



Alistair Cochrane
Interim Chief Executive Officer
Royal Mail
185 Farringdon Road
London
EC1A 1AA

Our Ref: CC04172

16 September 2025

Dear Alistair Cochrane,

I am writing to you as the new Chief Executive of Royal Mail, on behalf of my constituents who have endured years of unacceptable postal service from the company you now lead. I do so with considerable anger and mounting exasperation at Royal Mail's persistent failure to respond to repeated correspondence from myself, my team, and other Liberal Democrat MPs since May this year. Despite multiple emails documenting understandable and growing anger among my constituents, there has been no response at all from your office. This is an extraordinary dereliction of responsibility given the scale and seriousness of the issues raised, which directly and adversely affect hundreds, if not thousands, of residents in my constituency.

The earliest unresolved case was brought to your attention on 19th March, when I alerted Royal Mail to failures in the delivery of postal votes for the Holmwoods and Beare Green by-election. Since that time, I have repeatedly provided evidence of continued failures – including the full addresses of affected households, detailed accounts of service collapse, and examples of the severe real-world consequences of your company's failings. These include financial costs where bills and parking notices have not been received on time, health costs where NHS appointment letters and blood forms have gone undelivered, emotional distress over birthday cards arriving months late, and legal setbacks due to missing or delayed paperwork for wills and legal cases. These are not trivial delays; they represent serious harm to vulnerable residents and reflect Royal Mail's continuing failure to meet the universal service obligation.

I then followed up on 19th June with further cases and a direct request as to whether Royal Mail had any permanent plan to fix these systemic issues. No reply. On 15th July, I joined 28 of my Liberal Democrat parliamentary colleagues to co-sign a letter to Royal Mail, Ofcom and Justin Madders MP, former Parliamentary Under-Secretary of State (Minister for Employment Rights, Competition and Markets), that highlighted collective parliamentary concern over Royal Mail's deteriorating service. No reply. I chased again on 13th August. Still, no reply.

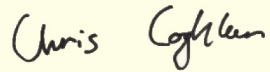
In that same email on 13th August, I laid out yet more disturbing examples: whole villages, like Buckland, being left entirely without post for weeks. Residents visiting the local sorting office a month later to collect vital mail were told their post had not even been sorted. This situation is indefensible, and yet, once again, was met with silence from your office.

Quite simply, your sustained refusal to engage is a disgrace. It exhibits contempt not only for me as a Member of Parliament but, far more gravely, for the very constituents Royal Mail is obliged to serve. When elderly residents miss critical NHS treatment, when families receive birthday cards months late, when entire communities remain cut off from postal services, the very least they deserve is accountability and urgent corrective action from senior leadership. Your continued silence signals only indifference.

Email: chris.coghlan.mp@parliament.uk

I will not allow vital public services in my constituency to collapse without challenge. I therefore demand, not request, a full and immediate personal response from you addressing the catalogue of failures raised, and a clear outline of what Royal Mail intends to do to restore a reliable service. The fact that multiple formal approaches over four months – by councillors, individual MPs, and a substantial parliamentary group collectively – have been wholly ignored is extraordinary. This cannot continue.

Yours sincerely,

A handwritten signature in black ink that reads "Chris Coghlan". The script is cursive and fluid, with the first name "Chris" and the surname "Coghlan" clearly distinguishable.

Chris Coghlan
Liberal Democrat Member for Dorking & Horley