard of operation, at a reduced cost compared to the new contract. This has proved not to be a viable option as it would require investment in both new resource and machinery infrastructure to service and deliver the required volumes of post on a daily, quarterly, and annual basis. Additionally, the Council is unable to provide the Royal Mail with post of a 'sorted' status and would therefore attract a higher postage price per item.
5. The intention is for the contract to be awarded to PSL Print Management Limited for an initial period of 3 years with the option to extend for a further 12 months. The contract start date will be 1st April 2026 with the value of the contract spend approximately £1.3 million over the 3-year term exclusive of VAT. However, it should be noted that with PSLs support, there is an opportunity for savings throughout the life of the contract by moving more postage from paper to digital despatch.
6. An Open tender process was undertaken in line with the Procurement Act 2023, 8 bidders responded and were evaluated in line with the ITT evaluation method, tenders were evaluated on price (40%) quality (50%) and Social Value (10%). The responses were evaluated and then moderated by a panel of service users and the most advantageous tender was selected. All bidder results are shown in the table

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below:

Bidder	Quality	Price	Total
Maximum Available Score	60%	40%	100%
PSL Print Management Limited	48%	38%	86%
Financial Data Management Ltd	43%	37%	80%
Dsi billing services Ltd	45%	31%	76%
CFH Docmail Ltd	38%	34%	72%
Opus Trust Marketing Limited, Trading as Mail Metrics.	37%	33%	70%
Latcham Direct Limited	36%	33%	69%
MBA Group Limited	29%	40%	69%
DS Repro	36%	30%	66%

Please Note: For the purposes of these results, social value is included within the Quality score

Reasons for the decision

7. Our incumbent suppliers contract comes to an end on 31st March 2026 and as such it is necessary to secure a new contract with a supplier that can meet all of Oxford City Councils hybrid print and postage needs whilst also providing enhanced digital services that will allow us to make savings throughout the life of the contract by using less paper and reducing postage costs
8. If this decision is not taken then Oxford City Council does not have an existing mechanism to manage approximately 400,000 items of post that need to be sent out each year and would have to invest heavily in machinery to manage in house. PSL Print Management Limited were the highest scoring bidder, competitive on both price and quality. See risk register for further information: [Hybrid Print and Post RISK Register.xlsx](#)

Alternative Options Considered

9. We could extend the existing contract but there would be a risk in terms of procurement and significant delay in implementing a new contract when the outcome may very well be the same
10. We could bring the service "In House" but this has proved not to be a viable option as it would require investment in both new resources and machinery infrastructure to service and deliver the required volumes of post on a daily, quarterly, and annual basis
11. If we do nothing then Oxford City Council will be unable to operate a print and postage service and therefore be unable to meet our financial and statutory obligations for revs/bens correspondence causing resident dissatisfaction and reputational damage.

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12. We received 8 bids from suppliers which were all evaluated in terms of how they met our requirements on quality, social value and price. PSL Print Management Limited scored the highest.

Implications of Local Government Reorganisation

13. With the existing contract expiring at the end of March 2026, it is necessary to ensure we have a supplier in place from April 2026 that would meet both the City Councils and governments financial and statutory obligations for print and post services. The contract does have a break clause after 3 years in 2029, allowing the scope of the contract term to extend for a year or to terminate, giving a level of flexibility for any future local government re-organisation changes that may take place

Equalities Impact

14. Our Equalities Impact Assessment can be found at the following link: [EQIA - Hybrid mail solutions.docx](#)

Risks

15. Our risk register can be found at the following link: [Hybrid Print and Post RISK Register.xlsx](#)

Carbon and Environmental Considerations

16. The choice to use a hybrid mail provider, to promote the use of online portals, and to work towards the digital distribution of correspondence, whenever possible and appropriate is expected to reduce our carbon footprint and environmental impact. By exploring the use of digital correspondence within the new contract with PSL the Council will minimise the need for paper, printing, and physical delivery, thereby conserving natural resources and reducing greenhouse gas emissions associated with traditional mail services. Continued use of this facility and increase of digital communication channels aligns with the Council's commitment to sustainability and supports its broader environmental goals.

Implications of making the decision

Financial implications	The proposed contract award to PSL Print Management Limited for 3 years has an estimated contract value of £1,322,799 over the initial three-year term (£440,933 per year). The option to extend for a further 12 months introduces potential additional financial exposure estimated at £440,933 (one additional year, indicative). Provision should therefore be considered within	Completed by: Emmanuel Ofikwu (Management Accountant) Date:17/02/2026 Insert date
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	<p>the forward financial plan if the extension is likely to be considered.</p> <p>The proposed contract represents a total increase of £243,966.94 over the previous 3-year arrangement, and this equates to a 22.6% increase over the previous contract term. Financial planning will therefore need to accommodate approximately £81k additional revenue pressure per annum, subject to actual usage volumes.</p> <p>Under the previous contract, £22,337.44 of the £1,078,832.06 total related to the Housing Revenue Account (HRA). If a similar proportional split is assumed for the new contract (pending confirmation of service usage) will be approximately HRA: £27,384 over 3 years or £9,128 per annum and Revs & Ben: 1,295,415 over 3 years or £431,805 per annum.</p> <p>The uplift will create a recurring revenue pressure of approximately £81k per annum compared to the expiring contract.</p> <p>It is noted that PSL Print Management Limited will support the transition from traditional paper-based postage to digital despatch. If digital migration targets are achieved, actual contract expenditure could fall below the projected £1.3m. A 5% reduction in postage volumes could generate savings of approximately £66k over the life of the contract, while a 10% reduction could generate savings in the region of £132k and such reductions would materially offset the contract uplift.</p>	
<p>Legal implications</p>	<p>Under Part 4.5(11) of the Constitution Cabinet is responsible for the decision to award contracts over £750,000 and under section 9E(3)(c) of the Local Government Act 2000 can delegate its functions to officers.</p>	<p>Completed by: Justin Zizys (Contracts Lawyer) Date: 26.2.2026</p>

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	<p>On 9 July 2025 the Cabinet approved the procurement of this contract and delegated to the Deputy Chief Executive for City and Citizen Services the authority to award the contract.</p> <p>This decision is being made pursuant to the aforementioned delegation.</p> <p>Legal advice relevant to this report is set out in the confidential appendix, which is exempt from publication pursuant to Schedule 12 of the Local Government Act 1972.</p> <p>JZ/80777</p>	
Other implications	A Data Processing Agreement will need to be drawn up between Oxford City Council and PSL Print Management Services to ensure compliance with Data Protection Laws	<p>Completed by: Grace Wigham (Senior Information Governance Officer)</p> <p>Date: 13/02/2026</p>
Member declared interests	Our member sponsor for this procurement process was Councillor Nigel Chapman	<p>Completed by: Mark Chandler</p> <p>Date: 16/02/2026</p>

Background Documents	
Link to Cabinet Report	Cabinet Report for Hybrid Print and Post contract V1.4 with CLLR CHAPMAN amends (9).docx
Invitation to Tender:	ITT Part A & B - Final - P&P.docx
Tender Response Pack :	ITT Part C - Final - P&P.docx
Tender Notice Published on Website:	Print & Post Contract 2026 - Find a Tender

Report author	Mark Chandler
Job title	Customer Services Manager

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Service area or department

Community & Citizen Services

Email contact

mchandler@oxford.gov.uk

Consultee checklist

Consultees	Name and job title	Date
Senior officer e.g. the relevant service manager / Director where the decision maker is the Chief Executive or a Deputy Chief Executive.	Helen Bishop (Director of Community & Citizens Services)	17/02/26
Group Finance Director Where required by the Constitution or conditions of the delegation	Nigel Kennedy (Group Finance Director)	17/02/26
Director of Law, Governance and Strategy Where required by the Constitution or conditions of the delegation	Emma Jackman (Director of Law, Governance & Strategy)	17/02/26
Cabinet Member(s) Where required by the conditions of the delegation	Councillor Nigel Chapman	17/02/26
Ward Members Where required by the Constitution or conditions of the delegation	N/A	

Decision Maker Approval

Name and job title	Date
Tom Hook (Deputy Chief Executive)	26/02/2026

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This form must be completed and sent to Committee and Member Services on the date that the decision maker signs it. This must be only done once all consultees have given their approval. The decision shall be effective from the date of publication; therefore, it is important that you send to Committee and Member Services as soon as it is completed and dated by the decision maker. Please note that it is not effective until it is published and the call in period has passed.

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NOTES

The law¹ requires the Council to record executive and non-executive decisions taken by officers under delegated powers and to publish them on the Council's website.

These requirements apply to decisions that would have been taken by Council or the Cabinet if delegated powers had not been given to an officer:

- under an express delegation granted at a meeting of Cabinet, Council or a Committee.
- in accordance with Part 4.4 of the Constitution as follows:
 - Awarding a contract where authority has been specifically delegated to officers by Cabinet or a Cabinet Member (regardless of value)
 - Acquiring or disposing of freeholds or leaseholds granting new leaseholds (excluding assignments and rent reviews) where authority has been specifically delegated to officers by Cabinet or a Cabinet Member (regardless of value)
 - Making a regulatory order which affects a number of people, for example a Public Space Protection Order or a Parking Place Order
 - Where the effect of a decision is to grant a licence or permission or it affects the rights of citizens
 - Discharging any other express delegation from Cabinet or a Cabinet Member a committee or Council.

These requirements **do not** apply to:

- planning and licencing matters where there are established arrangements for recording decisions: or
- decisions which are purely administrative or operational in nature

All other officer decisions should be recorded on an officer decision form but do not need to be published. They must though be stored so as to ensure that they are not lost should an officer leave the authority.

Exempt or Confidential information

Information relating to a delegated officer or single member decision does not have to be made public if it is exempt or confidential. Summary information from this decision sheet (excluding all exempt or confidential information) will be published on the Council's website.

¹ the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012/2089 (Regulation 13(4)) and The Openness of Local Government Bodies Regulations 2014/2095 (Regulation 7)

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Key or Non Key Decision

A key decision is an executive decision which is likely to:

- Have a significant effect on people living or working in a least two wards or
- Involve spending, income, or saving a significant amount – whether an amount is significant depends on the Council’s total budget for the service involved. For this Council ‘significant’ in budgetary terms is:
 - Expenditure, income, or savings of £750,000 or greater in the context of the medium term financial strategy,
 - Acquiring or disposing of freeholds with a consideration over £500,000 in the context of the medium term financial strategy except for disposals pursuant to right to buy legislation
 - Acquiring or disposing of leaseholds where either the rental value is in excess of £250,000 per annum and/or the premium is £750,000 except for statutory lease renewals under Part 2 of the Landlord and Tenant Act 1954 and disposals pursuant to right to buy legislation and disposals pursuant to right to buy legislation.
 - Acquiring or disposing of easements with a value over £750,000 and/or rental value over £250,000 each year

A key decision can only be taken and recorded here if notice of it has been published on the Forward Plan for at least 28 clear days. Key decisions taken by officers may be “called in” by any four councillors or the Chair of the Scrutiny Committee within two days of the notice of decision being published.

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