

Consultation Questions

To what extent do you agree with each of the government's policy objectives for Post Office? [1-5 scale: 1 = Strongly agree, 2 = somewhat agree, 3 = neither agree nor disagree, 4 = somewhat disagree, 5 = strongly disagree]

1. For the Post Office network to provide critical postal, banking, government and utility bill-payment services to those who cannot or will not get them elsewhere.
2. For the Post Office network to be made up mostly of permanent and 'full hours' branches offering a wide range of services alongside a retail offering as these branches provide the most benefit to communities.
3. For the Post Office network to support high streets, acting as a stimulant and visible sign of incremental economic activity.
4. For Post Office to be an organisation with a positive culture; that is run in an accountable and transparent way; and delivers benefits for and represents the interests of postmasters, partners, their customers, employees and communities.
5. For Post Office to become an organisation that adapts to changing markets with lower reliance on government funding.
6. Please explain why you agree or disagree with each of the government's policy objectives for Post Office [free text box].

In this Green Paper, government assesses that Post Office's role will change in the following ways over the next five to ten years:

- **for postal services, government expects Post Office to continue on its journey to enable branches to become multi-carrier hubs while working closely with the new ownership of Royal Mail on any proposals to increase collaboration between these two national institutions**
- **for cash and banking, Banking Framework 4 secures Post Office's important role in providing services to the end of the decade. The government would welcome continued collaboration between Post Office and the banking sector, on a commercial basis and will look to host joint discussions with Post Office and the banking sector in the coming months**
- **for government services, while many people increasingly prefer to access government services online, Post Office is well placed to continue supporting digitally excluded and vulnerable customers who need or prefer in-person services**

7. Do you agree with this assessment of how Post Office's role in postal services, cash and banking services, and government services will change over the next five to ten years?

- a) Yes

- b) Somewhat
- c) No
- d) Don't know

8. Please explain your answer and add any further comments [free text box]

9. Which of the following policy options for what a future Post Office network could look like do you prefer:

- a) Maintain Government's existing requirements including the 11,500 minimum branch requirement and the geographical Access Criteria
- b) Maintain the geographical Access Criteria but remove the overall minimum branch requirement
- c) Develop new requirements designed to target local areas with insufficient service provision
- d) I don't have a preferred option

10. Please explain your preference [free text box]

11. If you have any alternative suggestions for how the network requirements should change, please set them out here [free text box]

We are interested in your views on the minor options for how the network requirements should change. To what extent do you agree with the following options? [1-5 scale: 1 = Strongly agree, 2 = somewhat agree, 3 = neither agree nor disagree, 4 = somewhat disagree, 5 = strongly disagree]

- 12. Introduce customer service targets
- 13. Review the postcode access criteria
- 14. Review what counts as a Post Office branch
- 15. Please explain your answers [free text box]

The existing governance structures have postmaster non-executive directors on the Post Office Board, alongside Post Office's new Consultative Council and Postmaster Panel.

16. Do you believe that these existing governance structures are sufficient for achieving Post Office's cultural transformation?

- a) Yes
- b) Somewhat
- c) No
- d) Don't know

17. Please explain your answer [free text box]

We are interested in your views on whether various aspects of the current governance model need to be changed. To what extent do you agree with the following statements about Post Office's governance model:

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
18. Postmaster engagement bodies should be set up to be permanent.					
19. Postmaster engagement bodies should be set up with a clear remit.					
20 .Postmaster engagement bodies should be independent of Post Office.					
21. Any additional governance measures should only be introduced if they do not slow down Post Office's Transformation Plan.					
22. Postmasters should be able to input more than they currently do into government's decisions on Post Office.					
23. Engagement bodies should include more diverse membership, such as consumer groups and special interest groups, rather than just postmasters					
24. Postmasters should be represented by an organisation not funded by Post Office.					
25. Post Office should be free to consult a wide range of groups representing postmasters on issues such					

as remuneration and contractual issues.					
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26. Which of the following aspects of the governance model that could be changed is the most important to you? Please select one answer only.

- a) Postmaster engagement bodies should be set up to be permanent.
- b) Postmaster engagement bodies should be set up with a clear remit.
- c) Postmaster engagement bodies should be independent of Post Office.
- d) Any additional governance measures should only be introduced if they do not slow down Post Office's Transformation Plan.
- e) Postmasters should be able to input more than they currently do into Government's decisions on Post Office.
- f) Engagement bodies should include more diverse membership, such as consumer groups and special interest groups, rather than just postmasters.
- g) Postmasters should be represented by an organisation not funded by Post Office.
- h) Post Office should be free to consult more widely on issues such as remuneration and contractual issues.

27. Which of the following options for managing Post Office in the long term do you think government should pursue:

- a) Conversion of Post Office into a mutual
- b) Charter model for Post Office
- c) Keep the existing governance structures
- d) Another option

We are interested in your views on longer-term governance options. To what extent do you agree or disagree with the following statements:

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
28. In a potential mutual model postmasters should not take on overall financial liabilities for the organisation.					
29. Under mutualisation Post Office should be completely independent from government.					

30. In a potential mutual model, only postmasters and strategic partners should be able to be members.					
31. Post Office should be given more independence from government once Post Office has achieved its cultural and financial policy objectives.					

32. Apart from the changes and options suggested in questions 18-31, do you have any other suggestions for how governance arrangements for Post Office should change in the short or longer term? [free text box]
33. Do you have any other views on the points raised in this consultation that you feel the government should consider regarding the future of Post Office? [free text box]