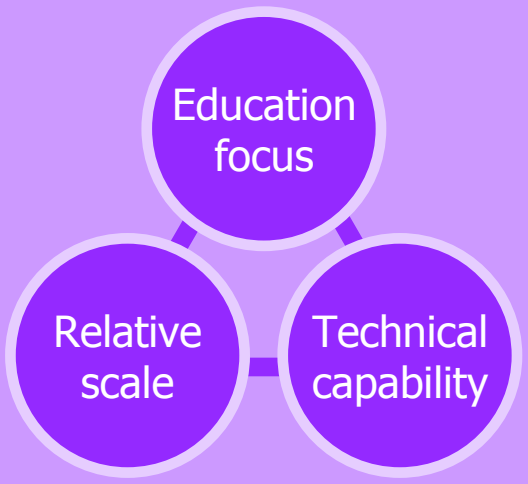
RM plc

Year ended 30 September 2007

Tim Pearson – CEO
Mike Greig – Group Finance Director



Headlines

We are the clear leader in BSF

New Education Resources businesses growing well

Progress across all four focus areas

- Learning Technologies
- Assessment & Data Services
- Education Resources
- Education Management Systems

Further strong growth in committed revenues* to £330m (2006: £240m)

Financial performance in line with plan

*order book, deferred revenue and projects at preferred bidder stage

Financial headlines

Year to 30 September	2007	2006
Revenue	**£270.9m**	£262.3m
Profit before tax before amortisation of acquisition related intangible assets and exceptional pension credit	**£15.5m**	£14.6m
Profit before tax	**£18.4m**	£14.5m
BSF bid costs expensed	**£3.6m**	£3.8m
Diluted EPS before amortisation of acquisition related intangible assets and exceptional pension credit	**12.3p**	11.5p
Dividend per share proposed and paid	**5.49p**	5.17p
Operating cash flows	**£22.0m**	£21.7m
Net funds less deferred consideration	**£27.4m**	£28.5m
Retirement benefit obligation	**(£3.3m)**	(£18.7m)

Basis of reporting

IFRS

Our measure of profit:

- Before amortisation of acquisition related intangible assets
- After share-based payment charges
- Before exceptional pension credit in FY2007
- After expensing BSF bid costs
  - Profit before bid costs also provided

No R&D capitalised

- No expenditure met criteria

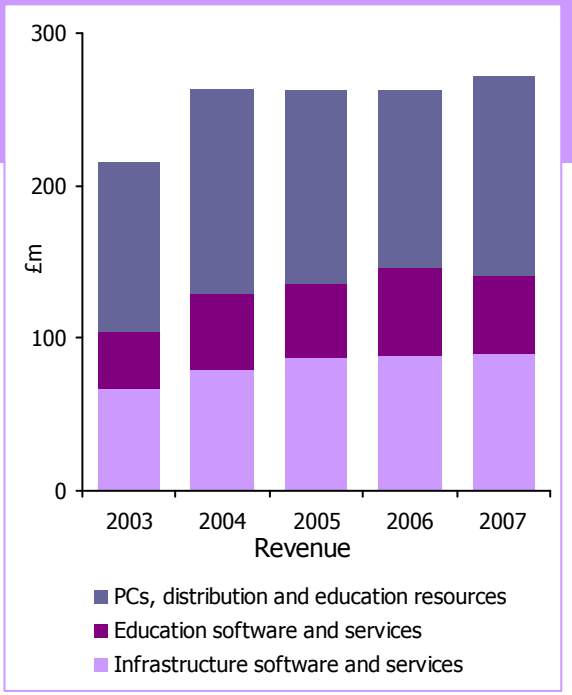
Revenue

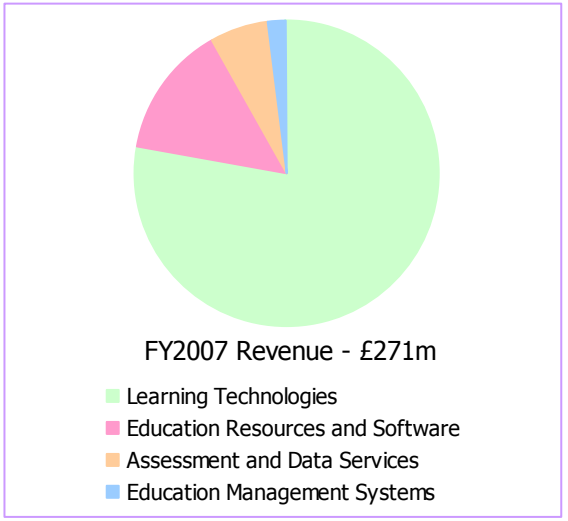
Revenue up £8.6m (3.3%)

- Acquisitions: £4.8m
  FY2007 and full-year impact of FY2006
- Organic growth: £3.8m
- International revenues doubled to £8.8m

Noteworthy changes were:

+ Computers for Pupils scheme
+ Education Resources
– Glow revenue profile
– South Yorkshire eLP
+ BSF (£2.9m in FY2007 vs. £1.1m in FY2006)





Gross profit and business mix

Infrastructure software & services

- > 40% of Group gross profit
- Increasing contribution from long-term project portfolio
- Very small initial contribution from BSF

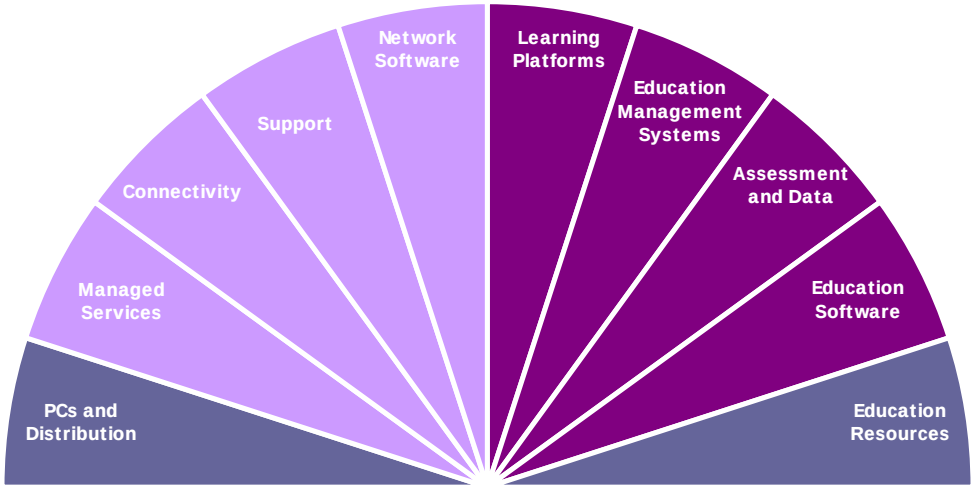
Education software & services

- 3T – cancellation of BBC contracts
- Learning Software market weak
- First profit contribution from Glow

PCs, distribution & education resources

- Education Resources – organic growth and acquisitions

	FY2007			FY2006		
	Rev	Gross profit		Rev	Gross profit	
	£m	£m	%	£m	£m	%
Infrastructure software & services	90.4	30.3	*33.5*	88.1	26.7	*30.3*
Education software & services	50.7	20.1	*39.7*	57.7	23.7	*41.1*
PCs, distribution & education resources	129.9	23.2	*17.9*	116.5	20.7	*17.8*
Total	270.9	73.5	*27.2*	262.3	71.1	*27.1*



Operating costs

Operating costs	FY2007	FY2006
Selling & distribution	34.0	33.2
Research & development	14.9	14.9
Administration	11.1	10.2
Operating costs*	60.0	58.3

* Excluding amortisation of acquisition related intangible assets and exceptional pension credit

Acquisition impact: £1.3m

- FY2007 and full-year impact of FY2006

Selling & Distribution

- BSF bid costs expensed of £3.6m (2006: £3.8m)

Research & Development: £14.9m

- In addition specific project R&D charged to cost of sales
- No R&D has ever been capitalised

Share-based payment charge

- 2007: £1.0m (2006: £0.8m)
- Included in operating costs and cost of sales

Investment income

- includes leasing income of £0.7m (2006: £0.9m)

Profit margin

Five years of PBT margin growth

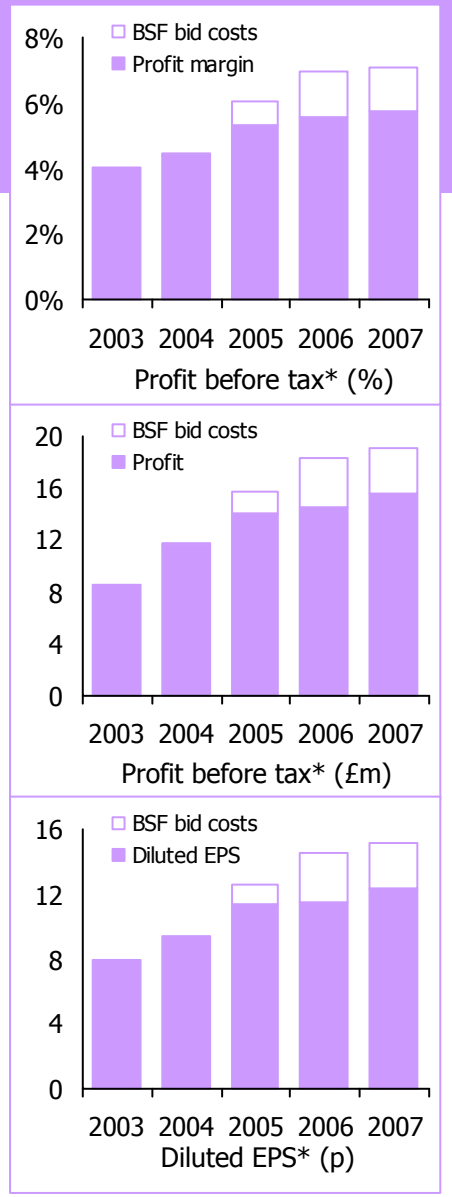
- FY2007: 5.7% vs. FY2003: 4.0%

Investment in BSF programme is exceptional

- Transformational for nature of RM's secondary school business
  - … from individual school sales to long-term contracts
- Long payback – individual contracts c.3-4 years

PBT margin before BSF bid costs: 7.1%

- Profit of £19.1m on turnover of £270.9m
- Diluted EPS before BSF bid costs: 15.1p



*before exceptional pension credit, amortisation of acquisition related intangible assets and goodwill charges

Income statement

£m	Year to 30 September			
	2007			2006
	Adjusted	*Adjustments	Total	
Revenue	**270.9**		**270.9**	**262.3**
Cost of sales	(197.4)		(197.4)	(191.2)
Gross profit	**73.5**		**73.5**	**71.1**
Selling & distribution	(34.0)		(34.0)	(33.2)
Research & development	(14.9)		(14.9)	(14.9)
Administrative	(11.2)		(11.2)	(10.2)
Amortisation of acquisition related intangible assets		(0.6)	(0.6)	(0.1)
Exceptional pension credit		3.5	3.5	-
Profit from operations	**13.5**	**2.9**	**16.4**	**12.8**
Investment income	2.0		2.0	1.9
Finance costs	-		-	(0.1)
Profit before tax	**15.5**	**2.9**	**18.4**	**14.5**
Tax	(4.2)	(0.9)	(5.0)	(4.1)
Tax rate†	*26.8%*	*30.0%*	*27.3%*	*27.9%*
Profit for the year	**11.4**	**2.0**	**13.4**	**10.5**
Diluted earnings per ordinary share	**12.3p**	**2.2p**	**14.5p**	**11.5p**
Proposed dividend per share			**5.49p**	**5.17p**

† Tax charge as a percentage of profit before tax

** Adjustments – amortisation of acquisition related intangible assets and exceptional pension credit*

Balance sheet

Acquisitions

- DACTA & SERAP

Net capex: £6.7m (2006: £9.0m)

- TTS building:
  - Purchase: £2.7m; disposal: £1.3m
- Data centres investment: £0.5m

Working capital

- Year-on-year changes reflect:
  - Acquisition impact
  - Busier summer
- Trade and other receivables includes:
  - Long-term contract balances of £6.1m (2006: £5.5m)
- Deferred revenues: £27.7m (2006: £27.6m)
  - included in current & non current liabilities

£m	30 Sep 2007	30 Sep 2006
Goodwill	24.6	22.3
Other intangible assets – acquisition	3.3	1.0
Other intangible assets - software	2.4	2.5
Property, plant & equipment	21.1	22.5
Deferred tax assets	2.7	7.4
Total non current assets	**54.2**	**55.7**
Inventories	13.7	10.8
Trade & other receivables	58.8	51.4
Cash & cash equivalents	29.3	30.1
Total current assets	**101.8**	**92.3**
Non current assets held for sale	-	1.1
Total assets	**156.0**	**149.0**
Current liabilities	(87.2)	(80.3)
Retirement benefit obligation	(3.3)	(18.7)
Other non current liabilities	(7.5)	(7.8)
Total liabilities	**(98.1)**	**(106.8)**
Net assets	**57.9**	**42.3**
Total equity	**57.9**	**42.3**

Pensions

Pension deficit dramatically reduced

- £15.4m reduction in deficit in the year
  - IAS 19 pension deficit – Sep 2007: £3.3m; Mar 2007: £8.9m; Sep 2006: £18.7m
- Additional planned payments would eliminate existing deficit during 2008
  - Final £1.5m special pension payment and continuing £1.7m pa additional payment

… but, defined benefit scheme valuations remain volatile →

Sensitivity analysis

Change in assumption	Increase/(decrease) in deficit
0.1% increase in discount rate	(£1.9m)
0.1% increase in inflation	£1.3m
1 year increase in life expectancy	£1.3m

Management action in year: £7.2m reduction

- 5% cap on pensionable salary increases reduced deficit by £3.5m
- Special pension payment: £2.0m paid in H1 FY2007
- Additional cash contribution continued: £1.7m pa in FY 2007

Market-related movements: £8.1m

- Asset values, discount rate, inflation assumptions

Longevity assumption unchanged – PA92 Medium Cohort

- Life expectancy assumptions increased three times since 2002

Cash & net funds

£m	30 Sep 2007	30 Sep 2006
Cash & cash equivalents	29.3	30.1
Issued loan notes	(0.2)	(0.9)
Net funds	29.1	29.2
Issuable loan notes	(1.7)	-
Deferred cash consideration	-	(0.7)
Net funds less deferred consideration	27.4	28.5

Outflows in year

- Dividends: £4.8m
- Special pension payment: £2m
- Acquisitions: £4.6m

Cash and cash equivalents £m	FY2007	FY2006	FY2005
30 September	29.3	30.1	22.9
Year average	14.9	18.4	8.0
Year minimum	(1.8)	7.3	0.0

Interest on cash balances:

£0.9m (2006: £0.8m)

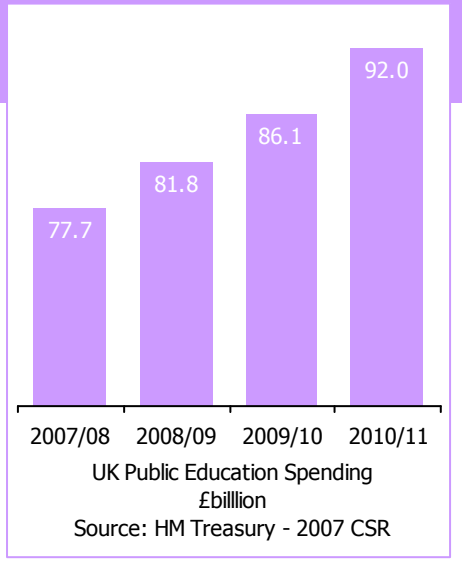
FY2008

- SpaceKraft acquisition: £4m (1 Oct 2007)
- Second part of special pension payment: £1.5m (31 Oct 2007)

Context

Comprehensive Spending Review (October 2007)

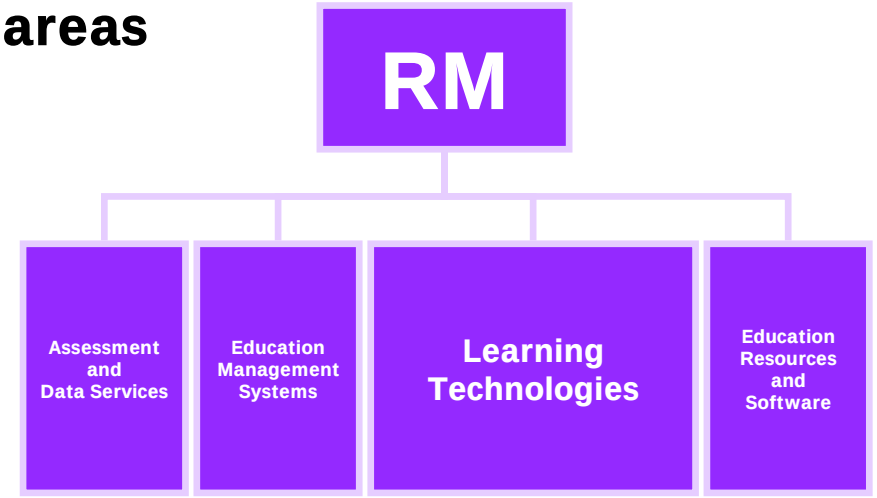
- Education confirmed as key priority area
- 2.8% real terms growth in education spending
- Per-pupil funding in state schools rising by 10% (real terms) between 2007/08 and 2010/11

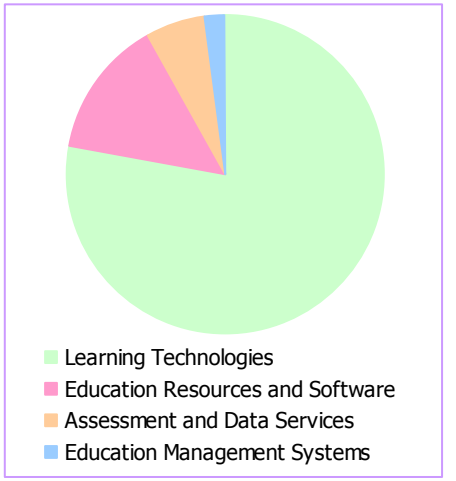


Demographics

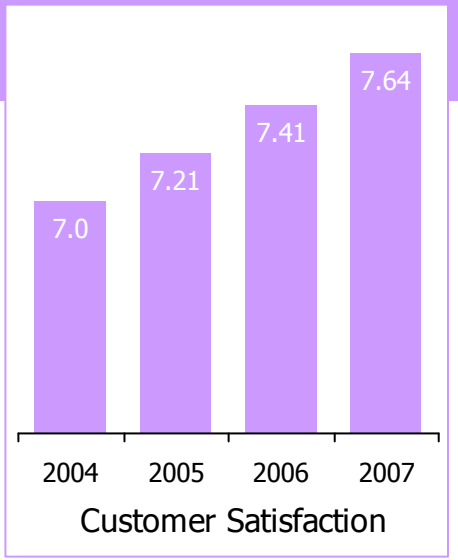
- Population growth will drive up pupil numbers
- School-age population starts to grow from 2010

Four focus areas





Satisfaction measures



Customer & employee satisfaction:

- Essential to long-term success
- Significant source of competitive advantage

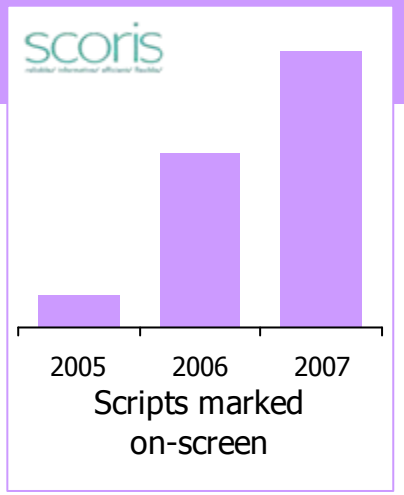
Customer satisfaction

- Customer satisfaction score: 7.64 (2006: 7.41)
  - Four years of continuous improvement
- Awarded UK's Best Help Desk – across all industries
  - HDI Awards – 2007
- Finalist in National Customer Service Awards

Employee satisfaction

- Overall employee satisfaction score: 74.6% (2006: 73.2%)
  - Three years of continuous improvement

Assessment and Data Services



On-screen marking becoming mainstream

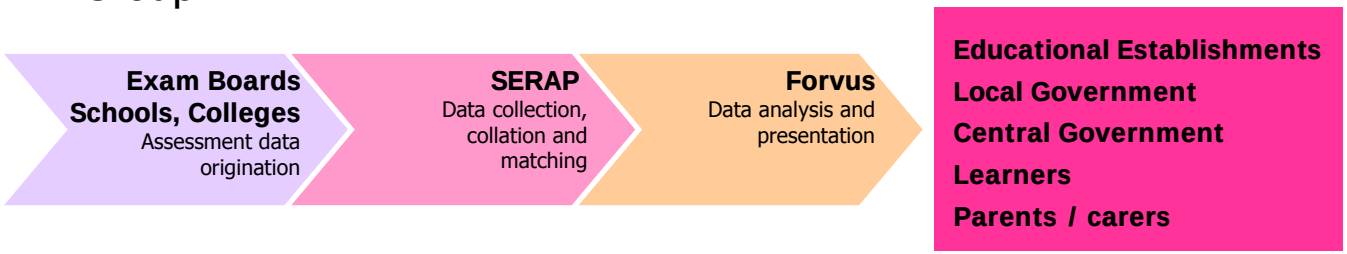
- Strategic partnership with Cambridge Assessment progressing well
- Pilots in place with other UK examination boards and awarding bodies
- Framework agreement with Scottish Qualification Authority
- International opportunities
  - RM and Cambridge Assessment jointly hosting conference in Dubai

On-screen testing

- Strategic partnership with AQA

World-leader in educational data analysis

- UK leads the world in data-driven educational improvement
- SERAP acquisition brings together UK's leading providers in the RM Group



Education Management Systems

Integris^{G2}

- Web-delivered, centrally-hosted school management software
  - Multi-year product / market development programme
- Development continuing
  - Primary school version (England) complete
  - CODA financials integration in development
  - Secondary school version and Welsh & Australian localisation in progress
- Growing installed base
  - Further contract wins in second half – Carmarthenshire and Bury

International opportunity: Ultranet

- Major educational ICT contract in State of Victoria, Australia
- Similar scale and development challenges to Glow
  - Builds on school management software and learning platform functionality
- RM Asia Pacific bidding as prime contractor
  - Already a supplier to State of Victoria
- Significant bid costs in FY2007
- Decision expected in FY2008

Education Resources

Software

UK market decline since 2002

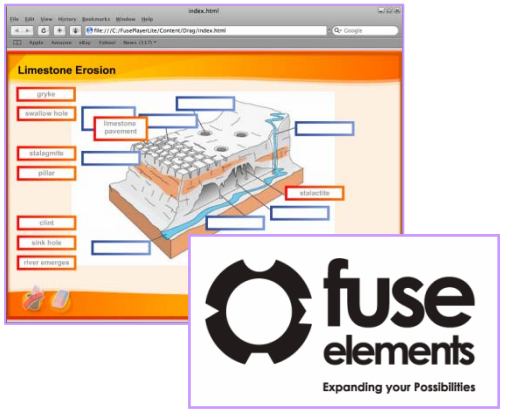
… and has not been an investment priority for RM over that period

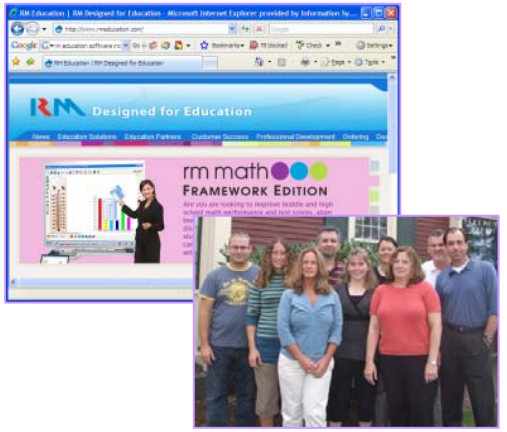
Reasons to anticipate improvement at some point

- BBC jam suspension
- Move to 1:1 computing likely to 'cannibalise' textbook market
- Learning Platform critical mass

RM strategy

- Targeted investment
  - Emerging, high potential areas (eg: Web 2.0 tools)
- FUSE – Web-based content generation tools
  - Separate versions for professional publishers and individual schools
- Honeycomb - Web-based creativity and collaboration environment
  - Educationally useful and safe social networking application



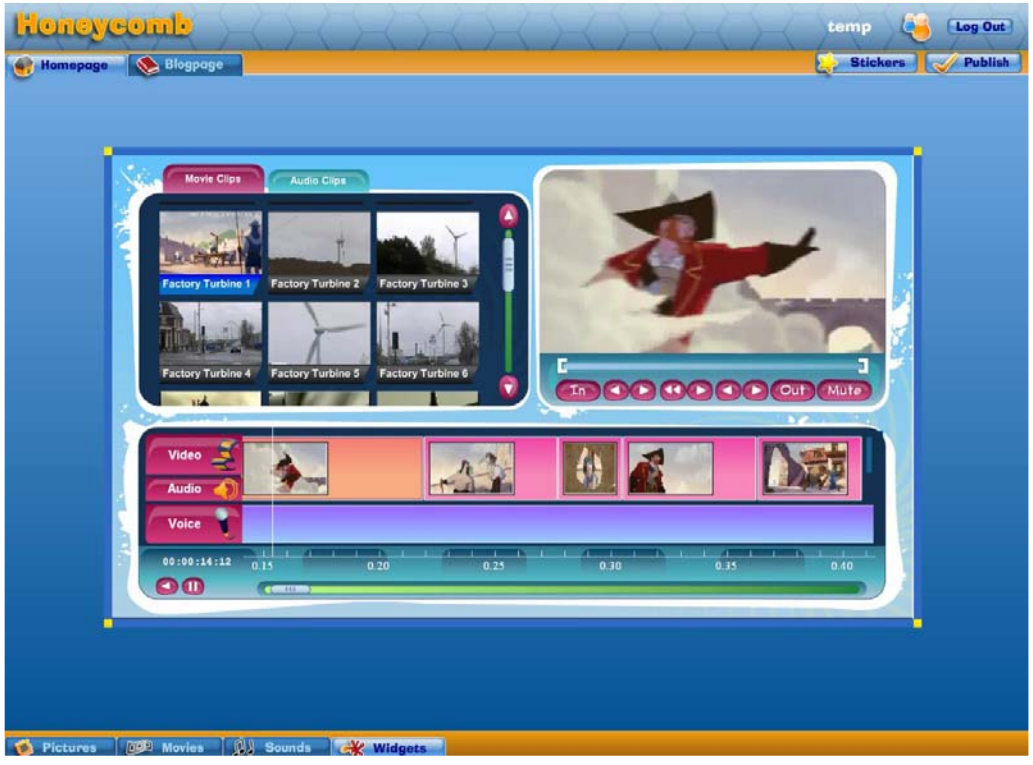


International – RM Educational Software Inc

- Doubled revenue in FY2007
  - … further growth planned in FY2008
- Increasingly important distribution channel for RM intellectual property
  - eg: $630k Easiteach sale to Arizona School Board


Honeycomb
RM
Log Out
Homepage
Blog
Stickers
Publish
Softease and RM
Calendar
November 2007
Verdana
Friends of Softease and RM
Favourites
Pictures
Movies
Sounds
Widgets
Add


Honeycomb
Steve Taylor
Log Out
Blog
My Stickers
My Family
I looked after my nephews this afternoon. Charlie and Zachary are really cute and get on really well together.
Here's a video of Zachary playing with his ball.
Then I went for dinne
my grandparents. The
really old and say fun
things!
MAGIC!
Blog Posts
Survey
My Family
Stickers


Honeycomb
temp
Log Out
Homepage
Blogpage
Stickers
Publish
Movie Clips
Audio Clips
Factory Turbine 1
Factory Turbine 2
Factory Turbine 3
Factory Turbine 4
Factory Turbine 5
Factory Turbine 6
In
Out
Mute
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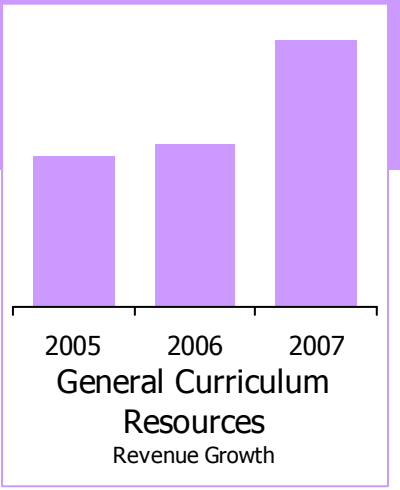
Sounds
Widgets

Education Resources

General curriculum resources



Strong growth in FY2007

- More catalogues
- More own-brand products
- Special Direct (SEN catalogue)
- Online sales

Further and faster growth in FY2008

- Contribution from recent acquisitions (DACTA and SpaceKraft)
- Tesco Sport for Schools and Clubs (won in FY2007)
- International business

Investment

- Facilities
- Systems
- Management
- e-Commerce

Education Resources
Attractive business model for RM
Different budgets to schools ICT
Growth
Differentiated products reduces price-based competition
Strategy
Differentiation through curriculum-relevant product development
Recognised and well-liked brands
RM Group Synergies
Education knowledge
Customer base
Systems
Sourcing
Increasing technology component to general resources
International opportunities

Education Resources

General curriculum resources

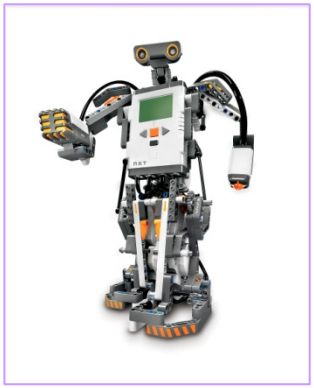
Acquired		Net cost
TTS	Sep 2004	£12.0m
MES	Aug 2006	£1.0m
DACTA	May 2007	£3.8m
SpaceKraft	Oct 2007	£4.4m

SpaceKraft – revenue: £5.0m

- Catalogue sales of innovative SEN and early years products
  - Design and sourcing of innovative and differentiated products
  - Further scale for RM's existing SEN business
- Design and installation of SEN facilities
  - 'Sensory environments' and soft play rooms
  - Highly specialised skills and expertise
  - Wide range of unique components
  - Often specified as part of BSF projects

DACTA – revenue: £6.5m

- Education distribution of branded products
  - LEGO Education: exclusive European distribution rights
    - Widely used for teaching control technology
  - Other brands include TOLO and BRIO
- Europe-wide network of education-focused dealers
  - 70% revenues from outside UK
  - Offers potential European channel for some other RM Group products



Learning Technologies

Computers for Pupils

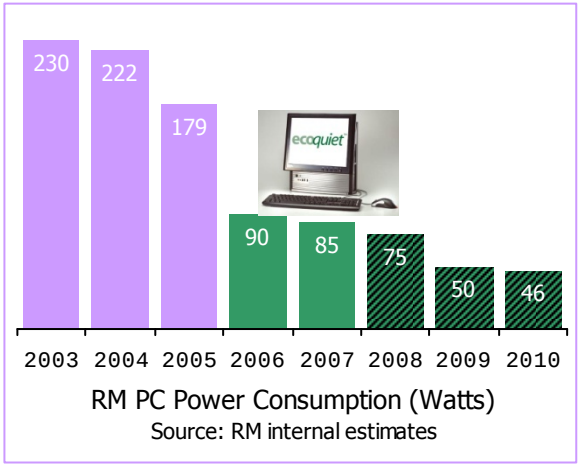
- Two year £50m DCSF scheme to provide ICT for disadvantaged pupils
  - PCs plus filtered, mobile Internet connectivity
- Keys to RM's success
  - Flexibility: providing RM, Samsung, HP and Dell to London Boroughs
  - Capability: mobile (3G) Internet access using RM's SafetyNet filtering service
- Working with 20 local authorities, including:
  - Birmingham, Knowsley and several London Boroughs

RM Mobile One v.2

- Highly robust:
  - Drop tested to military standards; 'spill and splash'-proof keyboard
- Integrated Webcam
- Energy Star 4 compliant

ecoquiet ultra-low power PC range

- Maps well to schools' values and attitudes
- 20,000 units sold (vs. target of 12,500)
- Working towards the 50 watt PC



Learning Technologies

RM Asus miniBook

- Revolutionary 'one-per-pupil' computer
- Brings 1:1 computer:pupil ratios within reach

Lowest ever price point

- £169 entry point:

  Linux-based device

  Wireless networking; full productivity software suite; Webcam
- Working with Microsoft towards a Windows XP version

Potential to change school computing landscape

- Very relevant to BSF

Very well-reviewed

Tim Pearson's unveiling of RM's new ASUS MiniBook impressed many observers, especially when Pearson used a diagram to show how RM were positioning the MiniBook midway between handhelds and desktops. RM's MiniBook will either come as an appliance (with Linux, Firefox and OpenOffice) or a computer with Windows XP and all the usual bells and whistles.

Richard Taylor – the assignment report, October 2007

Strategic partnership with Asustek
Sole education supplier of miniBook
Exclusive education pricing
RM Mobile One co-development

Learning Technologies

Learning Platforms
Web-based software environments
Learning & teaching workflow
Curriculum delivery
Communications and collaboration

Learning Platforms

- English market taking shape:
  - Important to BSF; Authority-wide procurements
- Becta Learning Platform Services accreditation
- Accelerated investment during FY2007
  - Now our largest area of research & development spend

Glow

- Functionality delivered successfully
  - Launched on time at the Scottish Learning Festival in September
  - This year's target: successful large scale usage
- The world's largest education intranet
  - … and one of the world's largest SharePoint implementations (in any sector)

Community Connect 4

- Major revision of the UK's most widely used school network
- R&D expenditure in FY2007 and FY2008
- Upgrade revenues critical to FY2008 business plan

BSF

£45 billion secondary school renewal programme

- Will transform the secondary school marketplace
  - c.£5 billion (£1,450 per pupil) for ICT from central government / local authorities
  - … in addition: school contributions from own budgets
- Moves market to long-term contracts
  - … and externalises significant current in-school spend

A massive long-term opportunity for RM

- Completely focused on being the best ICT provider:
  - Delivering high levels of customer satisfaction
  - Building on the best portfolio of products, services and partnerships

RM emerging as clear market leader

- Won 5 out of 9 contract decisions in FY2007
  - Leeds – strategic consultancy as well as managed ICT service
  - Islington – as part of Transform Schools consortium
  - Knowsley – including integration of Integris^{G2} MIS
  - Lambeth – extending existing, successful PFI relationship
  - Hackney – replacing original ICT provider at shortlist stage
- Won 7 projects in total (out of 18 awarded)*
  - Nearest competitor has 3
- Total committed BSF revenue: >£70m

*Source: Kable / RM

Critical success factors	
Education focus and understanding	✓
Excellent delivery	✓
Customer success	✓
Innovative intellectual property	✓
Early market success	✓

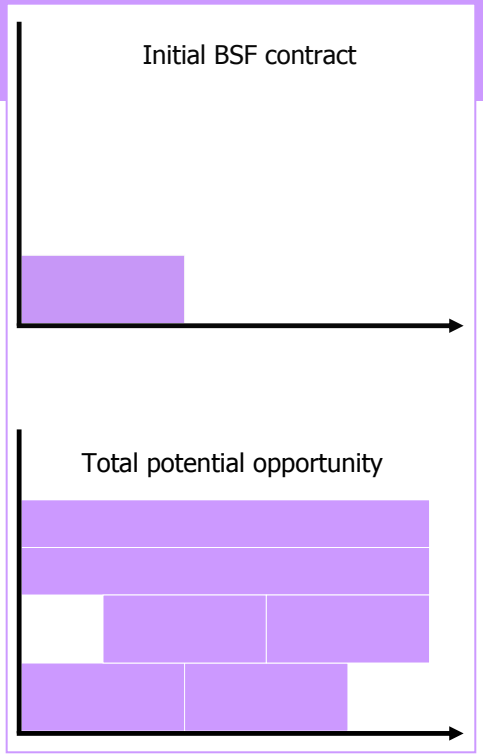
Risks
Contract terms and conditions
Delivery failure
Dependency on consortium partners
Competitive bid process leads to low margins

Authority	Status	Pupils*
Solihull	Contract award – Feb 2006	4,500
Stoke-on-Trent	Preferred bidder – Sep 2006	14,000
Leeds	Contract award – May 2007	16,500
Islington	Preferred bidder – Jun 2007	3,216
Knowsley	Contract award – Aug 2007	8,100
Lambeth	Contract award – Aug 2007	2,600
Hackney	Preferred bidder – Oct 2007	3,500

*in initial phase of contract

BSF

Significant opportunities beyond initial contract



Other ICT opportunities in the Local Authority

Additional services to BSF schools

BSF future waves

BSF future waves extensions

BSF initial contract

BSF initial contract extensions

Time

BSF

Significant potential in addition to initial contract value

- Future BSF waves in the same authority
- Extension of contracts beyond initial term
- Additional services to initial schools
  eg: Knowsley CfP scheme; interim contract in Stoke
- Other opportunities in the Local Authority
  eg: PFI schools in Leeds; Alderbrook School managed service in Solihull

RM uniquely placed to benefit
Broad portfolio of education products and services
National sale and marketing channel
Long-term commitment to education
Focus on customer satisfaction
Scale

… all dependent on long-term happy customers

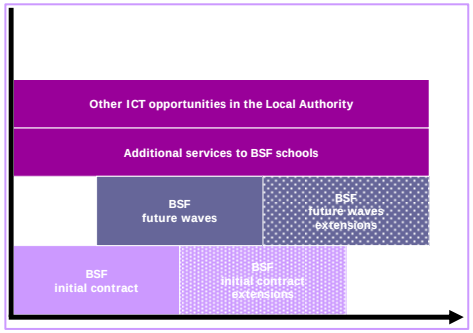
FY2008 a very big year for contract decisions

- Increased our internal target for win rate (by value)
- Currently bidding on the majority of projects
  … but higher proportion of 'no-bids'
- FY2008 net bid costs: c.£4.3m

BSF
Good investment with strong NPV

Good investment with strong NPV

- BSF initial contracts NPV: +ve
  … even after the significant bid costs
- 'Follow-on' opportunities NPV > initial contract NPV
- 'Cannibalisation' of existing business limited:
  BSF applies to English state secondary schools only, not to Academies
- Our estimated NPV of BSF programme has increased
  … compared to a year ago



Looking ahead

- BSF profit contribution expected to exceed bid costs in FY2010

Outlook

Still early in the year

- Visibility improving
  - RM remains a seasonal business
  - H1/H2 split

Anticipate stronger revenue growth in FY2008

- Including full-year impact of recent acquisitions

BSF continues to be an investment in FY2008

- FY2008 bid costs: c.£4.3m

Further investment in business and product development

Conclusions

Improved business model

- Further growth in committed revenues in FY2007

Clear leader in BSF

- Longer-term than many investment cases

… but RM exceptionally well placed

- Profit contribution expected to exceed bid costs in FY2010

Progress in all four focus areas

- In UK and internationally

Consistent education spending growth

- In the UK *and* across the world

Aiming for growth

Appendices

RM Asus miniBook - Microsoft Internet Explorer provided by Information Systems

http://www.rm.com/Primary/Products/product.asp?cref=PD1030046

RM Asus miniBook

View larger image

RM Asus miniBook

The genuine "anywhere, anytime access" pupil device

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Initial review with a focus on use in KS1 & 2

11 Nov 2007

Reviewed by Graham Pragnell

What can I say! It arrived yesterday Fri Nov 2) before lunch. I held off opening it at the office, preferring to 'give myself something to do' at the weekend! After dinner on Friday evening, I opened it and did the 'First Run Wizard' setting date, time and timezone, username and password etc in 5 mins. Under the Internet Tab, found the Wireless Network icon and within literally two minutes was connected to my home wireless network and was surfing the web. The internal wireless adapter had immediately picked up the wireless n/w and prompted me for the encryption code. Easiest device I've come across to get hooked up wirelessly. First problem I encountered was that when I closed down and then restarted, the Minibook had lost those wireless settings - inputting a 26 character 128bit WAP key is no fun if you have to do it each time. However, quick hunt around the tools for Wireless Network icon and I found that I could set up my own wireless connection which allowed me to input the encryption code and save the settings. Lo and behold every single time I restart the device it faultlessly finds and connects to the wireless n/w/ Time taken? Another ten minutes. Easy peasy! The internet access is very fast, pages resolve almost immediately, no delays, easy bookmarking and searching, RSS feeds, Internet Radio... I was beginning to fall in love! Sailed through the rest of the Internet applications and moved on to the work tab. Had some real trepidation before using the device, never having seen Linux let alone used it! Didn't have a clue what Open Office would be like. No problems! Easy peasy! Saving files to the internal drive was simplicity and for anyone used to Mobile PCs, Smartphones etc the File Manager is a doddle! Rushed on to the Settings tab - impressed there's a

Glossary

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

Acquisitions

Business	Activities	Date	Net cost
3T Productions	Interactive design and development	Mar 2000	£5.5m
Softease	Educational software	Oct 2001	£4.8m
Helicon	Educational content	Feb 2002	£0.7m
Forvus	Data analysis	Jul 2003	£4.0m
peakschoolhaus	Education inspection services	Oct 2003	£1.6m
Sentinel	Network management software	Feb 2004	£6.1m
TTS	Education resources	Sep 2004	£12.0m
Caz Software	Education management software (Australia)	Jun 2006	£1.6m
MES	Education resources	Aug 2006	£1.0m
DACTA	Education resources (Europe)	May 2007	£3.8m
SERAP	Data analysis	Aug 2007	£0.7m
SpaceKraft	Education resources	Oct 2007	£4.4m

Education projects
Contracts

Education Projects	Awarded	Value	Term
Dudley Grid for Learning	Jan 1999	>£50m	10 years
Classroom 2000 Lot 3 (Northern Ireland)	Feb 2003	£21m	5 years
QCA – Key Stage 3 online testing	Feb 2003	£23m	6 years
South Yorkshire eLearning Programme	May 2003	£34m	complete
South Lanarkshire Council	Jul 2003	>£30m	7 years
Warwickshire LEA PFI	Apr 2004	£16m	8 years
Newham LEA PFI	May 2004	£20m	8 years
Lambeth LEA PFI	Feb 2005	£17m	8 years
South West Grid for Learning	Aug 2005	>£30m	3 – 5 years
Glow / Scottish Schools Digital Network	Sep 2005	£37.5m	5 years
DfES – achievement and attainment tables	Jan 2006	£16m	5 years

BSF	Status	Value	Term
Solihull	Contract award – Feb 2006	£7m	56 months
Stoke-on-Trent City	Preferred bidder – Sep 2006	-	-
Leeds City	Contract award – May 2007	£28m	77 months
Knowsley	Contract award – Aug 2007	£18m	77 months
Lambeth	Contract award – Aug 2007	£5m	72 months
Islington	Preferred bidder – Jun 2007	-	-
Hackney	Preferred bidder – Oct 2007	-	-

Education projects

Accounting treatment and financial impact

Pre-contract costs not taken to the balance sheet unless contract award virtually certain

- In practice appointment as preferred bidder

Separable elements

- Accounted for using relevant Group accounting policy for that element
- Revenue and profit recognised as the goods and services are delivered

Bundled elements

- Accounted for as long-term contracts
  - Revenue recognition based upon proportion of fair value of contract delivered to date
  - Any expected contract loss recognised as soon as foreseen
  - Profit only recognised when outcome of contract can be assessed with reasonable certainty
  - Thereafter profit recognised proportional to revenue based upon expected outcome
- Consequently revenue recognised but typically traded at 0% margin in early years

Overall positive margin impact expected

- Contracts at a range from below to above historic company profit margin

BSF
Contract awards

Local Authority	Status	ICT Supplier		Consortium
		At preferred bidder	*Change post-PB	
Solihull	Contract	RM		ICT-only
Bristol	Contract	Redstone	*Northgate*	Skanska
Bradford	Contract	Sun		Amey/Costain
Newcastle	-	In house		Aura
Lancashire	Contract	Redstone		Bovis Lend Lease
Sheffield	Contract	Civica		Taylor Woodrow
Manchester	Contract	Ramesys		ICT-only
Waltham Forest	Preferred bidder	Ramesys		Bouyges
Stoke-on-Trent	-	RM		ICT-only
Knowsley	Contract	RM		ICT-only
Leeds	Contract	RM		ICT-only
Leicester City	Preferred bidder	Centerprise	*Northgate*	Miller
Lewisham	Preferred bidder	VT		VT/Costain
Lambeth	Contract	RM		ICT-only
Islington	Preferred bidder	RM		Balfour Beatty
STaG	Preferred bidder	Morse		Carillion
Hackney	Preferred bidder	RM		Mouchel Parkman/Babcock
Westminster	Preferred bidder	Ramesys		Bouyges

** where the ICT supplier has been replaced during final contract negotiations*

Source: Kable / RM

BSF
Typical project

Allocation of spend – typical BSF project Average value of ICT contract: £13m		
Central systems and software	10%	Data centre Learning Platform
In-school systems and software	45%	User equipment Network equipment Software
Services	45%	Managed Service Implementation and integration Training

Competitive Dialogue	
Stage	Typical # bidders
OJEU advertisement	
Pre-qualification questionnaire	5-10
Invitation to participate in dialogue	3-6
Invitation to continue dialogue	3
Invitation to submit final bid	2
Preferred bidder	1
Contract award	1

Timeline – typical BSF project