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[DateTime]
UK & Ireland Region

PSD Review Pack

May 2009

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Guidelines:
This pack will supplement the Division Review pack as defined by finance and will be provided by each Division at the Monthly Review with the CEO and CFO. There are guidance notes accompanying each slide in this pack. In addition to those guidelines, the following criteria also applies:
The pack is intended to capture exceptions (ie three bullets points per slide) other than when a finance schedule is inserted
Packs (this one and the finance one) MUST be submitted a full 24 hours before the review.

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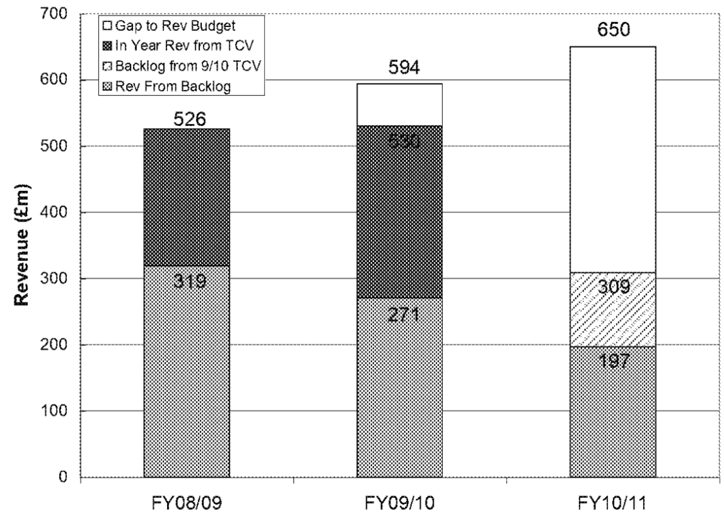
Backlog analysis



TCV	Services		334		447		
	Project/Churn		174		153		
	Total		508		600		
Revenue	Backlog		319		271		309 (197 + 112 from 9/10 orders)
	In Year from TCV		207		259		341 to meet budget
	Total		526		530		

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Excluding FTS

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Management Summary

- April results
  - Orders £4.4m off at £8.8m, being slippages in CCN's with PO and Irrelevant slipping
  - Revenue £5.5m below Budget at £30.6m, being £4.2m Irrelevant milestone slip on Transformation and Irrelevant
  - Operating Profit £0.2m better at £(3.1)m with lower Ratex offsetting higher transformation costs on Irrelevant
- Initial Observations
  - Eating Order Backlog – Business is declining and revenue from backlog falling year on year
  - Problem Contracts – HNGx delivery plan and Irrelevant
  - Major Customer Relations challenges – FS main concern
  - Many positives – Irrelevant improving, down select on Irrelevant, Irrelevant scrubbed and looks good, quality of Management team strong
  - Sales Organisation needs investment
  - Staff Retention issue – team needs lifting

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Immediate Priorities

- Full commitment to Orders target – build plan to deliver growth
- Maximise Revenue – current view £594m, (plus FTS at £121) being £271m from backlog and £259 from new business, giving a gap of £64m, £30m of which is Irrelevant
- Profit delivery plan – major challenge. BU outlook £20m, PSD view £40m but still with high risk
- FTS revenues of £121m and Profit of £9.4m taken at face value in this forecast – need to verify and confirm.
- Get underneath HNGx and fully understand delivery and integration issues
- Ensure stabilisation of Irrelevant and delivery to revised plan
- Understand local/global sourcing and procurement complexities on Irrelevant
- Rigorous review of PSD opex base and structure
- Complete review of sales team and strengthen as appropriate
- Stability of forecasts across all BU's – need to reduce volatility

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Operating Profit Track – May Forecast

- May Forecast profit is £40m, £37m below the Q2 Restated budget including FTS. (BU roll up gave a profit of £19.4m.). Forecast still contains considerable risk especially around cost assumptions in HNGx which have still to be reviewed. Net risk is circa £30m.
- Original budget contained a task of £20m which was not owned or allocated to sub BU's.
- BU budget shortfalls are in Irrelevant £10.8m from Transformation slippages, Irrelevant £4.2m from loss of Irrelevant from HNGx programme slippages £7m.
- Irrelevant have taken a £5m profit task to be delivered by additional 3rd Party/Irrelevant cost removal, aggressive cost reduction programmes
- Profit Track:-
  - Budget £77m
  - Irrelevant £(11)m
  - HNGX £(7)m
  - Irrelevant £(4)m
  - Budget Task £(20)m
  - May Forecast Task £5m
- ----------
  - Total £40m

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Key Numbers 09/10

Key Numbers

£m

Private Sector	Q1				Q2				FY 2009/10			
	May Forecast	Q2 Budget	Q1 Budget	Prior Year	May Forecast	Q2 Budget	Q1 Budget	Prior Year	May Forecast	Q2 Budget	Q1 Budget	Prior Year
Orders Received	61.2	150.5	125.8	106.6	168.6	79.3	62.2	99.3	690.0	690.0	600.0	507.8
Backlog	1,158.0	1,234.1	1,234.1	1,210.5	1,349.5	1,158.9	1,158.9	1,173.5	1,375.9	1,227.2	1,227.2	1,221.3
Total Revenue	124.9	141.7	113.0	136.2	145.0	165.8	137.3	136.2	651.0	714.9	594.1	526.5
Revenue Growth %	*-8%*	*4%*	*-17%*	*16%*	*6%*	*22%*	*1%*	*-5%*	*24%*	*36%*	*13%*	*-9%*
Margin	0.8	17.6	12.2	14.7	13.1	19.7	14.6	15.9	79.4	116.5	96.6	59.3
Margin %	*1%*	*12%*	*11%*	*11%*	*9%*	*12%*	*11%*	*12%*	*12%*	*16%*	*16%*	*11%*
Net general and admin opex	3.4	3.4	3.4	3.5	3.3	3.3	3.3	3.3	13.6	13.6	13.6	13.7
Development Opex	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Group Charges	0.0	0.0	0.0	4.9	0.0	0.0	0.0	5.0	0.0	0.0	0.0	19.9
Bid Costs	2.5	2.5	2.5	2.5	1.9	1.9	1.9	1.7	8.6	8.6	8.6	8.5
Sales & Marketing Opex	3.4	3.4	2.3	2.4	3.5	3.5	2.3	1.4	13.9	13.9	9.2	7.5
Opex	9.3	9.3	8.2	13.3	8.7	8.7	7.5	11.4	36.1	36.1	31.4	49.6
Opex %	*7%*	*7%*	*7%*	*10%*	*6%*	*5%*	*5%*	*8%*	*6%*	*5%*	*5%*	*9%*
Rationalisation	1.3	2.9	2.9	0.2	1.4	0.1	0.1	0.9	3.3	3.0	3.0	1.4
Op prof Assoc	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating Profit	(9.8)	5.4	1.1	1.2	3.0	10.9	7.0	3.6	40.0	77.4	62.2	8.3
Operating Profit %	*-8%*	*4%*	*1%*	*1%*	*2%*	*7%*	*5%*	*3%*	*6%*	*11%*	*10%*	*2%*
Permanent Headcount	575	507	507	559	571	504	504	493	555	519	519	461
Non-Permanent Headcount	5	4	4	91	4	4	4	76	4	4	4	33

Private Sector	Apr-09				May-09				Jun-09			
	Actual	Q2 Budget	Q1 Budget	Prior Year	May Forecast	Q2 Budget	Q1 Budget	Prior Year	May Forecast	Q2 Budget	Q1 Budget	Prior Year
Revenue	30.5	36.0	36.0	39.1	55.2	53.5	34.6	42.1	39.2	52.2	42.4	55.0
Operating profit	(3.1)	(3.3)	(3.3)	(4.1)	(2.0)	2.0	(0.1)	(0.5)	(4.7)	5.9	4.5	5.8

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Delivery Plan and Key Dependencies

Private Sector	Q1			Q2			Q3			Q4			Full Year 2009/10		
(Risks) and Opportunities	Orders	Rev	Op. Profit	Orders	Rev	Op. Profit	Orders	Rev	Op. Profit	Orders	Rev	Op. Profit	Orders	Rev	Op. Profit
Contracted Existing Business	5.7	73.4	(18.4)	0.8	87.1	(14.6)	0.7	63.8	(16.1)	11.2	60.8	(15.3)	18.4	285.1	(64.4)
Churn on Current business	8.8	12.0	1.6	8.6	11.3	2.1	8.1	11.0	2.2	10.6	15.5	2.9	36.1	49.8	8.8
New Business - current accounts	18.1	6.5	1.2	183.5	22.9	4.8	138.6	35.2	6.9	106.5	62.7	12.8	446.7	127.3	25.7
New Business - Names new a/cs	(0.1)	-	-	120.0	(4.5)	-	30.0	17.7	3.6	40.5	25.5	6.4	190.4	38.7	10.0
Cost reduction plans	0.4	1.4	1.7	0.4	1.3	3.5	0.4	1.2	4.3	0.4	1.5	8.3	1.6	5.4	17.8
Ratex Plans	-	-	(1.2)	-	-	(1.3)	-	-	(0.8)	-	-	-	-	-	(3.3)
Judgement	(0.4)	(1.1)	1.6	(167.8)	(7.6)	4.1	43.1	7.5	7.5	3.0	(3.6)	19.6	(122.1)	(4.8)	32.8
FS - INFRASTRUCTURE SALES	4.0	4.0	0.1	6.0	6.0	0.2	7.5	7.5	0.3	11.3	11.3	0.4	28.8	28.8	1.0
FTS	24.7	28.7	2.3	17.1	28.5	2.2	36.2	31.9	1.7	12.0	31.7	2.4	90.0	120.8	8.6
HQ	-	-	1.3	-	-	2.0	-	-	0.6	-	-	(1.0)	-	-	2.9
Latest Forecast (May Forecast)	61.2	124.9	(9.8)	168.6	145.0	3.0	264.6	175.8	10.2	195.5	205.4	36.5	690.0	651.0	40.0
Q2 Budget	150.5	141.7	5.4	79.3	165.8	10.9	193.6	181.6	22.8	266.6	225.8	38.8	690.0	714.9	77.9

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Risks & Opportunities

Private Sector	Q1				Q2				Full Year 2009/10			
(Risks) and Opportunities	Orders	Revenue	Operating Profit	Cash	Orders	Revenue	Operating Profit	Cash	Orders	Revenue	Operating Profit	Cash
Q2 Budget	**150.5**	**141.7**	**4.9**	**(31.3)**	**79.3**	**165.8**	**10.9**	**7.3**	**690.0**	**714.9**	**77.4**	**32.3**
RRMT (Including HNGX)	**(55.9)**	**(6.2)**	**(3.4)**	**14.2**	**78.4**	**(3.9)**	**1.1**	**(9.0)**	**0.0**	**(14.3)**	**(5.5)**	**(6.9)**
Irrelevant	**(142.1)**	**(2.6)**	**(1.2)**	**15.6**	**22.7**	**(12.1)**	**(1.6)**	**(1.3)**	**0.0**	**(29.1)**	**(4.2)**	**12.6**
FINANCIAL SERVICES	**(238.4)**	**0.8**	**0.7**	**9.7**	**137.0**	**(8.1)**	**0.4**	**4.6**	**(245.1)**	**(8.0)**	**0.0**	**14.7**
Irrelevant	**(2.0)**	**(9.7)**	**(3.3)**	**(22.8)**	**19.0**	**6.3**	**(6.9)**	**(4.4)**	**(17.1)**	**8.6**	**(10.8)**	**(19.8)**
HQ	**-**	**-**	**1.5**	**26.8**	**-**	**-**	**- 1.4**	**2.0**	**-**	**- 9.0**	**5.4**	**7.8**
JUDGEMENT	**349.1**	**0.9**	**(9.0)**	**-**	**(167.8)**	**(3.0)**	**0.5**		**262.2**	**(12.1)**	**(22.3)**	**1.1**
Latest Forecast	**61.2**	**124.9**	**(9.8)**	**12.2**	**168.6**	**145.0**	**3.0**	**(0.8)**	**690.0**	**651.0**	**40.0**	**41.8**
CHECK	61.2	124.9	(9.8)	12.2	168.6	145.0	3.0	(0.8)	690.0	651.0	40.0	41.8
Opportunities:												
RRMT - Project One (02)	-	-	-	-	118.0	11.7	2.6	2.6	118.0	11.7	2.6	2.6
RRMT - Other	0.1	0.7	2.4	2.4	0.0	0.0	0.1	0.1	0.2	4.4	5.7	3.4
Irrelevant		0.3	0.5	0.5			0.5	0.5			3.6	2.8
	0.6	0.9	0.5	0.5	4.0	2.0	1.4	1.4	5.1	11.4	9.7	9.7
	-	-	-	-	1.3	0.6	0.1	0.1	80.3	5.0	1.2	1.2
	-	-	-	-	0.2	0.2	-	-	57.3	2.4	1.1	1.1
Total Opportunities	0.7	1.9	3.4	3.4	123.5	14.5	4.7	4.7	260.9	34.9	23.9	20.8
(Risks):												
RRMT - HNGX - Customer Settlement	0.0	0.0	(0.4)	(0.4)	0.0	0.0	0.0	0.0	0.0	0.0	(3.0)	(3.0)
RRMT - HNGX - CS TASK			(2.4)	(2.4)			(2.4)	(2.4)			(9.6)	(9.6)
RRMT - Blue Sky & Other Risks		(0.7)	(0.1)	(12.2)	(61.8)	(2.0)	(0.5)	(0.8)	(81.8)	(26.2)	(6.9)	(13.8)
RRMT - RMG SPECIFIC - Globe, POL and Other					(1.0)	(1.0)	(0.6)	(0.6)	0.0	(5.9)	(4.5)	(4.5)
Irrelevant					0.0	0.0	(0.4)	(0.4)	0.0	0.0	(3.4)	(3.4)
					0.0	0.0	0.0	0.0	0.0	0.0	(12.5)	(12.5)
	-	-	(0.1)	(0.1)	-	-	(0.8)	(0.8)	-	-	(3.7)	(3.7)
	-	-	(0.4)	(0.4)	(1.6)	(1.7)	(0.5)	(0.5)	(11.3)	(7.2)	(3.4)	(3.4)
	-	(0.8)	(0.4)	(0.4)	(11.0)	(2.1)	(1.1)	(1.1)	(52.4)	(8.5)	(3.5)	(3.5)
	0.0	0.0	(0.4)	(0.4)	0.0	0.0	0.0	0.0	(30.0)	(12.7)	(3.7)	(3.7)
Total Risks	0.0	(1.5)	(4.2)	(16.3)	(75.4)	(6.8)	(6.3)	(6.6)	(175.5)	(60.5)	(54.2)	(61.1)
Net Risks & Opportunities	**0.7**	**0.4**	**(0.8)**	**(12.9)**	**48.1**	**7.7**	**(1.6)**	**(1.9)**	**85.4**	**(25.6)**	**(30.3)**	**(40.3)**

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Sales Update

Top 20 Sales Opportunities - 2009/10

Customer	Siebel Oppty Ref.	Opportunity	Close Date	GBP Value	Gross Margin (%)	% Prob	Committed Flag	Sales Stage	Opportunity Primary	Team Member Division	Term (Mths)
Irrelevant			Mar-10	£200,000,000	22%	20%	N	2. Define value & strategy	Irrelevant	UK FINANCIAL SERVICES	84
			Jan-10	£164,489,150	22%	10%	N	1. Identify Business Opp		UK TM&S	45
			Dec-09	£144,000,000	22%	50%	N	2. Define value & strategy		UK FINANCIAL SERVICES	60
			Sep-09	£140,990,700	22%	10%	N	2. Define value & strategy		UK R&RMG	36
			Oct-09	£119,788,320	22%	50%	Y	5. Deliver proposal		UK FINANCIAL SERVICES	84
			Mar-10	£100,000,000	22%	10%	N	1. Identify Business Opp		UK FINANCIAL SERVICES	84
			Feb-10	£90,000,000	22%	10%	N	2. Define value & strategy		UK FINANCIAL SERVICES	60
			Feb-10	£90,000,000	20%	10%	N	1. Identify Business Opp		UK FINANCIAL SERVICES	36
			Sep-09	£80,000,000	15%	30%	N	4. Design & cost		UK FINANCIAL SERVICES	120
			Sep-09	£70,000,000	22%	10%	N	2. Define value & strategy		UK FINANCIAL SERVICES	24
			Sep-09	£60,000,000	16%	60%	Y	6. Negotiate contract		UK R&RMG	84
			Jan-10	£60,000,000	20%	20%	Y	2. Define value & strategy		UK THOMSON-REUTERS	90
			Jul-09	£40,000,000	22%	30%	N	2. Define value & strategy		UK TM&S	60
			Dec-09	£40,000,000	22%	10%	N	1. Identify Business Opp		UK TM&S	36
			Mar-10	£40,000,000	22%	20%	N	2. Define value & strategy		UK R&RMG	36
			May-09	£31,000,000	25%	40%	Y	5. Deliver proposal		UK THOMSON-REUTERS	102
			Dec-09	£30,000,000	22%	10%	N	1. Identify Business Opp		UK FINANCIAL SERVICES	60
			Jan-10	£28,500,000	24%	10%	N	2. Define value & strategy		UK FINANCIAL SERVICES	60
			Sep-09	£26,000,000	22%	20%	N	4. Design & cost		UK TM&S	66
			Aug-09	£25,000,000	22%	10%	N	2. Define value & strategy		UK FINANCIAL SERVICES	36

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Major Account Summary – Q1

Account	Q1 - May F/cast				Q1 - Q2 Budget				Q1 - Prior Year 2008/09			
All accounts with annual revenue > £1m. Enter gross value (i.e. before any judgement)	Orders	Revenue	GM	GM%	Orders	Revenue	GM	GM%	Orders	Revenue	GM	GM%
Irrelevant	3.5	12.7	(6.1)	-48.3%	5.5	22.4	(2.7)	-12.1%	6.8	32.7	2.5	7.6%
	7.0	9.4	(0.4)	-4.1%	4.1	9.8	(0.8)	-8.0%	3.6	10.4	0.9	8.6%
	0.7	5.9	(1.3)	-21.7%	0.8	4.5	(2.6)	-56.8%	-	3.1	(3.2)	-105.2%
	2.7	9.5	(0.2)	-1.6%	7.4	5.3	0.6	10.5%	3.9	5.4	(2.0)	-36.0%
	0.0	0.1	0.0	34.1%	-	0.1	0.0	13.0%	0.0	0.1	0.0	55.4%
	-	0.5	0.1	21.2%	0.0	0.4	0.1	19.5%	19.3	0.9	0.1	15.1%
	0.1	0.4	0.0	5.3%	0.1	0.5	0.0	4.2%	0.1	0.5	(0.0)	-7.6%
	0.1	0.9	0.3	29.1%	0.1	1.2	0.3	24.9%	1.0	0.9	0.3	29.0%
	16.5	7.2	1.4	18.8%	20.5	10.0	1.6	16.0%	30.2	1.7	(0.2)	-13.6%
	-	4.5	0.4	9.0%	0.1	6.8	0.7	9.7%	-	0.4	(0.0)	-0.7%
	10.2	1.9	0.5	24.3%	10.0	1.7	0.4	21.8%	14.3	2.7	1.5	54.6%
	-	1.9	0.3	13.4%	-	1.8	0.2	12.6%	-	1.4	0.3	20.5%
	0.1	1.5	0.3	19.8%	-	1.6	0.3	21.2%	-	0.2	(0.2)	-82.6%
	0.3	1.6	0.2	14.6%	0.2	1.9	0.4	21.0%	0.1	1.5	0.2	15.1%
	1.1	1.8	0.4	22.4%	1.0	1.8	0.4	22.4%	-	0.3	(0.0)	-9.3%
	0.2	1.1	0.2	14.7%	-	0.7	0.1	22.0%	0.2	2.1	(0.6)	-28.7%
	0.7	2.1	0.4	20.3%	0.5	2.3	0.5	21.6%	-	0.4	0.1	29.5%
Royal Mail Group Total (IFRS)	6.0	13.7	(3.2)	-23.4%	2.4	17.4	0.7	4.1%	2.0	25.6	8.0	31.2%
Irrelevant	-	6.3	1.0	15.8%	-	7.2	1.0	14.2%	3.8	7.6	0.8	11.1%
	-	1.2	0.1	12.8%	-	1.0	0.2	19.2%	0.3	1.4	0.4	25.4%
	0.1	2.4	0.4	14.8%	-	2.3	0.4	-	0.6	2.5	0.5	19.5%
	0.4	0.6	0.1	13.3%	1.1	1.3	0.2	19.2%	27.0	0.8	0.2	22.2%
	0.3	1.5	0.2	14.1%	55.5	1.7	0.3	15.7%	49.9	1.3	0.3	23.1%
	0.2	0.2	0.1	27.1%	0.3	0.3	0.1	30.3%	21.6	0.4	(0.0)	-6.0%
	24.7	28.7	3.9	13.5%	24.7	28.7	3.9	13.6%	-	-	-	0.0%
Total Major Accounts	74.9	117.5	(1.0)	-0.8%	134.3	132.6	6.4	4.8%	184.5	104.2	9.7	9.3%
Other	(13.6)	7.3	1.8	24.2%	16.2	9.1	11.2	123.4%	(77.9)	32.1	5.0	15.5%
Sub total	61.2	124.9	0.8	0.6%	150.5	141.7	17.6	12.4%	106.6	136.2	14.7	10.8%
Sales Judgement												
Other Business Unit Judgement												
Total	**61.2**	**124.9**	**0.8**	**0.6%**	**150.5**	**141.7**	**17.6**	**12.4%**	**106.6**	**136.2**	**14.7**	**10.8%**

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Major Account Summary

Account	Latest Forecast (May Forecast)				Q2 Budget				Prior Year 2008/09			
All accounts with annual revenue > £1m. Enter gross value (i.e. before any judgement)	Orders	Revenue	GM	GM%	Orders	Revenue	GM	GM%	Orders	Revenue	GM	GM%
Irrelevant	84.8	74.1	(8.5)	-11.5%	101.9	65.5	2.6	3.9%	48.5	97.9	5.2	5.3%
	20.5	40.6	4.0	9.8%	16.2	40.6	0.7	1.7%	12.5	40.3	1.3	3.3%
	4.7	22.9	(1.2)	-5.1%	3.3	19.4	(4.7)	-24.2%	(49.1)	17.1	(9.0)	-52.6%
	21.8	31.3	3.7	12.0%	11.5	26.0	4.5	17.1%	41.8	27.0	(4.2)	-15.7%
	28.9	2.4	1.9	77.8%	10.0	2.2	0.4	20.2%	(0.1)	0.3	0.1	51.2%
	0.2	2.0	0.4	19.2%	35.2	3.2	0.8	23.4%	19.3	2.7	0.8	28.6%
	0.1	1.4	0.1	8.9%	0.5	4.6	1.0	21.5%	0.4	2.0	0.0	1.4%
	11.0	4.8	1.4	29.8%	4.8	6.3	1.6	25.0%	1.7	4.0	1.2	29.1%
	105.5	38.0	10.8	28.3%	105.5	38.0	10.8	28.3%	39.4	20.0	3.7	18.6%
	0.7	24.7	2.3	9.2%	0.8	27.2	2.6	9.7%	-	1.1	(0.0)	-2.2%
	55.2	20.0	5.0	25.0%	55.0	20.0	5.0	25.0%	18.1	12.9	5.7	43.7%
	1.5	11.0	2.1	19.1%	1.5	11.0	2.1	19.1%	-	9.6	1.3	13.3%
	6.0	10.7	2.4	22.5%	6.0	10.7	2.4	22.5%	25.2	3.7	0.9	24.9%
	1.1	6.5	1.3	20.0%	1.0	6.5	1.3	20.0%	0.3	5.5	0.9	17.1%
	5.5	7.3	1.5	21.0%	5.4	7.3	1.5	21.0%	-	1.2	(0.4)	-32.1%
	0.2	3.6	1.0	27.4%	0.4	3.5	1.0	28.6%	2.7	7.4	(1.3)	-17.9%
	2.1	9.0	2.0	22.0%	2.0	9.0	2.0	22.0%	2.2	7.5	0.9	12.7%
Royal Mail Group Total (IFRS)	30.0	71.9	(6.3)	-8.8%	2.4	80.9	9.9	12.3%	37.0	93.1	20.5	22.1%
Irrelevant	10.0	27.3	4.6	16.7%	-	31.5	4.7	15.0%	152.3	32.7	4.4	13.6%
	0.5	4.8	0.9	18.0%	-	5.0	1.1	22.0%	(0.5)	5.7	0.9	15.4%
	2.0	8.8	1.5	16.6%	-	9.4	1.8	-	22.0	9.4	1.6	17.2%
	5.6	5.6	2.3	41.4%	4.4	5.1	1.0	19.0%	31.0	5.4	1.1	19.7%
	51.0	12.1	2.3	18.8%	57.1	12.1	2.4	19.6%	51.9	5.1	1.4	27.2%
	118.2	12.0	2.6	22.1%	118.5	13.5	3.3	24.5%	22.4	1.3	0.3	21.5%
	90.0	120.8	15.5	12.8%	90.0	120.8	15.5	12.8%	-	-	-	0.0%
Total Major Accounts	657.2	573.6	53.4	9.3%	633.4	579.2	75.1	13.0%	478.9	412.8	37.3	9.0%
Other	32.8	77.4	26.0	33.5%	56.6	135.7	41.4	30.5%	28.9	113.7	22.0	19.3%
Sub total	690.0	651.0	79.4	12.2%	690.0	714.9	116.5	16.3%	507.8	526.5	59.3	11.3%
Sales Judgement												
Other Business Unit Judgement												
Total	**690.0**	**651.0**	**79.4**	**12.2%**	**690.0**	**714.9**	**116.5**	**16.3%**	**507.8**	**526.5**	**59.3**	**11.3%**

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Irrelevant

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Operational Performance – Alert Status

Irrelevant

- **Post Office (HNGX)**
  - End to end programme plan review planned for the 27th May
  - Programme delivery team strengthened with PMO function, Test Manager and end to end programme lead.
  - 12 milestones agreed with customer for May, weekly progress reporting in place, 7 achieved to date one milestone missed

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Programme Update 2

Account	Project Name	Spotlight Project Ref	Project Manager	OVERALL STATUS (this month)	OVERALL STATUS (last month)	Baseline Costs (£k)	Contingency (£k)		Actual Cost to Date (£k)	Net Impact on current year P&L (£k)	Previous Forecast Cost at Completion (£k)	Current Forecast Cost at Completion (£k)	Variance (£k) (K-L)	Project Lifetime	Actual Close Date	Project Reviewed By	Elevator Text (HoP Comments)
							Original	Spent / Released									
Irrelevant																	
RMG	**Horizon Next Genx - infrastrucuture refresh**	123881 replaced by 123881.36 and 123881.36	Graham Murray			59,788	0	0	55,321	-7,039	59,753	66,792	-7,039	Sep 06 to Spring 10		David Cooper	Programme is on Amber Alert due to concern over timescales for key deliverables @ infrastructure and Testing . The team still face several challenges to meet the required end dates, and are focused on achieving this.Cost to complete is latest view and is subject to a DA Review to ensure that the new plan and Cost to Complete are realistic and achieveable.
Irrelevant																	

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Organisation & People

- Current Issues
  - PSD BU organisation structure
  - PSD costs – people/Core/accommodation
  - Revised Phase 3 rationalisation approval required; 23 people identified; £1.565m Ratex
  - Integration and utilisation of Declan Kelly's FTS sales/bid team
- Key Resource Requirements
  - Sales Director – PSD
  - Sales Force – incremental 6 sales people required
- Talent Management Update – nothing to report
- Succession Planning – see PSD BU org structure above

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Guidelines: exception based reporting eg rationalisation programme, critical resource for big win etc. Provide an update on the status of your Talent Management and succession planning.

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Headcount

Private Sector	Q1 Employees	Q1 Non-Permanent Staff	Q1 Total Headcount	Q2 Employees	Q2 Non-Permanent Staff	Q2 Total Headcount	Q3 Employees	Q3 Non-Permanent Staff	Q3 Total Headcount	Q4 Employees	Q4 Non-Permanent Staff	Q4 Total Headcount
Opening Headcount	461	33	494	575	5	580	571	4	575	576	4	580
Growth (list by Major Account/Function):												
Irrelevant	1		1			-						
RMG - Additional AM & new Graduate			-	2		2			-			
Irrelevant			-				10		10			
	3		3									
	1		1						-			
	5	-	5	2	-	2	10	-	10	-	-	-
Attrition (list by Major Account/Function):												
Irrelevant										(1)		(1)
part of contract ends						-				(1)		(1)
HQ				-		-						
	-	-	-	-	-	-	-	-	-	(2)	-	(2)
Rationalisation/Restructuring:												
Irrelevant	(2)		(2)			-	(1)		(1)			
	15		15			-			-			
RMG - CSA transfer from Core	2		2			-			-			
Irrelevant	2		2			-			-			
	7		7			-			-			
	(5)		(5)									
			-			-	(1)		(1)			
	3		3			-			-			
	2		2	1		1			-			
			-				(1)		(1)			
	38		38			-			-			
	13		13									
	7		7	4		4	1		1			
	10		10									
			-			-			-			
	92	-	92	5	-	5	(2)	-	(2)	-	-	-
Offshoring												
	-	-	-	-	-	-	-	-	-	-	-	-
Actions to Reduce Contractors:												
Irrelevant		(3)	(3)									
	17	(22)	(5)	(11)	(1)	(12)	(4)		(4)	(20)		(20)
		(1)	(1)									
		(2)	(2)									
	17	(28)	(11)	(11)	(1)	(12)	(4)	-	(4)	(20)	-	(20)
Other	(0)	-	(0)	-	-	-	1	-	1	1	-	1
Closing headcount	575	5	580	571	4	575	576	4	580	555	4	559

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Ratex Tracker

Private Sector						
	Heads Impacted	In Year Cost	Impact Date	Payback Period	Approval Status	Further Info
Programme						N.B. All payback period data is an average of the individual's pay back time for each programme
PSD - RRMT	5.0	340	19th June	1 year	In progress	
PSD - Irrelevant	5.0	280	19th June	1 year	In progress	
PSD -	9.0	494	19th June	6months	In progress	
PSD -	3.0	132	19th June	5 months	In progress	
PSD -	1.0	280	19th June	18mths	In progress	
Other		40				
RRMT BU SPECIFIC:						
Irrelevant	4.0	100	30th September	Contractural - Ratex for Core		Contract Termination
Royal Mail	2.0	200	30th September	Reskilling		
Off shoring incl Royal mail		1483				
To be identified		0				Further review of the consolidated PSD structure
Total	**29.0**	**3349**				
Full Yr Ratex in Latest FC		**£3.3M**				

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