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Project Hera

Early Market Engagement Paper

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**Project Hera Early Market Engagement Paper**

Welcome & Introduction

Thanks for your interest in the Hera Project and we hope that you find this paper and the planned market engagement event useful and informative at this early stage of the project lifecycle.

We believe that the Hera Project presents an exciting opportunity, not just for Defence, but also for our industry partners to help deliver airfield and technical support services beyond the end of the Hades and Brize Support Contracts in novel and innovative ways into the future.

At this early stage, the Project Team are particularly interested in your unconstrained thoughts and ideas to help shape our approach. Please read this paper, respond to the questionnaire, attend the market engagement event and take the opportunity to ask questions.

The SRO and Hera Project Team look forward to engaging in discussions with you over the coming weeks.

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# Section 1 – General Information & Instructions for Completion

## Purpose of this document

This Market Engagement Paper 1 (the ‘Paper’) forms part of the Early Market Engagement (EME) Strategy for Project Hera.

The objectives of this engagement are to:

* provide an overview of the aims and objectives of Hera at this early stage,
* seek the market’s views on the future structure and provision of airfield support and technical services,
* understand your views on the capacity of the market to supply these services and the level of interest in any potential procurement activity,
* understand any barriers there may be to market entry and how these could be addressed, and
* address any initial questions arising from industry around Hera.

Input from Industry in this instance will be facilitated via responses to this Paper and a series of bilateral meetings between the RAF and Industry following the industry presentation to discuss the responses provided.

## Process for responses

Participants are invited to respond to the questions set out in Section 3 below. We would be grateful if you would answer as many of the questions as possible as this will assist us with the development of the strategy for the way forward.

There is no specific format of response required, but please limit your answers to **2 sides of A4 per theme**.

Following submission of your responses you may be invited to participate in 1:2:1 meeting with Authority representatives to discuss your thoughts and ideas around Hera.

**Please send responses, in MS Word format (format unchanged) to** [**Lewis.Jeacock101@mod.gov.uk**](mailto:Lewis.Jeacock101@mod.gov.uk) **and** [**Gillian.Fairman642@mod.gov.uk**](mailto:Gillian.Fairman642@mod.gov.uk) **no later than COP on 10th September 2021.**

Participation in this Early Market Engagement exercise will not include or preclude any organisation from participating in any future procurement exercise. Any responses you provide will not prejudice your involvement in any future procurement exercise. No information provided in your response will be used in any evaluation of any subsequent response to a potential future procurement exercise.

**Please note, this is not a call for competition.**

# Section 2 - Project Hera Overview

## Introduction

Following the publication of the Integrated Review and associated Defence Command Paper in March 2021, the RAF has set ambitious targets to further transform, modernise and continue with outstanding delivery of operations now and in the future.

Looking to the future, we likely face unprecedented challenges across 5 domains: sea, land, air, space and cyber and the RAF must continue to contribute to all of these domains. It must configure itself for a force structure with global reach which is credible to deter above the threshold, and is more competitive below the threshold, when engaging our adversaries. This means driving cutting-edge innovation, being at the forefront of modernisation efforts, and securing the coherence and integration that better delivers military effect.

To meet these challenges, the RAF is seeking to transform the way it operates.  The Chief of the Air Staff has enshrined his vision for the next generation RAF in ‘Astra’ (a new ethos to revolutionise the RAF) and Project Hera will play a key part in this transformation.

## Purpose

The initial aim of Hera is to define the follow-on solution for contractorised airfield enabling and technical support services currently provided under Project Hades and the Brize Support Contract (BSC). This activity is non-discretionary. An indicative list of services included within the current scope of Hades and the BSC is provided as shown below:

The contractorised support provided by Hades and BSC must be replaced when the respective contracts end. In addition to this non-discretionary activity, Hera will also consider whether opportunities identified by Astra, by other related transformation activity and/or through the Service’s desire to build on the success of these contracts by expanding its remit, may be best delivered as part of the Hera solution.

**Services provided through the current Hades contract**

* Fuels & Lubricants
* Motor Transport (MT) operations
* MT maintenance
* Supply support services (Logistics)
* Communication Information Systems (CIS)
* Sports & Force Development Facilities
* Training support
* Contingency planning
* Security
* Administration Services
* Aircraft maintenance (mechanical and avionics support)
* Aircraft mechanical support facilities
* Flying clothing and survival equipment
* Air support services & Air movements
* General engineering support
* Armament support
* Media & photographic services

## Geographical Locations

The Hades and BSC provide airfield and technical support to a significant number of RAF sites; the Hades contract also supports one Strategic Command and one Army site. The future Hera offer may not include all sites listed, as some sites are currently being considered, or have already been earmarked, for closure. However, the geographical scope of Hera may be expanded to other sites not listed below. The following list is therefore offered as an indication of the geographical spread of support required to meet the Hera requirement.

**Existing Sites suppported by the current Hades contract**

* RAF Halton
* RAF Cosford
* RAF Valley, RAF Shawbury, RAF Scampton, MoD Lyneham
* 1 x Strategic Command Site - RAF Wyton
* 1 x Army site – Middle Wallop (which supports Credenhill)
* RAF Northolt, RAF Henlow
* RAF High Wycombe
* RAF Boulmer (with support to RAF Buchan, RAF Neatishead, Saxa Ford, RAF Staxton Wold)
* RAF Flyingdales
* RAF Cranwell (with support to RAF Digby)

## Vision & Benefits

The vision for Hera is ‘the provision of support services that enable the next generation Royal Air Force through the efficient, agile and scalable use of the ‘Whole Force’. The key benefits for Hera are assured service delivery of all services across all existing Hades and BSC sites. A detailed scoping phase is ongoing and it is aiming to deliver a solution that offers further improved service provision, consistency of delivery across all sites where it is appropriate to do so, efficiencies, environmental sustainability designed into the requirements at the outset, social value and increased workforce diversity.

## Scope

The scope of Hera will be defined by employing the approach detailed in the Cabinet Office Sourcing Playbook (COSP) . At the outset, it is considered likely that Hera will be valued at over £400M. The COSP advocates industry engagement throughout the scoping phase. The first industry engagement period will commence in September 2021 with a soft market engagement event being held on 7th September 2021 and 1:2:1 discussions planned week commencing 20th September.

## Timeline

Our intention is to extend the Hades contract by 2 years from the original end date of 31 March 2023 until 31 March 2025, although this remains subject to formal contracting action. The BSC has been let on a 3-year contract from 1 Dec 21 and has the provision of 2 option years. Synchronisation of the contract end dates for Hades and BSC could therefore be achieved in 2025.

# Section 3 – Questionnaire

### Please refer to the instructions in Section 1 – General Information & Instructions for Completion in preparing your responses to the questions below.

## Theme 1: Market Appetite and Capability

1. Please provide an overview of the key strategic reasons why you are interested in Project Hera, outlining any wider benefits your company could bring to the Authority.
2. What if any, do you see are/would be the potential barriers to either your participation within the potential Hera project procurement opportunity and/or competing successfully? For example, knowledge or information level barriers, geographic barriers etc. What do you think the authority could do to alleviate and/or remove any such barriers to participation?
3. Please share some insights on your industry:
   1. How is Hera most likely to attract positive Industry attention?
   2. What types of opportunities would excite your business right now? To what extent did you understand the scope of the services required from the presentation?
   3. What is your view on the capability of Industry to carry out the scope of activities detailed in the presentation?
   4. Please provide any other relevant information on the current activity levels, trends, challenges within your industry.

## Theme 2: Innovative Approaches to Service Delivery

1. Recognising the RAF’s desire to improve / optimise delivery of on-station services, what do you see as the key areas of service delivery to focus on in the future? Please also detail whether these measures could positively contribute to the RAF’s target to operate on a environmental Net Zero basis by 2040.
2. What innovation themes / concepts / ideas do you think Air should incorporate in the development of its strategy for future station support?
3. Are there specific examples of commercial / private sector best practice you believe Air should learn from when approaching the scope for Hera?

## Theme 3: Commercial Approach & Delivery Models

1. Please share your thoughts on what commercial model/s you think would offer the optimal solution to Defence and industry in the delivery of on station support services and what role do you see your organisation fulfilling (Service Integrator, Prime, Sub, SME etc)?
2. How could the MOD incentivise all parties to drive continuous improvement, efficiency and effectiveness into these services?
3. In response to the Public Services (Social Value) Act 2012 and the Government’s Social Value Model, the Authority is considering how the Hera project can improve the economic, social and environmental wellbeing.  Please give your thoughts on how you feel the social value priorities below can be delivered through Hera:
   1. Tackling Economic Equality
   2. Fighting Climate Change
   3. Equal Opportunity.

## Theme 4: Other

1. Please provide the name of the organisation you are representing and the contact details of a representative from your organisation
2. Please indicate if you would be content for your contact details to be shared with other potential suppliers.
3. We are always looking to learn and improve on the format for our industry events, especially via virtual means so please let us know if you found the engagement event helpful and please suggest any improvements we could make to improve the effectiveness of our market enagement.