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COPY OF TREASURY WARRANT RELATING TO PASSAGE

POSTAGE.

**COPY of TREASURY WARRANT, directing that
LETTERS or Printed VOTES or PROCEEDINGS of
the Imperial Parliament, written on Stamped
Paper, enclosed in Stamped Covers, or bearing a
Stamp or Stamps affixed thereto, shall pass free
of Postage ;—(pursuant to Act 2 & 3 Vict., c. 34.)**

*Ordered, by The House of Commons, to be Printed,
5 May 1840.*

277.

Under 1 oz.

Brawford 1870(15)

POST OFFICE.

RETURN to an ORDER of the Honourable The House of Commons,
dated 11 March 1843;—for,

COPIES of any CORRESPONDENCE which may have taken place relative to
Mr. Rowland Hill's Appointment to, and Removal from, the Situation recently
filled by him in connexion with the Post-office.

Whitehall, Treasury Chambers, }
17 March 1843.

G. CLERK.

Ordered, by The House of Commons, to be Printed, 22 March 1843.

Sir,

6, Adelphi Terrace, 13 September 1839.

I HAVE consulted my friends with reference to the offer you did me the
honour to make me on Tuesday last, and finding the view I then took fully
confirmed by their opinions, and by my own subsequent reflection, I must beg
very respectfully to decline the offer on the conditions you have named.

The enclosed letter from my brother, Mr. M. D. Hill, so well expresses the
reasons for the course I am now adopting, that I take the liberty of enclosing
it for your perusal. As the original is not written in a very legible hand, I
have, in order to save your time, obtained a copy.

In conformity with the views therein contained, I now beg leave to make a
distinct bonâ fide offer of my services for two years without any remuneration
whatever, and without any understanding that I shall be remunerated hereafter;
merely stipulating that you will afford me sufficient power and sufficient
assistance to secure the proper and efficient execution of my plan. But should
you not approve of my giving my services gratuitously, then I propose either that
the question of salary may be postponed till the end of the two years, by which
time the nature and extent of my labours will have been fully ascertained, or
that my salary may now be fixed at a sum equal to that given to the Secretary
to the Post-office: viz. 1,500*l.* per annum.

With your permission I will wait upon you to afford any explanation which
may be required at 4 o'clock, unless you should express a desire to see me
earlier.

I have, &c.

To the Right Hon.
the Chancellor of the Exchequer,
&c. &c. &c.

(signed) R. Hill.

COPY of Enclosure in the above.

Dear Rowland,

Leicester, 12 Sept. 1839.

BEFORE I give you my opinion, I think it better to prevent the possibility of
misapprehension, by putting in writing the heads of what you have reported to
me as having occurred at the interview between the Chancellor of the Exche-
quer and yourself on Tuesday, respecting your proposed employment by the
Government in carrying your plan of Post-office reform into operation.

You state that Mr. Baring, having regard to what had been arranged between
Lord Monteagle and himself, offered to engage your services for two years for
the sum of 500*l.* per annum; you, for that remuneration, undertaking to
give up your whole time to the public service. That on your expressing sur-
prise and dissatisfaction at this proposal, the offer was raised to 800*l.*, and sub-
sequently to 1000*l.* per annum. You state that your answer to these proposals

was, in substance, that you were quite willing to give your services gratuitously, or to postpone the question of remuneration until the experiment can be tried; but that you could not consent to enter upon such an undertaking on a footing in any way inferior to that of the Secretary to the Post-office. You explained, you say, the object which you had in view in making this stipulation—you felt that it was a necessary stipulation to ensure you full power to carry the measure into effect.

I have carefully considered the whole matter in all its bearings, and I cannot raise in my mind a doubt of the propriety of your abiding by these terms; and I will set down, as shortly as I can, the reasons which have occurred to me to show that the course you have taken was the only one really open to you.

It is quite clear that to insure a fair trial for your plan you will require great powers; that Ministers will not interfere with you themselves, nor, as far as they can prevent it, suffer you to be thwarted by others, I can readily believe, but I am not so sure of their power as I am of their goodwill. You have excited great hostility at the Post-office—that we know as a matter of fact; but it must have been inferred if the fact had not been known. It is not in human nature that the gentlemen of the Post-office should view your plan with friendly eyes. If they are goodnatured persons, as I dare say they are, they will forgive you in time; but they have much to overlook. That a stranger should attempt to understand the arcana of our system of postage better than those whose duty it was to attain to such knowledge was bad enough; that he should succeed, was still worse; but that he should persuade the country and the Parliament that he had succeeded is an offence very difficult to pardon. Now, you are called upon to undertake the task of carrying into action, through the agency of these gentlemen, what they have pronounced preposterous, wild, visionary, absurd, clumsy, and impracticable. They have thus pledged themselves, by a distinct prophecy, repeated over and over again, that the plan cannot succeed. I confess I hold in great awe prophets who may have the means of assisting in the fulfilment of their own predictions. Believe me, you will require every aid which Government, backed by the country, can give you to conquer these difficulties. You found it no easy task to defeat your opponents in the great struggle which is just concluded; but what was that to what you are now called upon to effect? no less an enterprise than to change your bitter enemies into hearty allies, pursuing your projects with goodwill, crushing difficulties instead of raising them, and using their practical knowledge, not to repel your suggestions and to embarrass your arrangements, but to use that same knowledge in your behalf, aiding and assisting in those matters where long experience gives them such a great advantage over you, and which may be turned for or against you at the pleasure of the possessors.

To try this great experiment, therefore, with a fair chance of success, it must be quite clear that you have the confidence of the Government; and that can only be shown by their advancing you to an equality, at least, with the principal executive officer among those with whose habits and prejudices you must of necessity so much and so perpetually interfere. Have you made Mr. Baring sufficiently aware of the numerous, I might say numberless, innovations, which your plan of necessity implies? The reduction of postage and the modes of prepayment are, no doubt, the principal features of your plan; but you lay great stress, and very properly, in my opinion, on increasing the facilities for transmitting letters, and this part of the reform will, I apprehend, cause you more labour of detail than that which more strikes the public eye. In this department you will be left to contend with the Post-office almost unaided. It will be very easy to raise plausible objections to your measures, of which Ministers can hardly be supposed to be competent judges, either in respect of technical information or of leisure for inquiry. Neither would the public, even if you had the means and inclination to appeal to it, give you assistance in matters upon which you could never fix its attention.

But your personal weight and importance as compared with that of others who it is reasonable to believe will, in the first instance at least, be opposed to you, will be measured very much by comparison of salary. We may say what we will, but Englishmen are neither aristocratic nor democratic, but chrysocratic (to coin a word). Your salary will, therefore, if you have one at all, fix your position in the minds of every functionary of the Post-office, from the Post-master-general to the bellman, both inclusive.

But

But though I see these insuperable objections to your accepting either of the salaries which have been offered, I will not advise you (and you would reject such advice if I gave it) to embarrass the Government, if there be any difficulty, which there may be unknown to us, in the way of their either giving you a higher salary, or postponing the question of remuneration until the end of the two years. Your offer made on the spur of the moment, to surrender your present appointment, and work for the public without salary, though it does look somewhat "wild and visionary" at first sight, yet after a long and careful reflection upon it, I distinctly advise you to renew, and more than that, I seriously hope it will be accepted. Your fortune, though most men would consider it very small, is enough to enable you to live two years without additional income; and I feel certain that the Government and the country will do you and your family justice in the end; but suppose I should be mistaken, and that you should never receive a shilling for either your plan or your services in carrying it into operation, I should be very glad to change places with you, and so would thousands of your countrymen, if, on taking your labours and privations, they could also feel conscious of your merit.

I remain, &c.
(signed) *M. D. Hill.*

14 September 1839.

LORD MELBOURNE and the Chancellor of the Exchequer state to the Board, that having considered it advisable to have the assistance of Mr. Rowland Hill in carrying into effect the Penny Postage, they have made the following arrangements with that gentleman, which they recommend the Board to sanction.

That Mr. R. Hill shall be attached to the Treasury, and that the employment shall be for two years certain, at a salary of 1,500*l.* per annum: that the employment shall be considered as temporary, and not to give a claim to continued employment in office at the expiration of two years.

My Lords are pleased to concur in these recommendations, and desire that the necessary directions be given to the Paymaster of Civil Services that the payment be made accordingly from Civil Contingencies.

Write to the Postmaster-general that my Lords having determined on availing themselves of the assistance of Mr. Rowland Hill in making the necessary alterations for the Penny Postage, desire that that gentleman may have free access to the Post-office, and that every facility may be given to him in making his inquiries.

Let a similar letter be written to the Commissioners of Stamps and Taxes.

(Private.)

Sir,

Downing-street, 4 September 1841.

Will you permit me to place in your hands the enclosed letter from Mr. Baring, and to solicit the honour of an interview, at your convenience, to receive your instructions as to the manner in which you may desire that the business of my department should be carried on hereafter.

I have, &c.
(signed) *Rowland Hill.*

To the Right Hon.
the Chancellor of the Exchequer,
&c. &c. &c.

LETTER referred to in the foregoing.

Dear Sir,

1 September 1841.

As it may be satisfactory to you to have in writing the position in which I consider you at present to stand, I propose to put on paper my views in order that you may use it for the information of my successor.

I wish therefore to state, that some time ago I informed you in reference to the Post-office business that I thought it would be of great advantage to continue your services beyond the two years originally settled; that I did not deem it expedient to make any engagement beyond one year, but that you might consider that for one year from the expiration of the former two years your services were engaged on the same conditions as before.

I think it but justice to you not to conclude this letter without expressing to you my thanks for the unwearied and zealous assistance which you have given me in the carrying on the Post-office business. I feel satisfied that without that assistance it would have been scarce possible for the Treasury to have given any proper consideration to the arrangements necessary for the putting the scheme into effect, and I am happy in having to record my entire satisfaction with the manner in which you have conducted the business of your office.

You will make what use you please of this letter by showing it to my successor.

R. Hill, Esq.

I have, &c.
(signed) *F. T. Baring.*

24 December 1841.

MY Lords have before them the Minute of this Board of the 14th September 1839, on the subject of the employment of Mr. Rowland Hill to assist in carrying into effect the arrangements connected with the Penny Postage.

The period for which the services of that gentleman were engaged, viz. for two years certain from the above date, having expired on the 14th September last, it is necessary to determine whether his employment should be continued for any further period; and the Chancellor of the Exchequer having intimated to the Board that expectations were held out to Mr. Hill by the late Government that his services would be required for another year, my Lords are pleased to authorize the payment of his salary to the 14th September next, at its present rate of 1,500 *l.* per annum, the same to be charged as heretofore to the account of Civil Contingencies.

Let directions be given to the Paymaster of Civil Services accordingly.

Dear Sir,

Downing-street, 11 July 1842.

By the letter which my predecessor Mr. Baring addressed to you previous to his retirement from office, he intimated to you his intention of continuing your employment by the Government, which was originally limited to two years, for another year, ending the 14th of September next. I had much pleasure in recommending to the Treasury to give effect in this respect to Mr. Baring's intentions, but feeling that the time is arrived at which your further assistance may be safely dispensed with, I take the opportunity of apprising you that I do not consider it advisable to make any further extension of the period of your engagement beyond the date assigned to it by the Lords of the Treasury. In making this communication, I gladly avail myself of the opportunity of expressing my sense of the satisfactory manner in which, during my tenure of office, you have discharged the several duties which have been from time to time committed to you.

R. Hill, Esq.

I have, &c.
(signed) *Henry Goulburn.*

Dear Sir,

Downing-street, 14 July 1842.

I HAVE the honour to acknowledge the receipt of your letter of the 11th instant, apprising me that my engagement will terminate on the 14th September next.

In a short time I shall, with your permission, lay before you a statement of facts which will, I hope, induce you to reconsider the decision; this I would have done at once; but I find on attempting it, that I have not yet sufficiently recovered from a recent illness, to enable me satisfactorily to perform the task, and have felt obliged to apply to Sir George Clerk for a few days' leave of absence.

Allow me to offer my respectful thanks for the gratifying terms in which you have been pleased to speak of the manner in which my duties have been discharged.

I have, &c.
(signed) *Rowland Hill.*

To the Right Hon.
The Chancellor of the Exchequer,
&c. &c. &c.

Dear Sir,

Downing-street, 29 July 1842.

In your letter of the 11th instant, which I have already had the honour to acknowledge, after referring to the limitation in my present engagement to three years ending in September next, you state that it will then terminate, and assign as the reason, your opinion that the time is arrived at which my further assistance may safely be dispensed with. This intention, I very respectfully desire may be reconsidered, and I proceed to lay before you the grounds on which I make this request.

With regard to the limitation of time to which you have referred, I beg to submit that under the circumstances of the case, the terms of the Minute can only be considered as applicable to the question of salary, and consequently, for reasons which will appear hereafter, that the limitation may be disregarded on the present occasion; but as such limitation is not assigned as the reason for the termination of the engagement, even this passing notice may perhaps be unnecessary.

In reference to the reason assigned, viz. that the time has arrived at which my further assistance may safely be dispensed with, allow me to request your attention to the purpose for which I was originally appointed, which is stated by the Treasury Minute of September 14, 1839, to have been to assist "in carrying into effect the Penny Postage," and again, to assist "in making the necessary alterations for the Penny Postage." It is hardly needful to say that amongst these necessary alterations there are several which remain to be effected, and the want of which greatly impairs the efficiency of the plan as regards its general utility, and at the same time has a very injurious effect on its fiscal results.

Did this delay proceed from any procrastination or negligence on my own part, I should feel myself bound to acquiesce in the intention announced. I am sure, however, that I may safely appeal to you for the full recognition of the fact, not only that no delay has originated with myself, but that I have taken every possible step, accompanied by what I fear you must have deemed an almost importunate urgency, to obtain the speedy introduction of all those measures originally contemplated as essential to the success of the plan, as well as of various others suggested by subsequent experience.

In the accompanying Schedule I have enumerated some of the more important improvements referred to, all of which generally, and many specifically, have been submitted in the various letters which I have at different times had the honour of addressing to you.

Among these measures you will recognise some which, having already received the general sanction of the Treasury, are in actual progress; whilst there are others, as for instance those referred to in my letters of the 27th January, 7th March, and 31st May, which, in the absence of information to the contrary, I conclude are still under consideration.

Nor does any real obstacle arise to the adoption of improvements from the present state of the Post-office revenue; since, as I urged in my letter of the 31st May, there are many practicable improvements, some of them specifically submitted in recent draft Minutes, which would greatly tend to economy. Indeed so completely is this the fact, that not only may every increased expense be provided for by a previous economical change, but so much room is there for amendment, that, as stated in the same letter, by the full adoption of such economic improvements alone the present expenditure of the Post-office may be greatly reduced; and consequently, the net revenue may be considerably augmented.

In fine, reviewing the progress and operation of the plan thus far, considering how very imperfectly it has been adopted, and at the same time how short, and, from the peculiar circumstances of the country, how unfavourable has been the period of its action, there appears but little doubt, as I trust I have satisfactorily shown by more detailed statements in my letter of the 7th March, that a few years will suffice to realise the results which I had originally anticipated, if, instead of the measure being arrested, or at least checked in its progress, it be carried into effect with due dispatch in its essential details.

It may perhaps be urged that all this can be accomplished without any aid from me; that the plan being thus far in operation, its completion may safely be left to the Post-office authorities. Of course this is a point on which I touch

with reluctance, since I am unwilling to speak on the subject of my own ability, and yet more averse to question the claims of others; still there are facts so unquestionable and so important, that in my present peculiar circumstances I must not hesitate to refer to them.

In the first place then, it is well known that from the beginning, the plan has experienced no favour from the Post-office; that it was forced on that department after a most determined opposition, accompanied by many positive and reiterated statements, of which not a few are already proved to be erroneous; and by condemnations of the measure so publicly and so emphatically uttered, that its success could not in the nature of things be otherwise than displeasing to those by whom they were pronounced.

I had hoped that this lamentable feeling of hostility would by this time have died away; I assure you that it has been my anxious desire to remove it, and that I have striven to do so by all means of conciliation consistent with the discharge of the duty with which I have been entrusted; nevertheless, that unfortunately it still continues unabated, is a truth which cannot be gainsayed, and which I think must have attracted your attention, since you have seen it evinced by the treatment of my offer of assistance in the introduction of a cheaper system of registration, which was considered by the Post-office as presenting insurmountable difficulties; and further, by the obstacles recently raised to my even making the enquiries necessary to the economical introduction of a valuable improvement—enquiries, too, which I was not only empowered to make by the general authority conveyed in the Minute of my appointment, but which had been sanctioned by the Treasury in the particular instance.

Again, much of the opposition to the various improvements which it has been my duty to urge, has been founded, as I am fully prepared to show, on great misapprehension as to the existing facts of the case; and to test the truth of this allegation, I respectfully but earnestly request, that you will subject to rigid examination some one of the questions now in dispute between the Post-office and myself. I would suggest, for instance, the statements relative to the registration of letters; and if you will allow me an opportunity of laying the details of this matter either before you, or before any impartial and intelligent person whom you may depute, I pledge myself to show, that the opposition made to the plan of cheap registration which I proposed, is founded on a total misapprehension as to results daily produced by the working of the present system. Considering the ample opportunities of obtaining correct information possessed by the gentlemen of the Post-office, it may appear rash in me to make such a declaration, but I do it advisedly, and beg that its correctness may be subjected to the severest scrutiny.

I submit then, that the task for which I was appointed is as yet unfinished; that its incompleteness has not resulted from any neglect on my part; that although the improvements which remain to be introduced are for the most part among the less striking features of the plan, they will not require less care, or be attended with less difficulty in the execution, than those portions which have been brought into operation; and consequently, that there is the same necessity for my assistance now as at first; and I respectfully ask you to consider whether, under these circumstances, it would be just to deprive me of all opportunity of completing my labours.

I must now request your indulgence while I speak briefly, but distinctly, of my own personal views. Without any real or affected disdain of the conveniences and emoluments attached to my present position, I need only refer to my first letter to Mr. Baring, (a copy of which is enclosed), and to recent letters addressed to yourself, to prove that these have never been my main object. In the first you will find that I offered to undertake my present duties for the space of two years, either at a salary to be fixed at the end of the time, or even without any recompense whatever; in the latter, you will observe that I was desirous of being allowed to afford temporary assistance in the Post-office under the control of the Postmaster-general, as a means of removing obstacles to important improvements; I now distinctly repeat both those offers; and whilst I might remind you that various incidental savings made or contemplated at my suggestion, are in themselves more than sufficient to compensate for my salary, I prefer to stand on the same ground as at first. My task was then at its commencement; it is still very far from complete; I ask for the opportunity to effect the full introduction and operation of my plan, so as to bring its success

to the test of unquestionable experiment. I stipulate for nothing more. I am willing to proceed step by step, making the adoption of each measure dependent on the success of those which precede it; to engage to take no step attended with additional expense till I have provided for the same by a previous economical improvement, and, in short, to submit to any arrangement, whatever may be its pecuniary privations or its inconveniences, provided only that it does not interfere with my ability efficiently and promptly to work out the plan. This is all I ask, and I appeal to your justice not to deny me thus much.

In conclusion, I beg to refer to my pamphlet, to my evidence before the Postage Committee, to the enclosed letter to Mr. Baring (all of date anterior to my entering on my present appointment), and to the communications which I have subsequently had the honour of addressing to yourself, to show that in now representing various parts of the plan not yet in operation, as essential to its success, and as requiring great care, and presenting great difficulty in the introduction, I am merely repeating that which I have stated from first to last. A reference to these documents will also evince that I have invariably attached more certainty and greater importance to the moral, intellectual, and commercial advantages of the measure, than to its direct fiscal results; that with regard to the latter, I distinctly and repeatedly stated from the first, that I calculated on a considerable diminution (about 300,000*l.*) in the Post-office net revenue, and that for the maintenance of the revenue even thus diminished, it was indispensable that the plan should be carried into effect in all its essential details.

To the Right Hon.
the Chancellor of the Exchequer,
&c. &c. &c.

I have, &c.
(signed) Rowland Hill.

SCHEDULE referred to in the foregoing Letter.

Measures affording increased Facilities for Post-office Distribution: viz.

An earlier delivery of London General Post letters; an extension of the hours and enlargement of the means for posting late letters; and a much more speedy circulation of the letters by the London District Post, to be effected by establishing more frequent collections and deliveries (making them hourly in London itself), by avoiding the necessity of conveying all letters to and from St. Martins-le-Grand, by uniting the District Post and General Post letter carriers in one corps; by improved modes of sorting and by other means.

Improvements similar in their objects in other large towns.

An increase in the allowance of weight; say to 2 oz. for a penny in all District Posts.

The extension of Rural Distribution; first, to some place in every Registrar's District; and afterwards, so as gradually to comprehend within the free official delivery (daily, or less frequently, according to the importance of the place), every town, village, and hamlet throughout the kingdom.

The completion of the system of London Day-mails.

More frequent despatches between large towns, by means of the ordinary mid-day railway trains.

Conveniences for the transmission, at extra charge, of prints, maps, and other similar articles.

The relaxation of the present restrictions as to weight.

The establishment of a parcel post, at reduced rates, similar in some respects to the Banghy post in the East Indies.

The completion of the arrangements with foreign powers for mutual reductions of postage.

Increased facilities to foreign nations for the transmission of letters through this country.

Measures affording increased Security to the Correspondence: viz.

A cheap system of registration.

Receipts (for a small fee) to be given, if required, on posting a letter.

A more rigid and systematic investigation as to the character of applicants for admission into the Post-office service; and arrangements for making the superior of each department responsible, as far as practicable, for the conduct of the inferiors.

Measures of Economy : viz.

Simplification of the Money Order system.

Reduction in the cost of railway conveyance, by establishing a fairer principle of arbitration ; by discontinuing useless lines ; by substituting, when practicable, cheaper means of conveyance ; by reducing within proper limits the space occupied by the mails ; and by avoiding, as much as possible, the use of special trains. [The latter object would be greatly promoted by appointing a later hour say 5 or 6 P.M. for the arrival in London of the Day-mails.]

Reduction in the cost of ordinary conveyance, by discontinuing all useless lines ; by invariably resorting to public competition (avoiding all unnecessary restrictions as to the description of carriage, speed, number of horses, passengers, &c.) ; and by invariably adopting the cheapest suitable means. [The reduced traffic on many roads appears to require the substitution of light one or two-horse carriages for the present four-horse mail coaches.]

Reduction in the present unnecessarily expensive establishment of mail-guards.

Economy in the packet-service, by the discontinuance of useless lines, and by the substitution, where practicable, of contract for Government packets. [The communication with Ireland, for instance, may very probably be made more convenient, and certainly much less expensive. There is little doubt that the principal mails, from most parts of Ireland, *via* Dublin, may be brought to London half a day earlier than at present.]

Revision of all salaries and allowances on the receipt of the intended annual Return of Fees, &c.

The regulation of the receipt of fees, &c. so as to prevent large and unexpected claims for compensation.

The establishment of scales for salaries, applicable to all offices, beginning low, and advancing with length of service.

The extension of the hours of attendance in the metropolitan offices to a full day's work for all employed ; of course with the regulation of salaries accordingly.

The extension, where practicable, of the system which is found so convenient and economical in many provincial offices, of employing females in assorting letters.

Simplification in the mode of assorting letters and newspapers.

The investigation of the more economical management in certain offices, with a view to its extension, where practicable, to others.

Improvement and economy in the manufacture and distribution of Postage stamps.

The abolition of money pre-payment, and the adoption of the economical arrangements consequent thereon.

The adoption of measures to induce the public to facilitate the operations of the Post-office, by giving complete and legible addresses to letters ; by making slits in the doors, and by other means.

Miscellaneous Measures : viz.

The extension of the Money-order system to every place in the United Kingdom where there is a Post-office ; also, if practicable, to the Colonies.

The re-adjustment of the free-delivery boundaries, which at present exclude large portions of many towns.

The placarding at each office of the regulations in which it has an interest--as the hours of opening and closing the letter boxes, of commencing and completing the deliveries, the authorized fees, &c. as a means of preventing unnecessary inquiries, and assisting in keeping the postmasters to their duties.

Dear Sir,

Downing street, 11 August 1842.

I HAVE had the honour of receiving your letter of the 29th ult. urging upon my reconsideration the decision which I communicated to you in my letter of the 11th ult. I have given my best attention to all that you have stated, but I still retain the opinion which I before expressed, that it would not be expedient to retain your services for a longer period than that to which they are at present

present limited. I can assure you that in coming to that conclusion, it is very far from my intention to imply that there has been, on your part, any neglect of the duties confided to you, or any deficiency of zeal or ability in the discharge of them. I readily acknowledge also the honourable motives which originally prompted, and which has now induced you to repeat your offer of gratuitous service; but I am influenced solely by the consideration that it is not advisable to give a character of permanence to an appointment which, originally created for a temporary purpose, has now, as it appears to me, fulfilled its object.

The Penny Postage has been above two years established, and the principle of it is now thoroughly understood. So long as a Post-office shall continue, so long will opportunities present themselves of effecting important improvements, and the necessity arise of adapting the arrangements to the ever-changing circumstances of the times and country. But the retention of an independent officer for the purpose of conducting such improvements, would necessarily lead either to an entire supersession of those who are, by their offices, responsible for the management of the department, or to a conflict of authorities, highly prejudicial to the public interests. Under these circumstances, I think it incumbent on me to decline the offer you have made of further service. But I will take care that your past services shall be duly acknowledged and recorded in a Minute of the Treasury.

R. Hill, Esq.

(signed) *Henry Goulburn.*

COPY of Treasury Minute, dated 23 September 1842.

READ a letter from Mr. Rowland Hill, dated the 23d instant, enclosing an account of the incidental expenses of his office, from 30th June to September 14th, 1842, amounting to 47*l.* 6*s.* 8*d.* and leaving a balance in his hands of 12*l.* 7*s.* 10*d.*, and requesting instructions as to the manner in which such balance shall be refunded.

Transmit the account and vouchers to the Treasury auditors, informing them that my Lords have approved of the same, and have directed Mr. Rowland Hill to repay the balance of 12*l.* 7*s.* 10*d.* to the Paymaster of Civil Services.

Write to Mr. Rowland Hill approving of his account, and direct him to pay the balance remaining in his hands, amounting to the sum of 12*l.* 7*s.* 10*d.* into the Bank of England to the account of the Paymaster of Civil Services.

Let an order to the Bank of England to receive the money be enclosed in the letter to Mr. Hill.

Write to Mr. Sargeant, acquainting him with the directions given to Mr. Rowland Hill, and direct him to carry the amount, when received, to the account of Civil Contingencies.

Also state to Mr Hill that my Lords consider it due to him, on the termination of his engagement with the Government, to express to him the approbation with which they have regarded his zealous exertions in the execution of the duties which have been entrusted to him, and how materially the efficiency of the Post-office arrangements has been promoted by the care and intelligence evinced by him in the consideration of the various important questions which have been referred to him.

My Lords,

Bayswater, 1 October 1842.

IN conformity with your Lordships' instructions conveyed in Mr. Trevelyan's letter of the 27th ult., I have this day paid into the Bank of England, to the account of the Paymaster of the Civil Services, the sum of 12*l.* 7*s.* 10*d.*, the balance of my account of incidental expenses.

Permit me to offer my respectful acknowledgements of the gratifying terms in which your Lordships have been pleased to speak of the manner in which my duties were discharged.

I have, &c.

(signed) *Rowland Hill.*

The Right Hon.
the Lords Commissioners of
H. M. Treasury.

Dear Sir,

Bayswater, 28 September 1842.

I AM sure you will think I have done right in sending the letter, of which the enclosed is a copy, to Sir Robert Peel, as with my convictions on the subject of our late correspondence, I cannot with propriety omit to avail myself of so legitimate an opportunity of bringing the present position and future prospects of Post-office Improvement under further consideration.

I have, &c.

(signed) Rowland Hill.

The Right Hon.
the Chancellor of the Exchequer,
&c. &c. &c.

LETTER referred to in the foregoing.

Sir,

Bayswater, 27 September 1842.

As first Lord of the Treasury, you are, I presume, aware that I am no longer in employment under that Board, and that the reason which has been given me for the discontinuance of my services is, that the time has arrived at which my further assistance may safely be dispensed with.

After much consideration, I think it right to lay before you the following short statement, as the ground on which I respectfully, but most earnestly request the honour of an audience, with the view of submitting to you the propriety of reconsidering the determination of the Treasury, and of affording me the means, under the control of Her Majesty's Government, for carrying into full effect the measure of Post-office Improvement with which I have been so long connected.

This measure has from the first been stated by me to consist of the following parts :

- 1st. A uniform and low rate of postage according to weight.
- 2d. Increased speed in the delivery of letters.
- 3d. Greater facilities for their despatch.
- 4th. Simplification in the operations of the Post-office, with the object of reducing the cost of the establishment to a minimum.

The only portion of the plan which is as yet fully carried into effect is the institution of the Penny rate.

For increased speed of delivery little or nothing has been done.

A similar statement must be made as to the greater facilities for the despatch of letters.

And with regard to the simplification of arrangements and consequent economy, though many important and successful changes have been made, yet little has been effected in proportion to the opportunities afforded by the adoption of uniformity of rate and pre-payment.

I am prepared with ample proof that it is from no fault of mine that so little of my plan is in action ; but I shall probably not have occasion to trouble you on this point, inasmuch as no blame has ever been imputed to me either on that or any other ground.

I have prepared and laid before the proper authorities many specific measures forming parts of my plan ; together with proof of their practicability, in most instances without creating any charge on the revenue.

Some of these have been rejected on grounds which, as far as they have been disclosed to me, are, I submit, insufficient ; others still stand over for decision, and there is a further number absolutely necessary for the completion of my plan, which I have shortly indicated, but of which I have not been so fortunate as to obtain any notice whatever.

In adverting to these difficulties under which I have laboured, I beg to assure you that I am perfectly aware how fully the time of every Minister is occupied, and how much of the delay which has arisen must, in common justice, be attributed to that cause ; but at the same time, I trust it will be seen that I am bound to lay before you the fact, as a necessary part of the case to which your attention is prayed.

I am further prepared to show, that long before the reduction of postage, the opinion which I expressed on all occasions was to the effect, that the maintenance of the Post-office revenue, even to the extent on which I calculated

(about

(about 1,300,000*l.* a year) depended on carrying into effect the plan as a whole.

I can also make it clear that the expectation which appears to have been formed, that the further progress in Post-office Improvement may be left to the Post-office itself, is contrary to all past experience, and to the present measures in course of adoption by that establishment.

And lastly, that the questions to which I would respectfully call your attention, regard hundreds of thousands of pounds in that department alone which respects economy of expenditure; an increase in net Revenue, entirely independent of that augmentation in the number of letters which past results enable me safely to anticipate from those of my measures which have reference to increasing the utility of the Post-office to the public.

Under these circumstances, I beg to reiterate the offer which I made to the Chancellor of the Exchequer in July last; I am perfectly ready, without salary and without claim to future remuneration, to give my best aid in such form as it may please Her Majesty's Government to accept it, to carry my plan into full operation, my only conditions being that power and opportunity be afforded me to make my exertions effective.

In conclusion, permit me to state that I am fully prepared with irresistible evidence to prove every part of this statement; and I respectfully await the honour of your commands to attend you at any time, and any place, for the purpose of laying before you, in all such detail as your avocations will permit, the proofs upon which this statement is founded.

To the Right Hon.
Sir Robert Peel, Bart.
&c. &c. &c.

I have, &c.
(signed) Rowland Hill.

Sir,

Drayton Manor, 18 October 1842.

I BEG leave to acknowledge the receipt of your letter, dated 27th September; it reached me the day after I had left London.

Had I received it previously to my departure, I should have acceded to your request for a personal interview, though I consider the subject of your letter fitter for written than for verbal communication.

Since I received it, I have referred to the letter which you addressed to the Chancellor of the Exchequer, on the 29th July last, and to the Minutes of the Board of Treasury, respecting your appointment, and have given to the subject generally the best consideration in my power. It had indeed been brought under my notice by Mr. Goulburn, at the time that his letters of 11th July and 11th August were addressed to you.

I am bound to state to you that I entirely concur in the opinion expressed by Mr. Goulburn, in that of 11th August, that the continued employment of an independent officer, for the purposes for which it is urged by you would necessarily lead to the entire supersession of those who are by their offices responsible for the management of the Post-office Department, or to a conflict of authority highly prejudicial to the public service.

I entertain a due sense of the motives by which your conduct in respect to Post-office arrangements has been actuated, and of the zeal and fidelity with which you have discharged the duties committed to you. I cannot doubt that there are still improvements in those arrangements to be effected, but I must presume that they can be effected through the intervention of the regularly constituted and the responsible authority, namely, the Postmaster-general, acting under the superintendence and control of the Board of Treasury.

Rowland Hill, Esq.

I have, &c.
(signed) Robert Peel.

Sir,

Bayswater, 18 October 1842.

I HAVE the honour to acknowledge the receipt of your letter of the 13th instant, confirming the decision of the Chancellor of the Exchequer.

In closing this painful correspondence with the Treasury permit me, Sir, to make one observation with the hope of removing from your mind the impression

that I sought to be reinstated in an office which must impede the public service by introducing a conflict of powers in the administration of the Post-office.

I would beg respectfully to call to your recollection that the Post-office is not only under the general control of the Treasury, but acts with regard to matters of importance under its immediate and specific directions; and that my suggestions being addressed to the superior authority could not create any collision between the Post-office and myself. When they were rejected by the Treasury I have always submitted, as it was my duty to do, with implicit deference; when, on the other hand, they were adopted, they became of course the orders of the Board, to which the authorities of the Post-office were equally bound to defer. This arrangement, which is, I submit, in exact conformity with the long established practice defining the subordinate functions of the Post-office, was the one directed by the terms of my appointment, and as long as such an arrangement is faithfully observed or duly enforced, it would appear that no danger can exist of the evil arising to which reference is made.

But even if these objections were valid against the particular office in question, you will, I am sure, do me the justice to remember, that in my letter to yourself as well as in those to Mr. Goulburn, which form a part of this correspondence, I have expressed my readiness to accept any situation in which my services could be effective to the establishment of my plan.

In conclusion, I beg leave to express my thanks for the kind regard to my feelings which dictated those expressions of approbation with which you, in common with Mr. Goulburn, have been pleased to acknowledge my humble services. They afford me, I respectfully assure you, no slight consolation under the sense of injustice which at this moment weighs upon my mind. You are not unacquainted, Sir, with the long and severe labour which I had to undergo before my plan was adopted by the country, and sanctioned by Parliament. When I was called upon to assist in carrying the measure into execution, the Government stipulated that I should apply my whole time to this duty, exclusive of all other occupation. It is quite true that the part of the agreement relating to salary was made certain for a limited period only; but as the purpose of my engagement was the performance of a specific task, I little thought that limitation open to a construction which precludes me from fulfilling my undertaking; more especially when the question was relieved from all embarrassment on the score of salary. If I could have imagined that I should be dismissed before my plan was fully developed in action, whatever time might be found to be really necessary for that object, I should have been little justified in entering upon the task, the ultimate advantage which was to accrue to me was not of a pecuniary nature. It was believed, and rightly believed, that I aspired to the reputation which might fairly be expected to attend the conduct of so great a measure to its completion, and that with such a result of my exertions I should be well satisfied. Deprived of that conduct, I am deprived of the means of earning my only reward.

I have, &c.

The Right Hon. Sir Robert Peel, Bart.
&c. &c. &c.

(signed) *Rowland Hill.*

DECLARATION

I, the undersigned, do hereby certify that the foregoing is a true and correct copy of the original as the same appears in the records of the Department of the Interior, Bureau of Land Management, at Washington, D. C.

Witness my hand and seal at Washington, D. C., this 10th day of June, 1900.

The undersigned, being duly sworn, depose and say that the foregoing is a true and correct copy of the original as the same appears in the records of the Department of the Interior, Bureau of Land Management, at Washington, D. C.