

| Year | Secretary of State | Minister | Permanent Secretary | Director General* | Director* | Deputy Director* |
|-------------|---|--|---|---|---|--|
| 1994 | Michael Heseltine (from 11 April 1992) <i>Secretary of State for Trade and Industry; President of the Board of Trade</i> | Patrick McLoughlin (from 27 May 1993-20 July 1994) <i>Parliamentary Under-Secretary of State for Industry</i> Tim Eggar <i>Minister for Industry and Energy</i> (approx. October-November) ¹ Robert Shirley <i>Minister for Small Firms and Consumer Affairs</i> (approx. November-December) | Peter Gregson (from 1989) <i>Permanent Secretary, Department of Trade and Industry</i> | A J Lane <i>Grade 2, Telecommunications and Posts; Textiles and Retailing; National Physical Laboratory (executive agency), National Weights and Measures (executive agency), Laboratory of the Government Chemist (executive agency), Warren Spring Laboratory (executive agency), and National Engineering Laboratory (executive agency), Radiocommunications Agency (executive agency)</i> | P Salvidge <i>Head of Telecommunications and Posts Division (Grade 3)</i> | David Sibbick <i>Head of Branch (Grade 5), Branch 4: Post Office-Royal Mail and Post Office Counters Limited' Post Office financial issues' Couriers' International: a) Post Office Government ownership responsibilities – HMG's responsibilities for Royal Mail and Post Office Counters Limited. Post Office corporate plan, IFR and targets. General Post Office, financial issues. b) Non-Financial Post Office matters; couriers; International Postal Issues. Postal Office Board matters; honours; philately. Sponsorship of the couriers. International postal matters, including EC Green Paper, Universal Postal Union and CEPT.</i> Peter Waller <i>Head of Branch (Grade 5), Branch 6: Post Office: Strategy legislation and Citizen's Charter. Review of organisation and structure of Post Office. Preparation of legislation to implement a) outcome of review and b) those aspects of the Citizen's Charter which require legislation.</i> |
| 1995 | Michael Heseltine <i>Secretary of State for Trade and Industry;</i> | Richard Page <i>Parliamentary Under-Secretary of State for</i> | Peter Gregson <i>Permanent Secretary,</i> | Alastair Macdonald <i>Grade 2, Industry</i> | P Salvidge <i>Head of Posts Division (Grade 3)</i> | David Sibbick <i>Head of Branch (Grade 5), Branch 1:</i> |

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*Or equivalent grade

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| <p><i>President of the Board of Trade</i></p> <p>Ian Lang (from 5 July) <i>Secretary of State for Trade and Industry; President of the Board of Trade</i></p> | <p><i>Small Business, Industry and Energy</i> (approx. February-June)</p> <p>Phillip Oppenheim <i>Parliamentary Under-Secretary of State for Trade and Industry</i> (approx. from July)</p> | <p><i>Department of Trade and Industry</i></p> | | | <p>a) <i>Post Office: Government ownership responsibilities. HMG's ownership responsibilities for Royal Mail and Post Office Counters Ltd. Post Office corporate plan, IFT and targets. General Post Office financial issues.</i></p> <p>b) <i>Non-financial Post Office matters; couriers; international postal issues; Post Office Board matters; honours; philately. Sponsorship of the couriers. International postal matters, including EC Green Paper, universal post union and CEPT.</i></p> <p>Peter Waller <i>Head of Branch (Grade 5), Branch 3: Post Office: Green Paper consultation and implementation consultation of the Green Paper on the future of postal services. Implementation of the Government proposals. a) Post Office Counters. b) Royal Mail. c) Future creation of regulatory body consumers representation.</i></p> |
| <p>1996 Ian Lang <i>Secretary of State for Trade and Industry; President of the Board of Trade</i></p> | <p>Phillip Oppenheim <i>Parliamentary Under-Secretary of State for Trade and Industry</i> (approx. until July)</p> <p>Peter Fraser <i>Minister of State for Trade and Industry</i> (approx. through July)</p> | <p>Peter Gregson <i>Permanent Secretary, Department of Trade and Industry</i></p> <p>Michael Scholar <i>Permanent Secretary,</i></p> | <p>Alastair Macdonald <i>Grade 2, Industry</i></p> | <p>P Salvidge <i>Head of Posts Division (Grade 3)</i></p> | <p>David Sibbick <i>Head of Branch (Grade 5), Branch 1:</i></p> <p>a) <i>Post Office: Government ownership responsibilities. HMG's ownership responsibilities for Royal Mail and Post Office Counters Ltd. Post Office corporate plan, IFT and targets. General Post Office financial issues.</i></p> <p>b) <i>Non-financial Post Office matters; couriers; international postal issues; Post Office Board matters; honours;</i></p> |

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| | Richard Page <i>Parliamentary Under-Secretary of State for Small Business, Industry and Energy</i> (approx. from November) | <i>Department of Trade and Industry</i> | | | <i>philately. Sponsorship of the couriers. International postal matters, including EC Green Paper, universal post union and CEPT. c) Follow-up to Post Office Review. HMG's ownership responsibilities for Post Office Counters Ltd</i> | |
| 1997 | Ian Lang (until 2 May) <i>Secretary of State for Trade and Industry; President of the Board of Trade</i> Margaret Beckett (from 2 May) <i>Secretary of State for Trade and Industry; President of the Board of Trade</i> | Richard Page <i>Parliamentary Under-Secretary of State for Small Business, Industry and Energy</i> (approx. until March) Ian McCartney (approx. from May) <i>Minister of State for Competitiveness</i> | Michael Scholar <i>Permanent Secretary, Department of Trade and Industry</i> | Alastair Macdonald <i>Director-General, Industry</i> | I Jones <i>Director, Post Office Retailing & Textiles Directorate</i> | David Sibbick <i>Director,¹ Post Office Retailing & Textiles Directorate 1: Post Office, courier industry, international issues</i> |
| 1998 | Margaret Beckett (until 27 July) <i>Secretary of State for Trade and Industry; President of the Board of Trade</i> Peter Mandelson (from 27 July until 23 December) | Ian McCartney <i>Minister of State for Competitiveness</i> | Michael Scholar <i>Permanent Secretary, Department of Trade and Industry</i> | Alastair Macdonald <i>Director-General, Industry</i> | Martyn Baker <i>Director, Consumer Goods, Business and Postal Services Directorate (CGBPS)</i> | David Sibbick <i>Director, Posts CGBPS 1: Post Office Courier Industry, International Issues</i> |

¹ During this period, today's equivalent of Deputy Director posts were labelled as 'Director' as was the level above.

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*Or equivalent grade

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| | <p><i>Secretary of State for Trade and Industry; President of the Board of Trade</i></p> <p>Stephen Byers (from 23 December) <i>Secretary of State for Trade and Industry; President of the Board of Trade</i></p> | | | | | |
| 1999 | <p>Stephen Byers <i>Secretary of State for Trade and Industry; President of the Board of Trade</i></p> | <p>Ian McCartney (until 28 July) <i>Minister of State for Competitiveness</i></p> <p>Alan Johnson (from 29 July) <i>Parliamentary Under-Secretary of State for Trade and Industry</i></p> | <p>Michael Scholar <i>Permanent Secretary, Department of Trade and Industry</i></p> | <p>Alastair Macdonald <i>Director-General, Industry</i></p> | <p>Martyn Baker <i>Director, Consumer Goods, Business and Postal Services Directorate (CGBPS)</i></p> | <p>David Sibbick <i>Director, Posts</i> <i>CGBPS 1: Post Office ownership and regulatory issues, courier industry, international issues</i></p> <p>Judy Britton <i>Director, Post Office Review</i> <i>Post Office Reform. Aimed at providing greater commercial freedom to the Post Office, and reforming the postal services market.</i></p> |
| 2000 | <p>Stephen Byers <i>Secretary of State for Trade and Industry; President of the Board of Trade</i></p> | <p>Alan Johnson <i>Parliamentary Under-Secretary of State for Trade and Industry</i></p> | <p>Michael Scholar <i>Permanent Secretary, Department of Trade and Industry</i></p> | <p>Jonathan Spencer <i>Director-General, Business Competitiveness</i></p> | <p>Derek Davis <i>Director, Consumer Goods, Business and Postal Services Directorate (CGBPS)</i></p> | <p>David Sibbick <i>Director, Posts</i> <i>CGBPS 1: Post Office ownership and regulatory issues, courier industry, international issues</i></p> <p>Judy Britton <i>Director, Post Office Reform Team</i> <i>Post Office Reform: Aimed at providing greater commercial freedom</i></p> |

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| | | | | | <i>to the Post Office, and reforming the postal services market.</i> |
| <p>2001</p> <p>Stephen Byers (until 8 June) <i>Secretary of State for Trade and Industry; President of the Board of Trade</i></p> <p>Patricia Hewitt (from 8 June until 5 May 2005) <i>Secretary of State for Trade and Industry; President of the Board of Trade</i></p> | <p>Alan Johnson (until 7 June) <i>Parliamentary Under-Secretary of State for Trade and Industry</i></p> <p>Douglas Alexander (from 11 June until 29 May 2002) <i>Minister of State for e-Commerce and Competitiveness</i></p> | <p>Michael Scholar <i>Permanent Secretary, Department of Trade and Industry</i></p> <p>Robin Young (until 2005) <i>Permanent Secretary, Department of Trade and Industry</i></p> | <p>Jonathan Spencer <i>Director-General, Business Competitiveness</i></p> | <p>Derek Davis <i>Director, Consumer Goods, Business and Postal Services Directorate (CGBPS)</i></p> | <p>Mark Higson <i>Director, Postal Services (CGBPS – Postal Services Directorate)</i></p> |

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