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Region

	%	n
East Midlands	8%	156
East of England	9%	167
London	13%	245
NI	6%	119
North East	3%	61
North West	9%	177
Scotland	8%	146
South East	13%	246
South West	9%	164
Wales	7%	138
West Midlands	7%	132
Yorkshire and The Humber	8%	162
Column n	1913	
Base n	1913	

Total sample; Unweighted; base n = 1913; total n = 1917; 4 missing

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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A1. Please select which best describes you?

	%	n
I am a Postmaster/ Sub-postmaster	88%	1687
I am part of the management team of a limited company or partnership that is a Postmaster, and I can speak for	12%	230
I represent a strategic partner organisation	0%	0
I work in a Post Office, but I am not a Postmaster	0%	0
Other/ Don't know	0%	0
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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B1. As described earlier, we are interested in understanding how things have changed in the last 12 months. How would you describe the relationship you have with Post Office?

	%	n
1 - Post Office treat me / my business like a subordinate business partner	22%	424
2	7%	129
3	9%	164
4 - Neutral	32%	618
5	9%	167
6	6%	110
7 - Post Office treat me the Postmaster / my business like a valued/equal business partner	16%	305
Net: T2B	22%	415
Net: T3B	30%	582
Net: B2B	29%	553
Net: B3B	37%	717
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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B7. We are interested in understanding how things have changed in the last 12 months. How supported, or not, do you feel by Post Office?

	%	n
1 - Unsupported by Post Office	15%	290
2	8%	151
3	10%	199
4 - Neutral	23%	448
5	14%	274
6	11%	210
7 - Very supported by Post Office	18%	345
Net: T2B	29%	555
Net: T3B	43%	829
Net: B2B	23%	441
Net: B3B	33%	640
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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B10a. Which of the following are you aware of in the last year?

	%	n
Introducing multiple carriers in branch e.g., Evri, DPD, Amazon.	91%	1742
Branch Hub features (e.g., being available on Horizon, branch specific messaging, improved operational and remu	85%	1639
Ordering a choice of different Marketing materials to suit your branch via Branch Hub	76%	1454
'Helping you run your branch' section on Branch Hub e.g., Operational Training Catalogue and Training videos	66%	1264
Trussell Trust initiative to help increase footfall, banking awareness and charity support	43%	831
Twice-yearly Postmaster conferences	44%	836
Launch of online mails portal to help regain the online market.	41%	777
Regional forums	37%	713
Increased remuneration on DVLA transactions	36%	693
Postmaster engagement initiatives, for example Branch Operational Change Forum or IT working group	36%	690
Local Postmasters offered opportunity to apply for Banking hub as a first priority.	33%	627
New online mails portal where profit will be shared with Postmasters.	31%	599
Senior Leaders visiting branch as part of 'Perfect Day'	28%	546
Operational Excellence visits to help running of branches and efficiencies.	31%	595
Improved clarity of POL income and expenditure.	23%	450
Launch of 'Wellbeing' portal	22%	413
Commercial excellence visits to maximise commercial opportunities.	21%	393
Senior leaders visiting branches through the Adopt an Area Programme	20%	374
Increased lobbying and harder negotiations with suppliers and partners.	19%	364
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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Count of options selected @ B10a

	Average	Base n
Count of options selected @ B10a	7.8	1917
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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B10b_SUM. And how useful did you find each of them? - Summary

Row % n	1 - Not at all useful	2	3	4 - Neutral	5	6	7 - Extremely useful	Net: T2B	Net: T3B	Net: B2B	Net: B3B	Row n
Introducing multiple carriers in branch e.g., Evri, DPD, Amazon.	8%	3%	4%	18%	14%	18%	35%	53%	67%	11%	14%	1742
	131	53	66	318	244	316	614	930	1174	184	250	
New online mails portal re-capture online market to drive footfall in branch and share profit with Postmasters.	13%	5%	5%	30%	13%	16%	19%	35%	48%	18%	23%	599
	78	27	32	177	78	93	114	207	285	105	137	
Ordering of choice of different Marketing materials to suit your branch via Branch Hub	6%	3%	5%	23%	18%	18%	28%	46%	63%	9%	13%	1454
	81	45	68	341	255	263	401	664	919	126	194	
Increased remuneration on DVLA transactions	9%	3%	4%	20%	17%	16%	32%	47%	64%	12%	15%	693
	62	18	27	141	117	108	220	328	445	80	107	
Commercial excellence visits to maximise commercial opportunities.	11%	4%	3%	26%	15%	17%	25%	41%	56%	15%	18%	393
	42	15	12	103	58	65	98	163	221	57	69	
Trussell Trust initiative to help increase footfall, banking awareness and charity support	17%	6%	4%	36%	14%	9%	13%	22%	36%	24%	28%	831
	145	53	36	301	113	73	110	183	296	198	234	
Senior leaders visiting branches through the Adopt an Area Programme	15%	5%	3%	29%	12%	12%	24%	36%	48%	20%	23%	374
	57	17	12	109	44	46	89	135	179	74	86	
Senior Leaders visiting branch as part of 'Perfect Day'	23%	5%	2%	34%	9%	11%	16%	27%	36%	28%	30%	546
	123	29	11	188	49	59	87	146	195	152	163	
Regional forums	12%	5%	5%	41%	13%	10%	13%	23%	37%	17%	22%	713
	84	37	38	293	96	71	94	165	261	121	159	
Twice-yearly Postmaster conferences	15%	7%	6%	41%	11%	8%	13%	21%	31%	22%	28%	836
	127	58	46	342	88	69	106	175	263	185	231	
Postmaster engagement initiatives, for example Branch Operational Change Forum or IT working group	7%	3%	6%	38%	14%	13%	19%	32%	47%	10%	16%	690
	46	23	39	259	99	90	134	224	323	69	108	
Local Postmasters offered opportunity to apply for Banking hub as a first priority.	10%	4%	4%	24%	10%	13%	34%	47%	57%	15%	19%	627
	65	26	28	151	63	80	214	294	357	91	119	
Operational Excellence visits to help running of branches and efficiencies.	7%	3%	5%	25%	18%	13%	29%	42%	60%	9%	15%	595
	40	16	32	151	105	76	175	251	356	56	88	
Increased lobbying and harder negotiations with suppliers and partners.	6%	2%	4%	25%	17%	19%	28%	47%	64%	7%	11%	364
	21	6	13	91	62	68	103	171	233	27	40	
Improved clarity of POL income and expenditure.	3%	2%	3%	27%	22%	17%	27%	44%	65%	5%	8%	450
	14	7	15	120	98	75	121	196	294	21	36	
Launch of 'Wellbeing' portal	13%	5%	4%	38%	13%	13%	14%	28%	40%	18%	22%	413
	53	20	18	156	52	55	59	114	166	73	91	
Branch Hub features (e.g., being available on Horizon, branch specific messaging, improved operational and remi	6%	4%	5%	24%	18%	19%	23%	42%	60%	11%	15%	1639
	100	73	78	399	299	309	381	690	989	173	251	
'Helping you run your branch' section on Branch Hub e.g., Operational Training Catalogue and Training videos	5%	4%	4%	26%	21%	17%	23%	40%	61%	9%	13%	1264
	66	47	52	334	260	217	288	505	765	113	165	
Launch of online mails portal to help regain the online market.	14%	5%	6%	32%	14%	12%	18%	30%	44%	18%	24%	777
	106	37	45	248	110	95	136	231	341	143	188	

Total sample; Unweighted; base n = from 364 to 1742; total n = 1917; 1553 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_1_1. And how useful did you find each of them? - Introducing multiple carriers in branch e.g., Evri, DPD, Amazon.

	%	n
1 - Not at all useful	8%	131
2	3%	53
3	4%	66
4 - Neutral	18%	318
5	14%	244
6	18%	316
7 - Extremely useful	35%	614
Net: T2B	53%	930
Net: T3B	67%	1174
Net: B2B	11%	184
Net: B3B	14%	250
Column n		1742
Base n		1742

Total sample; Unweighted; base n = 1742; total n = 1917; 175 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_1_2. And how useful did you find each of them? - New online mails portal re-capture online market to drive footfall in branch and share profit with Postmasters.

	%	n
1 - Not at all useful	13%	78
2	5%	27
3	5%	32
4 - Neutral	30%	177
5	13%	78
6	16%	93
7 - Extremely useful	19%	114
Net: T2B	35%	207
Net: T3B	48%	285
Net: B2B	18%	105
Net: B3B	23%	137
Column n	599	
Base n	599	

Total sample; Unweighted; base n = 599; total n = 1917; 1318 missing

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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B10b_1_4. And how useful did you find each of them? - Ordering of choice of different Marketing materials to suit your branch via Branch Hub

	%	n
1 - Not at all useful	6%	81
2	3%	45
3	5%	68
4 - Neutral	23%	341
5	18%	255
6	18%	263
7 - Extremely useful	28%	401
Net: T2B	46%	664
Net: T3B	63%	919
Net: B2B	9%	126
Net: B3B	13%	194
Column n	1454	
Base n	1454	

Total sample; Unweighted; base n = 1454; total n = 1917; 463 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_1_5. And how useful did you find each of them? - Increased remuneration on DVLA transactions

	%	n
1 - Not at all useful	9%	62
2	3%	18
3	4%	27
4 - Neutral	20%	141
5	17%	117
6	16%	108
7 - Extremely useful	32%	220
Net: T2B	47%	328
Net: T3B	64%	445
Net: B2B	12%	80
Net: B3B	15%	107
Column n	693	
Base n	693	

Total sample; Unweighted; base n = 693; total n = 1917; 1224 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_1_6. And how useful did you find each of them? - Commercial excellence visits to maximise commercial opportunities.

	%	n
1 - Not at all useful	11%	42
2	4%	15
3	3%	12
4 - Neutral	26%	103
5	15%	58
6	17%	65
7 - Extremely useful	25%	98
Net: T2B	41%	163
Net: T3B	56%	221
Net: B2B	15%	57
Net: B3B	18%	69
Column n	393	
Base n	393	

Total sample; Unweighted; base n = 393; total n = 1917; 1524 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_1_7. And how useful did you find each of them? - Trussell Trust initiative to help increase footfall, banking awareness and charity support

	%	n
1 - Not at all useful	17%	145
2	6%	53
3	4%	36
4 - Neutral	36%	301
5	14%	113
6	9%	73
7 - Extremely useful	13%	110
Net: T2B	22%	183
Net: T3B	36%	296
Net: B2B	24%	198
Net: B3B	28%	234
Column n	831	
Base n	831	

Total sample; Unweighted; base n = 831; total n = 1917; 1086 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_2_1. And how useful did you find each of them? - Senior leaders visiting branches through the Adopt an Area Programme

	%	n
1 - Not at all useful	15%	57
2	5%	17
3	3%	12
4 - Neutral	29%	109
5	12%	44
6	12%	46
7 - Extremely useful	24%	89
Net: T2B	36%	135
Net: T3B	48%	179
Net: B2B	20%	74
Net: B3B	23%	86
Column n	374	
Base n	374	

Total sample; Unweighted; base n = 374; total n = 1917; 1543 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_2_2. And how useful did you find each of them? - Senior Leaders visiting branch as part of 'Perfect Day'

	%	n
1 - Not at all useful	23%	123
2	5%	29
3	2%	11
4 - Neutral	34%	188
5	9%	49
6	11%	59
7 - Extremely useful	16%	87
Net: T2B	27%	146
Net: T3B	36%	195
Net: B2B	28%	152
Net: B3B	30%	163
Column n	546	
Base n	546	

Total sample; Unweighted; base n = 546; total n = 1917; 1371 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_2_3. And how useful did you find each of them? - Regional forums

	%	n
1 - Not at all useful	12%	84
2	5%	37
3	5%	38
4 - Neutral	41%	293
5	13%	96
6	10%	71
7 - Extremely useful	13%	94
Net: T2B	23%	165
Net: T3B	37%	261
Net: B2B	17%	121
Net: B3B	22%	159
Column n	713	
Base n	713	

Total sample; Unweighted; base n = 713; total n = 1917; 1204 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_2_4. And how useful did you find each of them? - Twice-yearly Postmaster conferences

	%	n
1 - Not at all useful	15%	127
2	7%	58
3	6%	46
4 - Neutral	41%	342
5	11%	88
6	8%	69
7 - Extremely useful	13%	106
Net: T2B	21%	175
Net: T3B	31%	263
Net: B2B	22%	185
Net: B3B	28%	231
Column n	836	
Base n	836	

Total sample; Unweighted; base n = 836; total n = 1917; 1081 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_2_5. And how useful did you find each of them? - Postmaster engagement initiatives, for example Branch Operational Change Forum or IT working group

	%	n
1 - Not at all useful	7%	46
2	3%	23
3	6%	39
4 - Neutral	38%	259
5	14%	99
6	13%	90
7 - Extremely useful	19%	134
Net: T2B	32%	224
Net: T3B	47%	323
Net: B2B	10%	69
Net: B3B	16%	108
Column n	690	
Base n	690	

Total sample; Unweighted; base n = 690; total n = 1917; 1227 missing

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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B10b_2_6. And how useful did you find each of them? - Local Postmasters offered opportunity to apply for Banking hub as a first priority.

	%	n
1 - Not at all useful	10%	65
2	4%	26
3	4%	28
4 - Neutral	24%	151
5	10%	63
6	13%	80
7 - Extremely useful	34%	214
Net: T2B	47%	294
Net: T3B	57%	357
Net: B2B	15%	91
Net: B3B	19%	119
Column n	627	
Base n	627	

Total sample; Unweighted; base n = 627; total n = 1917; 1290 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_2_7. And how useful did you find each of them? - Operational Excellence visits to help running of branches and efficiencies.

	%	n
1 - Not at all useful	7%	40
2	3%	16
3	5%	32
4 - Neutral	25%	151
5	18%	105
6	13%	76
7 - Extremely useful	29%	175
Net: T2B	42%	251
Net: T3B	60%	356
Net: B2B	9%	56
Net: B3B	15%	88
Column n	595	
Base n	595	

Total sample; Unweighted; base n = 595; total n = 1917; 1322 missing

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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B10b_2_8. And how useful did you find each of them? - Increased lobbying and harder negotiations with suppliers and partners.

	%	n
1 - Not at all useful	6%	21
2	2%	6
3	4%	13
4 - Neutral	25%	91
5	17%	62
6	19%	68
7 - Extremely useful	28%	103
Net: T2B	47%	171
Net: T3B	64%	233
Net: B2B	7%	27
Net: B3B	11%	40
Column n	364	
Base n	364	

Total sample; Unweighted; base n = 364; total n = 1917; 1553 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_2_9. And how useful did you find each of them? - Improved clarity of POL income and expenditure.

	%	n
1 - Not at all useful	3%	14
2	2%	7
3	3%	15
4 - Neutral	27%	120
5	22%	98
6	17%	75
7 - Extremely useful	27%	121
Net: T2B	44%	196
Net: T3B	65%	294
Net: B2B	5%	21
Net: B3B	8%	36
Column n	450	
Base n	450	

Total sample; Unweighted; base n = 450; total n = 1917; 1467 missing

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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B10b_2_10. And how useful did you find each of them? - Launch of 'Wellbeing' portal

	%	n
1 - Not at all useful	13%	53
2	5%	20
3	4%	18
4 - Neutral	38%	156
5	13%	52
6	13%	55
7 - Extremely useful	14%	59
Net: T2B	28%	114
Net: T3B	40%	166
Net: B2B	18%	73
Net: B3B	22%	91
Column n	413	
Base n	413	

Total sample; Unweighted; base n = 413; total n = 1917; 1504 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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B10b_3_1. And how useful did you find each of them? - Branch Hub features (e.g., being available on Horizon, branch specific messaging, improved operational and remuneration MI)

	%	n
1 - Not at all useful	6%	100
2	4%	73
3	5%	78
4 - Neutral	24%	399
5	18%	299
6	19%	309
7 - Extremely useful	23%	381
Net: T2B	42%	690
Net: T3B	60%	989
Net: B2B	11%	173
Net: B3B	15%	251
Column n		1639
Base n		1639

Total sample; Unweighted; base n = 1639; total n = 1917; 278 missing

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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B10b_3_2. And how useful did you find each of them? - 'Helping you run your branch' section on Branch Hub e.g., Operational Training Catalogue and Training videos

	%	n
1 - Not at all useful	5%	66
2	4%	47
3	4%	52
4 - Neutral	26%	334
5	21%	260
6	17%	217
7 - Extremely useful	23%	288
Net: T2B	40%	505
Net: T3B	61%	765
Net: B2B	9%	113
Net: B3B	13%	165
Column n	1264	
Base n	1264	

Total sample; Unweighted; base n = 1264; total n = 1917; 653 missing

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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B10b_3_3. And how useful did you find each of them? - Launch of online mails portal to help regain the online market.

	%	n
1 - Not at all useful	14%	106
2	5%	37
3	6%	45
4 - Neutral	32%	248
5	14%	110
6	12%	95
7 - Extremely useful	18%	136
Net: T2B	30%	231
Net: T3B	44%	341
Net: B2B	18%	143
Net: B3B	24%	188
Column n	777	
Base n	777	

Total sample; Unweighted; base n = 777; total n = 1917; 1140 missing

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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E1. How would you rate the overall quality of your relationship with Post Office since the last survey?

	%	n
1 - Extremely weak, significant improvements needed	19%	357
2	6%	113
3	7%	134
4 - Neutral	27%	523
5	15%	292
6	11%	214
7 - Extremely strong, mostly happy with the relationship	15%	284
Net: T2B	26%	498
Net: T3B	41%	790
Net: B2B	25%	470
Net: B3B	32%	604
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2_SUM. To what extent do you agree or disagree with the following statements? - Summary

Row % n	1 - Completely disagree	2	3	4 - Neutral	5	6	7 - Completely agree	Net: T2B	Net: T3B	Net: B2B	Net: B3B	Row n
Post Office makes sensible decisic	24%	10%	12%	26%	11%	8%	10%	17%	28%	34%	46%	1917
	459	200	228	491	204	152	183	335	539	659	887	
Post Office interacts with me in a	19%	8%	10%	26%	14%	11%	12%	23%	36%	27%	37%	1917
	366	153	199	500	259	210	230	440	699	519	718	
Post Office has Postmasters' best	28%	10%	9%	25%	10%	8%	10%	18%	28%	38%	47%	1917
	536	189	180	476	184	157	195	352	536	725	905	
Post Office is genuinely trying to i	20%	10%	8%	22%	15%	11%	14%	25%	40%	30%	38%	1917
	383	185	152	431	287	212	267	479	766	568	720	
Post Office is genuinely acting wit	26%	9%	10%	26%	10%	8%	10%	19%	29%	35%	45%	1917
	506	172	186	500	197	161	195	356	553	678	864	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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E2_1. To what extent do you agree or disagree with the following statements? - Post Office makes sensible decisions about things that impact my business

	%	n
1 - Completely disagree	24%	459
2	10%	200
3	12%	228
4 - Neutral	26%	491
5	11%	204
6	8%	152
7 - Completely agree	10%	183
Net: T2B	17%	335
Net: T3B	28%	539
Net: B2B	34%	659
Net: B3B	46%	887
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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E2_2. To what extent do you agree or disagree with the following statements? - Post Office interacts with me in a purposeful and engaging way

	%	n
1 - Completely disagree	19%	366
2	8%	153
3	10%	199
4 - Neutral	26%	500
5	14%	259
6	11%	210
7 - Completely agree	12%	230
Net: T2B	23%	440
Net: T3B	36%	699
Net: B2B	27%	519
Net: B3B	37%	718
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2_3. To what extent do you agree or disagree with the following statements? - Post Office has Postmasters' best interests at heart

	%	n
1 - Completely disagree	28%	536
2	10%	189
3	9%	180
4 - Neutral	25%	476
5	10%	184
6	8%	157
7 - Completely agree	10%	195
Net: T2B	18%	352
Net: T3B	28%	536
Net: B2B	38%	725
Net: B3B	47%	905
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2_4. To what extent do you agree or disagree with the following statements? - Post Office is genuinely trying to improve the relationship with Postmasters

	%	n
1 - Completely disagree	20%	383
2	10%	185
3	8%	152
4 - Neutral	22%	431
5	15%	287
6	11%	212
7 - Completely agree	14%	267
Net: T2B	25%	479
Net: T3B	40%	766
Net: B2B	30%	568
Net: B3B	38%	720
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2_5. To what extent do you agree or disagree with the following statements? - Post Office is genuinely acting with transparency

	%	n
1 - Completely disagree	26%	506
2	9%	172
3	10%	186
4 - Neutral	26%	500
5	10%	197
6	8%	161
7 - Completely agree	10%	195
Net: T2B	19%	356
Net: T3B	29%	553
Net: B2B	35%	678
Net: B3B	45%	864
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D3a_SUM. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Helpfulness - Summary

Row % n	1 - Extremely unhelpful	2	3	4 - Neither	5	6	7 - Extremely helpful	Net: T2B	Net: T3B	Net: B2B	Net: B3B	Row n
General communications from centre of the business e.g., weekly email	8%	7%	8%	34%	20%	12%	12%	24%	44%	14%	22%	1917
	147	127	154	651	381	226	231	457	838	274	428	
Important operational updates from Post Office through Branch Focus	3%	5%	5%	18%	26%	19%	25%	44%	69%	8%	13%	1917
	62	91	94	338	490	364	478	842	1332	153	247	
Interactions and general day to day comms with your Area Manager	7%	3%	4%	13%	14%	17%	42%	59%	73%	11%	15%	1917
	139	66	74	248	264	318	808	1126	1390	205	279	
Interactions with Post Office operations e.g., ordering cash, ordering stock etc.	4%	4%	6%	16%	21%	21%	29%	50%	71%	8%	13%	1917
	75	72	106	298	407	400	559	959	1366	147	253	
The Helpdesk (BSC)	6%	5%	6%	18%	21%	19%	25%	44%	65%	11%	17%	1917
	116	98	116	345	395	366	481	847	1242	214	330	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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D3a_1. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Helpfulness - General communications from centre of the business e.g., [REDACTED] weekly email

	%	n
1 - Extremely unhelpful	8%	147
2	7%	127
3	8%	154
4 - Neither	34%	651
5	20%	381
6	12%	226
7 - Extremely helpful	12%	231
Net: T2B	24%	457
Net: T3B	44%	838
Net: B2B	14%	274
Net: B3B	22%	428
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D3a_2. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Helpfulness - Important operational updates from Post Office through Branch Focus

	%	n
1 - Extremely unhelpful	3%	62
2	5%	91
3	5%	94
4 -Neither	18%	338
5	26%	490
6	19%	364
7 - Extremely helpful	25%	478
Net: T2B	44%	842
Net: T3B	69%	1332
Net: B2B	8%	153
Net: B3B	13%	247
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D3a_3. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Helpfulness - Interactions and general day to day comms with your Area Manager

	%	n
1 - Extremely unhelpful	7%	139
2	3%	66
3	4%	74
4 -Neither	13%	248
5	14%	264
6	17%	318
7 - Extremely helpful	42%	808
Net: T2B	59%	1126
Net: T3B	73%	1390
Net: B2B	11%	205
Net: B3B	15%	279
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D3a_4. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Helpfulness - Interactions with Post Office operations e.g., ordering cash, ordering stock etc.

	%	n
1 - Extremely unhelpful	4%	75
2	4%	72
3	6%	106
4 -Neither	16%	298
5	21%	407
6	21%	400
7 - Extremely helpful	29%	559
Net: T2B	50%	959
Net: T3B	71%	1366
Net: B2B	8%	147
Net: B3B	13%	253
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D3a_5. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Helpfulness - The Helpdesk (BSC)

	%	n
1 - Extremely unhelpful	6%	116
2	5%	98
3	6%	116
4 -Neither	18%	345
5	21%	395
6	19%	366
7 - Extremely helpful	25%	481
Net: T2B	44%	847
Net: T3B	65%	1242
Net: B2B	11%	214
Net: B3B	17%	330
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D3b_SUM. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Supportiveness - Summary

Row % n	1 - Not supportive at all						7 - Extremely supportive					Row n
	2	3	4 - Neither	5	6	Net: T2B	Net: T3B	Net: B2B	Net: B3B			
General communications from centre of the business e.g., [redacted] weekly email	10%	6%	8%	33%	19%	12%	11%	24%	43%	17%	24%	1917
	196	123	147	635	360	237	219	456	816	319	466	
Important operational updates from Post Office through Branch Focus	3%	4%	6%	18%	27%	20%	22%	42%	69%	7%	13%	1917
	64	77	113	337	518	381	427	808	1326	141	254	
Interactions and general day to day comms with your Area Manager	6%	3%	3%	13%	15%	18%	42%	60%	75%	9%	13%	1917
	113	65	65	242	287	348	797	1145	1432	178	243	
Interactions with Post Office operations e.g., ordering cash, ordering stock etc.	3%	3%	5%	16%	22%	23%	27%	50%	72%	6%	12%	1917
	61	62	100	308	424	437	525	962	1386	123	223	
The Helpdesk (BSC)	5%	5%	6%	17%	22%	18%	26%	45%	67%	9%	16%	1917
	94	88	118	324	431	354	508	862	1293	182	300	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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D3b_1. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Supportiveness - General communications from centre of the business e.g., [REDACTED] weekly email

	%	n
1 - Not supportive at all	10%	196
2	6%	123
3	8%	147
4 - Neither	33%	635
5	19%	360
6	12%	237
7 - Extremely supportive	11%	219
Net: T2B	24%	456
Net: T3B	43%	816
Net: B2B	17%	319
Net: B3B	24%	466
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D3b_2. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Supportiveness - Important operational updates from Post Office through Branch Focus

	%	n
1 - Not supportive at all	3%	64
2	4%	77
3	6%	113
4 - Neither	18%	337
5	27%	518
6	20%	381
7 - Extremely supportive	22%	427
Net: T2B	42%	808
Net: T3B	69%	1326
Net: B2B	7%	141
Net: B3B	13%	254
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D3b_3. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Supportiveness - Interactions and general day to day comms with your Area Manager

	%	n
1 - Not supportive at all	6%	113
2	3%	65
3	3%	65
4 - Neither	13%	242
5	15%	287
6	18%	348
7 - Extremely supportive	42%	797
Net: T2B	60%	1145
Net: T3B	75%	1432
Net: B2B	9%	178
Net: B3B	13%	243
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D3b_4. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Supportiveness - Interactions with Post Office operations e.g., ordering cash, ordering stock etc.

	%	n
1 - Not supportive at all	3%	61
2	3%	62
3	5%	100
4 - Neither	16%	308
5	22%	424
6	23%	437
7 - Extremely supportive	27%	525
Net: T2B	50%	962
Net: T3B	72%	1386
Net: B2B	6%	123
Net: B3B	12%	223
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D3b_5. Please think about the different types of communications/ interaction Postmasters have with Post Office, please rate each on the following: Supportiveness - The Helpdesk (BSC)

	%	n
1 - Not supportive at all	5%	94
2	5%	88
3	6%	118
4 - Neither	17%	324
5	22%	431
6	18%	354
7 - Extremely supportive	26%	508
Net: T2B	45%	862
Net: T3B	67%	1293
Net: B2B	9%	182
Net: B3B	16%	300
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D5_SUM. Which of the following methods of communication would you prefer Post Office to use for each different type of communication? - Summary

	General communications from centre of the business e.g., weekly email	Important news/ announcements from Post Office through Branch Focus	Interactions and general day to day comms with your Area Manager	Interactions with Post Office operations e.g., ordering cash, ordering stock etc	The Helpdesk (BSC)
Text message/ WhatsApp message	36%	40%	60%	30%	31%
	694	773	1157	568	603
Phone call	12%	12%	34%	40%	63%
	239	239	653	766	1216
Email	54%	54%	47%	36%	37%
	1038	1041	894	682	715
Post/ Letter	24%	27%	14%	13%	14%
	465	523	269	241	275
Face-to-face e.g., store visits from senior management	24%	17%	27%	6%	6%
	461	331	526	123	113
Formal Post Office meetings and events for Postmasters e.g., National twice year	15%	11%	7%	4%	4%
	293	207	142	82	77
Informal/ small in-person meetings	19%	15%	23%	6%	5%
	373	278	441	119	92
Social media e.g., Postmaster Facebook Group	14%	10%	10%	4%	4%
	266	200	184	79	77
Branch hub/ branch hub notification	44%	47%	21%	51%	32%
	844	908	397	986	604
Group online conversations e.g., Zoom, Skype, Teams	12%	9%	9%	3%	4%
	235	164	179	64	85
Newsletters	23%	21%	10%	9%	9%
	448	410	186	165	164
Don't know	5%	3%	2%	3%	3%
	90	48	42	62	64
Column n	1917	1917	1917	1917	1917
Base n	1917	1917	1917	1917	1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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D5_1. Which of the following methods of communication would you prefer Post Office to use for each different type of communication? - General communications from centre of the business e.g., [REDACTED] weekly email

	%	n
Text message/ WhatsApp message	36%	694
Phone call	12%	239
Email	54%	1038
Post/ Letter	24%	465
Face-to-face e.g., store visits from senior management	24%	461
Formal Post Office meetings and events for Postmasters e.g., National twice yea	15%	293
Informal/ small in-person meetings	19%	373
Social media e.g., Postmaster Facebook Group	14%	266
Branch hub/ branch hub notification	44%	844
Group online conversations e.g., Zoom, Skype, Teams	12%	235
Newsletters	23%	448
Don't know	5%	90
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D5_2. Which of the following methods of communication would you prefer Post Office to use for each different type of communication? - Important news/ announcements from Post Office through Branch Focus

	%	n
Text message/ WhatsApp message	40%	773
Phone call	12%	239
Email	54%	1041
Post/ Letter	27%	523
Face-to-face e.g., store visits from senior management	17%	331
Formal Post Office meetings and events for Postmasters e.g., National twice yearly virtual	11%	207
Informal/ small in-person meetings	15%	278
Social media e.g., Postmaster Facebook Group	10%	200
Branch hub/ branch hub notification	47%	908
Group online conversations e.g., Zoom, Skype, Teams	9%	164
Newsletters	21%	410
Don't know	3%	48
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D5_3. Which of the following methods of communication would you prefer Post Office to use for each different type of communication? - Interactions and general day to day comms with your Area Manager

	%	n
Text message/ WhatsApp message	60%	1157
Phone call	34%	653
Email	47%	894
Post/ Letter	14%	269
Face-to-face e.g., store visits from senior management	27%	526
Formal Post Office meetings and events for Postmasters e.g., National twice yearly virtual Po	7%	142
Informal/ small in-person meetings	23%	441
Social media e.g., Postmaster Facebook Group	10%	184
Branch hub/ branch hub notification	21%	397
Group online conversations e.g., Zoom, Skype, Teams	9%	179
Newsletters	10%	186
Don't know	2%	42
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D5_5. Which of the following methods of communication would you prefer Post Office to use for each different type of communication? - Interactions with Post Office operations e.g., ordering cash, ordering stock etc

	%	n
Text message/ WhatsApp message	30%	568
Phone call	40%	766
Email	36%	682
Post/ Letter	13%	241
Face-to-face e.g., store visits from senior management	6%	123
Formal Post Office meetings and events for Postmasters e.g., National twice y	4%	82
Informal/ small in-person meetings	6%	119
Social media e.g., Postmaster Facebook Group	4%	79
Branch hub/ branch hub notification	51%	986
Group online conversations e.g., Zoom, Skype, Teams	3%	64
Newsletters	9%	165
Don't know	3%	62
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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D5_6. Which of the following methods of communication would you prefer Post Office to use for each different type of communication? - The Helpdesk (BSC)

	%	n
Text message/ WhatsApp message	31%	603
Phone call	63%	1216
Email	37%	715
Post/ Letter	14%	275
Face-to-face e.g., store visits from senior management	6%	113
Formal Post Office meetings and events for Postmasters e.g., National twice yearly virtual Postmaster conference	4%	77
Informal/ small in-person meetings	5%	92
Social media e.g., Postmaster Facebook Group	4%	77
Branch hub/ branch hub notification	32%	604
Group online conversations e.g., Zoom, Skype, Teams	4%	85
Newsletters	9%	164
Don't know	3%	64
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_SUM. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Summary

Row % n	1 - No improvement	2	3	4 - Neutral	5	6	7 - Significant Improvement	Net: T2B	Net: T3B	Net: B2B	Net: B3B	Row n
The level of remuneration you receive	34%	10%	8%	22%	12%	6%	8%	14%	26%	44%	52%	1917
	657	184	156	421	229	122	148	270	499	841	997	
A focus from senior leaders in PO on improving the overall profitability of my branch	28%	8%	6%	29%	12%	8%	9%	18%	30%	35%	42%	1917
	528	144	124	549	234	156	182	338	572	672	796	
Communications from PO are open and honest	20%	7%	8%	32%	12%	10%	11%	20%	33%	27%	35%	1917
	388	133	147	620	238	184	207	391	629	521	668	
Communications from PO are simple and easy to understand	12%	5%	8%	31%	19%	13%	12%	25%	44%	17%	25%	1917
	233	96	153	589	362	253	231	484	846	329	482	
Communications are received in a timely manner	12%	5%	7%	32%	19%	13%	12%	25%	44%	17%	25%	1917
	224	104	143	606	357	251	232	483	840	328	471	
The views of Postmasters are listened to and acted on by Senior Leadership	27%	7%	9%	29%	11%	8%	9%	18%	29%	34%	43%	1917
	509	140	166	552	209	161	180	341	550	649	815	
Ability to communicate directly with senior leadership	23%	6%	8%	30%	12%	10%	12%	22%	34%	29%	37%	1917
	439	118	148	569	222	192	229	421	643	557	705	
Simplicity of PO systems and processes	17%	6%	8%	31%	15%	11%	11%	22%	37%	23%	32%	1917
	327	123	156	601	294	211	205	416	710	450	606	
The Horizon user experience	19%	6%	8%	29%	14%	13%	11%	24%	38%	25%	33%	1917
	371	111	144	556	276	247	212	459	735	482	626	
Simplicity of our products and services	14%	5%	7%	34%	16%	12%	11%	23%	39%	19%	27%	1917
	270	102	139	660	314	224	208	432	746	372	511	
Creating new products and services	16%	7%	7%	29%	18%	11%	12%	23%	41%	23%	30%	1917
	316	129	128	553	352	203	236	439	791	445	573	
Branch Hub tools to help run my branch on a day-to-day basis (such as stock ordering)	9%	4%	4%	23%	22%	18%	20%	38%	60%	13%	17%	1917
	164	79	83	442	420	353	376	729	1149	243	326	
Access to training materials and support	8%	4%	6%	30%	20%	17%	16%	32%	52%	12%	18%	1917
	157	72	107	578	385	319	299	618	1003	229	336	
Service received from the Branch Support Centre	9%	5%	6%	28%	20%	18%	15%	33%	52%	14%	20%	1917
	180	95	110	529	379	336	288	624	1003	275	385	
Service received from the Cash Management Helpdesk	7%	3%	5%	26%	20%	19%	19%	38%	58%	10%	16%	1917
	134	67	102	508	374	372	360	732	1106	201	303	
Service received from the IT helpdesk	11%	6%	7%	25%	19%	16%	16%	32%	51%	16%	23%	1917
	203	112	133	483	366	312	308	620	986	315	448	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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E2a_1. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - The level of remuneration you receive

	%	n
1 - No improvement	34%	657
2	10%	184
3	8%	156
4 - Neutral	22%	421
5	12%	229
6	6%	122
7 - Significant Improvement	8%	148
Net: T2B	14%	270
Net: T3B	26%	499
Net: B2B	44%	841
Net: B3B	52%	997
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_2. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - A focus from senior leaders in PO on improving the overall profitability of my branch

	%	n
1 - No improvement	28%	528
2	8%	144
3	6%	124
4 - Neutral	29%	549
5	12%	234
6	8%	156
7 - Significant Improvement	9%	182
Net: T2B	18%	338
Net: T3B	30%	572
Net: B2B	35%	672
Net: B3B	42%	796
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_3. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Communications from PO are open and honest

	%	n
1 - No improvement	20%	388
2	7%	133
3	8%	147
4 - Neutral	32%	620
5	12%	238
6	10%	184
7 - Significant Improvement	11%	207
Net: T2B	20%	391
Net: T3B	33%	629
Net: B2B	27%	521
Net: B3B	35%	668
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_4. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Communications from PO are simple and easy to understand

	%	n
1 - No improvement	12%	233
2	5%	96
3	8%	153
4 - Neutral	31%	589
5	19%	362
6	13%	253
7 - Significant Improvement	12%	231
Net: T2B	25%	484
Net: T3B	44%	846
Net: B2B	17%	329
Net: B3B	25%	482
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_5. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Communications are received in a timely manner

	%	n
1 - No improvement	12%	224
2	5%	104
3	7%	143
4 - Neutral	32%	606
5	19%	357
6	13%	251
7 - Significant Improvement	12%	232
Net: T2B	25%	483
Net: T3B	44%	840
Net: B2B	17%	328
Net: B3B	25%	471
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_6. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - The views of Postmasters are listened to and acted on by Senior Leadership

	%	n
1 - No improvement	27%	509
2	7%	140
3	9%	166
4 - Neutral	29%	552
5	11%	209
6	8%	161
7 - Significant Improvement	9%	180
Net: T2B	18%	341
Net: T3B	29%	550
Net: B2B	34%	649
Net: B3B	43%	815
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_7. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Ability to communicate directly with senior leadership

	%	n
1 - No improvement	23%	439
2	6%	118
3	8%	148
4 - Neutral	30%	569
5	12%	222
6	10%	192
7 - Significant Improvement	12%	229
Net: T2B	22%	421
Net: T3B	34%	643
Net: B2B	29%	557
Net: B3B	37%	705
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_8. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Simplicity of PO systems and processes

	%	n
1 - No improvement	17%	327
2	6%	123
3	8%	156
4 - Neutral	31%	601
5	15%	294
6	11%	211
7 - Significant Improvement	11%	205
Net: T2B	22%	416
Net: T3B	37%	710
Net: B2B	23%	450
Net: B3B	32%	606
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_9. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - The Horizon user experience

	%	n
1 - No improvement	19%	371
2	6%	111
3	8%	144
4 - Neutral	29%	556
5	14%	276
6	13%	247
7 - Significant Improvement	11%	212
Net: T2B	24%	459
Net: T3B	38%	735
Net: B2B	25%	482
Net: B3B	33%	626
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_10. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Simplicity of our products and services

	%	n
1 - No improvement	14%	270
2	5%	102
3	7%	139
4 - Neutral	34%	660
5	16%	314
6	12%	224
7 - Significant Improvement	11%	208
Net: T2B	23%	432
Net: T3B	39%	746
Net: B2B	19%	372
Net: B3B	27%	511
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_11. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Creating new products and services

	%	n
1 - No improvement	16%	316
2	7%	129
3	7%	128
4 - Neutral	29%	553
5	18%	352
6	11%	203
7 - Significant Improvement	12%	236
Net: T2B	23%	439
Net: T3B	41%	791
Net: B2B	23%	445
Net: B3B	30%	573
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_12. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Branch Hub tools to help run my branch on a day-to-day basis (such as stock ordering)

	%	n
1 - No improvement	9%	164
2	4%	79
3	4%	83
4 - Neutral	23%	442
5	22%	420
6	18%	353
7 - Significant Improvement	20%	376
Net: T2B	38%	729
Net: T3B	60%	1149
Net: B2B	13%	243
Net: B3B	17%	326
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_13. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Access to training materials and support

	%	n
1 - No improvement	8%	157
2	4%	72
3	6%	107
4 - Neutral	30%	578
5	20%	385
6	17%	319
7 - Significant Improvement	16%	299
Net: T2B	32%	618
Net: T3B	52%	1003
Net: B2B	12%	229
Net: B3B	18%	336
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_14. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Service received from the Branch Support Centre

	%	n
1 - No improvement	9%	180
2	5%	95
3	6%	110
4 - Neutral	28%	529
5	20%	379
6	18%	336
7 - Significant Improvement	15%	288
Net: T2B	33%	624
Net: T3B	52%	1003
Net: B2B	14%	275
Net: B3B	20%	385
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_15. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Service received from the Cash Management Helpdesk

	%	n
1 - No improvement	7%	134
2	3%	67
3	5%	102
4 - Neutral	26%	508
5	20%	374
6	19%	372
7 - Significant Improvement	19%	360
Net: T2B	38%	732
Net: T3B	58%	1106
Net: B2B	10%	201
Net: B3B	16%	303
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E2a_16. Thinking about the priorities highlighted in previous research, to what extent have there been improvements in each of the areas listed in the last 12 months? - Service received from the IT helpdesk

	%	n
1 - No improvement	11%	203
2	6%	112
3	7%	133
4 - Neutral	25%	483
5	19%	366
6	16%	312
7 - Significant Improvement	16%	308
Net: T2B	32%	620
Net: T3B	51%	986
Net: B2B	16%	315
Net: B3B	23%	448
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E3a. What improvements (if any) have you heard about or seen in the last 12 months?

	%	n
Couriers	13%	258
Branch Hub	7%	139
Not many/too few	5%	91
Amazon	4%	85
New services	3%	51
Support from area manager	2%	47
Pay/ remuneration too low	2%	45
Communication helpline	2%	43
Horizon updated	2%	40
Ordering from the branch	2%	31
PUDO	2%	29
Banking	1%	28
Remuneration has increased	1%	18
New equipment/ technology	0%	9
Marketing	0%	9
Training	0%	9
New partners	0%	6
Western union	0%	4
Tablet for Govt services	0%	4
Simplified systems/ more efficient	0%	3
IT system	0%	2
Payment for failed transactions	0%	0
Other	3%	59
NA/ DK	61%	1170
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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E3b. And what are the key improvements (if any) that we still need to make?

	%	n
Remuneration rates	25%	482
More services/ products	12%	225
Horizon	6%	124
Transparency/ honesty	3%	56
Communication	3%	48
New leadership	3%	48
Banking facilities	2%	38
Compete effectively with online service	2%	37
Manager working more closely with us	2%	37
Order/ flexibility	2%	32
Easier/ faster transactions	1%	28
Better available help/ support	1%	27
Training	1%	25
Smaller offices neglected	1%	20
New printers hardware	1%	18
Roll out new products faster	1%	16
Underappreciated/ undervalued	1%	12
Marketing/ advertising	1%	12
Banking deposit limits too low	1%	11
Holiday benefit	1%	11
Customs process	0%	8
Reducing transaction time	0%	3
Other	9%	165
NA/ DK	41%	790
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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E4_SUM. To what extent would you agree or disagree with the following statements about the National Federation of Sub Postmasters (NFSP)? - Summary

Row % n	1 - Strongly disagree	2	3	4 - Neutral	5	6	7 - Strongly agree	NET: T2B	Net: T3B	Net: B2B	Net: B3B	Row n
An organisation run by Postmasters, the NFSP has the best interests of Postmasters at heart	17%	6%	6%	32%	11%	12%	15%	27%	38%	23%	30%	1917
	333	116	117	618	211	234	288	522	733	449	566	
The NFSP keeps its membership well informed	15%	5%	6%	31%	15%	14%	14%	28%	42%	20%	27%	1917
	285	104	120	599	278	259	272	531	809	389	509	
I feel engaged with the NFSP	19%	6%	7%	34%	12%	10%	11%	21%	33%	26%	33%	1917
	371	122	140	650	232	183	219	402	634	493	633	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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E4_1. To what extent would you agree or disagree with the following statements about the National Federation of Sub Postmasters (NFSP)? - An organisation run by Postmasters, the NFSP has the best interests of Postmasters at heart

	%	n
1 - Strongly disagree	17%	333
2	6%	116
3	6%	117
4 - Neutral	32%	618
5	11%	211
6	12%	234
7 - Strongly agree	15%	288
NEt: T2B	27%	522
Net: T3B	38%	733
Net: B2B	23%	449
Net: B3B	30%	566
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E4_2. To what extent would you agree or disagree with the following statements about the National Federation of Sub Postmasters (NFSP)? - The NFSP keeps its membership well informed

	%	n
1 - Strongly disagree	15%	285
2	5%	104
3	6%	120
4 - Neutral	31%	599
5	15%	278
6	14%	259
7 - Strongly agree	14%	272
NEt: T2B	28%	531
Net: T3B	42%	809
Net: B2B	20%	389
Net: B3B	27%	509
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E4_3. To what extent would you agree or disagree with the following statements about the National Federation of Sub Postmasters (NFSP)? - I feel engaged with the NFSP

	%	n
1 - Strongly disagree	19%	371
2	6%	122
3	7%	140
4 - Neutral	34%	650
5	12%	232
6	10%	183
7 - Strongly agree	11%	219
NEt: T2B	21%	402
Net: T3B	33%	634
Net: B2B	26%	493
Net: B3B	33%	633
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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E4a. What could the NFSP do to support Postmasters more effectively?

	%	n
Represent Postmasters/ led by Postmasters	8%	161
Better communication with members	8%	150
Not an independent body	5%	99
Get us better pay	5%	88
Hold the PO to account/ bargain with PO	4%	71
Help business grow	3%	64
Replaced/ abolished	2%	45
Understand the business/ visit branch	2%	34
Greater transparency	2%	32
Day to day support/ readily available help	1%	15
Happy with the work they do	1%	14
No power to effect anything	1%	13
Hear nothing about them	0%	6
Draw attention to our plight	0%	2
Help with cost of living	0%	2
Other	6%	117
NA/ DK	61%	1168
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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I1_SUM. You will be aware that ITV aired the drama series 'Mr Bates Vs the Post Office' in early January. This was then followed by Post Office and Fujitsu's appearance at the select committee, with political interest and significant media coverage of all these events. To what extent has this had an impact on your business in terms of the following factors: Summary

Row % n	1 - No impact	2	3	4	5	6	7 - Significant Impact	Net: T2B	Net: T3B	Net: B2B	Net: B3B	Row n
Team morale	19%	6%	7%	15%	15%	12%	26%	38%	52%	25%	32%	1917
	368	117	136	290	280	230	496	726	1006	485	621	
Customer spend	25%	8%	9%	20%	14%	8%	16%	25%	39%	33%	41%	1917
	474	151	168	379	272	161	312	473	745	625	793	
Number of people visiting your branch	26%	8%	10%	17%	13%	9%	17%	27%	40%	33%	43%	1917
	490	151	186	332	246	177	335	512	758	641	827	
Reputation in the community	17%	6%	8%	14%	15%	11%	29%	41%	55%	23%	31%	1917
	324	122	149	266	279	220	557	777	1056	446	595	
Customer trust in the service you provide	16%	6%	9%	16%	16%	12%	25%	37%	53%	22%	31%	1917
	305	123	168	302	307	225	487	712	1019	428	596	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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I1_1. You will be aware that ITV aired the drama series 'Mr Bates Vs the Post Office' in early January. This was then followed by Post Office and Fujitsu's appearance at the select committee, with political interest and significant media coverage of all these events. To what extent has this had an impact on your business in terms of the following factors: Team morale

	%	n
1 - No impact	19%	368
2	6%	117
3	7%	136
4	15%	290
5	15%	280
6	12%	230
7 - Significant Impact	26%	496
Net: T2B	38%	726
Net: T3B	52%	1006
Net: B2B	25%	485
Net: B3B	32%	621
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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I1_2. You will be aware that ITV aired the drama series 'Mr Bates Vs the Post Office' in early January. This was then followed by Post Office and Fujitsu's appearance at the select committee, with political interest and significant media coverage of all these events. To what extent has this had an impact on your business in terms of the following factors: Customer spend

	%	n
1 - No impact	25%	474
2	8%	151
3	9%	168
4	20%	379
5	14%	272
6	8%	161
7 - Significant Impact	16%	312
Net: T2B	25%	473
Net: T3B	39%	745
Net: B2B	33%	625
Net: B3B	41%	793
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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I1_3. You will be aware that ITV aired the drama series 'Mr Bates Vs the Post Office' in early January. This was then followed by Post Office and Fujitsu's appearance at the select committee, with political interest and significant media coverage of all these events. To what extent has this had an impact on your business in terms of the following factors:

Number of people visiting your branch

	%	n
1 - No impact	26%	490
2	8%	151
3	10%	186
4	17%	332
5	13%	246
6	9%	177
7 - Significant Impact	17%	335
Net: T2B	27%	512
Net: T3B	40%	758
Net: B2B	33%	641
Net: B3B	43%	827
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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I1_4. You will be aware that ITV aired the drama series 'Mr Bates Vs the Post Office' in early January. This was then followed by Post Office and Fujitsu's appearance at the select committee, with political interest and significant media coverage of all these events. To what extent has this had an impact on your business in terms of the following factors:

Reputation in the community

	%	n
1 - No impact	17%	324
2	6%	122
3	8%	149
4	14%	266
5	15%	279
6	11%	220
7 - Significant Impact	29%	557
Net: T2B	41%	777
Net: T3B	55%	1056
Net: B2B	23%	446
Net: B3B	31%	595
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)

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I1_5. You will be aware that ITV aired the drama series 'Mr Bates Vs the Post Office' in early January. This was then followed by Post Office and Fujitsu's appearance at the select committee, with political interest and significant media coverage of all these events. To what extent has this had an impact on your business in terms of the following factors:
Customer trust in the service you provide

	%	n
1 - No impact	16%	305
2	6%	123
3	9%	168
4	16%	302
5	16%	307
6	12%	225
7 - Significant Impact	25%	487
Net: T2B	37%	712
Net: T3B	53%	1019
Net: B2B	22%	428
Net: B3B	31%	596
Column n		1917
Base n		1917

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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15. Is there anything else you would like to tell Post Office that has not been covered?

	%	n
DK/NA	68%	1302
Remuneration rates/better pay	8%	148
Horizon scandal- resolve/make amends	5%	88
Restore trust/reputation	4%	68
Board/senior management incompetent/unfit	3%	63
No hope/future	2%	39
Transparency/ honesty	2%	37
Cutback on cost of senior management	2%	36
Listen to PMs concerns	2%	34
Underappreciated/ undervalued	2%	34
More products/services- /Don't remove/lose	2%	31
Undercut by RM/online sales	2%	29
Work closely with PM's/branches	1%	26
All services available in all branches	1%	26
Horizon/tablet needs improvement	1%	21
Business worthless/unsellable	1%	20
Banking-develop	1%	19
Pay us a salary/wage/financial assistance	1%	19
Hard to Place/compensation money	1%	13
Organisation that represents PMs	1%	12
Help business grow	1%	12
Helpdesk	1%	12
Make clear to customer what can and cannot be done in branch	1%	12
Training-provide	1%	11
Recognize PO's role in community	1%	11
Attendant loss in level of customer service (in branches)	1%	11
Minimum wage going up/cannot afford to pay staff	1%	11
Reducing transaction time	1%	10
Paid the same for same transaction	0%	9
Provide holiday pay	0%	8

Better communication	0%	8
Power to decide which services branch can offer	0%	8
Roll out services more efficiently	0%	7
Pleased with Area manager	0%	6
Ordering stock	0%	5
Not interested in small/rural/certain branches	0%	5
PO % of transaction fee unfair	0%	4
Other	3%	49
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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H1. Which of the following age categories do you fall into?

	%	n
18-24		
25-34	6%	115
35-44	21%	404
45-54	27%	523
55-64	28%	537
65-74	11%	214
75+	1%	28
Prefer not to say	5%	87
Net: 18-34	6%	124
Net: 35-44	21%	404
Net: 45-54	27%	523
Net: 55-64	28%	537
Net: 65+	13%	242
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) ($p = 0.05$)

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H5. How would you describe your ethnic group?

	%	n
Welsh/English/Scottish/Northern Irish/British	40%	765
Irish	3%	51
Gypsy or Irish traveller		
Any other White background	1%	24
White and Black Caribbean		
White and Black African		
White and Asian	1%	13
Any other mixed/multiple race background		
Indian	27%	512
Pakistani	7%	136
Bangladeshi	1%	22
Chinese		
Any other Asian background	11%	205
African		
Caribbean		
Any other Black/African/Caribbean background		
Arab		
Any other ethnic group	1%	19
Prefer not to say	7%	138
Net: White	44%	841
Net: Mixed/Multiple ethnic group	1%	24
Net: Asian/Asian British	46%	884
Net: Black/African/Caribbean/Black British		
Net: Other Ethnic group	1%	23
Column n	1917	
Base n	1917	

Total sample; Unweighted; base n = 1917

Multiple comparison correction: False Discovery Rate (FDR) (p = 0.05)