



RM plc

Year ended 30 September 2008

Terry Sweeney Chief Executive Officer
Mike Greig Chief Financial Officer



Agenda



Highlights

Financial Review

Business Review

Outlook and Prospects

Questions

A very good year



Strong results

Revenue and profits up

In line with original plan for the year – even after increased BSF investment

International revenue nearly doubled

Now 6% of Group total

Record committed revenues*: £410m (2007: £330m)

Excellent BSF win rate: 5 of 10 contracts awarded in year

49.5% by value

Good progress across the business

Learning Technologies: Community Connect 4 released

Education Resources: 51% revenue growth

Assessment & Data: 16 long-term customers

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

Financial headlines



Year to 30 September	2008	2007
Revenue	£289.5m	£270.9m
Adjusted* profit before tax	£16.4m	£15.5m
Profit before tax	£15.4m	£18.4m
BSF bid costs	£4.7m	£3.6m
Adjusted* basic EPS	13.1p	12.4p
Dividend per share <small>paid and proposed</small>	5.81p	5.49p
Operating cash flows	£24.0m	£23.5m
Cash	£18.3m	£29.3m
Net funds less deferred consideration	£12.4m	£27.4m

*Adjusted profit is before amortisation of acquisition related intangible assets and, in 2007, an exceptional pension credit of £3.5m

Revenue



Revenue up £18.6m (+6.9%)

Acquisitions: £10.0m (3.7%)

FY-2008 and full-year impact of FY-2007

Organic growth: £8.6m (3.2%)

FY-2008 saw continuation of 5-year trends

Decreases:

Commodity hardware: from 51% to 35%

PCs, whiteboards, 3rd party peripherals

FY-2008: increased PC unit volumes; ASP declines

UK curriculum software: from 12% to 4% (high margin)

Growth:

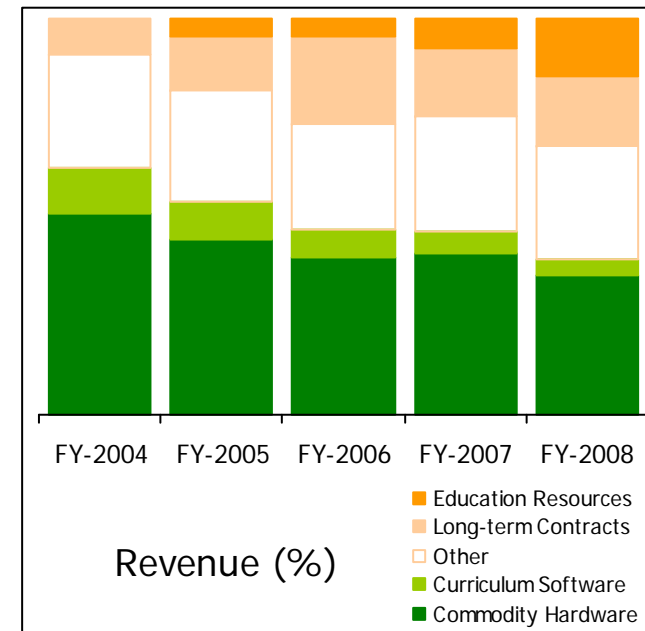
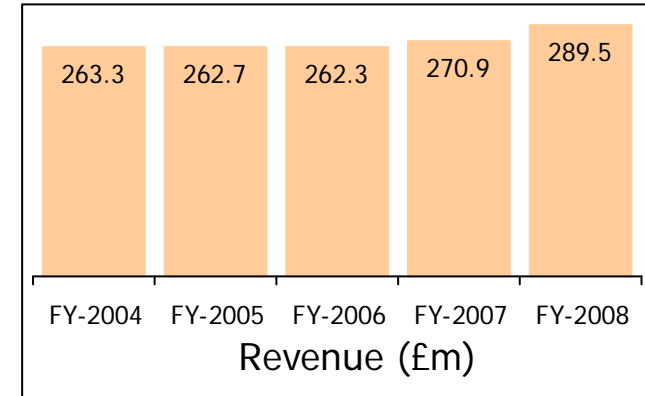
Education Resources (exc. UK curriculum software): from 0% to 14%

Long-term contract revenue: from 9% to 18%

BSF: £9.0m (2007: £2.9m)

International revenues: £16.5m (2007: £8.8m)

Education Resources, Curriculum Software,
Education Management Systems



Revenue & profit by business



FY-2008 £m	Learning Technologies (inc. Education Management Systems)	Education Resources (inc. Curriculum Software)	Assessment and Data Services	Total
Revenue	213.1	57.0	19.4	289.5
Divisional profit before BSF bid costs	11.6	7.1	2.1	20.8
BSF bid costs	(4.7)	-	-	(4.7)
Net interest income				0.3
Adjusted profit before tax				16.4

FY-2007 £m	Learning Technologies (inc. Education Management Systems)	Education Resources (inc. Curriculum Software)	Assessment and Data Services	Total
Revenue	215.6	37.8	17.5	270.9
Divisional profit before BSF bid costs	10.5	6.6	1.2	18.3
BSF bid costs	(3.6)	-	-	(3.6)
Net interest income				0.8
Adjusted profit before tax				15.5

Operating costs & investment income



Operating costs

Acquisitions responsible for all of increase

Impact of FY-2008 acqs and full-year of FY-2007 acqs: £3.2m

Administration

Acquisitions and TTS

Selling & Distribution

BSF bid costs expensed: £4.7m (2007: £3.6m)

Contribution: £0.3m (in Learning Technologies)

Investment income

Includes leasing income of £0.7m (2007: £0.7m)

Operating costs £m	FY-2008	FY-2007
Selling & distribution	35.1	34.0
Research & development	13.2	14.9
Administration	14.8	11.1
Operating costs*	63.1	60.0

*excluding amortisation of acquisition related intangible assets and FY-2007 exceptional pension credit

BSF £m	FY-2008	FY-2007
BSF bid costs	4.7	3.6
BSF contribution	(0.3)	-
Net BSF investment	4.4	3.6

Investment income £m	FY-2008	FY-2007
Bank interest income	0.5	0.9
Interest paid	(0.2)	(0.1)
Net interest income	0.3	0.8
Leasing income	0.7	0.7
Pension finance income	0.6	0.3
Other	0.2	0.2
Total	1.8	2.0

Profit margin



Transformational investment in BSF programme

RM's Learning Technologies business moves to long-term contracts

Long payback – individual contracts c.5 years (from bid)

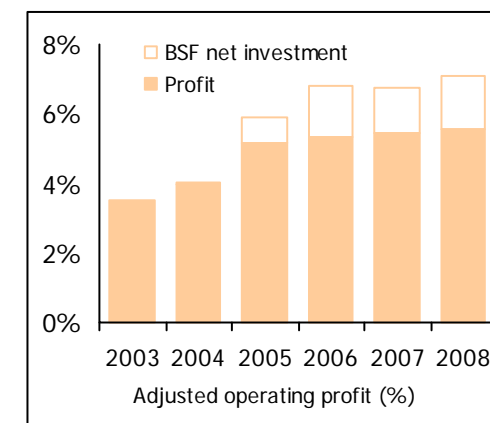
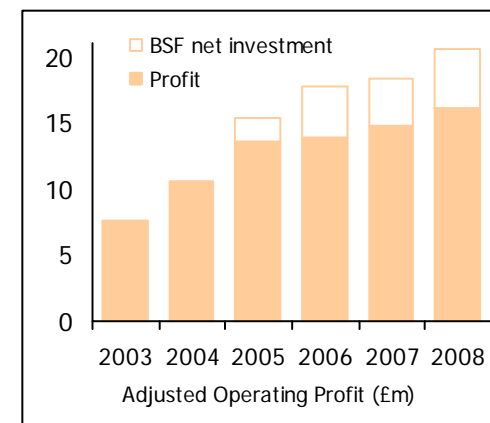
Two sets of sales costs during transition

Adjusted operating profit before BSF net investment

FY-2008: £20.5m; 7.1%

FY-2007: £18.3m; 6.8%

EPS before BSF net investment: 16.5p (2007: 15.1p)



Income statement



£m	Year to 30 September			
	2007	2008		Total
	Adjusted	Adjusted	amortisation of acquisition related intangibles	
Revenue	270.9	289.5	-	289.5
Cost of sales	(197.4)	(211.7)	-	(211.7)
Gross profit	73.5	77.8	-	77.8
Selling & distribution	(34.0)	(35.1)	-	(35.1)
Research & development	(14.9)	(13.2)	-	(13.2)
Administrative	(11.1)	(14.8)	(1.0)	(15.8)
Profit from operations	13.5	14.6	(1.0)	13.6
Investment income	2.0	2.0	-	2.0
Finance costs	-	(0.2)	-	(0.2)
Profit before tax	15.5	16.4	(1.0)	15.4
Tax	(4.2)	(4.3)	0.2	(4.1)
Tax rate	26.8%	26.4%	25.9%	26.4%
Profit for the year	11.4	12.1	(0.8)	11.3
Basic earnings per ordinary share	12.4p	13.1p	(0.8p)	12.3p
Dividend per share (paid and proposed)	5.49p	5.81p	-	5.81p

Balance sheet



Strong Balance Sheet

Cash and cash equivalents: £18.3m

Acquisitions net cost: £8.8m

SpaceKraft: £4.6m (October 2007)

Inclusive (25% stake): £1.0m (April 2008)

EasyTrace: £2.8m (July 2008)

Net capex: £10.5m (2007: £6.8m)

PFI refresh: £3.9m

FY-2009 c.£4.6m

Hosting, cars

Balance sheet £m	30 Sep 2008	30 Sep 2007
Goodwill and acquisition intangibles	34.6	27.9
Property, plant & equipment and software intangibles	24.7	23.5
Interest in associates	1.0	-
Deferred tax assets	1.5	2.7
Total non current assets	61.8	54.2
Inventories	18.3	13.7
Trade & other receivables	70.3	58.8
Cash & cash equivalents	18.3	29.3
Total current assets	106.9	101.8
Total assets	168.7	156.0
Current liabilities	(94.1)	(87.2)
Retirement benefit obligation	(0.6)	(3.3)
Other non current liabilities	(10.7)	(7.6)
Total liabilities	(105.4)	(98.1)
Net assets	63.3	57.9
Total equity	63.3	57.9

Cash and net funds £m	30 Sep 2008	30 Sep 2007
Cash & cash equivalents	18.3	29.3
Long-term borrowings	(1.0)	-
Net cash	17.3	29.3
Issued loan notes	(4.5)	(0.2)
Net funds	12.8	29.1
Issuable loan notes	-	(1.7)
Deferred cash consideration	(0.4)	-
Net funds less deferred consideration	12.4	27.4

Cash and funds flow



	£m		£m		£m
Profit from operations*	14.6	Cash generated by operations	15.4	Net funds less deferred consideration	27.4
Depreciation/amortisation* gain on sale of fixed assets	9.5	Leasing income less interest paid	0.5	30 Sep 2007	
Change in working capital	(8.6)	Tax	(3.1)	Net cash inflow from operating activities	9.2
Share based payments	0.6	Pension payments in excess of service cost	(3.6)	Net capex	(10.5)
Gain on foreign currency forward contracts	(0.7)			Dividends	(5.1)
				Acquisitions	(8.8)
				Other	0.2
Cash generated by operations	15.4	Net cash inflow from operating activities	9.2	Net funds less deferred consideration	12.4
				30 Sep 2008	

Cash conversion rate: 106%

*excluding amortisation of acquisition related intangible assets

Working capital



Seasonal business

Summer peak in activity & working capital requirements

Cash & cash equivalents				
£m	FY-2008	FY-2007	FY-2006	FY-2005
30 September	18.3	29.3	30.1	22.9
Year average	7.0*	16.9	18.9	10.3
Year minimum	(9.0)*	(1.8)	7.3	0.0

*before acquisition facility borrowing

Working capital

£8.6m year-on-year increase attributable to BSF

BSF working capital requirement increases summer peak

Eight schools opened*

Increase in receivables includes:

£6.3m increase in BSF trade receivables

£2.1m increase in BSF long-term contract balances

Outflows £m	FY-2008	FY-2007
Increase in inventories	(3.8)	(1.9)
Increase in receivables	(9.8)	(6.5)
Increase in payables	5.0	4.5
Increase in working capital	(8.6)	(3.9)

Education Resources businesses have greater working capital requirements than other RM businesses

*Typical BSF invoicing: 70% on issue of acceptance certificate; 25% two months later; 5% on completion of group of schools; 30-day payment terms

Cash and financing



Cash-generative business with conservative financial management

Education customers want low-risk stable partner for long-term contracts

Reinforced focus on cash

Put in place long-term bank facilities

£25m facility with HSBC signed in July 2008

Committed for five years

To provide flexibility and finance for acquisitions

£1m drawn at year end for EasyTrace acquisition

...in addition to £25m working capital facility

Computrac

Acquired 4 November 2008

Initial cash consideration and debt assumed: \$7.3m (£4.6m)

Deferred cash consideration: \$0.7m (£0.4m) over next two years

Additional \$2.7m (£1.7m) drawn on facility to finance seasonal working capital requirements

Financed from five-year facility

Pensions



Pension deficit (IAS19): Sep 2008: £0.6m (Sep 2007: £3.3m)

£2.7m reduction in year:

Additional cash contributions: £3.6m

Special contribution to pension scheme: £1.5m

Continuation of payment in excess of service charge: £2.1m

Market-related movements: (£0.9m)

Asset value reduction: (£9.7m)

Liabilities value reduction: £8.8m

...but, defined benefit scheme valuations remain volatile

Sensitivity analysis		
Current assumption	Change in assumption	Increase/(decrease) in deficit
6.7%	0.1% increase in discount rate	(£1.5m)
3.6%	0.1% increase in inflation	£0.8m
PA92 Medium Cohort	1 year increase in life expectancy	£0.9m

Finance income from pensions in FY-2009 reduced

c.£0.4m expense vs. £0.6m income in FY-2008

Result of lower expected return on scheme assets and increased interest cost due to increase in discount rate

1 percentage point increase in employee contributions in FY-2009

Shareholder return



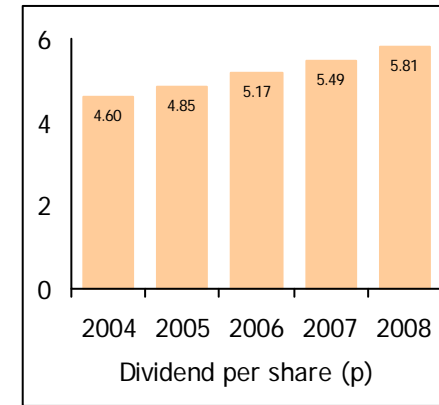
Dividend

Total: 5.81p per share

Interim: 1.26p per share

Final: 4.55p per share

Cash cost: £5.4m



Total dividends over last five years

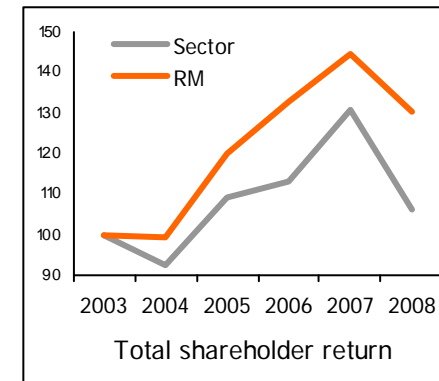
25.92p per share

Cash cost: £23.7m

Total shareholder return (TSR)

Out-performed FTSE SCS by 24 percentage points over last five years

In top 20% of FTSE SCS index over last three years



State of play

RM



Education focus

Deep knowledge and understanding

Good cultural fit

Diverse group

Broadly-based

Diverse sources of revenue and profits

In-depth technology strengths

Strong market positions in UK

Number one in BSF and educational technology

Leading positions in Education Resources and Assessment and Data Services

Large and growing committed revenues

Emerging international operations

6% of revenue in FY-2008 – and growing

RM Group

Assessment and Data Services	Education Resources <small>(inc. Curriculum Software)</small>	Learning Technologies <small>(inc. Education Management Systems)</small>	International
Outsourced IT services and data analysis for examination boards and government education departments	General resources for use in classrooms	ICT infrastructure software, products and services for schools, colleges and universities Management and finance software for schools and government education departments	International sales and channel management for Group products and services
Government & Agencies Examination Boards Professional Associations	Individual schools Trade distributors Channel partners	Individual schools Local authorities Government	Individual schools Government & agencies Trade distributors Channel Partners

100% focused on education

State of play

Market



Education is a resilient market

Global: priority for developed and developing nations

UK: Three-year budgets at central & school level; Government commitment to long-term capital investment

Customers not directly affected by economic conditions

...but, in longer term, public spending may be affected

Education customers require education specialists

Who understand what educators need

...and can demonstrate a long-term commitment to the market

...RM has been doing this for over 30 years

Strategy



Education markets only

Education customers need suppliers with specialist understanding

Deep knowledge of market needs

Values shared with the customer base

...and we can further develop our world-class education expertise

Broadly-based education Group

Target wider education budgets, not just ICT

Share customers, domain knowledge, cultural fit

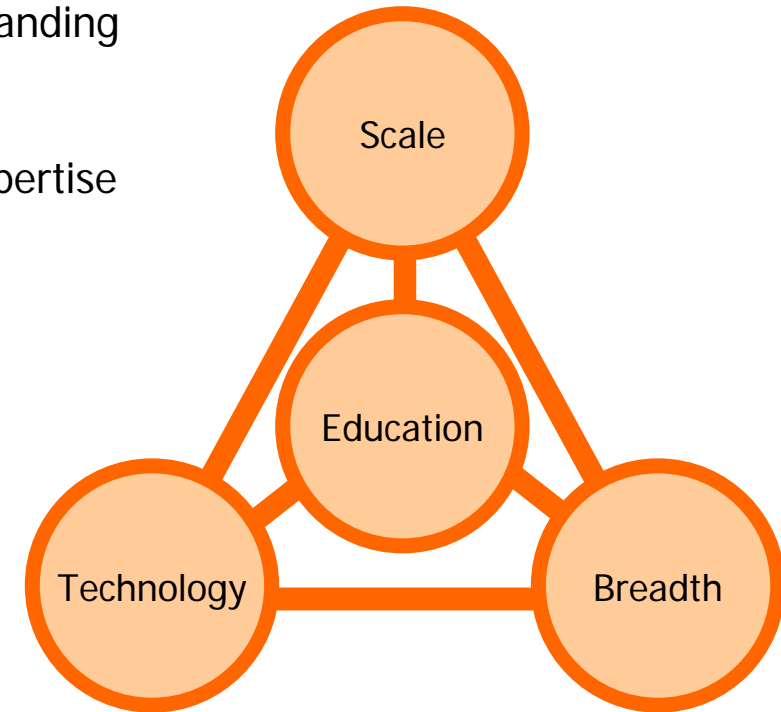
...provides scale benefits

Global market opportunities

Use intellectual property in multiple geographies

...enhances current returns and provides scale for future investment

Focus on specific territories



Learning Technologies



Products / services

Community Connect 4 launched

550 customers in FY-2008; strategic upgrade for customers

RM Asus miniBook success

41,000 units sold; perception-changing

Kaleidos Learning Platform established

1.7 million users

Glow rolling out

1,550 schools; worldwide recognition – IMS Learning Impact Award

Learning Technologies £m	FY-2008	FY-2007
Revenue	213.1	215.6
Divisional profit before BSF bid costs	11.6	10.5

Strategic project wins

Three in year; one since year-end

South West Grid for Learning Merlin £5m Feb 2008 Learning platform services	Leeds City Council Extension of BSF service £7.2m Apr 2008 Managed ICT services	Aberdeen College £7.5m Jun 2008 Managed ICT services	Dudley DGfL Contract Extension £14m Nov 2008 Managed ICT services
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Learning Technologies

BSF



Win rate ahead of target

Five contract wins (out of ten awarded) during year – 49.5% by value

One contract win since year end

Twelve contracts in total (out of 26 awarded)

Hackney	Sunderland	Middlesbrough	Newham	Haringey
£7m	£15m	£10m	£53m	£25m

FY-2008 £m	BSF
Committed revenue	191

Southwark
£15m

Effective delivery

Eight schools opened on time

c.18 schools scheduled to open in FY-2009

All 3 shortlisted LAs in PfS award for **Innovation in ICT** are RM clients

Looking ahead

Continuing to invest in bidding at broadly similar rate

Government accelerating programme

Interim Wave 7 brought forward

Wave 7-15 pathfinder consultation

BSF profit contribution still expected to exceed bid costs in FY-2010

Acquisitions

EasyTrace	
Identity management for access control, cashless catering, electronic registration etc.	
Specified in BSF and other new builds	
July 2008	£2.8m

Education Resources



Growing & profitable

51% increase in revenues

Strong performance in general education resources

Organic: new curriculum areas and products; market share

Acquisitions: DACTA, SpaceKraft, Inclusive

vs. decline in high margin UK curriculum software

Remains a tough market

Executing well

eg: Tesco Sport for Schools and Clubs – 650,000 items shipped

Strengthened management team:

Ronan Smith, Group Managing Director – Education Resources

Contract win

Tesco

Combined sport and ICT
for schools programme

Education Resources £m	FY-2008	FY-2007
Revenue	57.0	37.8
Divisional profit	7.1	6.6

Education Resources

Education customer base

Access to wider education budgets

Convergence of ICT and non-ICT resources

Profitable

Education Resources



Focused offer

Educationally valuable classroom resources: TTS, MES
Special educational needs: SpaceKraft, Special Direct, Inclusive
Branded products to education (eg: LEGO Education): DACTA
Curriculum software: Softease, RM, 3T

Acquisitions

SpaceKraft	Inclusive (25%)
Special Educational Needs Sensory environments, SEN resources	Special Educational Needs Assistive technologies and access devices
October 2007 £4.6m	July 2008 £1.0m

Reshaping curriculum software activities

FY-2009 reorganisation of three businesses into a single unit
Strategic platform for future activities
Annual cost reduction of c.£1m, offset by one-off costs of c.£0.4m in H1-2009
Opportunities for whole-class teaching software in USA and elsewhere
Focus on globally-relevant IP: Easiteach, Honeycomb, Fuse

Assessment & Data Services



On-screen marking

16 long-term contracted customers

...including professional bodies and international customers, as well as examination boards

c.3 million exam scripts marked on-screen

...without drama

On-screen testing

Further development of intellectual property

Data management and analysis services – Forvus

Continued successful delivery of School Performance Tables

Long-term contracts with Ofsted

School Self Evaluation Framework

RAISEonline

Assessment & Data £m	FY-2008	FY-2007
Revenue	19.4	17.5
Divisional profit	2.1	1.2

Assessment & Data
Education customer base
Technology
Domain knowledge
Long-term contracts

International



UK is a world-leader in educational technology International activities in each division

International £m	FY-2008	FY-2007
Revenue	16.5	8.8

US:

RM Educational Software Inc entered market in 2003, profitable since FY-2007
Computrac in FY-2009

Europe:

DACTA European distribution network (75% non-UK sales)

Australia:

Number one provider of Education Management Systems

Middle East:

Business development activity

Future growth

Small-scale investment in channel development

Establishing new channels

Broadening existing channels to sell wider range of Group IP

Opportunities for BSF and Glow-like services

Looking for rapid pay-back

International

UK has world-leading position

Domain knowledge

Resilience

More value from our intellectual property

Computrac



Interactive whole-class teaching solution provider

Southeastern US (based in Georgia)

54 employees

Revenue: \$28.8m; operating income: \$1.3m (year to July 2008)

100% education

Solutions supplied to 10,000 K-12 (kindergarten to 12th grade) classrooms

Electronic whiteboards, interactive pads, student voting devices, whole-class teaching software, digital projectors, other audio-visual products



Pre-existing relationship with RM

Computrac has resold RM software products for two years

Will be combined with RM Educational Software Inc

CEO: Kevin Pawsey (RM International Managing Director)

Computrac Management Team remains in place

delivering current plan & driving further development

Operational activities concentrated in Atlanta

Headquarters, distribution centre



Outlook



Early in the year

Highly seasonal business

Economic climate

Creates opportunities as well as threats

Adopting cautious approach on spending

Continuing to invest in BSF

FY-2009 bid costs: c.£4.5m

FY-2009 will see revenue growth

Computrac

BSF

Looking ahead



Resilient market

Public sector customers

Medium-term funding visibility in UK

Financially strong

Committed revenues: £410m

Strong balance sheet and committed bank facilities

Strong market positions

Opportunities ahead in all our businesses

Appendices



Group structure



RM Group

Assessment and Data Services

RM
Forvus

Education Resources (inc. Curriculum Software)

TTS
MES
Special Direct
SpaceKraft
Inclusive (25%)

DACTA

RM
Softease
3T Productions

Learning Technologies (inc. Education Management Systems)

RM

Sentinel

EasyTrace

RM Management Solutions

International

RM Educational Software Inc
Computrac

RM Asia Pacific

RM Education Solutions India

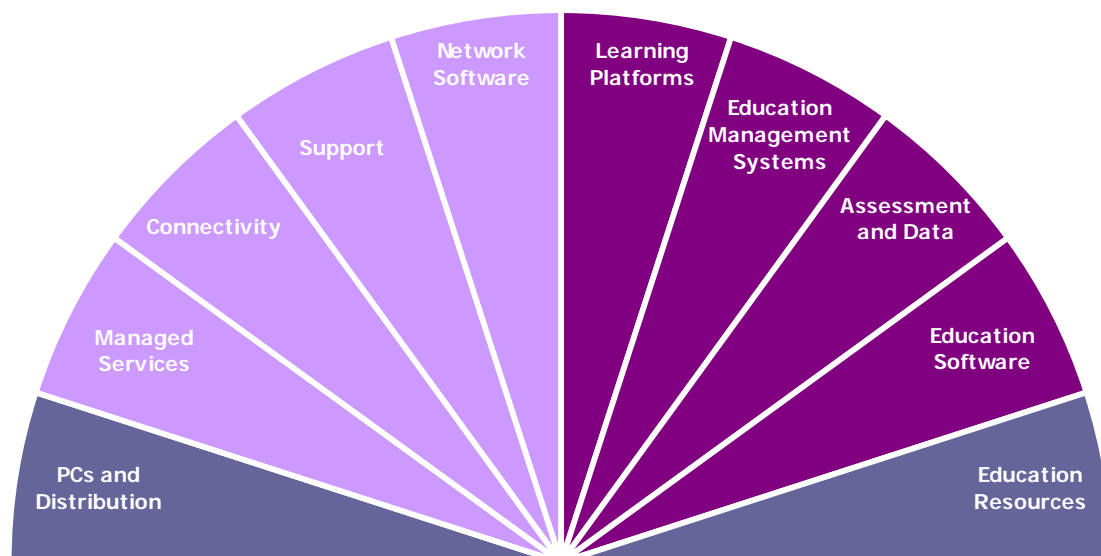
100% focused on education

Gross profit & business mix

Previous basis of presentation



Gross profit & business mix	FY-2008			FY-2007			FY-2006		
	Rev	Gross profit		Rev	Gross profit		Rev	Gross profit	
	£m	£m	%	£m	£m	%	£m	£m	%
Infrastructure software & services	94.4	29.7	31.4	90.4	30.3	33.5	88.1	26.7	30.3
Education software & services	51.7	19.7	38.1	50.7	20.1	39.7	57.7	23.7	41.1
PCs, distribution & education resources	143.4	28.4	19.8	129.9	23.2	17.9	116.5	20.7	17.8
Total	289.5	77.8	26.9	270.9	73.5	27.2	262.3	71.1	27.1



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 (SEN)	Oct 2007	£4.6m
Inclusive (25%)	Education resources (SEN)	Apr 2008	£1.0m
EasyTrace	Identity management	July 2008	£2.8m
Computrac	Learning technologies (USA)	Nov 2008	£5.0m

US market background



Demographics

US: >50m K-12 students and growing

Projected growth 2005 – 2017: 10%

Southeastern US (Georgia, Florida, N. & S. Carolina, Kentucky, Alabama): 7.8m K-12 students

Projected growth 2005 – 2017: c.20%

7.5% of GDP spent on education vs. 6.1% in UK (source: OECD)

Diversified funding

State, local and federal funding

County and District wide projects

Priority market

Obama: “A World class education”

Spend on curriculum has grown consistently for ten years

Whole-class teaching technology relatively under-penetrated

Proportion of classrooms with interactive whole-class teaching technology

US: 21.2% (source: FutureSource)

UK: c.75% (source: BESA/RM)

Education projects

Contracts



Education Projects	Awarded	Value	Term
Dudley Grid for Learning	Jan 1999	>£50m	10+2 years
Classroom 2000 Lot 3 (Northern Ireland)	Feb 2003	£21m	complete
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
Cambridge Assessment	May 2007	>£21m	5 years
Merlin (South West Grid for Learning)	Feb 2008	£5m	3 years
Aberdeen College	Jun 2008	£7.5m	5 years

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 selected 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 until contingent risks are mitigated

Overall positive margin impact expected

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



Local Authority	Status	Type	ICT Supplier	Wave	Constructor
Solihull	Contract	ICT-only	RM	1	BAM / HBG
Bristol	Contract	Consortium	Northgate	Pathfinder	Skanska
Bradford	Contract	Consortium	Sun	Pathfinder	Amey/Costain
Newcastle	-	Consortium	In house	1	Aura
Lancashire	Contract	Consortium	Redstone	1	Bovis Lend Lease
Sheffield	Contract	Consortium	Civica	Pathfinder	Taylor Woodrow
Manchester	Contract	ICT-only	Ramesys	1	Laing O'Rourke / Balfour Beatty
Waltham Forest	Contract	Consortium	Ramesys	1	Bouyges
Stoke-on-Trent	PB & interim service	ICT-only	RM	1	-
Knowsley	Contract	ICT-only	RM	1	Balfour Beatty
Leeds	Contract	ICT-only	RM	1	Interserve
Leicester City	Contract	Consortium	Northgate	1	Miller
Lewisham	Contract	Consortium	VT	Pathfinder	VT/Costain
Lambeth	Contract	ICT-only	RM	2	Apollo / Willmott Dixon / Alfred McAlpine
Islington	Contract	Consortium	RM	2	Balfour Beatty
STaG	Contract	Consortium	Morse	1	Carillion
Hackney	Preferred bidder	Consortium	RM	2	Mouchel Parkman Babcock
Westminster	Preferred bidder	Consortium	Ramesys	3	Bouyges
Kent	Selected bidder	Consortium	Northgate	3	Land Securities
Sunderland	Contract	ICT-only	RM	1	Balfour Beatty
Nottingham	Selected bidder	Consortium	Ramesys	2	Carillion
Middlesbrough	Contract	ICT-only	RM	2	-
Tameside	Selected bidder	Consortium	Ramesys	3	Carillion
Newham	Selected bidder	Consortium	RM	1	Laing O'Rourke
Haringey	Contract	ICT-only	RM	2	Framework
Tower Hamlets	Selected bidder	Consortium	Ramesys	2	Bouyges
Southwark	Selected bidder	Consortium	RM	3	Balfour Beatty
Barnsley	Selected bidder	Consortium	Civica	3	Laing O'Rourke / Hochtief

Source: Kable / RM



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

