



Annual Plan

2025/2026

THE NATIONAL FEDERATION OF SUBPOSTMASTERS

National Federation of SubPostmasters (NFSP)
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The NFSP is a company limited by guarantee
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Executive Summary

Over the last three and half years the National Federation of SubPostmasters (NFSP) has been heavily involved in the Post Office Horizon IT Inquiry. This involvement has taken a considerable amount of NFSP resources in terms of time and finances. Fundamentally, the Inquiry was about how those with power, authority and influence treated those without. Therefore, it has been important that the NFSP supported and helped the Inquiry to uncover the truth of what took place in the past and why so many individuals who were either postmasters, assistants of postmasters or Crown office employees, became victims.

Much has been said by others about the NFSP, without our ability to put forward our view of what took place in the past. The Inquiry was our ability to do just that.

Now that the Inquiry has completed its hearings, it is important that we look to the future and the viability of the network. The Post Office has proposed its Strategic Review where it describes the current branch number requirements are outdated for current customer behaviours and driving an inefficient network, leading to a significant number of unprofitable branches. The Strategic Review also describes that Post Office Ltd (PO) revenues towards 2030 is forecast to decline. This will place significant pressure on PO's ability to achieve its desire to provide Postmasters with a revenue share of 65% by March 2030 and also deliver £120m in additional income by March 2026 and £250m in additional income by March 2030. Given so much of the current network is unprofitable, the NFSP is concerned about the percentage of the network that is unviable due to decisions made by both Government and Post Office down the years.

The NFSP remains committed to helping and supporting Postmasters as much now as when we were first formed back in 1897, where we sought to "improve the conditions under which postmasters labour and to advance our cause by all legitimate and honourable means."

Under the revised Grant Framework Agreement signed in September 2024. The core principles of the NFSP are recognised to benefit Postmasters by:

- negotiating changes to remuneration on behalf of and for the benefit of postmasters and those who own and operate post offices;
- challenging, reviewing and commenting on new or updated Post Office Ltd (PO) proposed policies or proposals on behalf of and for the benefit of postmasters and those who own and operate post offices;
- representing its members, including in relation to disputes with PO;
- providing welfare and support to postmasters in respect of the entirety of their operations, in each case, in relation to the postmasters' operation of Post Office Branches (including new models introduced by PO and forming part of the Post Office network) and all elements of business conducted from those premises; and all business carried on by postmasters on their own account from Post Office Branch premises in accordance with their contract for the operation of a Post Office Branch;

Our vision remains to be the collective voice of post office operators offering members representation, support and solutions to realise the full potential of their businesses

Our mission continues to be a membership-led organisation, supporting members to operate post office and retail outlets. We represent their interests at every level of policy and decision-making. We offer an opportunity to belong to and take part in, a community working together for a more successful future.

Our values are:

- **Member-focused** - *We are a membership-led organisation; our Board is formed of members, voted for by their peers, with members' interests at its heart. Members are at the forefront of what we do, our representation of support for members is written into our rules and guides our day-to-day decision-making. We have a responsibility to our members to strive to understand and meet their needs and to ensure our activities are broad enough to offer something for all. We seek value for money for our members in all that we do.*
- **Trusted** - *We are honest and straightforward in our interactions with others. We act with integrity and authenticity. We are consistent and fair in our treatment of others. We build trust by being open about our activities, transparent about our decision-making, successfully delivering our objectives, and demonstrating our clear commitment to our members' interests.*
- **Knowledgeable** - *We are experts in our fields. We understand our industry and our members' businesses. We employ the right people, and we encourage them to share their knowledge with others in a way which is accessible to all. We are smart enough to know what we don't know and ask for help when required.*
- **Respectful** - *We always act professionally; we respect others and their opinions. We treat people as we would like to be treated. We encourage and celebrate diversity and are sensitive to individual circumstances.*
- **Supportive** - *We care about our members, about the people we work with, and about the relationships we have. We take time to understand the needs of others, showing empathy and compassion. We are honest in our words and deeds.*

The NFSP carried out extensive research via Grant Thornton, into what Postmasters requires from the NFSP. There were five key elements that came out of that research. These areas are:

- Amplify the postmaster's voice
- Help postmasters enhance the commercial aspect of their business
- Support postmasters to improve their business operations
- Provide training so that postmasters can upskill themselves and their staff
- Enable postmasters to have a positive impact on their community

As a member-led organisation, the NFSP in providing this Annual Plan for 2025/2026, will focus its efforts on the key areas indicated above.

Negotiate changes to remuneration

Objective 1

Work with Post Office to provide fair remuneration for Postmasters against Post Office's overall income

Aims: Post Office has set a target for 2025/2026 of delivering an additional £120m in remuneration to Postmasters across the network. The role of the NFSP Negotiating and Engagement Team (NET) will be to work with Post Office to deliver this £120m in additional revenue to Postmasters.

Deliverables:

- Identify areas of improvement for Operational Excellence Incentive
- Identify areas where Post Office can increase remuneration across the network
- Challenge Post Office that the proposed £120m is for Postmasters

Metrics:

- Post Office provide the revenue increase promised

Challenge, review and comment on new or updated PO policies

Objective 2

Oversight Committee

Key Aims: to provide Postmasters as investors in the network a position of equality and equity via an external clear and manageable oversight structure, whilst maintaining the social purpose of the post office.

Deliverables:

- Engage Government, DBT, Post Office and other key stakeholders
- Seek the engagement of and involvement with Postmasters
- Expand and improve the existing Shareholder Relationship Framework

Metrics:

- Establishment of discussions with key stakeholders on an Oversight Committee
- Enabling of cultural change within the PO and network

Objective 3

Develop and establish a network Culture Committee

Aims - To enable the values of the organisation to live for today's colleagues, so that there is a more collaborative and engaging environment through the network. and engaging workplace environment for everyone.

This will not be a one year objective. The Post Office network has been a toxic environment over decades as the Horizon Inquiry has shown. To bring trust back into the network is not a quick fix and will take time. Therefore, this objective is a multi-year objective.

Deliverables

- Promote the vision, mission and values of the organisation
- Meet 6 times through the year
- Agree Terms of Reference
- Appoint Chair and Vice Chair
- Publish minutes of meetings to members

Metrics

- Improved relationships across the network and with Post Office
- Greater engagement across the Postmaster network

Represent members

Objective 4

Work with Westminster and devolved Governments to enhance understanding of the challenges the network faces

Aims - To ensure political engagement across nations, build professional relationships with politicians across the UK and provide briefing notes to key legislators on issues impacting Postmasters.

Deliverables

- Regional political events at Stormont, Holyrood and The Senedd
- Relationships formed with politicians from devolved governments
- NFSP groups set up for Scotland, Wales and NI, to ensure issues specific to each region/country are addressed
- Purposeful events with outcomes agreed, such as Welsh Business Rates lobbying

Metrics

- Establishment of solid working relationships with politicians throughout the UK

Objective 5

Improve the number and content of Branch & Regional meetings

Aims – To help Postmasters enhance the commercial aspect of their business, support Postmasters to improve their business operations and to provide training to improve their skills

Deliverables

- Maintain a register of Branch & Regional meetings across the country
- Provide Post Office and Retail training in products and services
- Work with Post Office to identify areas where training is required

- Enable hybrid meetings of in person and online
- Work with Branch & Regional Secretaries to advertise and promote meetings and content
- Carry out surveys of meetings and content

Metrics

- More Branch & Regional meetings
- Establishment of a diary of training working with Post Office
- Increase in numbers of Postmasters attending

Objective 6

Carry out a review of the NFSP brand

Aims – To strengthen member engagement and loyalty whilst enabling business growth and increase brand awareness amongst Postmaster and key stakeholders

Deliverables

- Evaluation of visual elements (logo, colours, fonts)
- Review of messaging across platforms (tagline, tone of voice, member service, mission, vision and values)
- Conduct a series of research surveys to understand both internal and external views of the NFSP brand.
- Analysis of digital presence (website, social media)
- Assess printed materials

Metrics

- Evaluation of visual elements (logo, colours, fonts)
- Review of messaging across platforms (tagline, tone of voice, member service, mission, vision and values)
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Provide Welfare & Support

Objective 7

Review of NFSP Website headings for easier navigation

Aims - To improve the user experience of the NFSP website.

Deliverables

- Review the NFSP website
- Research competition and best practice
- Audit of NFSP information to inform the proposal of how our information can be reorganised and structured.
- Develop a proposal to improve user experience and website navigation.

Metrics

- Conduct focus groups to test website proposal and gain feedback to move forward.
- If proposal is implemented then repeat focus groups to test success.

Objective 8

Improve website and newsletter tracking and analytics

Aims – To reconfigure website/newsletter tracking and data collation to be able to gain insight into how many users visit/use the website on a daily basis, and to then understand what can be improved, for more users to visit

Deliverables

- Reconnect Google Analytics to all pages of the NFSP website
- Allow tracking time to gather data to be able to compare from the beginning of the year to the end
- Gather statistics on most visited pages on the website and see if improvements need to be made
- Promote website sign-up/ login via Mailchimp emails by directing users to the website using links within weekly email

Metrics

- Creating a stronger community between NFSP members with a useful, practical website
- Creating a space for member growth
- Promoting a transparent dialogue between staff and members by continually updating the website with useful information for postmasters

Objective 9

Improve data collation and interpretation

Aims - Set up a data process on PowerBI to collate all information coming into the NFSP. To include: branch and regional issues, calls into NFSP, more in-depth HR4UK call logs, retail data and mails data.

Deliverables

- Monthly regional reports to be sent to each regional NED
- Network overview Board reports
- Data ready to be interrogated to help with specific meetings

Metrics

- Achieving a full understanding of the network at any given time
- Regional official feed in
- Creating a unified outlook across the network

Objective 10

Increase stakeholder collection and interpretation with and on behalf of Postmasters

Aims - Build relationships with key stakeholders and keep up-to-date on latest stakeholder research and findings

Deliverables

- Fortnightly meetings with the IRC. Cascade information to relevant people
- Send relevant NFSP research and findings to stakeholders
- Input into stakeholder workplans

Metrics

- Information flow between stakeholders

Objective 11

Deliver communication which meets the needs of postmasters

Aims

- Keep postmasters updated and informed of news from the NFSP and the post office network whilst also offering tips and advice from fellow peers as to how they can improve their business.
- Produce and publicise more proactive stories about the real-life experiences of postmasters and the vital role they play in their communities.

Deliverables

- To deliver more postmaster-led content. Highlight good practice throughout the network and raise awareness to inspire fellow postmasters with new ideas, advice and tips.
- Continue to develop the new-look SubPostmaster magazine and weekly newsletter with content based on feedback from postmasters.
- Proactive and reactive pieces.
- Work closely with Post Office Ltd to produce key interviews for The SubPostmaster magazine. Promote and inform postmasters of updates from the various PO departments.
- Produce content that keeps postmasters informed on the key developments that affect the Post Office and their businesses.

Metrics

- Continue to produce content which is relevant to postmasters' needs. For example, marketing, retail, HR, mails support. Ensure these articles offer maximum benefit.
- Expansion of postmaster-led content offering tips, advice and sharing good practice with peers.
- Key messages to be delivered across all channels.
- Monitor newsletter engagement rate to ensure postmasters are interested and informed of the going-ons within the NFSP.

Objective 12

Gain more engagement from postmasters / increase sign-up to website

Aims

- Increase sign-up to the website to ensure members are engaged and aware of all the NFSP does to help, support and represent postmasters.
- Ensure minutes are provided to members for all regional, branch and national meetings in a timely manner. Minutes to be supplied to Comms and Shoreham HQ by end of the week when a meeting is held.

Deliverables

- The weekly newsletter has been updated so members can see the opening paragraph and then the full story is on the members' side of the website. This will help track the number of members signed up to the NFSP website and all related analytics.
- Continue to monitor the newsletter open and engagement rate. This has continued to significantly increase over the past 12 months.
- Send meeting invites out through the CRM as reminders are then sent automatically in the week beforehand and on the day of the meeting. Promote meetings on social media to ensure all members are aware.
- Comms Team to be part of a group to look at how to increase engagement and to attract new members.

Metrics

- Improvement in the number of postmasters who open and read the weekly newsletter.
- Improvement in the number of members accessing our website.
- Track analytics to find out what articles members are engaged with and what support they require.
- Evidence that the content produced by the NFSP has been reactive to events taking place but has also been narrative driven.

Objective 13

Produce and develop postmaster-led content for NFSP communication channels

Aims

- Encourage more postmasters to have their say on issues which affect the post office network.

- Share best practice, advice and tips from postmasters to their colleagues through articles and columns in The SubPostmaster magazine and weekly newsletter.
- More content written by postmasters which reflects their real-life experiences for articles such as blogs.
- Continue to develop The Post Report podcast. Look into interviews conducted by The SubPostmaster Joint Members' Editors with the Postal Minister and key personnel at Post Office Ltd.

Deliverables

- Develop the NFSP podcast and generate more postmaster-led content for the weekly newsletter and SubPostmaster magazine.
- Highlight postmaster concerns and questions in interviews/podcasts with PO and government. Produce and edit the content.
- Encourage postmasters to write articles on what interests them in the post office world and on any tips which would benefit colleagues.
- Publish the podcast on audio-only apps like Spotify, Apple Pod, etc.

Metrics

- Expansion of postmaster-led content with articles in the SubPostmaster magazine and for the podcast.
- Six new episodes of the podcast to be released by March 2026.
- Speak to postmasters at the 2025 Annual Conference to generate content and ideas for the year ahead.

Objective 14

Develop an NFSP Communication and Marketing Strategy and plan

Aims

- To align all internal and external communications to enable organisation goals and vision to be achieved.

Deliverables

- Scope out, research and review the development of a communications and marketing strategy.
- Plan and write communications and marketing strategy.

Metrics

- Communications and marketing plan produced to create a clear vision towards the future beyond 2030.

Objective 15

Continue to improve the level of internal communication so colleagues are aware of developments within the NFSP and how they are involved

Aims

- Review the level of internal communication with NFSP colleagues so that they are kept up to date with events affecting the network, the NFSP and the future of the NFSP

Deliverables

- Provide an update on what work is being undertaken across departments
- Update colleagues on work in progress as to the annual plan and Grant Thornton project
- Update colleagues with news featured in the weekly newsletter and SubPostmaster magazine
- The NFSP Culture Committee to keep colleagues updated on their projects
- Quarterly updates from the leadership team
- Weekly meeting offers the opportunities for employees to have their say on work the NFSP is undertaking and to give their thoughts on the NFSP's future

Metrics

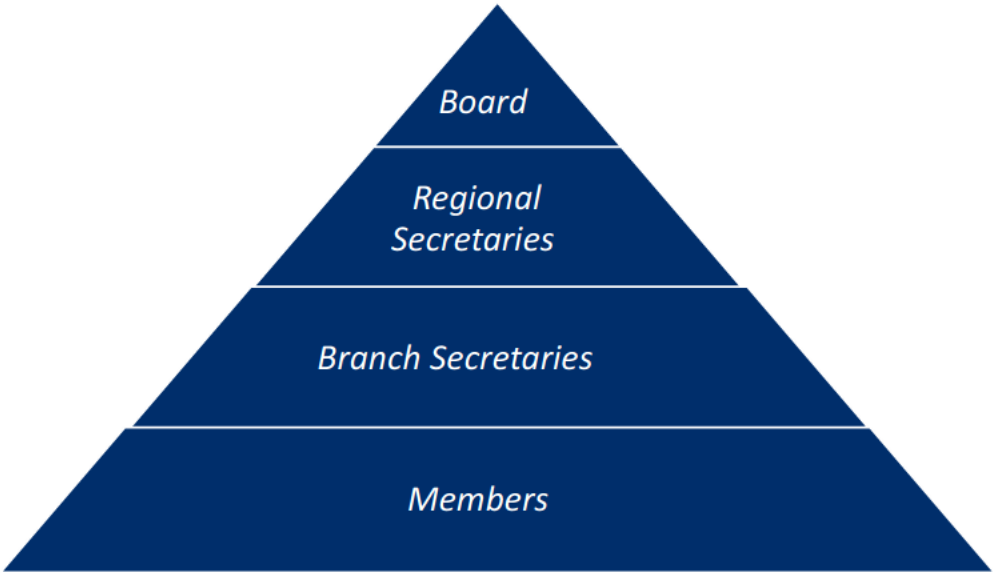
- Improvement in the awareness of NFSP employees as to events
- Increase in cross departmental engagement within NFSP employees
- Improvement in NFSP employee understanding of their role's importance to the NFSP working on its annual plan

Annex A: Organisational overview

The National Federation of SubPostmasters (NFSP) is a professional trade association representing post office operators. Around 99% of the post office network is operated by self-employed businesspeople operating as agents of Post Office Ltd.

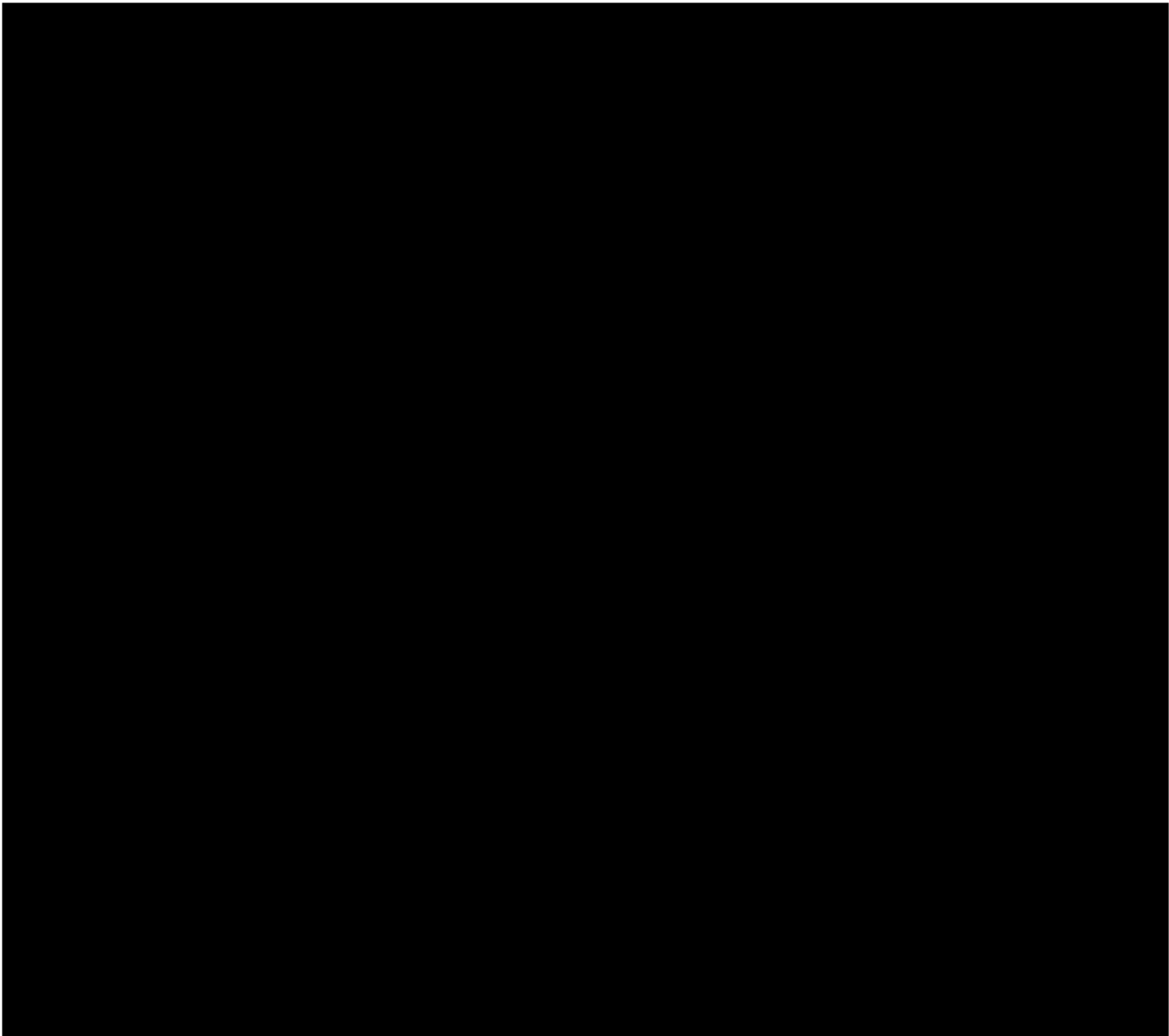
Management accountability and strategic direction is provided by an elected non-executive board. Non-Executive Directors are serving postmasters and are elected by their region every three years. Each region also has a Regional Secretary and a Treasurer, who are appointed by the members in their region. Within each region there are a number of branches which each have a Branch Secretary. Branch Secretaries are nominated and elected by members within their area and are responsible for providing local support for members.

Figure 1:1 Organisational Structure



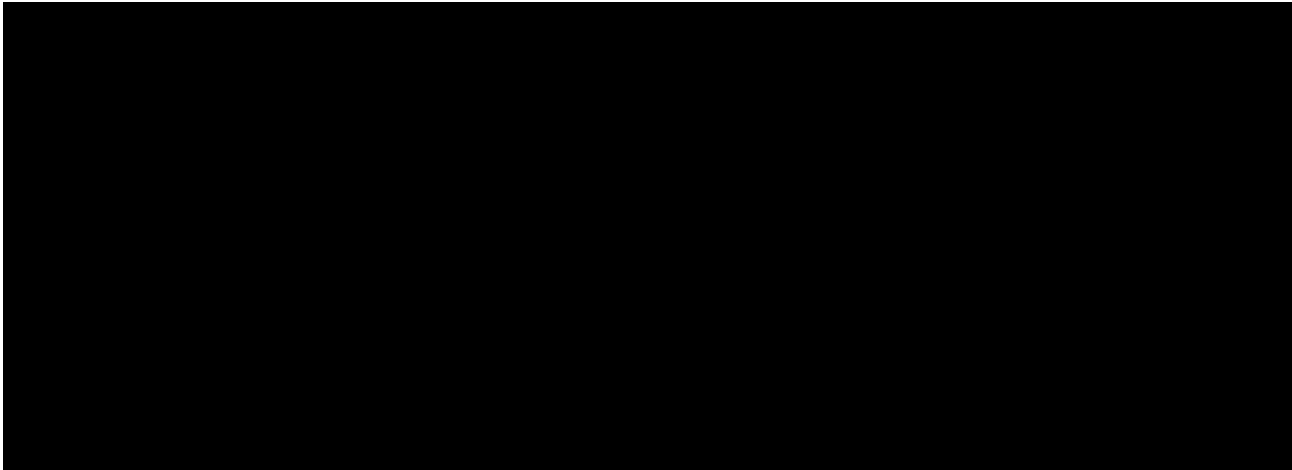
The Board and the regional and branch network are supported by the executive team and its staff. It can draw upon specialist external support (e.g. financial and legal services) as required. The current structure of the organisation is provided below (Fig 1.2).

Figure 1.2: Executive structure 2024/25



Annex B: Membership

The NFSP’s members operate as at 31 March 2025, 8300 branches, which includes outreach, partner and hosted branches and those operated by multiple partners who have chosen to join the NFSP.



Member benefits The NFSP provides access to a number of products and services for the benefit of our members. This includes:

| | |
|--|---|
| <i>Representation of postmasters in negotiations with PO covering:</i> <ul style="list-style-type: none">- Remuneration.- Terms and conditions.- Practical and operational matters e.g. security and tax issues.- Contractual matters including individual representation. | <i>Access to expert support including:</i> <ul style="list-style-type: none">- Mails Support Team.- Retail support.- Operational support.- Tax advice.- Employment law and HR matters.- Business support.- Trauma counselling.- Benevolence fund for postmasters in need. |
| <i>Access to specialised and discounted products including:</i> <ul style="list-style-type: none">- Public liability insurance for qualifying members.- Malicious attack cover.- Identity theft helpline.- Tax and VAT insurance.- Legal advice.- Discounted commercial products and services.- Access to a relief scheme. | <i>Information, news and analysis through a range of communications channels including:</i> <ul style="list-style-type: none">- The SubPostmaster, the bi-monthly magazine sent to all members.- Direct emails on regional and national issues- Social media groups – including WhatsApp and Facebook- Website providing tools and resources to support post office and retail operations- Regional and national meetings- Annual conference |

