



Post Office Limited  
**Group Strategic Plan**  
**2030**

## CEO Foreword



*When I joined Post Office, I had a simple ambition to make a difference. The Post Office has been at the heart of communities for centuries, and our role as custodians of the business is to protect this legacy and make sure that we continue to deliver for our customers and communities. Recent years have been difficult for the business, with a lot of self-reflection and learnings from the Post Office Horizon IT scandal. While we address the failures of the past and embed those learnings in the business, we must also focus on the future. That is where our Transformation Plan fits.*

*We have a clear vision to get behind - **to deliver a thriving Post Office for every community**. Only one year into that plan we have made an incredible difference. While FY25/26 was billed as a foundational year, it has been significant. We have franchised all of our directly-managed branches, cut our costs, and driven up our revenue, reversing downward trends over the last few years. As a result, we were able to uplift Postmaster remuneration by £86m, keeping us on track to reach the £250m target for postmasters by 2030. We have paid out over £950m through the remediation unit to those impacted by the Horizon IT scandal.*

*All of that only touches the surface of what we have delivered. We are on course to appoint a new supplier to operate Horizon, replacing Fujitsu after almost 30 years. We have upgraded our infrastructure, with a roll out of equipment to postmasters and partners across the business. We've delivered 6,000 note counters; Portable Counter Devices; Pin-Entry Devices; EPOS terminals; Copper Stop Sell installations and new CViT vans! The rollout has been immense. And to add to all of that - the achievement of a new Banking Framework Agreement.*

*For the year ahead, our ambition is for progress to be truly transformational. We will start delivering real, tangible change that people can see. Banking and Mails automation will start to ramp up with the rollout of multi-functional devices, teller cash recyclers and more note counters. New customer solutions such as lockers, drop-boxes, and self-service kiosks will be complemented by new partnerships, increasing multi-carrier services across the network, and launching new services.*

*The network will also start to see more investment to modernise branches. We're targeting an expansion in Drop & Collect to 3,000 locations, and of Banking Hubs to over 300 locations; and testing Hubs of the High Street solutions at up to 20 locations by the end of the year.*

*My personal favourite is the upcoming launch of a new Post Office customer app, an exciting step for us to ensure that Post Office can meet customer expectations in a digital world.*

*In the next 12 months we are on course to reverse a trend of increasing trading losses and instead break-even. It's a significant milestone on our journey to be financially sustainable and importantly will include an uplift of £126m for postmasters – over half-way towards the £250m target.*

*We have the support and financial backing of the shareholder to make these changes, so we need to get on and do it. This is a rare opportunity to be part of something transformational, on a national scale, that makes a real difference to people's lives across the country. In professional careers, it is not an opportunity that comes along often. I would ask that we make the best of this opportunity, back each other, and move Post Office forward to deliver its full potential.*

# Shareholder and POL Vision to 2030



Post Office® services available here...



- postal services
- Post Office® card account
- cash deposits and withdrawals via chip and pin
- postal orders
- moneygram
- electronic bill payments
- car tax
- e top-ups
- euro currency

postoffice.co.uk

WITHDRAW  
WASH  
FREE  
HERE

Let's keep  
looking after  
each other  
by wearing  
face masks.



Various notices and posters on the wall, including a Pension Licence notice and a Health Lottery Retailer Licence notice.

NCF  
The Naillourne Community Foundation is a registered charity established to complement the success of the community school and to support village projects, initiatives and individuals in need of assistance.

# The Government's priorities remain core to Post Office's vision

## Government *priorities*



### Essential services

“for the Post Office network to provide postal and other critical services - currently including cash & banking, government and utility bill payment – to those who cannot or will not get them elsewhere”



### Community benefit

“for the Post Office to maintain a network made up mostly of full-time and full-service branches, offering a reliably good level of customer service and a wide range of services alongside a retail offering, as these branches provide the most benefit to communities”



### High streets

“for the Post Office network to support high streets as visible economic stimulants and hubs for local activity”



### Organisational culture

“for the Post Office to be an organisation with a positive culture, that is run in an accountable and transparent way, and delivers benefits for and represents the interests of postmasters, partners, their customers, employees and communities”

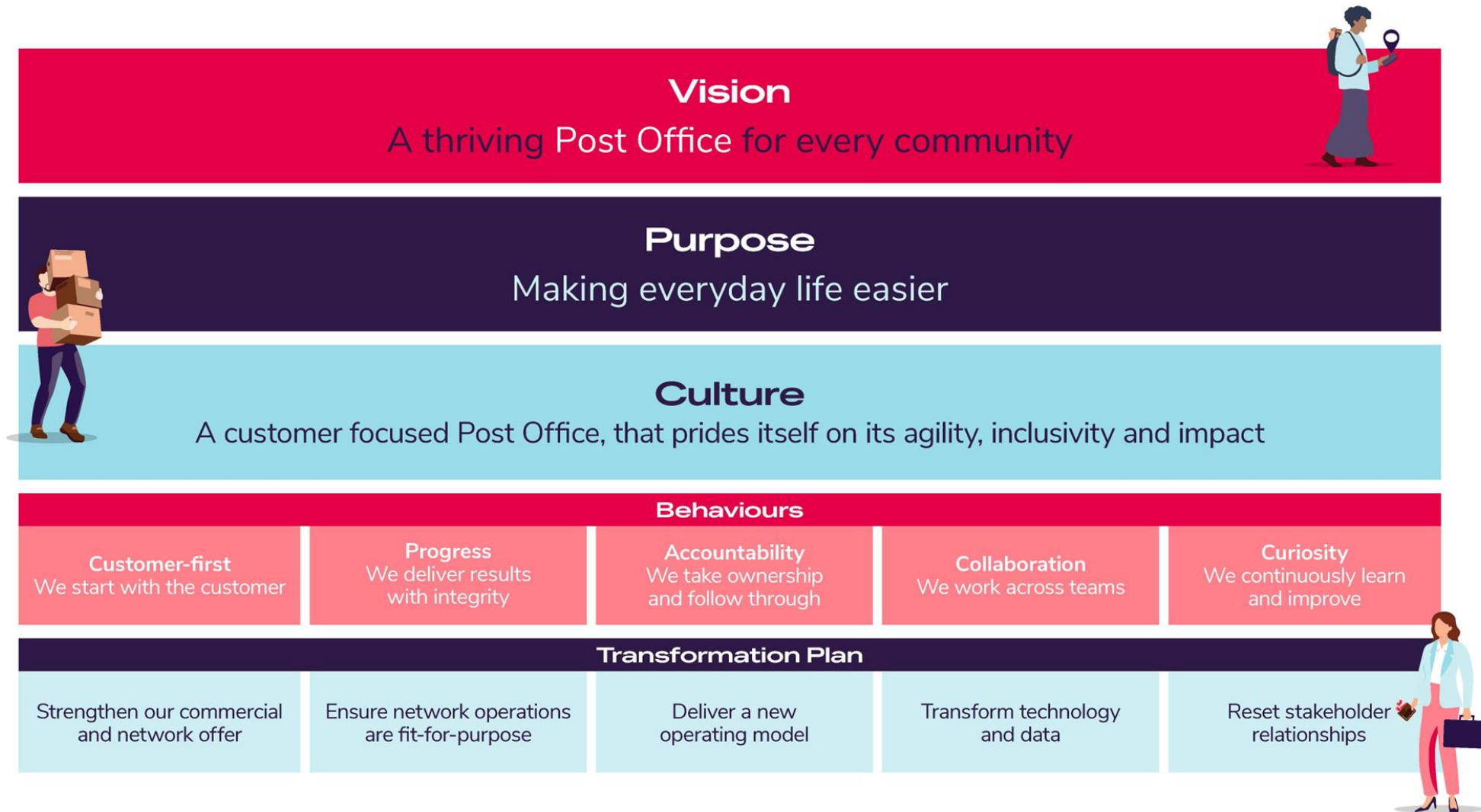


### Financial sustainability

“for the Post Office to become an organisation that adapts to changing markets and is financially sustainable, with lower reliance on government funding for investment costs”

# Our Vision for 2030

*POL's 'Vision 2030' framework defines the long-term direction to 2030 for transformation and the delivery of the Government's objectives. Co-developed with postmasters and colleagues, it establishes a unifying blueprint that will guide decision-making, investment, and prioritisation across the organisation.*



# Transformation Plan 2030



# We need a Transformation Plan to address today's financial pressures and to secure a trusted, modern and sustainable Post Office

## Our Critical Juncture



**POSTMASTERS UNDERPAID, SOME BRANCHES NOT VIABLE**



**AGEING TECHNOLOGY AND COMPLEX CENTRAL COST BASE**



**STRUCTURAL DECLINE IN CORE MAILS AND LEGACY PRODUCTS**

## How we succeed



### Our Transformation Plan

- ✓ We deliver the Group Strategy through five transformation pillars that reshape what we sell, where and how we operate, and how we work with Postmasters and government.
- ✓ The Transformation plan is split into five pillars: a stronger commercial offer; a sustainable network; a simpler operating model; modernisation of technology and data; and a reset of stakeholder relationships.
- ✓ Each pillar is backed by funded programmes so there is a clear line from investment, to change on the ground, to the 2030 Outcomes.

## 2030 Outcome



### A financially sustainable, agile, trusted Post Office

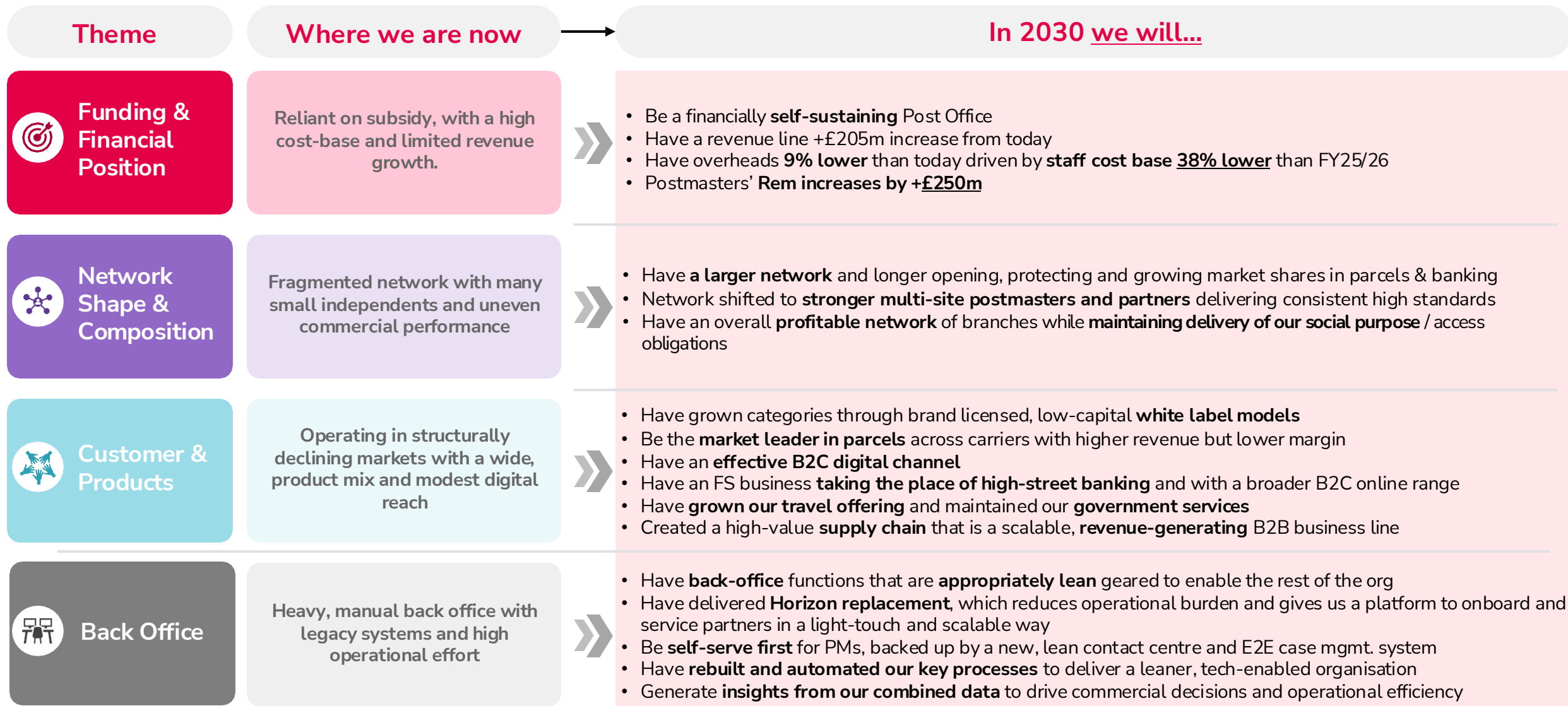
- ✓ Sustainable finances, with positive Trading Profit and a clear funding corridor agreed with government.
- ✓ A resilient national network, with Postmasters fairly rewarded and branches located where communities and businesses need them.
- ✓ High trust and modern customer experience, so customers, Postmasters and government see Post Office as a dependable partner for essential services.

*The Transformation Plan turns our long-term vision into a funded, sequenced set of changes that protect the network, improve Postmaster economics and secure value for government.*

# The Transformation Plan – Strategy & Delivery to 2030

	Strategy	Delivery
	Pillar Purpose	What this delivers by 2030
<b>Pillar 1</b>	<p><b>Strengthen our Commercial and Network Offer</b> Strengthening POL's core commercial offer by building resilience in Mails and growth in Cash, alongside growth in new product areas. Also includes new ways for customer to interact with POL, particularly online and omnichannel</p> <p>Moving to a fully franchised model (exiting all Directly Managed Branches), while reshaping and modernising the network to meet the changing needs of customers. Deploy new format plans including growing Banking Hub footprint</p>	<ul style="list-style-type: none"> <li>• Scaled banking hubs and branch devices</li> <li>• More resilient Mails and Cash revenues</li> <li>• New and improved products for customers that support revenue growth and Postmaster earnings</li> <li>• Modern, efficient and customer friendly branch formats in the right locations</li> </ul>
<b>Pillar 2</b>	<p><b>Ensure Network Operations are Fit for Purpose</b> Drive wider efficiencies across the Network operations, build resilience in the Supply Chain while growing the revenue opportunities.</p>	<ul style="list-style-type: none"> <li>• A digital first branch support model which streamlines branch operations for postmasters &amp; partners</li> <li>• Lower operating costs for branch support</li> <li>• External revenue from supply chain doubled while supporting banking growth</li> </ul>
<b>Pillar 3</b>	<p><b>Deliver a New Operating Model</b> Streamline POL's core central structures to simplify operations, reduce costs and focus/build capability where it is needed. Also includes interventions in talent development and culture change.</p>	<ul style="list-style-type: none"> <li>• Leaner, better aligned central functions</li> <li>• The skills and capabilities needed to deliver the five-year plan</li> <li>• Clearer accountability and faster, better, quality decisions</li> </ul>
<b>Pillar 4</b>	<p><b>Transform Technology and Data</b> Transformation of POL's tech estate by building resilience into current infrastructure to enable development and delivery of transition to a new end-state platform and operating model. Enabler for future business success</p>	<ul style="list-style-type: none"> <li>• Stable, modern core platforms and services</li> <li>• Modern branch devices and the ability to launch new customer journeys</li> <li>• Reduced risk from ageing enterprise systems and improved cyber resilience</li> <li>• Integrated data and analytics that support all pillars</li> </ul>
<b>Pillar 5</b>	<p><b>Reset Stakeholder Relations</b> Work with key stakeholder groups, internally and externally, to rebuild trust and foster better long-term relationships following the impacts of the Horizon IT Scandal</p>	<ul style="list-style-type: none"> <li>• Improved Postmaster engagement</li> <li>• Rebuilt trust with Postmasters, customers and government</li> <li>• A stronger, more coherent Post Office brand and narrative</li> </ul>

# What POL will look like in 2030

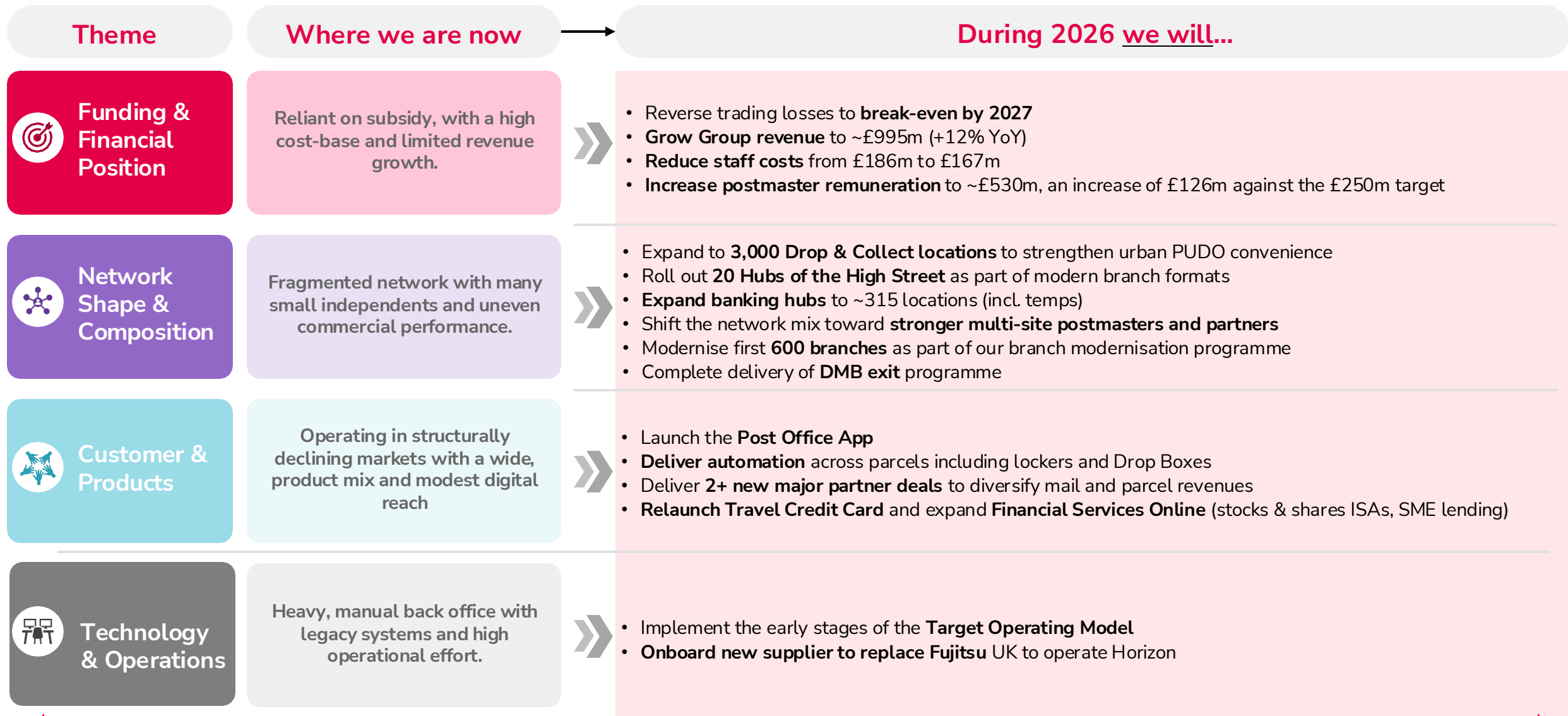


← **Positive and customer focused culture for postmasters, partners, and colleagues** →

# Business Plan FY26/27



# What POL will look like in 2027



← Positive and customer focused culture for postmasters, partners, and colleagues →

