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THE POST OFFICE NETWORK

Government response
to public consultation

MAY 2007

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Executive Summary

Post offices play an important social and economic role in the communities they serve. But with new technology, changing lifestyles and a wider choice of ways of accessing services, people are visiting post offices less. The network's losses rose from about £2 million a week in 2005 to almost £4 million a week last year and are likely to increase further unless action is taken to make the network more sustainable.

However, the Government remains committed to maintaining a post office network with national coverage and is putting in place a new policy and financial framework to achieve this. On 14 December 2006, the Government initiated a 12 week public consultation on a range of proposed measures, underpinned by the investment of up to £1.7 billion, to modernise and reshape the network and to put it on a stable footing.

We received over 2,500 responses, more details of which are provided in section 1 of this document and in Annex A. This document summarises the responses to the seven specific questions posed in the consultation document together with wider comments on the post office network and its future role and direction. It also sets out the Government's decisions in the light of the consultation.

In particular the Government has decided (subject to EC state aid clearance) to provide total funding of up to £1.7 billion to 2011 to support the necessary changes to the network to put it on a more stable footing and to provide continuing support for the social network.

We will introduce a new framework of minimum access criteria to maintain a national network of post offices and, in particular, to protect vulnerable consumers in deprived urban, rural and remote areas:

- Nationally, 99% of the UK population to be within 3 miles and 90% of the population to be within 1 mile of their nearest post office outlet.
- 99% of the total population in deprived urban areas across the UK to be within 1 mile of their nearest post office outlet.

- 95% of the total urban population across the UK to be within 1 mile of their nearest post office outlet.
- 95% of the total rural population across the UK to be within 3 miles of their nearest post office outlet.

In addition for each individual postcode district:

- 95% of the population of the postcode district to be within 6 miles of their nearest post office outlet.

In applying these criteria, Post Office Ltd will be required to take into account obstacles such as rivers, mountains and valleys, motorways and sea crossings to islands to avoid undue hardship.

Post Office Ltd will also consider the availability of public transport and alternative access to key services, local demographics and the impact on local economies when drawing up area plans.

Post Office Ltd will be required to ensure that, by the end of local area plan implementation, in every postcode district, without exception, 95% of the population will be within 6 miles of their nearest post office outlet.

The Government funding will support strategic changes to the network with up to 2,500 compensated closures within the access criteria framework above. The Government expects that Post Office Ltd will implement this over an 18 month period from summer 2007. Post Office Ltd will be establishing new Outreach locations to provide access to services and Government will provide support for about 500 of these to mitigate the impact of the compensated closures.

A new account will be introduced to succeed the Post Office card account, available nationally and on the same basis of eligibility as now. The Government will be tendering for this service in accordance with EU rules.

Post Office Ltd will draw up area plans for closures and other changes in service provision within the framework above. Post Office Ltd will be initiating this process immediately and will in due course seek information and input from relevant parties including Postwatch, subpostmasters and local authorities as area plan proposals are developed for local public consultation.

Nationally, there will be around 50-60 area plans, based predominantly on groupings of parliamentary constituencies but allowing Post Office Ltd and Postwatch the flexibility to establish different boundaries where local considerations dictate otherwise.

Individual local area plans will each be subject to a 6 week public consultation. The role of Postwatch and local authorities in the development of proposals for, and local consultation on, closures and other changes in service provision is set out in a Memorandum of Understanding signed by Post Office Ltd and Postwatch and described in more detail below. In drawing up this Memorandum of Understanding, Post Office Ltd and Postwatch have drawn extensively on the lessons learned from the Urban Reinvention programme.

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This process will also allow an opportunity both to assess how local authorities can better engage with Post Office Ltd to channel more business through post offices to help strengthen their viability and also to explore the scope for co-hosting or co-locating post office services with local authority facilities under the network change programme or more widely in establishing Outreach services.

We will be working on proposals for devolving greater responsibility after 2011 for decisions on post office service provision to a local level and for providing greater flexibility for local funding decisions.

Introduction

Background

Post offices face a long-term challenge. Developments in technology and service delivery channels – such as online services, e-mail, telephone and Internet banking and retail services – enable people increasingly to make choices as to how they communicate and do business. Cumulatively the impact of these wider options is becoming substantial. Some four million fewer people are using their post office each week than two years ago. The network losses each week have risen from £2 million in 2005-06 to £4 million in the 2006-07 financial year. Against this background, the National Federation of Subpostmasters has recognised that the current size of the network of over 14,000 offices is unsustainable and the House of Commons Trade and Industry Committee has acknowledged that many witnesses giving evidence to them also believe that the network is unsustainable.

Post offices provide key services in villages, towns and cities across the country and play an important social role in addition to their economic value. In recognition of this, the Government has invested £2 billion since 1999 to support the network and has confirmed that it will continue to make financial support available. On 14 December 2006 it put forward for public consultation its proposed future strategy for the post office network based on a funding package of up to £1.7 billion to 2011 to maintain a national network and to help Post Office Ltd make necessary changes to transform the network and put it on a stable footing for the future.

The Government's future strategy and funding package, together with the introduction of access criteria, recognise the social and economic role of post offices and also reflect its commitment to safeguard sustainable communities and to provide Post Office Ltd with a flexible framework to respond to new developments. The Government is committed to working with councils, agencies and local people and recognises the value that post offices add to local communities. It will provide continuing support of up to £150million per annum for the social network for the period until 2011. Together with the

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introduction of Outreach and support for community-run post offices, this will ensure that a national network with national coverage remains viable.

Beyond 2011, there will be continued need for public support of the social network. The access criteria set out in this document will provide a framework to ensure a national post office network with particular safeguards to protect vulnerable consumers in deprived urban and rural and remote areas. The criteria also provide a framework within which Post Office Ltd will be expected to respond to and make provision for new and developing communities

This package of Government measures is complemented by the steps that Post Office Ltd is taking to modernise the commercial network, restoring the Crown offices to profitability, investing in new product offerings and looking at innovative ways of delivering services that people need more cost effectively.

Changes to the size of the network are necessary but measures to protect vulnerable communities will be put in place. In addition to access criteria, there will be a significant expansion of Outreach services provided by subpostmasters to nearby small communities.

Collectively the Government's proposals are designed to deliver a national network on a stable footing.

Consultation Process

The Government's public consultation on its strategy proposals for the network ran for 12 weeks from 14 December 2006 until 8 March 2007.

The consultation generated over 2,500 responses from individuals and from organisations and representative bodies at both local and national levels. The responses from many organisations and representative bodies reflected views and comments submitted by their members or allied groups.

In March the Trade and Industry Committee also issued its report 'Stamp of Approval? Restructuring the Post Office Network' following its inquiry.

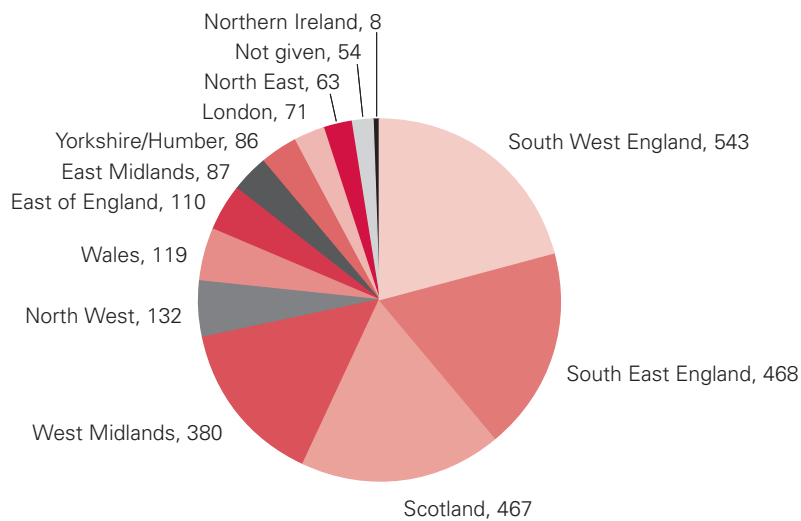
During the consultation period and before it, Ministers and officials also had extensive contacts with key interested parties, including Postwatch and its Counters Advisory Group (with its wide range of customer representative bodies), Postcomm, the Commission for Rural Communities (and at specifically convened focus group meetings in rural locations) and the National Federation of Subpostmasters (at Executive Council and Branch meetings).

Many Members of Parliament have contributed to parliamentary debates on post office network issues and there has been a series of interdepartmental working group meetings. All of these events and contacts provided valuable insights and views on the issues facing the post office network and the role of post offices in the communities they serve.

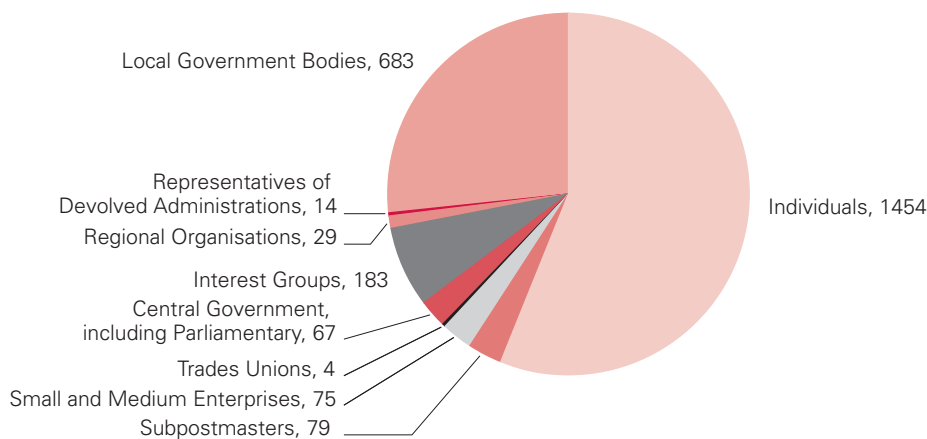
All of these contributions have been reviewed and assessed for the views and concerns expressed, proposals put forward, conclusions drawn and

recommendations made. They have been helpful in informing and shaping the Government's final decisions.

Responses by Country/English Region



Breakdown of Respondents by Type



Analysis of Themes

There has been widespread recognition of the scale of the problems the network faces, the need for action to put the network onto a more stable footing and general support for, or acceptance of, the following key strands of the Government's proposed strategy:

- its recognition of the importance of the social and economic role of post offices
- its recognition of the need for continued subsidy to support those parts of the network that can never be commercial but which provide key services in rural and deprived urban communities;

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- the introduction of access criteria to maintain a national network and to protect vulnerable consumers;
- the commitment to a very substantial funding package
- the commitment to a successor to the Post Office card account beyond 2010 and
- the use of Outreach services to mitigate the impact of closures.

On more specific aspects, many responses focused on:

- the definition of the social and economic role of post offices,
- a breakdown of the funding package,
- the future sustainability of the network;
- how future attrition can be mitigated,
- the range of factors to be considered in conjunction with access criteria in proposing closures and other changes in service provision, and
- the length of the local consultation period and of the programme overall.

Responses to Questions in the Consultation Document

Future Network Strategy

Q1. Do you think the Government's forward strategy for the post office network addresses all the key issues and challenges the network faces?

Q2. Are there other significant factors affecting the future of the post office network which appear to have been overlooked in the Government's proposed approach?

A large majority of responses addressed these issues together and both questions are therefore taken together in the Government's response below.

The summary does not attempt to repeat every comment made but aims to include the issues that were common to many responses and concerns that were widely reflected in a range of responses.

Sustainability

A large majority of respondents welcomed the Government's commitment to maintain a stable national network with national coverage and also welcomed Government's acknowledgement that post offices have a social as well as an economic value. It is widely recognised that people are changing the way in which they access services and that the network needs to change to ensure it is better able to capture business and provide new services that people want in the future. Many respondents accept that the current network is unsustainable and some closures are necessary but stressed the social role played by the post office network and the importance of giving due weight to this, alongside economic considerations. There was widespread emphasis of the role of post offices in promoting social inclusion and acting as the social hub of many communities.

A number of respondents questioned whether the proposals were sufficient to put the network on a genuinely sustainable footing for the longer term and called for specific commitments to funding beyond 2011 to provide greater certainty for both customers and subpostmasters.

The Government recognises that further funding will be required beyond 2011. We fully accept that parts of the network can never be commercial and that continued funding will be needed. But it would be premature to make a judgement now about what level of subsidy might be required in four years time given the changes planned for the network in the intervening period.

Without continuing public support, a purely commercial network would comprise fewer than 4,000 branches; implying over 10,000 closures. That cannot be allowed to happen. That is why the Government is providing continuing support to maintain a network with truly national coverage and putting in place detailed access criteria to ensure this, with supplementary criteria focused to ensure reasonable coverage in areas where the social need is greatest.

The purpose of this funding package is to bring stability to the network by 2011 by reducing losses and becoming more competitive whilst ensuring that the social needs of rural and disadvantaged communities continue to be met.

We see no justification for increasing the size of the network as suggested by some respondents. It remains larger than all the banks and building societies combined. It is not the absolute number of post offices which is important but where they are positioned and the ways in which services are provided that will help sustain the network's viability and provide the national coverage to which the Government is committed.

Funding

The ongoing commitment to a Social Network Payment both up to 2011 and beyond was generally welcomed but some consultees expressed concerns that its extension to the non-commercial urban network after March 2008 would result in an overall reduction in support for the rural network. Many respondents also asked for a breakdown of the £1.7 billion funding package. Some argued for a larger subsidy to avoid the need for any closures and others pressed for the Social Network Payment to be maintained at a level which ensured that the needs of sparsely populated and deprived areas were met. Several respondents suggested that there should be direct support to subpostmasters and funding to help refurbish and improve rural post offices.

The Government has decided that from April 2008, the Social Network Payment should support non-commercial offices across the entire network, not only rural ones. It considers that the overriding priority is to maintain a national network with national coverage as set out in the access criteria. This will require support for non-commercial outlets in urban as well as in rural areas. Post Office Ltd will be making further significant savings through reductions in central costs and overheads, combined with more cost effective delivery of services and the strategically planned closure of up to 2,500 offices. This means that the proposed social network payments

will be sufficient to underpin the whole of the non-commercial network without adverse impact on the support available for the rural part of the network.

The Government notes the requests for the £1.7billion funding to be broken down. Up to £750million is set aside for the Social Network Payment to 2010-11. The Social Network Payment will not be used to fund compensation to subpostmasters leaving the business. These costs will be provided for separately together with funding for ongoing losses. A more detailed breakdown will not be available until Post Office Ltd has developed its detailed proposals for reshaping the network at local level.

Post Office Ltd is planning to establish a small fund to encourage new investment in Core and Outreach facilities and in branches facing access and capacity issues as a result of reshaping of the network.

Unplanned closures

Some respondents asked about the impact of further unplanned closures over and above the compensated closures of 2,500 offices, and called on the Government to prevent significant unplanned closures creating gaps in the network by retaining the no avoidable closure policy.

The Government accepts that there will inevitably be some natural exits moving forward, in addition to compensated closures under the programme. That is inevitable (for example if a subpostmaster decides to retire or move on, or even if their associated business is proving to be unprofitable) and neither the Government nor Post Office Ltd can prevent that. The Government's access criteria will however establish a minimum level of coverage that Post Office Ltd will be required to continue to ensure. Unplanned closures will be counterbalanced by replacements if those criteria would no longer be met. It is not possible to maintain a static network as new premises or replacement subpostmasters cannot always be found, but the access criteria will replace the no avoidable closure policy and ensure that a national network of post offices is maintained.

Social role

Many respondents stressed the social role played by the post office network and the importance of giving due weight to this, alongside economic considerations.

The Government agrees. Without ongoing public support a purely commercial network would comprise fewer than 4,000 branches; implying over 10,000 closures. That cannot be allowed to happen. That is why the Government is providing very substantial ongoing financial support to maintain a network with truly national coverage. To ensure that national coverage, the Government is also putting in place detailed access criteria, with supplementary criteria focused to ensure proper coverage in areas where the social need is greatest.

Government, local authority and banking services

Many respondents suggested that central and local government should closely examine the scope for retaining or offering more services through post offices to strengthen the viability of both the network and individual offices. There were also calls for all retail banks to make their current accounts accessible at post offices. The integration of post office services with the provision of other rural services was also seen as providing a potential synergy which could help create community service hubs adapted to local circumstances. On the other hand, one respondent believed that further subsidy to the post office threatened to distort the market and was unfair to alternative providers of the same services such as bill payment.

The Government notes the suggestion that more public services should be channelled through the post office network but rejects the notion that Government departments and local authorities should be required to do this at the expense of customer choice. People want to choose from a range of methods by which, for example, they can pay their bills or car tax. Increasingly people prefer to use telephone- and Internet-based access to Government services and find these more convenient. People have choices and are entitled to exercise them.

Equally Government departments cannot simply choose to award Post Office Ltd contracts to deliver certain services. EU rules and best practice in achieving value for money require transparent procurement and open competition. Many other private businesses provide similar, if not identical, services to those provided at the post office and to exclude them from the opportunity to bid for delivery contracts would potentially be unlawful under EU procurement law. Furthermore, it can only be right that Government departments and local authorities are required to find the best value options for delivering their services to ensure the best use of taxpayers' money.

It is, however, important that Post Office Ltd is given every opportunity to pursue Government business. Network change will put Post Office Ltd on a much stronger footing to compete for business in future, and to develop strong and innovative bids for delivering Government and other services. Post Office Ltd maintains regular links and contact with Government departments to ensure they are alert to all future business opportunities.

At present all the UK's major banks, along with the Nationwide building society, provide at least one basic bank account that is accessible at the post office. Some choose also to make their current accounts accessible over the post office counter. However some choose not to do so for commercial reasons, which may include concerns around cost or the potential loss of customers to a competitor. Ultimately these are commercial decisions for the banks and Government cannot force them to make their accounts available if they have taken considered commercial decisions not to do so. Discussions between the banks and Post Office Ltd continue on this matter but access to the retail banking services of all the

High Street banks through the post office network, however beneficial, must be a commercial decision for the individual banks and Post Office Ltd to make.

We shall encourage Post Office Ltd to explore further the scope for more cost effective delivery through co-location with other community services when such opportunities present themselves. Current pilot trials of shared service location based on post office premises include those with the police in Norfolk, Fife and Powys.

We will also be exploring how local authorities might channel more business through post offices to help strengthen their viability and to explore further the scope for co-locating post office services with local authority facilities as has been successfully done in Reading.

Closure strategy

Some respondents expressed concern about further closures in urban areas so soon after the urban reinvention programme and many respondents pressed for Post Office Ltd, in selecting offices for closure, to balance economic viability, customer usage and social role against subpostmasters' preferences.

Although urban reinvention went some way in aligning urban post offices to the numbers of users, there remain urban areas where several post offices are providing services in the same catchment area. It is right that this level of provision be looked at again to enable Post Office Ltd to optimise coverage and efficiency. The access criteria proposed for urban and urban deprived areas will however ensure that proper coverage is maintained in urban areas.

The strategy is to get the right service in the right area to meet the access criteria and ensure national coverage. Post Office Ltd needs to be able to make compulsory closures to ensure these objectives are met. Closure decisions will not be determined by subpostmasters' preferences though there will be cases where there is a strategic fit between a closure proposal and the subpostmaster's wish to leave the network. Post Office Ltd and the National Federation of Subpostmasters have signed an agreement on compensation payment terms and arrangements

Crown offices

Whilst there was support for Post Office Ltd's strategy for modernising and improving Crown post offices, there was some opposition to further franchising. An alternative viewpoint was that less should be spent on Crown offices in favour of maintaining the rural network and ensuring the continuity of post offices in areas with no alternative rather than supporting the Crown network in areas where there is a concentration of businesses providing similar services. Some respondents asked whether Government support would be used to support the Crown network and expressed concern about distortion of competition.

The Crown network is heavily loss-making, with forecast losses of £70 million this year. Post Office Ltd's vision for the Crown offices is for a smaller national chain of 'flagship' offices which pioneers new technology such as self-service channels. Post Office Ltd sees the retention of Crown branches as vital for the expansion of new business areas given that these branches account for over 60% of the sales of new financial services products. The problems of this part of the network cannot be ignored. In developing an overall strategy for a viable national network, Post Office Ltd needs to modernise the Crown network and restore it to profit by reducing its cost base and generating additional revenue by growing its financial services offer. By pursuing link-ups with well established, respected retail partners such as the recently announced commercial deal with WH Smith, Post Office Ltd can both cut unacceptable losses and maintain, if not improve, customer service. Converting a Crown office to a franchise office does not reduce the number of post offices – it is a different means of providing the same services.

Role of local authorities

The proposal to investigate what future role local authorities might play in decisions influencing the shape of the network and delivery of services beyond 2011 was generally welcomed in the responses.

Government is working with the relevant organisations and administrations with a view to deciding, in the longer term, the extent that funding and decision making on the provision of local services can be devolved to local level. The involvement of local authorities in the forthcoming network change programme will provide an opportunity to explore ways in which local councils can work with Post Office Ltd to help mitigate potential gaps in service and the potential role that local authorities could play in future funding decisions.

Social and economic factors

A number of respondents questioned whether the social cost of closures had been fully factored into the Government's strategy and commented on the need to offset the withdrawal of Government and other public services by increasing the subsidy to the post office network. Many respondents also questioned whether the Government's proposals adequately reflected factors such as impact on local small retail businesses (including the last shop in the village), availability of public transport, the environmental impact of increased car use, alternative access to key services, local demographics (especially the impact on older people) and impact on local economies. Many respondents commented on the importance of local access to post office services for small businesses and home workers, a significant and growing element of the local economy, particularly in rural areas, and many were concerned that the loss of the local post office would result in additional travel time and costs and reduced opening/working hours.

The consultation document stated that closures will principally affect a combination of branches in areas of over-provision and those that are least used. Post Office Ltd will be tasked with taking a strategic overview of service provision to ensure that in areas of over-provision, people should be able to find an alternative branch nearby and the vast majority will still be within walking distance of their nearest office. With the least used, the number of people affected will, by the nature of the offices, be low. The introduction of new access criteria will minimise the impact by ensuring that the network remains readily accessible across the UK – with far greater coverage than any other retailer or financial service provider or indeed any other public service provider

A number of studies have sought to put a price on the social and economic value of a post office, but this will vary from location to location as an assessment is highly dependent on the demography of the area. Some studies also indicate that people quickly adapt to new ways of accessing the post office services. But the retention of a large national network with continuing comprehensive coverage will ensure that many people will be largely unaffected by the changes.

Access criteria

Q3. Do you have comments on the national access criteria proposed?

Q4. Do you have specific comments on the access criteria proposed for deprived urban and rural areas?

The consultation document proposed a framework of access criteria to establish a minimum level of coverage nationwide and in areas of particular need.

A large majority of responses addressed the issue of access criteria and many of the responses to these two questions overlapped. The responses to both questions are therefore taken together below as is the Government's response.

Many respondents welcomed the Government's proposals to introduce access criteria as a step in the right direction.

A number of parties asked for further clarification of how the access criteria would apply and an explanation of the urban/rural area definitions for the purposes of access criteria. Some questioned whether the proposed criteria provided sufficient protection at local level and some argued that specific access criteria should be applied at country (England, Northern Ireland, Scotland and Wales) or a more local level.

The Government's intention is to establish a comprehensive set of criteria applying at national level to ensure that access to post office services continues to be available across the country. Four of the criteria will apply at national level:

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- Nationally, 99% of the UK population to be within 3 miles and 90% of the population to be within 1 mile of their nearest post office outlet.
- 99% of the total population in deprived urban areas across the UK to be within 1 mile of their nearest post office outlet.
- 95% of the total urban population across the UK to be within 1 mile of their nearest post office outlet.
- 95% of the total rural population across the UK to be within 3 miles of their nearest post office outlet.

In addition the following criterion will apply at the level of each and every individual postcode district, establishing a minimum level of coverage at a very local level.

- 95% of the population of the postcode district to be within 6 miles of their nearest post office outlet.

The access criteria replace the requirement placed on Post Office Ltd to prevent avoidable closures of rural offices. But it is important to note that these criteria represent the minimum levels of accessibility and in many, if not most, cases actual coverage will be greater.

The emphasis of our policy is to maintain a national network with national coverage. We reject therefore the proposal that the criteria above should be applied at the level of individual countries or smaller local areas.

Accessibility to a post office for most people will be covered by the national criteria. However, in more remote areas where the population tends to be widely dispersed, it could be the case that they are not captured by the national criteria - an issue picked up by many respondents. The introduction of the postcode district criterion will address this issue and provide protection to those communities.

There are some 2,800 postcode districts (the first half of the postcode e.g. GU51) in the UK. We believe that a requirement to ensure that 95% of the population in every postcode district is within 6 miles of their nearest post office provides protection at a local level. In the consultation document our proposal was to exempt 38 postcode districts that currently do not meet the criterion. However, we have reflected on the comments received and concluded that no postcode district should be exempt from meeting this standard. In implementing local area plans, following local consultation, Post Office Ltd will be required to ensure that every postcode district provides that coverage, without exception. Post offices in the 38 postcode districts that currently fail the criterion will not be compulsorily closed during the transformation programme and Post Office Ltd will look to fill the gaps in coverage at the time that they develop local area plans so that by the end of each implementation plan, every postcode district in the local area plan will be required to ensure that 95% of the population is within 6

miles of the nearest post office outlet. This may mean that some new post offices will be required to open.

Many respondents believed the deprived urban criterion to be a diminution of the current protection which they assumed ring-fenced from closure those branches located in deprived urban areas where the nearest branch was more than half a mile away. There were also many calls for an extension of the criterion to cover the 15% most deprived urban areas and for specific provision for deprived rural areas.

Currently there is no protection for access to post office services in deprived urban areas. The half mile 'ring-fence' protection only applied for the purposes and duration of the urban reinvention programme and focused on the retention of the specific post office rather than taking account of the closest branch to customers. Our proposal focuses provision on accessibility rather than protection of post offices solely because of the distance to the next one, irrespective of the number of people that they actually serve.

The introduction of the specific protection for deprived urban areas, in addition to the national criteria, further safeguards these vulnerable communities. We proposed that the protection would apply to the 10% most deprived urban areas but have decided, in light of responses to consultation, to extend this to ensure that the 15% most deprived urban areas are protected

We understand the requests for further explanation of the definitions in relation to the access criteria. We have elected to continue to use the urban/rural divide that applied in respect of the urban reinvention programme. The definitions are:

Urban – a community with 10,000 or more inhabitants in a continuous built up area.

Rural – a community not covered by the definition of urban above.

Deprived Urban – the most disadvantaged urban parts of the UK.

To ensure a fair balance between the countries in the UK, urban deprived areas will be defined by reference to the most deprived 15% of Super Output Areas in England, 15% of Data Zones in Scotland, and 30% of Super Output Areas in Wales and Northern Ireland. This takes into account the proportional spread of disadvantaged areas across the UK¹.

1 Each nation produces separate Indices of Multiple Deprivation. This means that the 15% most deprived areas across the UK cannot be specifically identified from existing data. A blanket 15% application across each nation would not be equitable or reflect the relative need of each country (since an urban area outside the 15% most deprived areas in one country might have greater need than an area within the 15% most deprived in another). We have built on the approach developed for the application of stamp duty relief, and sought to apply the same protection to each nation as that experienced by its most comparable English region (based upon appropriate socio-economic indicators). As a result 15% of urban areas in England and Scotland will be defined as 'urban deprived' and 30% in Wales and Northern Ireland.

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Many respondents welcomed the proposal to tailor access criteria to take account of significant local geographical constraints such as rivers, mountains and valleys, motorways and sea crossings to islands and other practical constraints like railways to avoid undue hardship. We also received many responses asking that other factors be added, including the availability of public transport, actual travelling distances and times by road or other routes accessible on foot, and other socio-economic factors including the wider economic impact on communities. Some respondents took the view that the distances proposed in the criteria would be physically taxing for many customers if making both legs of the journey on foot. The key concern of many respondents was that access criteria had to be relevant to people at the local level with appropriate safeguards for the vulnerable and proper consideration given to factors relating to people, place and provision of essential services. The need for the criteria to be responsive to future population trends with particular reference to areas of population growth was also raised.

We recognise the force of the points above and in applying the access criteria, Post Office Ltd will be required to take into account obstacles such as rivers, mountains and valleys, motorways and sea crossings to islands to avoid undue hardship. Post Office Ltd will also consider the availability of public transport and alternative access to key post office services, local demographics and the impact on local economies when drawing up area plans. Post Office Ltd will demonstrate how these factors have been considered in arriving at their plans in each local consultation document.

Many respondents also called for parity of treatment between rural and urban areas, between countries within the UK and for parity to be maintained.

We agree that no particular part of the network and no particular group of people should be significantly more adversely affected by closures or other changes in service provision than any other. We therefore expect that Post Office Ltd will be making roughly similar numbers of closures in rural and urban areas. We also expect that when developing detailed area plans Post Office Ltd will reflect the principle that no country within the UK and no group of inhabitants at the area plan level should be significantly more adversely affected than any other.

Ensuring that access criteria continue to be met

Several respondents asked how access criteria would be monitored and enforced to ensure that potential gaps in the resulting network from unplanned closures would be avoided. It was asked how monitoring might note changes over time in most deprived area rankings and check compliance in development areas which experience sizeable population growth.

The Government considers that external monitoring of and responsibility for reviewing of Post Office Ltd's compliance with the access criteria should rest with Postwatch (and subsequently its successor body – the National Consumer Council). Postwatch already contributes to the annual report on

the network prepared by Postcomm and the role of periodically monitoring and reviewing compliance with access criteria would be a logical extension of that work. Discussions are in progress on the nature of the monitoring and review arrangements.

Relationship to the universal service obligation

Some respondents asked how the new access criteria would relate to Royal Mail's universal service obligation and whether Outreach services would be part of the universal service. Some also called for the access criteria to include a minimum service obligation for all post offices and Outreach outlets including minimum opening hours and a minimum range of products.

It is the responsibility of Postcomm to define and protect the universal service and to ensure licence holders' compliance with the universal service obligation. The Government has established these access criteria in recognition of the social role which the post office network performs in addition to its role in providing postal services. These criteria are separate from, and independent of, Royal Mail's universal service obligation which is a matter for Postcomm. It is therefore for Postcomm to enter into discussions with Royal Mail Group to ensure that the universal service obligation is not in any way compromised in fulfilling access criteria requirements.

Decisions about local service offerings and opening hours are a matter for Post Office Ltd and local subpostmasters, reflecting the needs and demand in local communities. It is not appropriate for the Government to intervene in this or seek to set national standards for matters which are best considered at local level.

There were also calls for consideration to be given to the potential for integrating post office services with other local services.

We believe that local people are best placed to understand the needs of their communities but we also recognise the continuing need for national provision. We will be reflecting on experiences of local involvement in light of the forthcoming change programme and will be considering further what role local authorities might play in the future provision of services.

Closure programme & the future network

A number of respondents questioned the scale of the closure programme and the potential for the network to decline over time significantly below 12,000 outlets as a result of further uncompensated closures yet still be within the requirements of the accessibility criteria.

The Government believes that the access criteria ensure reasonable coverage levels on a nationwide basis. We have set a maximum number of compensated closures as we believe that a network of around 12,000 branches will be sustainable. However, the market in which post offices

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operate has changed dramatically in recent years and is likely to continue to evolve. Post Office Ltd must be able to develop with that market and it would be wrong for Government to invest in their future while at the same time placing arbitrary and inflexible constraints on them. Some closures are unavoidable and this is likely always to be the case.

The Government decided on a network closure programme of 2,500 offices following detailed consideration with Post Office Ltd. In arriving at this decision, we were aware of the need to balance the social needs of the network with the cost to the taxpayer of continuing to fund a national network.

As was stated in the consultation document, Post Office Ltd cannot continue to sustain current levels of losses. The network as it stands is unsustainable. In addressing these losses, Post Office Ltd will need to take a strategic approach to the network. While significant efficiency savings have been identified, the scale of losses cannot be properly tackled if the network remains at its current size. The Government has to strike a balance between ensuring that the network remains accessible, particularly to vulnerable groups, and the heavy cost to the taxpayer. We believe that a net closure programme of 2,000 – as 500 new Outreach access points will replace some closures – enables us to meet those goals.

Local consultation

Respondents welcomed the commitment to local consultation on Post Office Ltd's proposals for closure and associated changes in service provision and were keen to see wide engagement to ensure that the views of local people are taken into account before any final decisions are taken by Post Office Ltd. Many consultees were keen to see early input from local authorities to the development of local area plans. Many respondents sought an increase from 6 to 12 weeks for the consultation period on local area plans. Many also thought that an 18 month period for the whole programme was challenging and should be extended to allow for the complexity of matching closures with Outreach arrangements without gaps in service. A contrary view called for local consultation to be carried out speedily to minimise continuing uncertainty for subpostmasters and customers

The Government notes the arguments but has decided to confirm its decision for a six week local consultation period. That reflects the approach followed during the latter stages of the urban reinvention programme. The early stages of the local process will involve detailed area plan development discussions with Postwatch and the involvement of local authorities in advance of formal public consultation. When combined with the subsequent six weeks of public consultation, the Government believes that this will enable sufficiently robust consultations to take place at a local area level. We are also mindful of the fact that the organisation representing subpostmasters has argued for a speedy local consultation

to minimise uncertainty for subpostmasters and customers, an issue acknowledged by other respondents.

Post Office Ltd's timescale for developing, and consulting publicly at local level on, local area plans for changes in post office service provision is 90 days overall. In the pre-public consultation phase, Postwatch will provide input and advice on how best to meet the area criteria while achieving changes to the network that are sensitive to customer needs, implement Government policy requirements and minimise adverse customer impact. The aim is to assist Post Office Ltd in developing a practical area plan for a sustainable network to put to public consultation. During public consultation, Postwatch will ensure that the right people are being consulted, that the consultation process is being properly observed and that issues raised are promptly shared with Post Office Ltd. After public consultation, Postwatch will consider the responses and discuss the specific issues raised with Post Office Ltd. There is also provision for Postwatch to nominate individual branches for further discussion and joint review by Postwatch and Post Office Ltd before final decisions are reached.

Post Office Ltd considers that implementation of the changes, including the introduction of new Outreach services, within an 18 month period is deliverable. The Government confirms the decision to aim to complete the programme within that period.

Delivery of Services

Q5. Do you have any suggestions as to how services might be better delivered through the post office network?

One stop shops

Many respondents called for Government to recognise and support local post offices as focal points or 'information gateways' for national and local Government products and services enabling all vulnerable groups access to vital services in their communities.

The suggestion that post offices become 'one stop shops' for Government services has been voiced on numerous occasions. This is an area which Government has looked at previously. In 2002 we provided £25m for the 'Your Guide' pilot to test the concept of post offices as a one-stop shop for advice on Government services. The impact of the 'Your Guide' pilot was limited with 85% of customers commenting that they would have found the information they obtained elsewhere. The pilot showed that the costs of rolling out a publicly funded national scheme would be excessive and would not represent value for money given the size of the likely customer base that would use and benefit from it.

Extension of opening hours

A number of respondents believed consideration should be given to extending opening hours at post offices to broaden the customer base and increase footfall. The absence of Saturday opening by smaller rural offices was seen as a significant impediment to accessing services in such areas.

The core opening hours for a full time post office branch are 09:00-17:30 weekdays and 09:00-12:30 on Saturdays. Where the branch operates an open plan or combined retail and post office counter, retailers are encouraged to offer post office services for extended hours, preferably to the same times as the associated retail. Therefore subpostmasters can, if they choose, open the post office for longer than the core hours but their remuneration would be based solely on the value and volume of the post office products or services sold. In some rural branches the level of business generated does not cover the costs of operating on a full time basis. In order to maintain services in that location the subpostmaster is contracted to open on a restricted hours basis and receives a fixed payment for the number of hours under the terms of the contract. In branches offering restricted opening the subpostmaster can still choose to offer Post Office services for longer and many do choose this option as they are in attendance anyway.

Open network to other mail service providers

Many respondents called for the network to be opened up to other mail providers as a means of strengthening the viability of sub post offices.

The Government recognises the benefits of competition. It is clear that encouraging extra business into the network is absolutely essential. It is simply wrong to suggest that there are barriers to competitors. We opened up the postal services market with the Postal Services Act 2000 and any mail company that wants to use the post office network can approach Post Office Ltd to discuss a commercial agreement. In the event that a deal cannot be reached the matter can be taken up by the Regulator.

At present, Post Office Ltd only provides mail services for Royal Mail and Royal Mail uses the network to satisfy its regulatory obligation to provide service access points. The company is alive to the potential benefits to be had from providing package and parcel collection services at post offices. Royal Mail already offers a parcel collection service through the network. Its 'Local Collect' service enables customers ordering goods from selected mail order catalogues and Internet suppliers that use Royal Mail (and Parcelforce Worldwide) services to have goods delivered to a post office if they do not expect to be at home when the delivery is made. Alternatively, people can elect to have their Royal Mail package or Parcelforce Worldwide parcel redirected to their local post office for collection later for a small charge.

Clearly this is a developing market, and we will continue to encourage the Post Office to take opportunities where they exist. Post Office Ltd stands ready to develop its business in this area. Realistically, however, it is unlikely that any new commercially negotiated deal between Post Office Ltd and other mail providers would create significant volumes of new business and revenues for subpostmasters; rather it is likely to be a substitute for Royal Mail business.

POca

Respondents generally welcomed the Government's decision to continue with a new account after the current Post Office card account (POca) contract ends in 2010 in view of their importance for financially and socially vulnerable people. Many also offered views on the replacement POca with some suggesting increased functionality, such as ATM access and a direct debit facility, with simple application procedures and for anyone switching to the replacement POca a seamless process with no requirement for new applications and no change to the existing PIN numbers.

We understand the concerns about the future POca and note the suggestions made. The scope for introducing new functions in the replacement product will be considered as part of the product design and tendering process, but, as mentioned in response to Questions 1 and 2, we must recognise that one of the attractions of the POca is its simplicity and we do not simply wish to create a basic bank account by another name when there are many such accounts already on the market, many of which can be used at the Post Office. We share the aim that any change from the existing product to the new product is as seamless for customers as possible, and this will again be taken into consideration as part of the product design and tendering process.

Credit Unions

Some respondents suggested that working closely with Credit Unions would help the post office extend financial inclusion and generate new business.

This is a commercial matter for Post Office Ltd and the Credit Unions. There have been some discussions between Post Office Ltd and the Credit Union body at a national level on the scope for working together and they continue to explore all the possible options.

Financial services

A number of consultees suggested that Post Office Ltd should introduce a greater mix of financial services to suit low-income customers and to help meet social and financial inclusion objectives.

Post offices are now the leading supplier of foreign currency exchange services. In a venture with the Bank of Ireland, Post Office Ltd has in recent

years introduced a wider range of financial services. The Government's proposals support Post Office Ltd's efforts to develop new financial services products, building on their existing success in this area. For example, the Instant Saver account, introduced in April 2006 has proved very popular with customers as has car and home insurance. The venture partners continue to look for products that are well matched to the needs of Post Office Ltd's customers. In common with all providers of financial services, Post Office Ltd is bound by the regulatory framework set by the Financial Services Authority. Subpostmasters are not qualified to give financial advice but can and do act as introducers to financial products available through the post office. Beyond this, there is no obstacle to expansion of financial services available and Government will continue to encourage Post Office Ltd to explore all possible opportunities in this market.

Parcel delivery/collection

Many respondents wanted post offices to offer a parcel delivery and collection point service.

Royal Mail already offers a collection service through the post office network. In addition, the 'Local Collect' service enables customers ordering goods from selected mail order catalogues and Internet suppliers that use Royal Mail (and Parcelforce Worldwide) services to have goods delivered to a post office if they do not expect to be at home when the delivery is made. Alternatively people can elect to have their Royal Mail package or Parcelforce Worldwide parcel redirected to their local post office for collection later for a small charge.

Outreach

Q 6. Do you have any comments on Outreach arrangements as a means of maintaining service to small and remote communities?

Many respondents agreed that Outreach has the potential to provide a more cost effective service in areas with low footfall whilst offering a mutually beneficial option where another small business acts as 'host' site for post office services.

Of the four generic Outreach types, respondents generally see the 'Partner' and 'Hosted' services as the most preferable alternative to a fixed branch. While sensitivities about location may need to be taken into account, many diverse locations such as pubs, petrol stations village halls and churches are already being successfully used.

There was a general welcome for the idea of a mobile post office as a means to maintain service, particularly in remote rural areas. Though the mobile post office has received significant attention and levels of acceptance where it has been trialled, it is clearly something of an unknown for the majority of respondents who have no personal experience of using it. As a result, a wide

range of concerns was raised over logistical and operational issues. Many respondents expressed concerns that a mobile office might not be available when they needed it and there were also substantial concerns about security.

Others suggested that it would be sensible to explore whether there might be the potential to link mobile post offices with other mobile services as has been piloted by Post Office Ltd working with a mobile library in Enniskillen, Northern Ireland.

The 'Home' service was seen as the least preferable alternative service for individual users. Many respondents expressed a concern that despite the additional convenience, having services delivered to the door was in fact least preferable because it removed the reason to leave the house and therefore reduced social interaction. However, it is apparent that in some instances, the Home service has been successful in supporting the needs of small businesses with Core sub-post offices in Aldeburgh and Glastonbury having arranged for mail pick ups directly from small businesses that have signed up to the service.

In our consultation we set out our proposals that, building on trials in place since 2005, Post Office Ltd should introduce some 500 Outreach services to mitigate the consequences of some managed post office closures. We indicated that we would provide support for Post Office Ltd to open new Outreach locations to provide access to services for small remote communities by building on the success of the pilot trials including mobile post offices and post offices hosted in other locations such as village halls, community centres or pubs.

We welcome the overall acceptance in the responses of the need to explore more cost-effective means of providing post office services, particularly in remote areas. Respondents generally agreed with the principle of increasing scope of the Core and Outreach approach. It has also been helpful to receive detailed suggestions for how implementation of Outreach, beyond the existing pilot schemes, can be best achieved.

Shared concerns

Whilst many were supportive of the introduction of new service delivery methods, there was an over-riding concern that there should not be any decrease in the availability or range of services provided. There was also a strong emphasis on engaging with communities at an early stage to determine their usage requirements and on local authorities and parish councils being involved in local consultation on changes to service.

Many respondents commented that Outreach, as a replacement for a fixed branch, would need to be carefully tailored to local circumstances as regards type and availability of service offered.

We want Post Office Ltd actively to engage with local authorities and communities, through a process of local consultation and ahead of establishing Outreach services, so that they can be tailored to individual

circumstances and stand the best chance of acceptance and success. The company should take account of local usage patterns and ensure that Outreach services are adequate to accommodate the level of demand. Where possible, the company should ensure that the social benefit of Outreach is maximised by arranging availability to fit with local activities. The company should also investigate the level of demand for making Outreach services available in areas where there is no longer, or has never been, a fixed post office service.

Specific concerns

Some consultees were sceptical about the financial benefits and the viability of Outreach and had concerns that the proposed number of Outreach would not be sustainable. The technical reliability of the portable or mobile equipment for some types of Outreach service was also a concern to some respondents

Post Office Ltd will need to continue to work with the National Federation of Subpostmasters so that entrepreneurial subpostmasters who are willing to offer Outreach services, and are well placed to do so, are incentivised and are remunerated accordingly.

Post Office Ltd's pilots have shown that Outreach services can yield significant cost savings and the continued operation of the pilots has enabled the company to overcome initial teething problems and achieve very high levels of technical and service reliability, demonstrating the sustainability of the Outreach model.

Community ownership

Q 7. Do you have comments on the practicality of community ownership of parts of the post office network, which might involve the transfer of assets to community organisations and/or the establishment of local mutual or co-operative organisations to own and run local services?

Many respondents broadly welcomed the potential for greater community involvement, taking the view that Post Office Ltd should be encouraged to engage actively with any communities expressing an interest in adopting a community ownership solution. However some questioned whether this was a means of transferring a Government public service provision problem over to communities whilst others expressed concerns about the long-term sustainability of community owned models which rely on the goodwill and funding of local residents. Others raised concerns about security and questioned whether the role and services provided by post offices are suited to community ownership given the levels of training and knowledge required of subpostmasters and whether access to post office services should be contingent on community enterprises.

The community ownership model was seen as being capable of successfully catering for rural communities of between 400 – 1,000 people. It was thought

work should be done to identify a community ownership contract that would help facilitate development of the community ownership model. As pointed out by the National Federation of Subpostmasters, there are also financial service regulations that subpostmasters abide by and this poses further issues when seeking to expand further the concept in this field.

The vast majority of post offices are private businesses – traded commercially. Having a community run its own office will not, on its own, make it financially viable from Post Office Ltd’s perspective.

But there are currently some 150 thriving community-owned shops in the UK, many of which already incorporate post offices. And it is clear from the comments received that there is widespread interest in the concept of establishing more. The Government has since published the Quirk review into community management and ownership of assets, Making Assets Work, and its response which set out practical proposals for removing barriers to increasing community ownership. The Quirk Review recognises that community ownership can play a role in enhancing the local environment and giving local people a bigger stake in the future of their area.

The Government wants to encourage more community-run post offices where they are viable. We recognise that the processes can be daunting. The Government will therefore work with stakeholders to ensure there is suitable advice available to interested parties and that community ownership is promoted as a possible means of maintaining post office services where other options are not available. We will also expect Post Office Ltd to engage constructively with groups who present a viable case for community ownership in those circumstances.

Next Steps

Having reached its final decisions, the Government believes it is important to implement its strategy for the post office network as soon as is practicable and is consistent with sound preparation and planning.

Key steps for Government include obtaining state aid clearance from the European Commission for the Government funding package underpinning the post office network strategy. A notification will now be submitted. In addition, Parliamentary approval for elements of the funding package will be required and this will be sought before the Summer Parliamentary recess.

The Government is particularly keen that measures that will help to contain or reduce the network's losses and to reduce damaging uncertainty over future service provision for customers and subpostmasters should be taken forward as soon as possible. The programme of compulsory closures together with the introduction of Outreach will therefore be a priority.

Government will continue to work up proposals on the scope for devolving greater responsibility for decisions on post office service provision to local authorities and devolved administrations and for providing greater flexibility for local funding decisions.

Post Office Ltd will develop its network change programme within the framework of the access criteria and the wider factors which they will be required to take into account or consider in developing area plan proposals for closures and other changes in service provision. In the first instance this will require extensive analysis of the characteristics, usage and financial performance of the existing network on an office by office basis to identify and assess options for change. Post Office Ltd will be initiating this process immediately as a comprehensive data analysis exercise. The second stage will be to seek information and input from relevant parties, including Postwatch, subpostmasters and local authorities, as area plan proposals are developed for public consultation. Taking the pre-consultation phase together with the six week public consultation period, the total process allows a reasonable period of time analysis and assessment of proposals at the local level.

Nationally, Post Office Ltd expects to accommodate its network reshaping programme in around 50-60 area plans, based predominantly on groupings of parliamentary constituencies. Post Office Ltd plans to develop these plans progressively over a 12-15 month period from mid-summer 2007 and by July will publish a timetable of when they expect to announce plans for each area. They aim to complete the closure and network reshaping programme by the end of 2008.

List of Respondents

Abberley Parish Council
Abbotskerswell Parish Council
Abbott DM
Abbott P
Abell BJ
Aberdeen City Council
Aberdeenshire Council
Aberlady Community Association
Abingdon Town Council
Aborfield & Newland Parish Council
Acourt B
Action with Communities in Rural England
Acton Turville Parish Council
Adam B (MSP)
Adams CF,DPW,RV,ML
Adams P
Adams T
Ade P
Ade S
Adey F/Gable Tea Rooms
Adie J
Adisham Parish Council
Adkins Mrs&Mrs
Advice NI
Age Concern England/Jones G
Age Concern Islington/Tansley K
Age Concern Lerwick/Erskine A
Age Concern Ripon/Rainer P
Age Concern/Huskinson M
Age Concern/Simmonds T
Age Concern/Spye J
Age Concern/Turnock H
AICMO
Aitken E
Alconbury Parish Council
Alconbury Weston Parish Council
Alexander D
Alexander D (MP)
Alexander P
Alford Parish Council
Alford S
Alfred R
All Party Parliamentary Group on Rural Services/Dunne P (MP)
Allen A
East Hoscote Parish Council
Allen B
Allen CVD
Allen P
Alvsaker R
AMICUS
Anand M Reverend
Anderson A
Anderson E
Anderson KME
Anderson M
Anderson Mr&Mrs G
Anderson S
Andrew J
Andrews M
Andrews Mr&Mrs C
Andrews Mrs
Andreoss Community Council
Anglesey Federation of Womens Institutes/Uchaf S
Anson B
Antaur JW
Applewhite Mrs
Archbishops' Council, Church Buildings Division/Griffiths P
Archer E
Archer IJ
Ardivicone D
Ardrishaig Community Council
Ardrross Community Council
Argyll & Bute Council
Arkell J
Arlington J
Armagh District Council
Armstrong J
Arne Parish Council
Arthur JS
Arthur JW
Arthur Rank Centre
Ashingdon Parish Council
Ashurst Wood Parish Council
Association of British Credit Unions Ltd
Association of Independent Cash Machine Operators
Association of Scottish Community Councils ASCC
Attfield S
Attwood Ms
Auphlet DJ
Austin AM
Austin HE
Avery L
Avory G
Awre Parish Council
Axbridge Town Council
Aylesbury Vale District Council
Ayliffe S
Ayton Village Community Council
Badgett FD
Bailey A
Bailey Mr
Baines P
Baker D/Lydbury English Centre Ltd
Baker H
Baker JM
Balfour Scott D
Balhatchet P
Ball EE
Ball P
Ballantine TA
Ballatonet P
Baltonborough Parish Council

Annex A: List of Respondents

Bamber J
Banks H&D
Banks S
Banner M
Bantick A
Bantick A/Cairngorm Music
Bantick H
Barber S
Barcis J
Bardgett F&A
Barham Parish Council
Barker CD
Barnes MJ
Barnes R/Select Research Ltd
Barnett C
Barnett P
Barnett S
Barnsley MBC
Barr C
Baron J MP
Barret J (MP) and Margaret Smith MSP
Barrett P
Barrington Parish Council
Barrios C
Barton A
Barton B
Barton Parish Council
Barton St David Parish Council
Basingstoke & Deane Borough Council
Bass JM
Bassetlaw District Council
Bassington KJ/Roxwell Wednesday Club
Bate B
Bateman R
Bates D
Bates H/Milton House Holiday Lets
Bates MG
Bates RD
Bates S
Bathford Parish Council
Bathgate M
Baughen K
Bawden R
Bawdsey Parish Council
Bawn T
Baxter D
Baxter L
Bayliss NC
Bean Residents Association
Bean T
Bear P
Bearcroft B
Beard J
Beasley W
Beattie WM
Beaumont B
Beckett J Reverend
Bedford L
Bedlow Women's Institute
Beeching J
Bees A
Beetham Parish Council
Belbroughton Parish Council
Beleus EE
Bell A
Bell B
Bell JR
Bell S
Bennett AW
Bennett J
Bergin S
Berkeley Town Council
Berry C
Berry G
Berryman Mr
Bertie C
Better Government for elderly in South Lanarkshire
Bettyhill, Strathnaver & Altnaharra Comm. Council
Biawith & Subberthwaite Parish Council
Bickford J
Bideford Town Council
Biggs K
Bijman Adirana
Billericay Town Council
Billing T
Bingham A
Birch HJ
Birches Community Association
Birchwood B
Birmingham City Council/Hill M
Birmingham City Council/Hughes S
Birmingham City Council/Kirk L
Bishop D&M
Bisley-with-Lypiatt Parish Council
Black MC
Blackawton Parish Council
Blackburn and District Trades Council
Blackburn with Darwen BC
Blackford Community Council
Blackler GFA
Blackwood N
Blaikie G
Blairgowrie and Rattray Community Council
Blakemore R
Blandford District Trades Council
Blandford Forum Town Council
Blean Parish Council
Bletchley & Fenny Stratford Town Council
Blewitt C
Blewn J
Blockley Parish Council
Boardman K
Boardman W
Boddington C
Boddington Parish Council
Bolingbroke L
Bolney and Cowfold Parish Councils
Bonehill Mr
Bonner L
Bonson G
Boonham A J
Booth P
Borough of Pendle
Borthwick
Bossom P
Boston Borough Council
Boughton RH
Bourne FA
Bournemouth Borough Council
Bourton Parish Council
Bowes Parish Council
Bowhay J
Bowman M
Bowyer P
Boyce J
Brachtvogel P
Braco & Greenloaning Community Council
Bradford & Cookbury Parish Council
Bradford A
Bradford Metropolitan District Council
Bradford on Avon Town Council
Brady G (MP)
Braggins M
Brain L/Gem Jewellery Ltd
Braintree District Council/Barrett K
Braintree District Council/Bolter S
Braithwaite A
Bramall D and Jennifer and David Thomson
Bramley Parish Council
Brandean and Hinton Ampner Parish Council
Brandon & Byshottles Parish Council
Braunton Parish Council
Brayshaw R
Breed C (MP)
Brett P
Brewer D
Brewer M
Brice M
Brice, Sarah/Rachel/David and Anna Brice
Bridport Local Area Partnership
Brighton and Hove City Council
Brill Parish Council
British Chambers of Commerce
Britnell BG & L

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Broadbent S
Broadley M
Brocklehurst S
Brocks P
Brocton Parish Council
Bromsgrove Council
Bronstein JM
Brooke E
Brooks H
Brora Community Council
Brotherton LW
Brough Parish Council
Broughton A
Brown EB
Brown ED
Brown Mrs
Brown R (MP)
Bruce J
Bruce N
Bruno F
Bryant F
Bryer-Parsons D
Buchanan V
Buckden Parish Council
Buckham CJ
Buckland Brewer Parish Council
Buckland D
Buckland Monachorum Parish Council
Buckley Antiquarian Society
Buckman B
Buckridge T
Budd L/The 100 Minute Press Ltd
Bufton IJ
Bufton SA
Bullough D and David Midgely
Burden R (MP)
Burgess Hill Town Council
Burgess S
Burke D
Burke J/Flourishing People Ltd
Burke J/Townswomen Today
Burke Mr
Burke VM
Burney GG
Burnham Health Centre
Burnip A
Burnmouth Community Council
Burra and Trondra Community Council
Burrell P
Burrows SM
Burton Mr&Mrs
Bury Parish Council
Busby Mr&Mrs
Butcher B
Butler MJ
Butterfill J (MP)
Buttle M
Bwrdd Yr Iaith Gymraeg (Welsh Language Board)
Byrne BH
Byrne F
Byrne MP
Byrt M
Caernarfon Civic Society
Cain G
Cairns J
Callicott B
Calmady-Hamlyn Mrs
Cambridgeshire County Council
Cameron J
Campaign for Community Banking Services
Campaign for the Protection of Rural Wales
Campaign to Protect Rural England/Bawtree R
Campaign to Protect Rural England/Willis G
Campbell J
Campbell S
Campton & Cruickshanks and Silsoe Parish Councils
Canonbie and District Council
Canterbury City Council
Carhampton Parish Council
Carleton Rode Parish Council
Carley J
Carlisle City Council/Bainbridge J
Carlisle City Council/Sutton Z
Carlisle Parish Councils Assoc.
Carmarthenshire Council
Carmichael A (MP), Tavish Scott MSP
Carmichael A (MP), Wallace MSP
Carmichael CD
Carney A
Carpenter J
Carpenter Mr&Mrs T
Carter C
Carter G
Carter J
Cartwright EM
Cash W (MP)
Cassop-cum-Quarrington Parish Council
Castletown and District Community Council
Caton-with-Littledale Parish Council
Cawkwell K
Cawood Parish Council
Ceredigion County Council
Cerne Valley Parish Council
Chaddesley Corbett Parish Council
Chalford Parish Council
Chalmers D
Chamberlain R
Chambers C
Chandler C and Nick Whiteley
Chapman B (MP)
Charfield Parish Council
Charles Mr&Mrs
Charles R
Checkley A
Chelmsford Borough Council
Cherry JM
Cherwell District Council
Chesham Bois Parish Council
Chesham Evening Townswomen
Cheshire & Warrington Rural Partnership
Cheshire County Council
Cheshire Rural Retail Advisory Partnership
Chester le Street District Council
Chesterfield Borough Council
Chestfield Parish Council
Chetnole and Stockwood Parish Council
Chichester District Council
Chidgey A
Chilcompton Society, The
Child Okeford Parish Council
Child S/Rackford Village Shop Company
Chitham R
Chowcat H
Christleton Parish Council
Christopher B
Christy A
Chryston Community Council
Churches of Scotland, The
Churches Rural Group, The
Churt Parish Council
Citizens Advice and CA Scotland
Citty Mr
City of Edinburgh Council
City of Ely
City of Lincoln Council
Civil Service Pensioners Alliance Shropshire
Clapham D
Clapham V
Clark D
Clark E
Clark M
Clark M
Clark Mr&Mrs
Clarkson T
Clayton M
Clayton R
Clouts M
Coates S
Cockburn D
Cockburn G&W
Cogan C
Cohen P
Cohn L
Colbourne B

Annex A: List of Respondents

Cole EJ
Coles A
Collins C
Collins C/Civil Service Pensioners Alliance
Collins F
Collins P
Coltman D
Comerford G
Commins M
Commins PJ
Community Council of Staffordshire
Constable E
Consumer Council NI, The
Conwyn M
Cook D
Coole D
Cooper D
Cooper G
Cooper TP
Corfield Mrs
Cornford S
Corrance H
Corrie A
Cottage A
Cotterill G
Coughlin M
Countryside Agency, The
Cowper J
Cowper JE
Cowperthwaite D
Cox A&S
Cox C
Cox G (QC MP)
Craythorne S
Creed J
Crombie M
Crompton R/Storth Post Office
Crooks G
Cross HN
Cross R
Cross RB
Cross RNR
Cross S
Crouch C
Crouch Mrs&Mrs CJ
Crowe A
Crowhurst A
Cryer M/Martin Cryer Consulting Ltd
Cunningham A
Cunningham N
Curd KH
Currie DF
Currie S
Curtis D
Curwen Sir Christopher
Cylde M
Dale J
Dane Walters T
David B
Davies D/The Silk Bureau
Davies I
Davies N
Davies SD
Davis A
Davis D
Davis R
Davis S
Dawes Y
Dawson CH
Dawson DG
Dawson R
Day B
Day Ms
Deacon M
Deamer W
Dean and Shelton Parish Council
Dean D
Deas SD
Deeming J
Denbighshire County Council
Denny G
Denny MJ
Dent M
Denton E
Derbyshire S
Derrick K
Derrick K
Derry J
Destefano N
Devenport P
Deverish VK & R
Dhorey TJ
Dick R
Dickinson W
Dickinson WE
Dickinson WE
Dickson H
Dison MS
Dixon M
Dobbins B&J
Dobson D
Dobson WH
Donald Mr&Mrs
Donaldson TR
Done M
Dorrell S (MP)
Dorries N (MP)
Dorset Association of Parish and Town Councils
Double V
Doubtfire T
Douglas S
Dow S
Downey A
Downey P
Downward C
Dowsing K
Dowswell Mr
Drake K
Drew D (MP)
Driver I/Post Office at the Black Lion Hotel
Drumchapel Lawn Tennis Club
Drumchapel St Andrews Church
Drummond S
Dryden A
Duffy D
Dumo L
Dumpleton C
Dunbar JCM
Duncan A (MP)
Dundas J
Dunlop AJ
Dunrossness Post office
Durham County Council
Duval JE
Dyer HM
Dymoke K
Dyson J
Dziewulskie K
Eachain T
Eaglesham & Waterfoot Community Council
Earp Ms
East and West Buckland Parish Council
East Leake Parish Council
East Midlands Regional Agency
East Northamptonshire
East Riding of Yorkshire Council
East Sussex Rural Partnership
Eastleigh Borough Council
Eday Community Council
Eden District Council
Eden District Council
Eden Local Strategic Partnership
Edmunds HV
Edrom, Allanton and Whitsome Community Council
Edwards A J
Edwards DP
Edwards Mr/Oliver House (Evesham) Ltd
Edwards Mrs
Edwards MS
Edwards R
Edwards S
Edwards W
EEDA
Elderton B

The Post Office Network

Elderton P
Ellesmere Port & Neston BC
Elliot B/Sci-Lab Analytical Ltd
Elliot MC
Ellway RM
Elston Parish Council
Elsworth E/GE Elsworth & Son & Carastore
Elsworth Jubilee Club
Elwes HWG
Emerson EC
Emery J
Enticknap LR
Erewash Borough Council
Erricker N
Erwood Community Council
Essex County Council
Essex Rural Partnership
Evans D
Evans DR
Evans LB
Evans R
Evans S
Everard T
Evercreech Parish Council
Everett CL
Everett Mrs
Everitt L/Framework HA
Evershot Parish Council
Everton Parish Council
Evie & Rendall Community Council
Ewing A
Excell MKC
Fair Oak & Horton Heath Parish Council
Fairbrother J&J
Falconers AI
Fallon A
Farcet Parish Council
Farquhar Munro J (MSP)
Farr S
Farr W
Farrell J
Fearn T
Federation of Small Business Anglesey/Williams S
Federation of Small Business Oxford /Bage D
Federation of Small Business/Davenport C
Federation of Small Business/King A
Feering Parish Council
Felixstowe Town Council
Felton Parish Council
Fenton G
Fenton P
Fenwick J
Ferrier A
Field McNally Leathes Ltd
Field R
Fifehead Neville Parish Meeting
Finch J
Finch RM
Finn Mr&Mrs
Finnegan B & TP
Fisher P
Fisher WK
Fivehead Parish Council
Flack E
Flack PR & VM
Fladbury Parish Council
Flaherty PJ
Fleetwood J
Flellor R (MP)
Fleming FG
Fletcher S
Folkard P
Folke Parish Council/Crothers D
Folke Parish Council/Dolder J
Follett P
Folwer SE
Foot NP
Ford J
Ford RG
Forde I/Snacktime UK Ltd
Forest Heath District Council/Cooney E
Forest Heath District Council/Syvret SJ
Forest of Dean Citizens Advice Bureau
Forest of Dean District Council
Forsyth W
Forsythe N
Forum of Private Business (FPB)
Foster P
Fox C
Fox EM
Fox I
Frame Mr&Mrs
Frampton Cotterell Parish Council
Frampton on Severn Parish Council/Howe J
Frampton on Severn Parish Council/Ireland L
Francis AO
Francis GO
Franke L
Frankland E
Frankling C&P
Fraser C (MP)
Fraser JW
Freij R
Fremington Parish Council
French P
Fresson RA
Freuchie Community Council
Frinton and Walton Town Council
Fross CV
Frost B
Froxfield Parish Council
Froyle Parish Council
Fryer PA and E
Fryer R
Fuller M
Furnace Community Council
Fyfield & Tubney Parish Council
Fyfield Parish Council
Gairloch Community Council
Galleywood Parish Council
Gard B
Gargrave Parish Council
Garnethill Community Council
Garrett M
Garthwaite G
Garwood P
Gash AF & A
Gasking D
Gateshead Council
Gedard V
Geddes J
Gee P
Georgeham Parish Council
German V
Gibb R
Gibson PAJ
Giddins M
Gilbert FW
Gilbert JA
Gilbert N
Gill B/Gretton Village Hall
Gill C
Gill J
Gill S
Gillham A
Gillingham Town Council
Gillis B
Ginns S
Gittos Mr
Glascwm Community Council
Glen Lyon & Loch Tay Community Council
Glenorch & Innishail Community Council
Glos Assoc. of parish & Town Councils
Gloucestershire County Council
Gloucestershire First
Gloucestershire Rural Community Council
Glover GW
Goldie S
Goldsmith DC
Gooch AJ
Goodleigh Parish Council
Goodman H (MP)
Goodrich N
Goodwin J&B

Annex A: List of Respondents

Goom J
Gordon A
Gordon AC
Gordon GAG
Gorton D&J
Gorton J
Gorton K
Goss M
Gow I
Gow ID
Gowers R&JE
Graham A
Graham W
Grahame C (MSP)
Grange over Sands Town Council
Grant E
Grasmere Village Society
Gray E
Gray J
Gray JM
Gray Mr&Mrs
Gray Mrs
Gray W
Grayling K
Grayshan H
Great Abingdon Parish Council
Great Brington Post Office & Stores
Great Elm Parish Council
Great Gransden Parish Council
Great Staughton Parish Council
Great Torrington Town Council
Great Waltham Parish Council
Greater London Authority/Lorimer K
Greater London Authority/Mayor Of London
Green A
Green J
Green Mrs
Green R
Greening J (MP)
Gregg GJ
Gregory R
Greves J&G
Grey W
Griffith N (MP)
Griffiths L
Griffiths Mrs
Griffiths R
Grimes VC/Focusability Wakefield
Grimwood RW
Grinnell G
Gristwood IE
Groom G
Grove GG
Grummant J
Gulberwick Quarff & Cunningsburgh Community Council
Gunn AR
Gunn AR
Gurnard Parish Council
Gurney RD
Guy JR
Guy N
Haines I
Hair A
Hale Parish Council
Hall E
Hallam DM
Hallsworth B
Halton Borough Council
Hambledon Parish Council
Hamilton A
Hamilton M
Hamlin G
Hampshire Association of Parish and Town Councils
Hampton E
Handford DM
Hanikens P
Hanmer M
Hanna M
Hanson M&N
Hardie R
Harding M
Hardman RJ
Hardwood HM
Harman K
Harmer M
Harpenden Town Council
Harper M (MP)
Harray Scottish Womens Rural Institute
Harris
Harris EM
Harris J&J
Harrison W
Harrogate Spa Ladies
Harrower EM
Hart C
Harting Parish Council
Hartland R
Hartlepool Borough Council
Hartley S
Hartpury Parish Council
Hartwell A E
Harvey C
Harvey S
Harwood EJ
Hassocks Parish Council
Hastings Borough Council
Hastings DJ
Hatfield Broad Oak Parish Council
Haven's Older Persons Forum, The
Hawkes R
Hawkins JE
Hawkins S
Hawkins S&J
Haworth, Cross Roads & Stanbury Parish Council
Hay JC
Hayes A
Hayes B
Hayes GA
Hayes J
Hayes N
Haynes Parish Council
Hay-on-Wye Town Council
Hazelwood J
Healey J (MP)
Heanton Punchardon Parish Council
Heathhall Community Council
Hednesford Town Council
Heley E
Helliker L
Help the Aged
Help the Aged in Wales/Lloyd V
Help the Aged/Sinclair D
Hemingway J
Hemingway J
Hendry C (MP)
Hendry G
Henham Parish Council
Henio S
Hennock Parish Council
Henry S
Herald A
Herald G
Herbert JP
Hereford A
Herefordshire Council
Herefordshire Federation of Women's Institutes
Heritage BM
Heritage P
Herod S
Herod V
Herongate and Ingrave Parish Council
Hessel L
Hetherington MA
Hewlett B
Heydon GM
Heywood J
Hickman I&B
Higbee C
High B
High Offley Parish Council
High Peak Borough Council
Highland Council/Clark A
Highland Council/Edge H
Highlands & Islands Enterprise

The Post Office Network

Highton E
Hildersham Parish Council
Hildersley C
Hill A
Hill C Venerable
Hill H
Hill J
Hill M
Hill REW
Hill W
Hilperton Parish Council
Hincliffe AE
Hindson JNR
Hinsley BM
Hintz N
Hirst P
Hitchman J
Hitts J
Hoare S
Hoareau L
Hobson ME
Hockley Heath Parish Council
Hockley Parish Council
Hodges J
Hodges SJ
Hodges SJ/Richmond and Partners
Hodgson N
Hodgson S (MP)
Hodson Mr
Holberry GA
Holbrook P
Hollining J
Hollis J/FML Public Relations
Hollywell B
Holm and Wideford Community Council
Holm WRI Orkney Isles Scotland
Holme Parish Council
Holme Post Office & News
Holmes Mr
Holmes S
Holtey Classic Handplanes
Holton DW and HRB
Holywell-cum-Needingworth Parish Council
Holywood and Newbridge Community Council
Honour Fiancial Planning Ltd
Hope
Hope GD
Hope P (MP)
Hopewell S
Hopewill D
Hopkins S
Hopton on Sea Parish Council
Horn Mr&Mrs
Horningham Parish Council
Hornsby AP
Horoen C
Horrocks-Taylor P
Horrold C&D
Horsham District Council
Hosking S/Meeth Post Office
Houghton and Wyton Parish Council
Hourihan K
How R
Howard P
Howard RG
Howarth D (MP)
Howarth T
Howett D
Howley J
Howse T
Huckfield C/Tivetshall Monday Club
Huckson A
Hudson R
Huges J
Hughes HI
Hughes I
Hughes RM
Hull C
Humble LJ
Humphreys R (MP)
Humphries Mr&mrs
Hunsdon Parish Council
Hunt M
Hunt Mr
Hunter M
Hurstpierpoint Trades Association
Hush A
Hussey D
Hutcheson JJ
Hutchings P
Hutchings V
Huxley LM
Hyatt S
Hyman F
Ibbeson DB
Ibstone Parish Council
Icke D
Ickleton Parish Council
Ickleton Society, The
Idiens Mr&Mrs
Ierston J
Impington Parish Council
Ingleby Barwick Parish Council
Insley PR/Knowle Hill Nurseries Ltd
Irvani A/Business plus Scotland Ltd
Irongray Community Council
Irranca Davies H (MP)
Irranca Davies H (MP) on behalf of constituents
Isherwood C
Island of Bute Community Council
Isle of Anglesey County Council/Dunning P
Isle of Anglesey County Council/Jones E
Isle of Wight County Federation of WI
Issaacs E
Iver Parish Council
Ivybridge Town Council
Jack AM
Jack C
Jack E
Jackman BJ
Jackson JE
Jackson S (MP)
James A
James S (MP)
Jardine E
Jarvis D&I
Jeenings H
Jeffrey J
Jenkins J
Jenkins JV
Jenkins R
Jenkins R
Jennings H
Jennings M
Jewer M
Jiggin B
Jiggins E
John C
John I/Ruislip Residents Association
Johnson D
Johnson D
Johnson DT
Johnson K
Johnson L
Johnson M
Johnson P
Johnson S
Johnson-Hill Mrs
Johnstone GG
Joint P
Jones A
Jones B
Jones BP
Jones BR
Jones I
Jones I
Jones O
Jones P
Jones P
Jones S
Jordon A
Jowett Mr&mrs
Junor A
Kalis H

Annex A: List of Respondents

Kanok Ms
Keddie M
Kelly C
Kelly Mrs
Kelly S
Kemble and Ewen Parish Council
Kennedy M
Kennoway Community Council
Kentisbury and Trentishoe Parish Council
Kenton Mandeville Parish Council
Kenward I
Kerwood R
Kettle M
Kiltarlity Community Council
Kinraig & Vicinity Community Council
King B
Kingoan Mr&Mrs D
Kings Sutton Parish Council
Kinoulton Parish Council
Kirk M
Kirklees Metropolitan Council
Kirkwall Community Council
Kirkwood Sir Andrew
Kitchin JR
Knight A/Magdalen Street Post Office
Knight G Baroness
Knight V
Knott RE
Knowles Bolton P
Kramer S (MP)
Lacashire City Council/Thompson W
Lamb JM
Lamb N (MP)
Lancashire Association of Parish & Town Councils
Lancashire County Council/Buddle K
Lancashire County Council/Wardle M
Lancashire County Council/Whipp D
Lancaster City Council
Lane E
Lane Mr
Lane S
Langan J
Langley CR
Langmaid N
Langston D
Large J
Largo Area Community Council, Fife
Latham DS
Latham V
Lauder C
Lauder M
Laurance K
Lavers B
Lawrence R
Laws D (MP)
Lawson M
Lawson WG
Leach P
Leahy L
Leamington SPA Town Council
Lee A
Lee Mrs
Lee V
Leeds City Council
Lees G/Roxburgh Press Agency
Lees LS
Leicestershire Rural Partnership
Leigh G
Leigh Mr&Mrs
Lepper D (MP)
LeSage DM
Leslie M
Levett A
Levings E/Fort Augustus and Glenmoriston Business Initiative
Levington & Stratton Hall Parish Council
Levington and Stratton Hall Parish Council
Levitt T (MP)
Lewin D
Lewis J
Lewis L
Lewis Mr
Lewisham Council
Lickfold R
Lighthorne Parish Council
Lilly J
Limond J
Limpley Stoke Parish Council
Lincolnshire Accessibility Partnership
Lincolnshire Assembly
Lincolnshire County Council
Lindfield Parish Council
Lindford Parish
Lindford Parish Council
Lindsay A
Linton N
Linton Parish Council
Lippett GL
Liss Parish Council
Lister L
Little Abington Parish Council
Little Downham Parish Council
Little Gransden Parish Council
Little Hallingbury Parish Council
Little Leigh Parish Council
Littlebourne Parish Council
Littlejohn R
Livesey A
Livett P
Llanarmon yn Ial Community Council
Llandegla Community Council
Llanfihangel Rhydithon Community Council
Llangefni Town Council
Llangernyw Community Council
Llewlyn Jones R
Lloyd Jones A
Lloyd L
Local Government Association Northampton/Dunbar K
Local Government Association/Bruce-Lockhard (Lord)
Lochhead R (MSP) and Angus Robertson MP
Lockwood JB
Lodge P
Lodgills GM
London Assembly, Health and Public Services Committee
London Borough of Lewisham
London Borough of Newham
Long Horsley Parish Council
Long Newton Parish Council
Long Sutton Parish Council
Longbridge Deverill + Crockerton Parish Council
Longden J/Pub is the Hub
Longford Mrs
Longthorpe Post Office
Loosley J
Lowe DR
Lower Winterborne Parish Council
Lowrie T
Lowther A
Lubbock B
Lockett M
Luckhurst L&M/National Business Services
Luig Community Council
Luker JC
Lunan M
Lunch A
Lunnon S
Macdonald Bennett T
MacDonald E
MacDonald H
MacFarland S
MacGillivray A
MacGillivray C
MacGregor J
Machfillow C
Mackay T
Mackenzie J
Mackie I&T
Mackrill A
MacMillan MW/Overton Post Office
MacPherson G/MacPherson Electrical Ltd
MacPherson L/Max Management Ltd
Maddock E
Madson K

The Post Office Network

Maidstone Borough Council
Mail AE
Maisemore Parish Council
Major S
Malcolm V
Malone P
Malone SE/Bettyhill General Merchants
Maltby WM
Maltman M
Managhan R
Manchester City Council
Manklow J
Manning D
Manson A
March MJ
Marcham MO
Markahm J
Market Bosworth Parish Council
Markey J
Marks GM
Markyate Parish Council
Marsh W/Millhouse Green Post Office
Marshall B&P
Marshall G
Marshall J
Martin J
Martin L
Martin MA
Martin Parish Council
Martlesham Parish Council
Marwood C
Mary Tavy and Peter Tavy Womens Institute
Mason
Masters AR
Masters I
Mather MF
Matthew A/Farm Crisis Network
Matthews J
Matthews M
Matthews NM
McCafferty A Reverend
McCall Mr
McCaul D
McCreath CA/Inside Story
McCullen G
McDonald J
McDonald JE
McDonald P
McDougal C
McElliott K
McGillis L&J
McGivern E
McGuinness A
McInnes C
McInnes S
Mcintosh A (MP)
McKee I
Mckereth R&D
McLean R
McLeod B&M
McLeod L
McMillan I
McNab C
McNaughton F
McVey D
Mears
Meatchem JVS
Mechell Community Council
Medd P
Melchbourne & Yelden Parish Council
Mells Parish Council
Melville N
Melvin P
Membury Community School
Membury Parish Council
Mendip CAB
Menhinick M
Mennell S
Mepal Parish Council
Merched Y Wawr (Anglesey)
Merched Y Wawr (Bontuchel)
Merched y Wawr (Ruthin)
Merched Y Wawr Pumsaint
Merchiston Community Council
Mere Parish Council
Merrill J
Merritt P
Metcalf A
Methodist Church East Anglia District
Meton Borough Council
Micklewaite M
Mid Atholl, Strathtay & Grandtully Community Council
Mid Devon District Council
Mid Sussex District Council
Mid-Beds Council
Middleborough P
Middleton E
Middleton Parish Council
Midlothian Council
Midwood A
Midwood S
Miles A
Miles N
Miles RA
Milford Haven Town Council
Miller D
Miller HT
Millett R
Millett R
Mills F
Milne Mrs
Milroy P
Milton A (MP)
Milton N
Ming P
Ministerworth Parish Council
Mitchell A
Mitchell C
Mitchell D
Mitchell GB
Mitchell J
Mitchell K
Mitchell N
Mitchell W
Mobley Mr&Mrs PJ
Moncur GF
Monkleigh Parish Council
Montague Parish Council
Moole C
Moon M (MP)
Moon Mr&Mrs
Moor C
Moore M (MP)
Moore P
Moore S
Morgan AM
Morgan C
Morgan S
Morris A
Morris FJ
Morris H
Morrison B
Morrison ND
Mortimer JGM
Moseley CWRD
Moseley ME
Motcombe Parish Council
Mould H
Moyses J
Much Hadham Parish Council
Mundell D
Murby J
Murchie R
Murphy J
Murray R
Murray R
Murray S
Murtough K
Murtough L
Mustoe C/Penderyn Post Office
Mylechereest A
Mylor Parish Council
Nairn SJ/SJN Consultants
Napier A

Annex A: List of Respondents

Napier J/Chairman of Royal and Sun Alliance
Napton on the Hill Parish Council
Nardi R&N/Riverside Stores and Post Office
National Assembly for Wales
National Association of Local Councils
National Consumer Council
National Farmers Union
National Partnership Forum Older People in Wales
National Pensioners Convention
National Pharmacy Association
Natland Parish Council po support group
NDMC consulting
Neal BR
Neal Y
Neenton Parish Council
Neil L/SRG
Nelson A/Pheasant Inn
Nelson JS & PF
Nesting Methodist Church
netCUDA Ltd
Nether Kellett Women's Institute
Nether Witton Parish Council
New Radnor Community Council
Newbold MN
Newbold Mr&Mrs
Newbold R
Newbury M&J
Newcombe P/Wilton Friendship Club
Newick Parish Council
Newport and Dinas Cross Older Persons Forum
Newport City Council
Newsome DD & GM
Newton A
Newton S
Newton St Boswell Community Council
Newton ST Cyres Parish Council
Newtown St Boswells & Eidon Community Council
National Federation of SubPostmasters
Nichol B
Nichols Mr&Mrs
Nicholson C
Nicholson J
Nicoll M
Nielsen D
Nigbet Mrs
Nimmo WD
Nisbet A
Niven M
Nixon RJ
Noble N
Noble S
Norfolk Rural Community Council
Norfolk Rural Support Network
Norham Parish Council
Norman G
Norman PD
Norris D
North Bradley Parish Council
North Cadbury and Yarlinton Parish Council
North Cornwall District Council
North Devon District Council
North District Council
North Dorset District Council
North East Assembly
North East Derbyshire District Council
North Lincolnshire Council
North Roe Methodist Church
North Shropshire District Council
North Staffs Pensioners Convention
North Sunderland Parish Council
North Vale Parish Council
North Wales Group of Labour MPs
North West Leicestershire District Council
North West Rural Affairs Forum
North West Rural Community Councils
North York Moors National Park Authority
North Yorkshire County Council
North Yorkshire District Councils
Northamptonshire ACRE
Northamptonshire County Council
Northaw & Cuffley Parish Council
Northern Ireland Rural Development Council
Northmaven Community Council
Northumberland County Council
Nottinghamshire County Council
Noyes E
Oakamoor Senior Citizens Association
Oakley B
O'Brien S (MP)
Odoson KM
O'Flanagan P
Ogilvie D&H
Oliver PO
Osborne EM
Osborne S (MP)
Osgathorpe Mr&Mrs
Oswald S
Ottaway M
Overton Parish Council
Owen G
Owen G,S,M and C
Owen S
Owermoigne Parish Council
Owestry Borough Council
Oxford City Council
Oxfordshire Association of Local Councils
Oxfordshire Pensioners Action Group
Oxfordshire Rural Community Council
Pace A
Painswick Parish Council
Pakenham Village & Playing Field Assoc.
Palmer T
Pamber Parish Council
Pamlyn V
Panting Ms
Parade Hangleton Sub-Post Office
Parish Council of Norton
Parker D/editor Valley News
Parker K
Parkin D
Parkinson MH
Parsons BL & SJ
Parsons I
Parsons JA
Parsons N
Partridge RA
Paslen K&R
Pasquire L
Patching J
Patching Parish Council
Pate T
Patterson DM
Pattison D
Pauley M
Pawlyn V
Paypoint
PCS ARM Wales Branch
Peacock P and Maureen MacMillan
Peakirk Parish Council
Pearce C
Pearce JE
Pearce P
Pearson AR
Pearson B
Peasenhall & Parham Parish Council
Peel RE/Blockley Post Office
Pembrokeshire County Council
Penhow Community Council
Penney H
Penney R
Pensioners Forum Wales
Penwith District Council
Penzance Town Council
Pepper C
Percival H
Perranuthnoe Parish Council
Petch S
Peters S
Peterson L
Petrie R
Phillips B
Phillips A
Phillips C
Phillips R

The Post Office Network

Phillips V
Picard A
Pickering JT
Pickersgill M
Pickett C&J
Pickford BM
Pierce M
Pilling C
Place S
Plas Cybi Partnership
Platten M
Pledger
Plewa L
Plumridge K
Plunkett Foundation, The
Plymouth & SW Cooperative Society Ltd
Podington Parish Council
Pollard M
Polley M
Polley MV & G
Port William & District Community Association
Port William Community Council
Porthcawl Town Council
Postcomm/Stapleton N
Postwatch/Banerjee M
Postwatch/Hodder E
Potepa S
Potts I
Powell R
Powys County Council/Jones E
Powys County Council/Morris M
Powys Radnor Federation of Women's Institutes
Preece K & D
Prescott A
Prescott D&D
Prestbury Parish Council
Preston A
Prestwood Evening Women's Institute
Price AE Reverend
Price G
Price H
Price RA
Priestner J
Pringle M (MSP)
Pritchard E
Pritchard L
Pritchard R
Prudden Mr
Pucklechurch Parish Council
Pugh A L
Pugh AL
Pugh DE/Llanwnnen Post Office
Pullin J
Pulloom L
Pulloxhill Parish Council
Puw D
Pwllgor Cyfiawnder Cyndeithasol ac
Queen Thorne Parish Council
Queennan CK
Quendon & Rickling Parish Council
Quin V
Quinn K
Quinn S
Rabone VJ
Radford P/Civil Service Pensioners Alliance
Ramsey J
Randall J
Randall Mr
Randolph I
Rankine E
Ranking CO
Raper H
Ray OT
Read Mr&Mrs NC
Reay K
Redd L/O&M Redd & Son
Redfern M
Redgewell K
RedMarley Parish Council/Cullimore B
Redmarley Parish Council/Lambert Y
Reece Mr
Reed T
Rees A
Reffin Mr&Mrs
Reid A (MP)
Reid BA
Reid Thomson R
Renfrewshire Council
Rennie W (MP)
Rennison E
Renshaw RML
Renton M
Renton RA
Revelstoke Community Trust
Rhodes ML
Rhodes S
Rhondda Cynon TAF
Rhudlan Town Council
Richardson DJ
Richardson Mr&Mrs
Richardson P
Richardson S
Richardson S
Richardson T/Salvation Army
Richmond-Hardy M
Ridd H
Rigeh M
Riley MJ
Rimmell G
Rimmer DT/The Hai Management Co Ltd
Rimmer PJ
Ripley G
Ripley G&F
Rippon I
Roat M
Robbins B&D
Roberts AL
Roberts CA
Roberts MF
Roberts P
Roberts P
Roberts PA
Roberts T
Robertson CG
Robertson H
Robertson IM
Robertson W
Robinson A
Robinson JW
Robinson M
Robinson RA
Robinson S
Robinson TH
Robson J
Robson V
Rochford District Council
Rock E
Rock M
Rode Parish Council
Rogate Parish Council
Rogers D
Rolfe C
Rolfe K
Romans J
Rooke A
Rooke A/Punkermentality
Rosburgh P
Roskams R&M
Ross B
Ross R
Rossendale Borough Council
Rostherne Parish Council
Rother District Council
Rousay, Egilsay and Wyre Community Council
Rouse EM
Rowe A
Rowley M
Rowley WNK/Touchdown
Roxburgh J
Roxburgh P
Royal Borough Selkirk & District Community Council
Ruane C (MP)
Rugby Borough Council
Rural Community Council of Essex

Annex A: List of Respondents

Rural Shops Alliance
Rural Voices Rural Choices
Ruscoe J
Rushmore Borough Council
Russell AG & B
Russell B (MP)
Rutter D
Ryan J
Ryder Mr&Mrs
Ryedale District Council
Sadler T
Sage WH
SALC
Salter S
Sanday Community Council
Sandown Evening Townswomen's Guild
Sandown Town Council
Sarjant Alan and Deborah
Saunders M
Saunders PJ
Saunders RM
Saville Roberts L
Saward J
Scaife M
Scarborough Borough Council
Schneider J
Sclates E
Scorroth R
Scott AG/Village Hall Management Committee
Scott EF
Scott ES (MSP)
Scott J
Scott NS
Scott S
Scottish Borders Council/Hume D
Scottish Borders Council/Scott D
Scottish Council for Voluntary Organisations
Scottish Disability Equality Forum
Scottish Executive
Scottish Women's Rural Institutes
Scott-Thompson I Reverend
Scotwest Credit Union Ltd
Scully M
Seabeck A (MP)
Seabright V
Sebastian J
Sedgemoor District Council
Seed S
SEEDA
Seehy S
Selattyn & Gobowen Parish Council
Selby District Council
Semington Parish Council
Sennen Parish Council
Sevenoaks Town Council
Seymour H
Shamley Green Village Society
Shaw B
Shaw P
Shaw R&R
Shay Mr&Mrs
Sheehan D
Shelley D
Shenley Brook End & Tattenhoe Parish Council
Shepard M
Shepherd RC
Shepton Montague Parish Council
Sherbourne Area Partnership
Sheriff Mrs
Sheringham Town Council
Shetland Islands Council/Clunes A
Shetland Islands Council/Gregson BP
Shetland Islands Council/Hawkins IJ
Shewan H
Shildon Town Council
Shillingstone parish Council
Shinfield Parish Council/Barnes J
Shing D
Shiplake Parish Council/Hudson RV
Shiplake Womens' Institute
Shipton A
Shirdley Hill Roadside Environment Workers
Shropshire County Council
Shute M
Sibford Ferris Patish Council
Sibley C
Siddons G
Silcock P
Silk Willoughby Parish Council
Sim M
Simm J
Simmonds J
Simpson F
Simpson J&M
Simpson Mrs
Sinclair M
Singleton Mr&Mrs T
Sisson J
Sisson K
Skeabost & District Community Council
Skellett A
Skerratt S/Scottish Agricultural College
Skerries Community Council
Slack S
Slaley Community Trust
Slate G
Slater L
Slaughter EP
Sleeman J
Smart LD
Smaut M
Smith A
Smith A (MP)
Smith C
Smith C
Smith D&D
Smith E
Smith E
Smith EH
Smith F
Smith G
Smith G
Smith I
Smith MJ
Smith N
Smith NFC
Smith P
Smith P
Smith R
Smith R
Smith Ross D
Smith Sir Robert (MP)
Smith TJF
Smith V
Smith Y
Smurthwaite D
Smyth EUC
Smyth M&P
Smyth M/Pentre Bach Holiday Cottages
Smyth MJ
Smythe G
Smytherman B
Snape A
Snerborne St John Parish Council
Soames N (MP)
Socha M
Soham Post Office
Somerset Association of Local Councils
Somerset County Council
Somerton Town Council
Sorsky JD
Sothcott TJ
South Ayrshire Council
South Ayrshire Council, Rural Development Officer
South Bucks District Council
South Cambridgeshire District Council
South Cambs District Council
South Cave Parish Council
South Derbyshire District Council
South Gloucestershire Conservative Group
South Gloucestershire Council/Hope S
South Gloucestershire Council/White D
South Green Parish Council

The Post Office Network

South Hams District Council
South Lanarkshire Rural Partnership
South Molton Town & Parish Forum
South Northamptonshire Council
South Oxfordshire District Council
South Shropshire District Council
South Somerset District Council
South Staffordshire Council
South Tyneside Council/Stewart M
South Tyneside Council/Waggott P
South West ACRE Network of Rural Community Council
South Wingfield Parish Council
South Woodham Ferrers
Southampton City Council
Southend-on-Sea Borough Council
Southlake District Council
SPARSE & the Rural Services
Spaull DJ
Spencer BM
Spencer P
Spetisbury Parish Council
Speyside Council
Spicer Sir Michael (MP)
Spiers E
Spittles L
Spooner J
Spratt V
Springfield Parish Centre
Sprouse J
St Briavels Parish Council
St Dominic Parish Council
St Erme Parish Council
St Giles on the Heath Parish Council
St Helens Council
St Ibbard Parish Council
St Levan Parish Council
St Martha Parish Council
St. Helens Council
Staffordshire Moorlands District Council
Staffordshire Parish Councils Association
Stalmans B
Stamfordham W. I.
Stanley L
Stansted Mountfitchet Parish Council
Stanton EM
Stapleford Parish Council
Stark VA
Staveley with Ings Parish Council
Stazicker D
Stebbing J
Stenning PD
Stephen A
Stephen O
Stephens D
Stevens C
Stevens C/Euronova Ltd
Stevens G
Stevenson P
Stevenson S (MP)
Steward R
Stewart A
Stewart B
Stewart B
Stewart BE
Stewart D
Stewart Dr & Mrs R
Stewart IJ
Stewart MJ & RD
Stirling Council
Stock Parish Council
Stoehr G
Stoke Mandeville Parish Council
Stoke Poges Parish Council
Stoke St. Michael Parish Council
Stoker S
Stollery L
Stone T
Storth Community Co-op
Stourpaine Parish Council
Stout W
Stowe Mr&Mrs
Strathaven & Glasford Community Council
Stratton JA
Streeter M
Stromness SWRL
Stroud DG
Stroud District Council
Stroud S
Stuart-Turner M
Stubbs B
Stubbs Y
Sturdy J (MP)
Sturry Parish Council
Sturtevant B
Suffolk County Council's Policy Development Panel
for Post Offices
Suffolk Rural Alliance
Sullivan D
Summers A/Orleton Post Office & Stores
Sumner P
Sunday Community Council
Surani K
Surani K/Sneinton Elements Post Office
Swaffham Bulbeck Parish Council
Swale Borough Council
Swan DK
Swan J
Swan S/Kincraig Stores
Swavesey Parish Council
Sweet CJ
Swift A
Swift A
Swift J&C
Swift M
Swift Mr&Mrs P
Swindon and District Group of Civil Service
Pensioners' Alliance
Swinney J (MSP) and Peter Wishart MP
Swinson J (MP)
Sykes Sir David
Tacolneston Parish Council
Tait A
Takeley Parish Council
Tameside MBC
Tanar G
Tarporey Parish Council
Tatham Parish Council
Tatsfield Parish Council
Taylor A
Taylor A/Aquila Business Services Ltd
Taylor D
Taylor E
Taylor G
Taylor H
Taylor K
Taylor O
Taylor R
Tchaikovsky S
Tector M
Teignbridge Association of Local Councils
Telford & Wrekin Council
Temple-Fry C
Templeton W
Terling and Fairstead Parish Council
Terling C of E Primary School
Tewkesbury Town Council
Thatcham Town Council
Thaxted Parish Council
Theobald IR
Thirkill K
Thirsk Town Council
Thomas GM
Thomlinson P/Maiden Bradley Post Office and Stores
Thompson GS
Thompson K
Thompson K/Sanquhar Post Office
Thompson Mr&Mrs
Thomson C
Thorne T
Thornhackett Parish Council
Thould R&S
Threadgill J&C
Threstic J
Thronton AM

Annex A: List of Respondents

Thurlton Parish Council
Thurso J (MP)
Thwaites B
Tickhall Parish Council
Tidey AC
Tidsley Mr
Tierney S
Titchmarsh G
Tivetshall Parish Council
Todd M (MP)
Todd SF
Toll C
Tolley J/Limpsfield Village Store Association
Tomkinson MJ
Tomkotowicz A
Tompsett J
Torbay Council
Tordoff A
Torr A
Totnes and District Sustainability Group
Towers M
Townsend H
TravelWatch South west
Travery D
Trenfield M
Trenfield R
Trimdon Foundry Parish Council
Trinder J
Tring Rural Parish
Trowbridge Town Council
Try S/Welland Post Office
Tryanor M/Oxenholme Post Office & Store
Tuck C
Tucker AS
Tucker S
Tudor E
Tull CS
Tulloch S
Tully K
Tumble Post Office
Turbeville J
Turnbull E
Turner A
Turner E
Turvey J
Twin M
Twyman P
Twyning Parish Council
Tyler EWW
Tyler MA
Tynedale Council
Uley Parish Council/Robins RC
Uley Parish Council/Sutcliffe A
Underwood S
UNITE
Upper Tweed Community Council/Armstrong K
Upper Tweed Community Council/Middlemass P
URR Community Council
Vale of White Horse District Council
Valley G
Vaughan B
Veitch A
Venamore BP
Vernon B/Tithe Farm Oaks Works
Vewles J
Vidall MA
Village Shop Association
Voice Mr&Mrs MC
Voluntary Action Cumbria
Vowles J/Spar Store & Post Office
Waaldron JA
Waddell M&M
Wade I
Wade P
Wakefield District Council
Wakefield Metropolitan District Council
Wakeling SC & PM
Walford B
Walford Mr&Mrs
Walhest JP
Walker C
Walker L
Walker N
Walker R
Walker T
Walkett S
Wallace K
Wallace KM
Wallace W
Wallbank F
Walsh D
Walsh D and Val Holmes
Walton Mr&Mrs
Wandsworth Borough Council
Wandsworth Pensioners Forum
War Widows Association of Great Britain
Warboys Parish Council
Ward B
Ward J
Ward Mrs
Wardlaw P
Ware Town Council
Wareham St Parish Council
Wargrave Housing Association
Warmington D&W
Warwick Town Council
Waterman G
Waters KC & GA
Watford and District Group of CS Pensioners
Watkins R
Watling S
Watson GD
Watson J&S
Watson N&P
Watson S
Watson V
Watt A
Watters P
Watton C
Waverley Borough Council
Way E
Way Mr&Mrs S
Wayte M
Wealden District Council
Webb MJ
Webster D
Webster MC
Weir J
Weir M (MP)
Weir S
Welbourne Parish Council
Welch Mrs
Wells J
Welsh Assembly
Welsh Group of Parliamentary Labour Party
Welsh H
Welton Parish Council
Wenhaston with Mells Hamlet Parish Council
Wernham T
West & East Putford Parish Council
West Ardnamurchan Community Council
West Berkshire Council
West D
West Devon Borough Council
West Dorset District Council
West Dorset Partnership
West Dunbartonshire Council
West Lancashire District Council
West Lindsey District Council
West Mr
West Oxfordshire District Council
West Somerset Council
West Sussex County Council
West Wales Pensioners Alliance
West Wiltshire District Council
West,Nigel/Liam/Laura and Jean Bell
Westbury on Severn Parish Council
Western Isles Council
Weston & Basford Parish Council
Weston Colville Parish Council
Whalsey Community Council
Wharton P
Wharton RP
Whitaker V

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Whitby R
Whitby S
Whitchurch Town Council
White CG & KM
White DB & CA
White J
White M
White P
White S
White S/One Voice Wales
Whitcroft Community Association
Whitehead P
Whitehouse J
Whiteley J
Whiteside Mr&Mrs MR
Whittington D
Wickham Market Parish Council
Wickham St Paul Parish Council
Wicks EH
Widdrington Station + Stabswood Parish Council
Wigan Metropolitan Borough Council
Wigman MA
Wild ED
Wild R
Wilkes J
Wilkinson P&W
Williams A
Williams E
Williams J
Williams K
Williams LE
Williams Mrs
Williams Mark
Williams N
Williams R (MP)
Williams TG
Willing D
Willington Parish Council
Willis F (MP)
Willis P
Willis R
Willis S/R3N
Wills D
Wilmot AE
Wilsdon C
Wilson A
Wilson G
Wilson GE
Wilson J
Wilson J
Wilson J
Wilson J
Wilson JD
Wilson JL
Wilson L
Wilson M
Wiltshire County Council
Winchelsea Community Office
Winchester City Council
Windermere Town Council
Windmuller L
Windsor Mr&Mrs
Winkleigh Parish Council
Winnington E
Winterburn P
Wishart JF & DL
Witley Parish Council
Wokingham District Council
Wolverhampton City Council
Wonersh Parish Council
Wood J/Highland Archaeology Services
Wood M
Wood RE
Woodchester Parish Council
Woodham Water Parish Council
Woods PJE
Wookey S Reverend
Woollcott N
Woolley LAD
Woolsey EA
Worcestershire Chaplaincy for Agricultural and Rural Life
Worcestershire County Council
Wotherspoon T
Wreay IM
Wright C
Wright DE
Wright H
Wright J
Wright J
Wright LB
Wright M
Wright R
Wright W
Writtle Parish Council
Wyatt Mrs
Wyatt RJ
Wychavon District Council
Wylam J Reverend
Wynn C
Wyre Borough Council
Wyre Forest District Council
Wythall Parish Council
Yarrow F
Yeatman Biggs N
Yendell DM
Yendell Mr&Mrs DG
York Conservatives Association
Yorkshire & Humber Rural Community Councils
Yorkshire and Humber Assembly
Young H
Younger S
Yoxford Parish Council



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