

25 OCTOBER 2000

Postcomm's consultation procedure

A decision document

Executive summary

Postcomm would like to thank all those who took the time and trouble to respond to the “How should Postcomm consult” consultation document. As a result of the comments received, and the experience of the consultation, Postcomm has been able to improve on its proposals, and the list of consultees has grown from 83 to 323.

This document gives feed-back on the recent consultation, sets out the consultation procedure which Postcomm will be using, and includes the latest list of those who will be consulted. It also indicates that Postcomm will keep under review how the consultation procedures work in practice and asks that consultees should do the same.

Postcomm hopes consultees will agree that the revised procedures represent a good starting point.

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1. Introduction

Purpose of this document

- 1.1 This document:
- ◆ gives feed-back on the consultation Postcomm recently undertook on its proposals for consulting;
 - ◆ sets out the consultation procedures that Postcomm will use;
 - ◆ lists those who will automatically be sent future consultation and decision documents; and
 - ◆ asks future consultees to gauge how the consultation works in practice, so that they can suggest improvements.

Background

- 1.2 On 23 June 2000 Postcomm issued its first consultation document “*How should Postcomm consult?*” This sought views on Postcomm’s proposals for its consultation procedures and help in establishing a comprehensive list of those who should be consulted. Comments were requested by 21 August. As a result, Postcomm received 75 responses/enquiries. None of the responses were marked “confidential”. A list of those who responded or enquired is attached at appendix 1. Copies of the responses are held at Postcomm for visitors to read. In addition copies of the texts of certain responses can be found on www.psc.gov.uk the Postcomm web site.
- 1.3 Fourteen of the responses received were from the Post Office Advisory Committees (POACs). These were copied to the Post Office Users’ National Council (POUNC), which also gave one consolidated response on behalf of the 177 POACs.

Layout of this document

- 1.4 Chapter 2 sets out the issues raised by consultees and Postcomm’s responses. Chapter 3 sets out the revised Postcomm consultation procedure. Chapter 4 is the revised Postcomm list of consultees. Hard copies of this

document have been sent to all those listed in chapter 4 and electronic copies have been sent when requested.

Contact details at Postcomm

- 1.5 If you have questions about any aspect of this document and/or want to suggest amendments to the Postcomm list of consultees please do not hesitate to contact Andy Frewin at:

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6 Hercules Road
London
SE1 7DB

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Fax: 020 7593 2142
E-mail: afrewin@psc.gov.uk

2. Consultees' comments and Postcomm's response

Introduction

- 2.1 In this chapter, Postcomm gives feed-back on the consultation, started in June 2000, about its proposed consultation procedures. The comments made are described together with Postcomm's reactions.
- 2.2 There were 75 responses/enquiries of which 22:
- endorsed Postcomm's proposals; or
 - stated they had no amendments to suggest; or
 - confirmed they wanted to be included in future consultations; or
 - wanted to suggest additional names for the Postcomm consultation list.

Time to implement

- 2.3 None of those responding disagreed with Postcomm's wish to consult before taking important decisions. However one, the Federation of the Electronics Industry (FEI), pointed out the need for Postcomm's consultation and decision making timetables to take into account the need to give suppliers of goods connected with the postal industry (for example franking machines) sufficient notice to implement any changes that needed to be made. Postcomm now understands the importance of allowing time for implementation. To help ensure it is aware of the needs of the postal industry's suppliers Postcomm has designated a member of staff (Shahida Mukhtar: Tel: 020 7593 2155) as "account manager" for that sector. There has already been further contact with the FEI.

Hard Copies

- 2.4 Several of those responding, including POUNC, the National Association of Citizens Advice Bureaux (NACAB) and the Direct Marketing Association (DMA) emphasised the need for hard copies as well as electronic versions of consultation documents to be circulated. Postcomm intends to distribute hard copies of its consultation documents to all those on its distribution list.

Proactive consultation

- 2.5 There was support, notably from the Communication Workers Union (CWU) and Protecting Postal Services (PPS) for including in the proposed procedures the opportunity for consultees to discuss issues with Postcomm.
- 2.6 However, several groups, including the National Federation of Women's Institutes (WI), Age Concern England, Age Concern Scotland, NACAB and the DMA also suggested Postcomm should be more proactive, perhaps by holding local meetings, and not just rely on the consultation document to stimulate comments. Postcomm accepts these suggestions. It is determined to involve key stakeholders and the wider community as it develops its policies and wants issues to be fully and openly debated. Postcomm will therefore seek meetings with key stakeholders to discuss its proposals and will make it clear that it is available to discuss issues in meetings as well as over the telephone, by e-mail and in correspondence. In addition, it will when possible provide speakers for public meetings and will be arranging to visit regional centres. Postcomm would encourage those representing regional and minority interests to make contact so that the impact of these regional visits can be maximised.
- 2.7 In addition, acting on a suggestion from the Association of International Courier & Express Services, Postcomm will review its consultation procedures after it has gained some experience of how they are working in practice. If consultees do not feel the process is working satisfactorily Postcomm will return with suggestions for improvements. Postcomm would therefore be grateful if consultees would review how future consultations work and where necessary point out problem areas that need to be improved.

Specific questions

- 2.8 Age Concern England suggested it can be helpful to consultees to be asked specific questions. Postcomm accepts that where it can focus consultees' attention it should use direct questions. The procedures will be amended to reflect this. However, this should not be seen as an attempt to restrict comments to narrowly defined areas.

Customer impact assessments

- 2.9 The WI suggested that Postcomm should consider commissioning an independent body to provide customer impact assessments on its proposals. Such assessments would help focus customer representatives' attention on those issues that are of particular importance to them. Postcomm accepts the thrust of this suggestion. Where possible, future consultations will include an assessment of the impact that the proposals might have on customers. However, arranging for such assessments to be provided by an independent body would delay release of consultation documents. The assessments will therefore usually be prepared in-house.

Clear Welsh

- 2.10 Three groups, the Welsh Local Government Association, Age Concern Cymru and the Welsh Language Board all suggested that Postcomm documents should be available in clear Welsh. Postcomm accepts this recommendation and its consultation procedures will be amended following the development of its Welsh Language Scheme, as required by the 1993 Welsh Language Act . Postcomm will be liaising with the Welsh Language Board about its scheme.

Gaelic

- 2.11 The Convention of Scottish Local Authorities (COSLA), suggested that where appropriate it expected Postcomm to arrange for consultation documents to be produced in Gaelic. Postcomm will keep this suggestion under review and monitor demand for Gaelic versions of its documents. Demand for other minority language versions will also be kept under review.

Deadlines

- 2.12 Some of the organisations that responded (including the PPS and DMA) were content that Postcomm will use a minimum 8 week deadline for responses and would where possible use 12 weeks. However, a large number of organisations (including the WI, CWU, Age Concern England, Age Concern Scotland, Age Concern Cymru, Trades Union Congress, NACAB and COSLA) wanted the minimum to be 12 weeks. POUNC suggested 8 weeks was acceptable so long as Postcomm took Christmas and August into account when calculating the 8 weeks. Postcomm acknowledges that there is significant support for deadlines to be set at 12 rather than 8 weeks and

whenever possible, 12 weeks will be allowed for responses. However, it is likely there will be occasions when Postcomm has to allow only 8 weeks or on rare occasions even less. For example, the Post Office will need to be granted a licence to start on 26 March 2001. Postcomm will consult on the content of that licence, but the deadline for comments will have to be consistent with the need to achieve the 26 March deadline. Whether consultees have been given sufficient time to prepare their contributions is a matter Postcomm will keep under review and asks consultees to do the same.

- 2.13 Postcomm agrees with POUNC that, where possible, account should be taken of the impact of Christmas and August on the ability of organisations to prepare their contributions. Postcomm's procedures will be amended to include such a reference.
- 2.14 NACAB pointed out that it was unhelpful to suggest that contributions received after the deadline might not receive attention. NACAB was concerned that organisations with sensible points to make might not even try to co-ordinate their comments if they felt they could not meet the deadline. Postcomm agrees and has amended the offending sentence.

Financial information

- 2.15 One respondent, the CWU, suggested that if Postcomm were to develop economic models that it would like the variables used to be spelt out. In addition, the CWU wanted any such model to be made publicly available and in a format that allows others to input their own variables. Postcomm will keep this possibility under review and, in the interests of transparency, is committed to spelling out the reasons for its decisions, including where appropriate its assumptions about key economic and financial variables. However, Postcomm will not be able to publish commercially confidential information. Nor, would it be in the customers' best interests for Postcomm to reveal information that could prejudice its negotiations with licensees.

3. The revised Postcomm consultation procedure

- 3.1 This chapter sets out the amended principles of the consultation procedure that Postcomm will use.

When Postcomm will consult

- 3.2 Postcomm wishes to consult interested parties before taking important decisions. Sometimes consultations will be stand-alone, one-off, exercises. On other occasions the decision making process may be best served by two or more consultation stages.
- 3.3 For instance, if the consultation process were to have three main stages, Postcomm would first consult on the approach that it intends to take regarding a specific issue and the timetable it suggests should be followed. At the second stage Postcomm would consult on the substance of the issue, taking account of the representations made during the first consultation. Third, Postcomm will issue a final consultation document summarising its emerging conclusions and inviting comments on its proposals. This third document in the series would:
- ◆ summarise the contributions received by Postcomm;
 - ◆ set out Postcomm's emerging conclusions and decisions; and
 - ◆ indicate what supporting information Postcomm found to be conclusive in reaching its views as set out in the document.

- 3.4 All consultation processes will end with the publication of a decision document.

How Postcomm will consult

- 3.5 All consultations will begin with a document. All consultation documents will be available free of charge and will be included on the Postcomm web site. Hard copies of consultation documents will be sent to all those on the Postcomm circulation list unless they indicate they want only electronic copies.

- 3.6 All those who wish to be consulted and are equipped to receive consultation documents electronically are encouraged to register for this service through the Postcomm web site.
- 3.7 Postcomm consultation documents will be available in English, and Welsh once its Welsh Language Scheme is finalised.
- 3.8 Postcomm will take all reasonable steps to respond to requests from people with special needs who want a consultation or decision document made available in a particular format (for example, in Braille, large print, or on audio tape).
- 3.9 The main vehicle for a consultation will be the consultation document. However, Postcomm recognises that individuals or groups may wish to seek clarification or gain a better understanding of why it proposes a certain course of action. Postcomm will be happy to assist this by means of meetings, telephone, e-mail or in correspondence. To enable effective communication to take place, each consultation document will give the contact details of a named individual within Postcomm. Consultees should not hesitate to contact Postcomm to discuss issues.
- 3.10 Postcomm wants its consultations to be as inclusive as possible and will be arranging to visit regional centres. Any public meetings will be advertised in the local press. Postcomm would also encourage those representing regional and minority interests to make direct contact so as to make most use of these meetings.

Timetable for consultations

- 3.11 The aim of a consultation exercise is to gain the considered views of all interested parties. If insufficient time is allowed for interested parties to prepare their contributions this will not be achieved.
- 3.12 Postcomm understands that companies and representative groups need sufficient time to read and consider a consultation document. Groups may then need to seek the comments of their members. Such comments will need to be considered and any different or conflicting views reconciled before the representative body can prepare a response that represents the views of its members.

- 3.13 Postcomm will always try to allow at least 8 weeks for a consultation. It intends to allow 12 weeks for consultations which are particularly important and/or complex. Where less than 8 weeks or less is allowed Postcomm, will explain why a longer response time could not be given. Whenever possible Christmas week and the month of August will not be counted as part of the response time.
- 3.14 Requests for deadline extensions will be carefully considered and Postcomm will be flexible when it can. The granting of an extension to a deadline should not be taken for granted. Postcomm would however, encourage all consultees to send their comments even if the deadline has passed.
- 3.15 Postcomm recognises that preparing consultation responses takes time and has to be fitted in with other demands. Consultation documents are, however welcome, an additional burden to the workload. In its business plan and other documents (available through its web-site) Postcomm sets out its overall work plans. These will include the likely timings of main consultation exercises.

Who will be consulted

- 3.16 Postcomm would like it to be widely known when a consultation exercise is being undertaken. To help achieve publicity, the release of each consultative document will be accompanied by a press release. In addition the Postcomm web site will be used to highlight that a consultation is underway. E-mail notification will be sent to those who register on the web site for such notice.
- 3.17 The list of those Postcomm will consult is available from the web-site.

Format of consultation documents

- 3.18 Postcomm consultation documents will be clear and brief. They will be jargon and foreign language free. Plain English (and clear Welsh) will be used. All acronyms will be explained the first time they are used. The sources of data will be given. Where appropriate specific questions will be asked to focus consultees attention on the pertinent points.
- 3.19 Postcomm will, where possible, include in each document an assessment of the likely impact on customers of what is being proposed.

- 3.20 The purpose of the consultation will be clearly and concisely explained in the introductory chapter. There will always be a clear deadline for responses and a named person to whom responses should be sent and from whom clarifications can be sought. Where the consultation document is part of a wider decision-making process (for example, as part of the process of drafting a licence) the timetable for that process will be set out.
- 3.21 A brief summary will be added to the front of each consultation document.

Publication of responses

- 3.22 Postcomm will make available through its library copies of the non-confidential responses it receives. The text of certain responses received will be added to the Postcomm web site. All consultation documents will remind those responding that if they do not want non-Postcomm members to read their comments they should clearly mark them as *CONFIDENTIAL*.

4. The Postcomm list of consultees

4.1 This chapter consists of the list, in alphabetical order, of those Postcomm will consult. Postcomm will keep this list under constant review and would welcome receiving suggestions for amendments (see paragraph 1.5 in this document for the contact details).

Aberdeen City Council
Aberdeenshire Council
Action with Communities in Rural England
Advantage West Midlands
Advertising Association
AFD Software Limited
Age Concern Cymru
Age Concern England
Age Concern Northern Ireland
Age Concern Scotland
Allies Computing Limited
An Post
Angus Council
Antrim Borough Council- Ireland
Arc en Ciel
Ards Borough Council- Ireland
Argyll and Bute Council
Armagh City & District Council
Associated Society of Locomotive Engineers and Firemen
Association for the Protection of Rural Scotland
Association of International Courier and Express Services
Association of Local Authorities of Northern Ireland
Association of Residents in Sands End
Association of Scottish Business Women

Ballymena Borough Council -Ireland
Ballymoney Borough Council -Ireland
Banbridge District Council – Ireland
Belfast City Council –Ireland
Belfast Education and Library Board
Board of Customs and Excise
Brecon Beacons National Park
British Bankers' Association
British Chamber of Commerce
British Pensioners and Trade Unions Action Association
British Printing Industries Federation
Business in the Community

Cabinet Office
Call Centre Association
Campaign for Community Banking Services
Campaign for the Protection of Rural Wales
Capscan

Carrickfergus Borough Council – Ireland
Castlereagh Borough Council – Ireland
Centre for the Study of Regulated Industries
Chamber of Wales
Child Poverty Action Group
Citizens Advice Bureaux - Scotland
City and County of Swansea
City of Edinburgh Council
Civil Aviation Authority
Clackmannanshire Council
Clerk to the Public Accounts Committee
Coleraine Borough Council – Ireland
Comhairle nan Eilean Siar – Scotland
Committee of European Postal Regulators
Committee of Scottish Clearing Banks
Communication Managers Association
Communication Workers Union
Communication Workers Union – Camberley Branch
Competition Commission
Compliance Department - MBNA
Computing Group
Confederation of British Industry
Confederation of British Industry – Northern Ireland
Confederation of British Industry – Scotland
Consumers' Association
Convention of Scottish Local Authorities
Cookstown District Council - Ireland
Council for Catholic Maintained Schools
Council for the Protection of Rural England
Council for the Protection of Rural Wales
Council for the Protection of Scotland
Council of the Isles of Scilly
Council of Voluntary Service - Scotland
Country Landowners Association
Countryside Agency – John Dower House
Countryside Agency – Vincent House
Countryside Alliance
Countryside Council for Cardiff
Countryside Council for Wales
Craigavon Borough Council - Ireland
Crosspoint Limited

Department for Regional Development – Belfast
Department for Social Development – Belfast
Department of Agriculture and Rural Development – Belfast
Department of Culture, Arts and Leisure – Belfast
Department of Education – Bangor
Department of Enterprise, Trade and Investment – Belfast
Department of Environment Transport and Regions
Department of Finance and Personnel – Bangor
Department of Health, Social Services and Public Safety
Department of Higher and Further Education, Training and Employment – Belfast
Department of Social Security - Benefits Agency
Department of the Environment – Belfast
Department of Trade and Industry
Departments of Public Enterprise Communications Division – Belfast
Derry City Council
Deutsche Post AG
Development and Maritime Officer – Isles of Scilly
DHL

Direct Marketing Association (DMA) UK Ltd
Director General of Industry, Technology, Information and Post
Disability Rights Commission
Down District Council
Dumfries and Galloway Council
Dundee City Council
Dungannon and South Tyrone Borough Council

East Ayrshire Council
East Dunbartonshire Council
East Lothian Council
East Midlands Development Agency
East of England Development Agency
East Renfrewshire Council
Electronic Scotland
Envelope Makers and Manufacturing Stationers Association
Equal Opportunities Commission – Manchester
European Commission
Ex-Servicemens Association

Falkirk Council
Family Welfare Association
Federation of Electronics Industry
Federation of Rural Community Councils
Federation of Small Businesses
Federation of Small Businesses – Northern Ireland
FedEx
Fermanagh District Council
Fife Council
Finland Post Limited
Forum of Private Business
Freight Transport Association

G E Capital
GB Mailing Information Management
General Consumer Council for Northern Ireland
Glasgow City Council
Glasgow University Library Maps and Official Publication Unit
Government Office - Central Unit
Government Office – East
Government Office - East Midlands
Government Office – London
Government Office - North East
Government Office - North West
Government Office - Plymouth Office
Government Office - South East
Government Office - South West
Government Office - West Midlands
Government Office - Yorkshire and the Humber
Greater London Authority
Greetings Cards Association

H M Treasury
Hays DX
Health & Safety Commission
Health and Safety Executive

Help the Aged
Highland Council
Highlands & Islands Enterprise
HM Customs and Excise
Hopewiser Limited
House of Commons Library
House of Lords Library
Housing Corporation

Incorporated Society of British Advertisers
Incorporated Society of British Advertisers
Institute for Chartered Accounts
Institute of Direct Marketing
Institute of Directors
Institute of Directors – Northern Ireland
Institute of Directors - Scottish Division
Institute of Sales Promotion
Inverclyde Council

Keith McDowell Associates

L M Software Limited
La Poste
Larne Borough Council
Law Society
Law Society of Scotland
Limavady Borough Council
Lisburn Borough Council
Llyods List
Local Authorities Co-ordinating Body on Food and Trading Standards
Local Government Against Poverty
Local Government Association

Magherafelt District Council
Mail Boxes etc – Indianapolis
Mail Consolidators Association
Mail Order Trader's Association
Mail Users Association
Mercury International Ltd.
Mid & West Wales Fire Authority
Midlothian Council
Moray Council
Mothers Union
Moyle District Council

National Assembly for Wales
National Association of Citizens Advice Bureaux
National Association of Local Councils
National Audit Office
National Consumer Council
National Council for Voluntary Organisations
National Farmers Union of England and Wales
National Farmers Union of Scotland
National Federation of Consumer Groups
National Federation of SubPostmasters
National Federation of Women's Institutes
National Newspapers Mail Order Protection Scheme

National Pensioners' Convention
National Society for the Prevention of Cruelty to Children
Neopost
Newport County Borough Council
Newry & Mourne District Council
Newtownabbey Borough
North Ayrshire Council
North Down Borough Council
North Eastern Education and Library Board – County Antrim
North Lanarkshire Council
North Wales Fire Authority
North West Development Agency
Northern Ireland Assembly
Northern Ireland Audit Office
Northern Ireland Chamber of Commerce
Northern Ireland Committee of the Irish Congress of Trade Unions
Northern Ireland Council for the Curriculum, Examinations and Assessment
Northern Ireland Office
Northern Ireland Region

Office for the Regulation of Electricity and Gas for Northern Ireland
Office of Fair Trading
Office of Gas and Electricity Markets
Office of Telecommunications
Office of the First Minister and Deputy First Minister – Belfast
Office of the Rail Regulator
Office of Water Services
Omagh District Council
One North East – Newcastle upon Tyne
Orkney Islands Council

Parish Councils and Residents Association
Peak Systems
Pembrokeshire Coast National Park
Pembrokeshire County Council
Periodical Publishers' Association
Perth and Kinross Council
Political Strategy Ltd
Pools Promoters Association
Post Office
Post Office Users National Council
Postal Facilities Limited
Powys County Council
Protecting Postal Services

QAS Systems

Reader's Digest Association Limited
Refugee Council
Regional Development Agencies – Surrey
Regulatory Impact Unit
Renfrewshire Council
Retirement Forum
Rhondda Cynon Taff County Borough Council – Wales
RMT International
Road Haulage Association

Robert Ellis
Royal British Legion
Royal National Institute for the Blind
Royal National Institute for the Deaf
Royale

Scotland Office
Scottish Borders Council
Scottish Chambers of Commerce
Scottish Consumer Council
Scottish Council Development & Industry
Scottish Council for Voluntary Organisations
Scottish Enterprise
Scottish Executive
Scottish Financial Enterprise
Scottish Parliament Information Centre
Scottish Print Employers' Federation
Scottish Retail Consortium
Scottish Trades Union Congress
Securicor
Shelter
Shetland Islands Council
Snowdonia National Park
South Ayrshire Council
South East England Development Agency
South Eastern Education and Library Board
South Lanarkshire Council
South Wales Fire Authority
South West of England Regional Development Agency
Southern Education and Library Board – Armagh
Staff Commission for Education and Library Boards
Steve King Orchestra
Stirling Council
Strabane District Council
Strategic Rail Authority
Swedish Post
Swiss Post

Technical Standards and Safety Authority
Tenant Farmers' Association Ltd
TNT Post Group
TNT UK Ltd
Torfaen County Borough Council – Wales
Townswomen's Guild
TPG
Trade and Industry Committee (House of Commons)
Trades Union Congress
Transport and General Workers Union
Truro POAC

Universal Postal Union
UPS Ltd
US Postal Services

Vale of Glamorgan Council
Victorias Jewellers

Village Retail Services Association

Wales TUC

Water Industry Commissioner for Scotland

Welsh Consumer Council

Welsh Development Agency

Welsh Language Board

Welsh Local Government Association

Welsh Office

Welsh Trades Union Congress

West Dunbartonshire Council

West Lothian Council

Wrexham County Borough Council

WRT

Yorkshire Forward

Youth Council for Northern Ireland

**Appendix 1: List of those organisations which responded to the
“How should Postcomm consult?” consultation document**

AFD Software
Age Concern
Age Concern Cymru
Age Concern Northern Ireland
Age Concern Scotland
Age Concern Scotland
Age Concern Scotland – Fife User Panel
Arise Association of residents in Sands End
Association of International Courier and Express Services
Association of Local Authorities of Northern Ireland

Basildon District Council

Campaign for Community Banking Services
Civil Aviation Authority
Clacton & District Post Office Advisory Committee
Committee of Public Accounts.
Communication Workers Union (CWU)
Communication Workers Union – Camberley Unit
Community Council Of Staffordshire
Compliance Department MBNA
Convention of Scottish Local Authorities
Council of the Isles of Scilly
Country landowners Association
Crosspoint

Despatch Manager Magazine
DETI Northern Ireland
DHL
Direct Marketing Association
Doncaster Post Office Advisory Committee

Enfield Chamber of Commerce Post Office Advisory Committee
Envelope Makers & Manufacturing Stationers' Association - EMMSA

Federation of Electronics Industry
Federation of Small Businesses

Glasgow University Library

Hartley Library
Health & Safety Executive
HM Customs and Excise
House of Commons Library

Incorporated Society of British Advertisers

Leicester City Council
Leisure & Community Services - Bromley Library
Local Government Association

Mail Consolidators Association

Mail Orders Trader's Association
Malvern Post Office Advisory Committee
Mercury International Ltd.
Morpeth & District Post Office Advisory Committee

National Assembly for Wales
National association of Citizens Advice Bureaux
National Audit Office
National Consumer Council
National Federation of Women's Institutes
National Newspaper Protection Scheme
Neopost
North Lancashire & South Cumbria Post Office Advisory Committee

Office of the Rail Regulator
Office of Water Services
Ofgem

Plymouth and District Post Office Advisory Committee
Policy Partnership
Political Strategy Ltd.
Post Office
Post Office Users National Council
Protecting Postal Services

Salisbury Post Office Advisory Committee
Scottish Executive
Scottish Office
Steve King Orchestra
Swindon/Marlborough Postal Advisory Committee

Taunton Deane Post Office Advisory Committee
Trades Union Congress
Truro Area Postal District Post Office Advisory Committee

UPS

Victorias Jewellers
Village Retail Services Association

Welsh Language Board
Welsh Local Government Association