

Commerce Decisions supports award-winning military air contract worth £1.5bn

Project Overview

Project Marshall is the key air traffic management programme for the Ministry of Defence (MOD). Tasked with replacing the military air infrastructure for the UK, the project will provide the capability to support UK military flying and air deployed operations over a 22 year period.

Previously known as the Joint Military Air Traffic Services (JMATS) project, Project Marshall is a £1.5bn (ex VAT) contract which includes a £400m investment in advanced equipment and infrastructure, such as the replacement of radars and control centres.

The project was established to identify and evaluate options for the future delivery of the military air traffic management capability. Studies in 2004 found that much of the current infrastructure, particularly key surveillance and communication enablers, were approaching obsolescence and soon won't comply with mandatory international regulations. In addition, significant capital investment was needed for new equipment capable of addressing the increased regulation of airspace and its management.

The Initial Gate business case for Project Marshall was approved in 2007 and expressions of interest invited from industry in 2011.

Award of the contract

In late 2014 Project Marshall was awarded to the Aquila Consortium, a venture owned by NATS and Thales UK.

The contract will ensure the delivery of enhanced capability and

significant cost savings in military air traffic management while ensuring the MOD complies with the legal requirements of managing an air traffic service and enabling the safe operation of its aerial platforms at home and abroad.

The 22-year contract is based on a maximum transition period of seven years followed by a 15 year 'steady state' operational or service period. Over this time, Project Marshall will provide air traffic management at over 100 MOD locations in the UK and overseas, including more than 60 airfields. In addition, bases in the Falklands, Ascension Island, Gibraltar and Cyprus are included in the remit of the consortium.

Overall, this multi-faceted project aims to:

- Provide air traffic management for MOD-operated airfields and air weapon ranges in the UK and overseas.
- Provide a deployable air traffic management capability that can be used in support of expeditionary air operations.



MINISTRY OF DEFENCE

- Ensure that the MOD complies with the legal requirements for managing an air traffic service and enables the safe operation of its aerial platforms.
- Provide air traffic control and management for the MOD's aerodromes and air weapon ranges, both in the UK and overseas, and including those used for current operations.
- Enable the continuation of flying operations and provide the necessary contribution to the protection of UK sovereign airspace including counter terrorism support.
- Deliver savings through improved efficiencies, scale and innovation and the delivery and management of network-based services, applications, equipment and training in MOD military airfields and deployed operations.



Project Challenges

A critical project for the MOD, the scale of Project Marshall posed complex challenges due to:

- The duration of the procurement.
- The amount of information to be exchanged between the Authority and bidders.
- The high commercial sensitivity of certain elements of the data.

In the face of these challenges, the implementation of Commerce Decisions' AWARD® software ensured that transparency was guaranteed as well as efficiency and precision at each stage of the process.

Role and value of Commerce Decisions and AWARD®

Throughout a highly competitive and complex process, Commerce Decisions and the AWARD® solution provided support and expertise to the MOD in its interaction with bidders and the evaluation of tenders for Project Marshall. Over the three-year span of the process, the team used AWARD® to manage over 100 users throughout the engagement; involving competitive dialogue with three submission stages - outline design, detailed design and final tender.

In the early stages of the procurement process, Commerce Decisions worked with the Marshall project team to build a robust set of criteria. This was configured into AWARD®, along with a significant volume of documents to be published to bidders through the AWARD® bidder interaction and dataroom capability. It was essential that all bidders had access to the

relevant project documentation at the appropriate phase of the procurement and that each phase was managed precisely and effectively.

Through the AWARD® bidder interaction module, many documents were exchanged between the Authority and the bidders during the two dialogue phases. Moreover, many bidder questions were clarified using AWARD®'s clarification management process.

Expedited process

To avoid clashing with the UK election and a strategic defence review in 2015, the selection process was expedited by a year (to 2014). A ten-year process, Project Marshall was won by Aquila consortium in a deal that would save £1bn over the duration of the project. This saving, according to Clive Tarver, Director of Intelligence, Surveillance, Target Acquisition and Reconnaissance at the Defence Equipment and Support (DE&S); "will largely come from the introduction of new and more efficient equipment and because the program consolidates 70 smaller contracts into a single deal."

"Using AWARD® enabled us to successfully manage a complex tender evaluation."

Marshall Project Team

Team recognition

As a result of Project Marshall, the DE&S Marshall Delivery team won a Ministry of Defence Procurement Acquisition Award for their outstanding contribution in delivering defence capability. This award was given to recognise that the team ensured the provision of military terminal air traffic management services, fulfilling a

critical element of the flight safety chain to ensure aircrews were protected and legislative safety requirements met. The team had to consolidate 70 contracts into a single service provision contract 12 months earlier than planned whilst ensuring the operation of more than 60 MOD sites/airfields and ranges are associated sites in the UK and overseas.

AWARD® Benefits

AWARD® delivers a transparent audit trail that underpins the bidder debriefing process and manages any challenges to the outcome of the procurement.

AWARD® is highly flexible, enabling full integration of the tender requirements and policies.

AWARD® enables project users to be managed centrally, optimising the time spent on evaluating suppliers.

AWARD® is delivered via a security-accredited hosted service. Users can access AWARD® from any workstation with an internet connection and web browser.

Powerful reporting capabilities allow a range of selected reports to be generated quickly and tailored to your project.

Enhanced controls allow better management of tender stages leading to efficiencies and on time project delivery.

AWARD® provides a structured and compliant approach to the execution of a procurement.