



Defence
Infrastructure
Organisation



PROJECT HESTIA

REGIONAL INFORMATION BOOKLET

EAST REGION

CONTENTS

CHAPTER	TITLE	PAGE
1.	Project HESTIA Introduction	3
2.	Regional Information Book (RIB) - Purpose	3
3.	Ministry of Defence (MoD)	3
4.	Defence Infrastructure Organisation (DIO)	4
5.	HESTIA PQQ Commercial Process	4
6.	Scope of Services	5
7.	Geography and contract footprint	5
8.	Establishments	6
9.	Project HESTIA Team Location	6
10.	Invitation to Negotiate (ITN) Information	6
11.	Key Dates	6
12.	Site Information Packs (SIPs)	6
13.	Payment mechanisms	7
14.	Contract Type	7
15.	Transfer of Undertaking Protection of Employment (TUPE)	7
16.	Partnering and Collaborative Working	7
17.	Sustainable Development in Government (SDIG)	7
18.	Resource Efficiency Aspirations and Targets	8
19.	Information Protection Requirements	8
20.	Contractor Security Accreditation	9
21.	Confidentiality	9
22.	Disclaimer	9
23.	Annex A Establishments Details	10 - 21
	Annex B Regional Map of Establishments (separate PDF document)	

1. Project HESTIA Introduction

Project HESTIA has been formed to replace the majority of existing soft Facilities Management (FM) contracts within UK defence estate excluding Public Private Partnerships (PPPs), Private Finance Initiatives (PFIs), Sites already migrated to total FM (eg Abbey Wood), Defence Training Estate and United States Visiting Forces Sites.

Project HESTIA aims to harmonise the provision of soft FM across the UK defence estate. The project will promote the well being of people within UK defence through the delivery of quality soft FM services that meet individual and defence needs, are adaptable to local circumstances, and agile enough to meet the changing needs of the defence community.

HESTIA will refocus current soft FM services provided by industry partners, to deliver a common experience for all those living and working on the UK estate through a delivery model that represents best value for defence.

In support of force generation, military training and recuperation, Project HESTIA will provide a consistent quality of soft FM services for everyone living and working on the UK defence estate through a suite of seven standardised Regional MACs.

2. Regional Information Booklet (RIB) - Purpose

The purpose of this RIB is to provide Potential Providers (PPs) with an overview of how the MoD intends to deliver soft FM services, outline the scope of the East Regional MAC, provide additional information for the Pre-Qualification Questionnaire and details of the Invitation to Negotiate process.

3. Ministry of Defence (MoD)

Defence in a Changing World'



This vision sets out our goal of battle-winning Armed Forces, a smaller, professional Ministry of Defence, and a hard-headed approach to what we can afford, all underpinned by strong leadership at every level; everyone working together to make Defence as a whole stronger, modern, and innovative in ways of doing business.

The MOD is one of the largest landowners in the United Kingdom, with an estate of some 230,000 hectares, about 1% of the UK mainland. Some 73,000 hectares of this comprise a varied built estate (circa 45000 buildings) including naval bases, airfields, living accommodation for military personnel, scientific facilities, storage and distribution centres, communications facilities and offices.

The task for Project HESTIA is to support the generation of military capability including support to current, and preparations for future operations. It is important for Potential Providers to understand the pressures of military operations, and the impact this has on everyone who works and lives on the defence estate.

4. Defence Infrastructure Organisation (DIO)

The Defence Infrastructure Organisation (DIO) plays a vital role in supporting our Armed Forces by building, maintaining and servicing what the men and women, who serve our country need to live, work, train and deploy on operations.

Supporting the Armed Forces is our top priority. We are responsible for all acquisition, disposal, allocation of assets, construction, and maintenance of estate infrastructure, catering, cleaning and other services in the UK and abroad. This includes military bases, accommodation for service personnel and their families, and training facilities.

The DIO works as a single team to deliver five strategic goals:

- Fit for purpose estate – a legally compliant and safe estate, fit for operational use
- Efficient business – standardised operating and procurement processes as the basis of an efficient, low cost DIO
- Satisfied users – as measured by being in the top quartile of independent market research of comparable organisations
- Best people – well managed staff who are skilled for the job, led by the best leaders
- Continuous improvement – Always seeking to be the best

5. HESTIA Pre Qualification Questionnaire (PQQ) Commercial Process

The Project will use the dynamic PQQ bid evaluation tool to assess all bids.

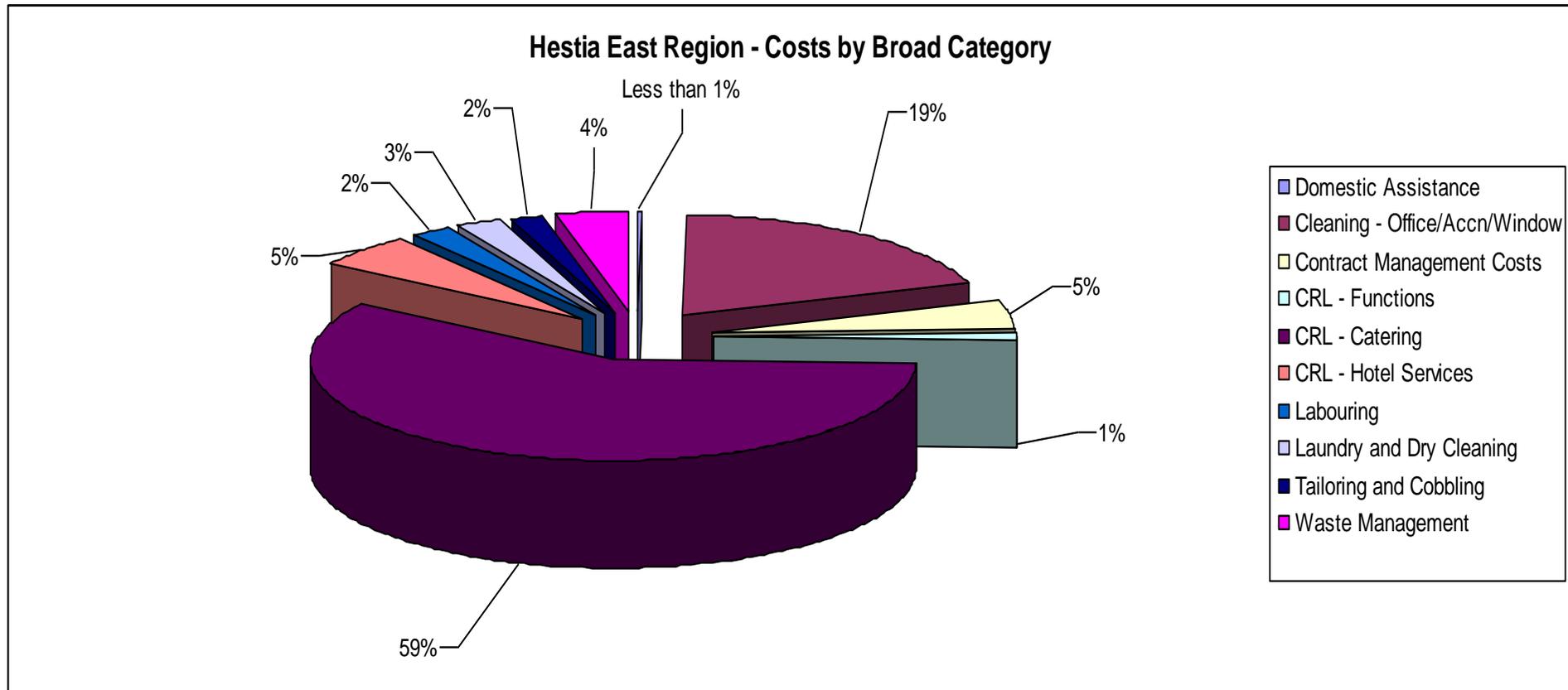
For purposes of clarification the following definitions will be used throughout the commercial process:

- Estate User - Person who receives any part of the service.
- Senior Estate User - Front Line Command, Head of Establishment or Commanding Officer, someone who is interested in Quality of Service
- Commercial Authority - DIO or contract management team. The organisation that interfaces with senior stakeholders from the Demander's organisation.

The PQQ commercial process will reduce the list of Potential Providers to four who will then receive an ITN.

6. Scope of Services

The chart below provides indicative percentages for the required services within the East Region:



The specific services required for each establishment will vary from one to another and specific information will be provided at ITN stage.

7. Geography and contract footprint

The East Region consists of military sites in Derbyshire, Nottinghamshire, Lincolnshire, Leicestershire, Rutland, Northamptonshire, Cambridgeshire, Norfolk, Bedfordshire, Suffolk, Hertfordshire and Essex. The in-scope Defence estate within East England supports a wide range of military outputs and Defence capabilities. These include operational air bases, army barracks, communication facilities – including major data centres, storage facilities, and office facilities, which are collectively called “Establishments”. There are several notable exclusions to MOD sites in scope, including Royal Naval and other military locations. However, the MOD footprint may change over the life of the contract.

8. Establishments

There are 62 Establishments within the scope of the East Region. Some comprise one or more operational locations (the main Establishment) with additional satellite locations, as listed at Annex A. The map at Annex B shows the spread of Establishments across the region.

9. Project HESTIA Team Location

The Project HESTIA team is based in Marlborough Lines, Monxton Road, Andover, Hampshire, SP11 8HJ. All queries should be directed in the first instance to: DIO-HESTIA- East-Region@mod.uk:

10. Invitation to Negotiate (ITN) Information

As part of the ITN, Potential Providers will be given access to a Virtual Data Room which will help them compile their Requirements of Response (ROR). As part of the ITN stage, the Project Team will conduct a number of clarification meetings on the content of the ITN and, once an ITN submission from Potential Providers has been submitted, at least one round of Negotiation sessions with each Potential Provider will be held.

11. Key Dates

Project HESTIA East Region - Key Dates

Activity Description	Date
Issue OJEU/PQQ	8 January 2016
Invitation to Negotiate (ITN) Issue	May 2016
Contract Award	September 2017
In Service Date	March 2018

Note: The dates above should be considered as indicative for planning purposes only. Greater clarity on dates will be provided within the ITN documentation.

12. Service Information Packs (SIPs)

These will contain detailed and extensive information on the establishments and the services that will need to be provided and will be made available to those short-listed PPs invited to the ITN stage.

These packs will include an establishment overview, catering, retail and leisure information, quantity tables, miscellaneous services to be provided and any relevant additional site information together with maps and drawings.

They will be made available, along with relevant MOD standards, policy documents and other publications, via a Virtual Data Room.

13. Payment mechanisms

The MOD operates an electronic payment system known as P2P (Purchase 2 Payment). The contractor will be expected to operate in accordance with the stated conditions for P2P.

14. Contract type

The contract will adopt the NEC3 Term Service Contract with adaptations where necessary to meet MoD's unique requirements. This will be explained further at the ITN phase.

15. Transfer of Undertaking Protection of Employment (TUPE)

Transfer of Undertaking Protection of Employment (TUPE) Regulations 2006 as amended by the Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014 (TUPE), deriving from an EU directive, exist primarily to protect an "assigned" individual's employment and terms and conditions when transferring them to a new employer where there is a relevant transfer. For HESTIA East, these circumstances will occur through an initial outsourcing of soft FM services or as a re-let; the former as a TUPE transfer and the latter as a Contractor to Contractor TUPE. Potential Providers and Contractors will be required to adhere to current Government policies and MOD processes during the procurement phase, post contract award and implementation, including transition and throughout the contract life-cycle, including exit. Your attention is drawn to:

- Cabinet Office Statement of Practice – Staff Transfers in the Public Sector January 2000 (Revised December 20013).
- Fair Deal for Staff Pensions: Staff transfers from central Government October 2013.

Further Information will be provided in the Special Notices and Instructions to Tenderers, (SNITS), as part of the ITN for HESTIA East.

16. Partnering and Collaborative Working

HESTIA East will utilise partnering and collaborative working principles during the procurement phase, with a commitment to jointly mature these principles, and to develop and maintain a Relationship Management Plan post Contract Award. Collaborative Working is seen as a way to improve both delivery and value throughout the supply chain, giving a better chance of delivering on target against Performance, Time and Cost. Soft FM services are ideal candidates to benefit from collaborative relationships since they are closely linked to entitlements and service personnel welfare, where a responsive and flexible service is crucial. Working collaboratively is not an easy option, requiring a rigorous, structured and focused approach with strong support and mandate from both MOD and Industry senior managers ("Partnering Champions") and governance structures, underpinned with an investment by both initial procurement and contract management staff to train in collaborative working skills and principles so that it becomes an embedded culture change and way of working, with aligned goals and objectives.

17. Sustainable Development in Government (SDiG)

The MOD is fully committed to pursuing the Government's sustainable development agenda (SDiG). It seeks to work with industry partners experienced in delivering environmental, social and economic benefits, whilst minimising harmful effects.

In line with MOD's Sustainable Development (SD) strategy HESTIA plans to mainstream SD and Sustainable Procurement (SP) principles to help meet current and future Department and Government SD targets.

Potential Providers will need to be in a position to contribute to MOD's achievement of SD commitments, ensuring that Soft FM services can be delivered in a sustainable, compliant and affordable manner, as well as complying with Government Buying Standards.

Project HESTIA presents an opportunity to have a step change in the sustainability of soft FM services. The MOD has developed a SD Management Plan, which sets out the MoD's commitment to embedding SD into services. In line with the MoD's SD strategy, we plan to mainstream SD and SP principles to help meet current and future Department and Government SD targets, including the long term objective to become a zero waste to landfill organisation. This aspiration can drive clear benefits and the Soft FM programme provides the vehicle to build on previous achievements. Soft FM will be a key contributor towards improving the Department's SD performance and obtaining robust data from our suppliers will be a key requirement. SD in defence is a priority and as a waste producer and consumer of natural resources, any improvements we make will contribute considerably to SD within the UK as a whole. SD will benefit Defence by making it more resilient to current and future threats and have a positive impact on the environment, the public and the economy.

18. Resource Efficiency Aspirations and Targets

It is the MoD's long term aspiration to become a zero waste to landfill organisation and to manage waste in a more sustainable manner in order to achieve all Government and Departmental waste reduction targets. As part of our commitment to reducing resource use in all of our operations and cutting the associated costs, we require the facilities management of our estate to pursue resource efficiency with respect to operational energy, water, carbon emissions and waste.

19. Information protection requirements

There is a requirement for Baseline Personnel Security Standard (BPSS) checks of Potential Providers personnel during the bidding process and security clearances of contractors' personnel after contract award. Failure to submit the necessary forms on time may restrict Bidders' ability to view data and gain access to sites and facilities to inform their tenders. Further details and the full requirements of the BPSS can be found at the Cabinet Office website at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/365602/HMG_Baseline_Personnel_Security_Standard.pdf

Potential Providers are expected to acquaint themselves with and comply with the application of the BPSS process to enable them to check their own personnel and those of their supply chains. Since DIO intends to use software to support the procurement process, security vetting will be required to obtain access to the MoD data room, and therefore accounts and passwords will be a critical activity.

Any requirement for higher levels of security clearance will be clarified at appropriate stages in the procurement cycle, including during mobilisation and steady state after Contract Award.

20. Contractor Security Accreditation

Specific sites may require bidders to comply with the Security Aspects Letter and the guidance therein for matters relating to protective security policy. Further details of obligations and the contractor accreditation process will be released as appropriate for each phase of procurement.

21. Confidentiality

Attention is drawn to the provisions of the Official Secrets Acts (OSA) 1911 to 1989 and, in particular, to the provisions of Section 2 of the OSA 1911 (as amended by the Act of 1989). Bidding organisations will be required to take all reasonable steps to ensure that all individuals employed on any work in connection with this procurement activity are aware of their obligations.

22. Disclaimer

Notice to Potential Providers

The PQQ, associated guidance, this Information Booklet and any related documents have been prepared by the MOD for the purpose of providing an application procedure for individuals or organisations interested in tendering for the proposed HESTIA East contract and to assist Bidders in making their own evaluation of the potential opportunity.

Whilst prepared in good faith, the PQQ Documents are intended only as a preliminary background explanation of the MOD's activities and plans and are not intended to form the basis of any decision on whether to enter into any contractual relationship with the MOD. The PQQ Documents do not purport to be all inclusive or to contain all of the information that a potential Bidder may require.

Any persons considering making a decision to enter into contractual relationships with the MOD following receipt of the PQQ Documents should make their own investigations and their own independent assessment of the MOD and the requirements for the proposed HESTIA East contract and should seek their own professional financial and legal advice.

None of the MOD, its advisors, or the directors, officers, members, partners, employees, other staff, agents or advisors of any such body or person:

- (a) makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the PQQ Documents;*
- (b) accepts any responsibility for the information contained in the PQQ Documents or for its fairness, accuracy or completeness; or*
- (c) shall be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or any subsequent communication.*

Only the express terms of any written contract relating to the subject matter of the PQQ Documents as and when it is executed shall have any contractual effect in connection with the matters to which it relates. Any such contract will be governed by English law.

Nothing in the PQQ Documents is, or should be, relied upon as a promissory or a representation as to the MOD's ultimate decisions in relation to the proposed HESTIA East contract. The publication of the PQQ Documents in no way commits the MOD to award any contract or pursue any tender process for the proposed HESTIA East contract.

HESTIA EAST REGION ESTABLISHMENT DETAILS
(Serial numbers correspond to numbers on map at Annex B)

Serial	Establishment	County	Overview
1	ARC Chesterfield	Derbyshire S40 2NH	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
2	ARC Kingsway	Derbyshire DE22 3FJ	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
3	ARC Derby	Derbyshire DE24 9GL	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
4	ARC Mansfield	Nottinghamshire NG18 1BA	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.

5	ARC Bullwell	Nottinghamshire NG6 8AQ	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
6	ARC Bilborough	Nottinghamshire NG8 3HY	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
7	ARC Chilwell	Nottinghamshire NG9 6GX	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
8	Chetwynd Barracks, Chilwell	Nottinghamshire NG9 5HA	Chetwynd Barracks is home to HQ 7 Inf Bde and 170 (IS) Engr Gp whose major units include RHQ and 6 Workshops. Also based at Chetwynd is MTMC(I) which is responsible for the mobilisation and demobilisation of all reserve soldiers, and training of all IRs and MOD sponsored Civilians deploying on operations. The Barracks supports several satellite stations and is home to a number of lodger units, including the Nottingham branch of the Armed Forces Recruitment Office, which is located in Chilwell Station HQ. Area: 75 hectares; 168 buildings.
9	UOTC Beeston	Nottinghamshire NG9 2HF	University Officers' Training Corps (UOTC) is part of the British Army Reserve which provides military leadership training to students at British universities. Each service is represented by its own university organisation, with membership open to undergraduates who meet certain admission criteria. Utilised buildings are part of the university campus. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning.

10	East Midlands UAS, Beeston	Nottinghamshire NG9 2FW	University Air Squadron The Squadron's aim is to give an insight into serving in the RAF and raise awareness of military activities. HESTIA will only deliver current DIO outsourced services and generally these services are limited to cleaning.
11	ARC Lenton	Nottinghamshire NG7 2GG	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
12	DNRC Stanford	Leicestershire LE12 5QW	In April 2018 the Defence Medical Rehabilitation Unit (DMRC) at Headley Court, Epsom, Surrey, will move to Stanford Hall and become part of what is envisaged as the Defence & National Rehabilitation Centre (DNRC) . Although exact details of the Soft FM services required at Stanford Hall are not yet known, they will essentially reflect the Soft FM services currently being provided at Headley Court.
13	ARC Carlton	Nottinghamshire NG4 3DX	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
14	RAF Syerston	Nottinghamshire NG23 5NG	RAF Syerston controls operations for a mixture of light aircraft and gliders with occasional fast jet and helicopter movements in support of OACTU exercises and pre-deployment training. Also based at RAF Syerston are 643 and 644 Volunteer Gliding Squadrons, making it a busy station with flying operations seven days a week and over 36000 movements per year. HESTIA will provide Cleaning and Waste services at this location.
15	RAF Scampton	Lincolnshire LN1 2ST	RAF Scampton , situated at Kirton in Lindsey approximately 12 miles north of Scampton, consists of Base Support Squadron (including CarillionAmey, ISS and Serco contractors), Defence Primary Health Care Medical Centre, Ops Support (including ATC and S Ops O) and C4I Flight. The Independent Units based at RAF Scampton are No 1 Air Control Centre (1ACC), the Royal Air Force Aerobatic Team (RAFAT), the Mobile Meteorological Unit (MMU), the Baseline Military Airworthiness Team (BMAR), and Hawker Hunter Aviation (HHA) – a MOD contractor. The site includes Officers', WOs' & SNCOs' Mess, a gymnasium with sports field, 4 SFA houses that have been misappropriated as SLA, and a handful of minor support assets. Photo, Graphic & Repro services are included at this location. Area: 320 hectares; 141 Buildings (including Wind & Weather)

16	ARC Lincoln	Lincolnshire LH1 3PY	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
17	RAF Waddington	Lincolnshire LN5 9NB	RAF Waddington is the Main Operating Base for the RAF's Intelligence Surveillance Target Acquisition and Reconnaissance (ISTAR) capability. This capability is delivered by the following operational Squadrons: Nos 5, 8,13,14,39 and 51 Squadrons. 54 (R) Squadron provides training for these platforms. There are also a number of lodger units onsite, including Air Warfare Centre, ISTAR Force Headquarters, Air Battlespace Training Centre and No 2503 (County of Lincoln) Squadron RAuxAF Regiment. There are also a number of civilian contractors onsite that provide support to the various ISTAR assets. Area: 357 Hectares; 474 Buildings.
18	JSSU Digby	Lincolnshire LN4 3LH	JSSU (D) is an MOD sponsored unit whose mission is to provide operational support to the development of specialist communication information systems. JSSU (D) is the largest of several Joint Service Signal Units. In carrying out its mission, JSSU (D) operates both at home and on deployments overseas. In this regard, the unit carries out its own military and specialist training which ensures that individuals earmarked for such deployments are well prepared and able to look after themselves in the field. JSSU (D) links with other national and international organisations, such as the US military, NATO, and other government departments, to ensure that communications capability is consistent between all users. Area: 164 hectares;167 buildings.
19	RAF Cranwell	Lincolnshire NG34 8HB	RAF College Cranwell is the spiritual home of the RAF and provides Initial Officer Training (OIT) for all RAF officers; and initial and specialist training for all Non-commissioned aircrew. It also provides elementary flying training for pilots from the RAF, RN and Army. As well as further training for those pilots progressing on to fly multi-engine fixed wing aircraft. RAF College Cranwell is also the home to a broad range of lodger units including HQ Air Cadets, the Band of the RAF College and HQ No1 RAFP Wing. RAF Syerston (Nottinghamshire) is the home of the HQ for the RAF No 2 Flying Training School and Central Gliding School; RAF Barkston Heath provides support to elementary flying training. Both are satellite airfields under the command of the Commandant of RAFC Cranwell. Photo, Graphic & Repro services are provided at this location. .Area: 696 hectares; 350 buildings.
20	RAF Barkston Heath	Lincolnshire NG32 2DQ	RAF Barkston Heath is as a Relief Landing Ground for the flying training activities at RAF Cranwell. Nowadays, it is a regular home to only one unit, the Joint Elementary Flying Training School which operates 18 Mk II Firefly two seat trainers. HESTIA will provide Cleaning and Waste services at this location.

21	Prince William of Gloucester Barracks, Grantham	Lincolnshire NG31 7TJ	Prince William of Gloucester Barracks is home to Army Training Regt (Grantham), HQ 102 Logistics Bde, a number of RLC Support units, two ACF units, The Training Regiment trains Army Reserves undertaking Phase 2 training. Local shop, Gymnasium, Café. Area:180 hectares;175 buildings.
22	RAF Woodhall Spa	Lincolnshire 53°13'17"N 0°18'44" W No postcode	RAF Woodhall Spa is a satellite site to RAF Coningsby and is situated 3 miles North of RAF Coningsby. It has an area of 5.4 hectares and has 25 assets. However, only 3 assets are currently in use and the requirement for Soft FM services at the site is therefore minimal.
23	RAF Coningsby	Lincolnshire LN4 4SY	RAF Coningsby is the Southern Typhoon Main Operating Base (MOB), home to two front line squadrons – 3 (Fighter) Squadron and XI Squadron, QRA (South), the Typhoon OCU (29 (Reserve) Squadron) and 41 (Reserve) Test & Evaluation Squadron. Coningsby is also home to the Battle of Britain Memorial Flight. A number of contractors are based at RAF Coningsby providing maintenance and support to the Typhoon aircraft. Area: 310 hectares; 423 assets. RAF Coningsby also supports two satellite sites, RAF Woodhall Spa Area: 5.4 hectares; 25 assets and RAF Tumble Area:1.2 hectares; 6 assets.
24	ARC Loughborough	Leicestershire LE11 2AF	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e laundry and tailoring.
25	ARC Leicester, Ulverscroft Road	Leicestershire LE4 6BY	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
26	ARC Leicester, Brentwood Road	Leicestershire LE2 6AE	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.

27	ARC South Wigston	Leicestershire LE18 4WS	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
28	Defence Animal Centre, Melton Mowbray	Leicestershire LE13 0GX	The Defence Animal Centre is a training facility for personnel in the handling, training and management of military animals, comprising Canine, Equine and Veterinary Divisions. The unit provides a temporary location for horses from London District during rest periods from duties and is also home to the Army School of Farriery. Area: 138 hectares; 225 buildings.
29	Kendrew Barracks, Cottesmore	Rutland LE15 7BL	Kendrew Barracks is home to the Second Battalion, The Royal Anglian Regt, and 7 Regt, Royal Logistics Corps. Both units or elements thereof may deploy for operations or exercises. Bowling Alley, Community Centre, Gymnasium, Local shop, Café. Area: 380 hectares, 421 buildings.
30	St George's Barracks, Oakham	Rutland LE15 8RL	St George's Barracks is home to 1 Military Working Dogs Regt, providing MWD and veterinary capabilities in support of operations. Also based here are 2 Medical Regt and two Batteries of 16 Regt Royal Artillery are still located on site until room is available for them at their parent unit on Thorney Island. The site currently has an Army Education Centre; although this is due to relocate to Kendrew Barracks, Community Centre, Café, Gymnasium, and on-site Shop. Area: 380 hectares; 420 buildings.
31	ARC Northampton	Northamptonshire NN1 3JQ	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
32	ARC Corby	Northamptonshire NN18 8AN	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO

			outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
33	RAF Wittering	Cambridgeshire PE8 6HB	RAF Wittering is under the command and control of HQ AIR Command through Air Officer Commanding (AOC) 38 Group. The Station's main effort is to provide expeditionary A4 (Logistics) support through Number 85 (Expeditionary Logistics) Wing (No 85 (EL) Wg) and Number 42 (Expeditionary Support) Wing (No 42 (ES) Wg). No 85 (EL) Wg comprises Number 1 Expeditionary Logistics Squadron (No 1 (EL) Sqn), Number 2 Mechanical Transport Squadron (No 2MT Sqn), Number 3 Mobile Catering Squadron (No 3 MCS); No 42 (ES) Wg comprises Number 93 Expeditionary Armament Squadron (No 93 (EA) Sqn), Number 5001 Squadron (No 5001 Sqn), Number 5131 (Bomb Disposal) Squadron (No 5131 (BD) Sqn) and Number 71 Squadron (Inspect and Repair) Squadron (No 71 (IR) Sqn). Area: 448 hectares; 537 buildings.
34	ARC Peterborough	Cambridgeshire PE2 9BY	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
35	MOD Wyton	Cambridgeshire PE28 2EA	MOD Wyton is a Joint Forces Command station and is home to the Joint Forces Intelligence Command Group, Defence Intelligence Fusion Centre, Joint Intelligence Operations Centre, 42 Engineer Regiment(Geographic), Defence Infrastructure Organisation, Defence Security Assurance Services and Defence Intelligence Rationalisation Team. Facilities include Mace shop, Gymnasium, 2 x Coffee Shops. Photo, Graphic & Repro services are provided at this location. Area: 369 hectares; 301 buildings.
36	ACF Cadet Centre, St Ives	Cambridgeshire PE27 6WU	Army Cadet Force (ACF) The Army Cadet Force is one of four cadet organisations sponsored and supported by the Ministry of Defence. Some activities have a military theme, others have more of a community focus but they all inspire young people to challenge their limits. HESTIA will only deliver the current outsourced services and generally these services are limited to Cleaning.
37	Bassingbourn Barracks, Royston	Hertfordshire SG8 5LX	Bassingbourn Barracks is the site of a former airfield that was used as an Army training centre to train up to 1200 army personnel at a time. It is currently closed with the majority of the site mothballed. HESTIA will provide Cleaning and Waste services at this location.

38	AFCO Cambridge	Cambridgeshire CB1 2HD	Armed Forces Careers Offices (AFCO) (formerly known as Army Careers Information Offices (ACIO)) are usually close to town centres or local retail areas and are occupied by Royal Navy, Army, and Royal Air Force personnel in order to interview and process applicants for the Regular and Reserve forces. HESTIA will only deliver the current outsourced services and generally these services are limited to Cleaning.
39	UAS Cambridge	Cambridgeshire CB2 7EB	University Air Squadron The Squadron's aim is to give an insight into serving in the RAF and raise awareness of military activities. HESTIA will only deliver current DIO outsourced services and generally these services are limited to cleaning.
40	UOTC Cambridge	Cambridgeshire CB1 3HS	University Officers' Training Corps (UOTC) is part of the British Army Reserve which provides military leadership training to students at British universities. Each service is represented by its own university organisation, with membership open to undergraduates who meet certain admission criteria. Utilised buildings are part of the university campus. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning.
41	ARC Cambridge	Cambridgeshire CB1 8HQ	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
42	RAF Marham	Norfolk PE33 9NP	RAF Marham is home to the frontline squadrons of the RAF's Tornado GR4 Force, which is currently focused on operations in the Middle East as well as holding a high readiness state for contingency operations worldwide. Beyond flying, the station is also home to the Tactical Imagery-Intelligence Wing (TIW), the Tornado GR Force HQ, No. 3 (RAF) Force Protection Wing HQ, No. 93 Expeditionary Armament Squadron, No. 2620 (County of Norfolk) Sqn RAuxAF Regiment, and a plethora of engineering support functions ranging from deep maintenance to front line support. Area: 650 hectares;695 buildings.
43	Robertson Barracks, Swanton Morley	Norfolk NR20 4TX	Robertson Barracks is home to 1 st The Queen's Dragoon Guards. There are various uses of the estate for outside training by other units and external agencies. The unit can be instructed to deploy for operations or exercises at short notice. The barracks at Swanton Morley are in a quiet area of Norfolk with only a couple of small shops and is not easily accessible, without own transport, to the nearest town of Dereham. Area: 165 hectares; 121 buildings

44	ARC Norwich, Aylsham Road	Norfolk NR32AB	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
45	AFCO Norwich, Magdalen Street	Norfolk NR3 1HX	Armed Forces Careers Offices (AFCO) (formerly known as Army Careers Information Offices (ACIO)) are usually close to town centres or local retail areas and are occupied by Royal Navy, Army, and Royal Air Force personnel in order to interview and process applicants for the Regular and Reserve forces. HESTIA will only deliver the current outsourced services and generally these services are limited to Cleaning.
46	ATC Norwich, Constitution Hill	Norfolk NR6 7RA	Air Training Corps (ATC) The ATC is a community based uniformed organisation for people between the ages of 13 and 20. The aims of the ATC are to promote and encourage a practical interest in aviation and the Royal Air Force among young people and provide training which will be useful in the Services and civilian life. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning.
47	RRH Neatishead RAF	Norfolk NR12 8YB	RRH Neatishead is a Royal Air Force Remote Radar Head in Norfolk established during the Second World War. It consists of the main technical site, and a number of remote, and sometimes unmanned sites. HESTIA will only deliver current DIO outsourced services and generally these services are limited to cleaning.
48	RAF Barnham	Suffolk IP24 2PL	RAF Barnham is a satellite station of RAF Honington and is used by the RAF Regiment for training. It is used as an accommodation and training venue for Potential Gunners Acquaint Course (PGAC). The adjacent MOD Training Area remains the property of the Ministry of Defence, and is still used by the RAF Regiment, as well as the Air Training Corps and Combined Cadet Force for training. The nuclear bomb storage facilities are designated as a scheduled monument by English Heritage. Several buildings on the site have listed building status. .
49	RAF Honington	Suffolk IP31 1EE	RAF Honington RAF Honington is the RAF's main centre of Force Protection and has approx 2000 permanent Service and civilian personnel but also accommodates a large number of personnel undergoing training at any one time. The Station can be split into operational, training and support functions. The Station is home to 1 Sqn RAF Regt, II Sqn RAF Regt, a para-capable Field Squadron and 15 Sqn RAF Regt. The RAF Force Protection Centre conducts Force Protection training for the RAF as well as providing specialist NBC sampling capability and part of the UK Nuclear Accident Response capability. The last major operational unit based at RAF Honington is the Joint Chemical, Biological, Radiological and Nuclear Regiment. This joint unit, one of a number of major joint outcomes of the Strategic

			Defence Review, provides specialist NBC defence capability for all 3 Services. Training Wing, also known as the RAF Regt Depot, is located in a purpose built building and provides all initial training for RAF Regt personnel, together with Further Training for RAF Regt NCOs and signals training for all of the RAF Regt. The Station is also home to the RAF Force Protection Force HQ. Providing administrative and logistics support for all elements of the Station is Support Wg; the Wg is quite unique for a Station of this size in that it combines engineering, operations and administrative functions under one unit. 380 hectares, 560 buildings.
50	ARC Bury St Edmunds	Suffolk IP33 3SW	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
51	Gibraltar Barracks, Bury St Edmunds	Suffolk IP33 3RN	Gibraltar Barracks is the home of the Royal Anglian Regiment Museum. HESTIA will deliver the current DIO outsourced services to the museum, which are Cleaning and Tailoring.
52	Wattisham Station	Suffolk IP7 7RA	Wattisham Station is an operational military airfield. A former Royal Air Force pre-World War 2 airfield, it is now the Attack Helicopter (AH) Force's Main Operating Base (AH MOB) and home to the deployable Apache AH Mk1 fleet of some 50 aircraft. Area: 405 hectares; 413 buildings.
53	Rock Barracks, Woodbridge	Suffolk IP12 3LU	Rock Barracks (formally MOD Woodbridge) is home to 23 Engr Regt (Air Assault) under the direct command of 16 Air Assault Brigade, and provides trained forces for deployment worldwide to deliver UK operational effect. Area: 367 hectares; 360 buildings.
54	ARC Kempston	Bedfordshire MK42 8AJ	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
55	ARC Luton	Bedfordshire LU3 2RX	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO

			outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
56	DISC, Chicksands	Bedfordshire SG17 5PR	Defence Intelligence and Security Centre is home to the Joint Intelligence Training Group. The site is a Joint Forces Command centre of excellence for the training of military personnel in intelligence gathering and interpretation. The primary site has a large number of accommodation blocks to house visiting students. The site has a Grade 1 listed priory that is used as an Officers' Mess, Grade 2 listed buildings and Scheduled Ancient Monuments. Area: 172 hectares; 307 buildings.
57	RAF Henlow	Bedfordshire SG16 6DN	RAF Henlow is home to the Centre Of Aviation Medicine, the Royal Air Force Police , ISS Engineering Operations, the Joint Arms Control Implementation Group , the Defence Cultural Specialist Unit and the Band Of The Queen's Division. Photo, Graphic & Repro services are provided at this location. Area: 198 hectares; 178 buildings.
58	ARC Hitchin	Hertfordshire SG5 2UD	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
59	ARC Hertford	Hertfordshire SG14 1JA	Army Reserve Centres (ARCs) are where Reservist personnel work and train. ARCs also recruit volunteers who wish to become Army Reservists in their spare time and undertake infantry or trade specialisation. An ARC could be home to a detachment of approximately 30 soldiers as part of a company, squadron or battery. Alternatively it may be used by a regiment of over 500 soldiers. Soft FM services delivered to these sites are split between DIO and the Reserve Forces Cadet Association. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning, and other enabling services i.e. laundry and tailoring.
60	Carver Barracks, Wimbish	Essex CB10 2YA	Carver Barracks is home to 33 EOD Regt Royal Engineers and 101 EOD Regt Royal Engineers. The site is run on their behalf by an element of 29WSSU who hold the HoE role. It is also home to HQ Essex Wing, Air Training Corps and has an Army Cadet unit. Area: 153 hectares: 117 buildings.
61	HQ Essex Wing ATC, Carver Barracks, Wimbish	Essex CB10 2YA	Air Training Corps (ATC) The ATC is a community based uniformed organisation for people between the ages of 13 and 20. The aims of the ATC are to promote and encourage a practical interest in aviation and the Royal Air Force among young people and provide training which will be useful in the Services and civilian life. HESTIA will only deliver the current DIO outsourced services and generally these services are limited to Cleaning.

62	MDP, Wethersfield	Essex CM7 4AZ	Wethersfield is the site for The Ministry of Defence Police HQ and Training Centre, and home for the MOD Guard Service (MGS) Training School. Mail Room, Stores & Supply and Photo, Graphic and Repro services are provided at his location. It is also a multi – user site with very busy Canteen Facilities Area: 315 hectares; 299 buildings.
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