



Examples of some Infrastructure Projects



Department
for Environment
Food & Rural Affairs

In partnership with



Environment
Agency

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Welcome Message from Gareth Rhys Williams, Government Chief Commercial Officer



Thank you for your interest in joining HM government's Commercial Function.

Building a strong Commercial Function in government, and with it, the right commercial capability is at the heart of a far-reaching programme of Civil Service reform. The government Commercial Function is more than just the response to the challenges that government has faced in recent times; it is an essential element of the government's efforts to address the value for money agenda while delivering higher-quality public services.

Our vision is to make the government's Commercial Function the best in the UK: staffed with top commercial specialists, creating and managing innovative, efficient and effective commercial arrangements. This is an exciting and diverse environment – we spend around £49bn per year on procurements that range from £100k to multi-billion-pound contracts, with annual spend on individual contracts often exceeding £500m. Our supply base includes SMEs and the largest multinationals, and our business models have the government acting as shareholder or sponsor, as well as being an 'intelligent client'.

We need to continue to improve our knowledge of the marketplace. We need to maximise value from our commercial dealings and increasingly have to put in place the tools to achieve that - better IT and databases, consistent methodology and benchmarking. But tools alone are not enough. We need senior commercial specialists across all government departments working collectively to address common 'Crown' objectives and acting as a single customer.

We have recognised the crucial importance of building the senior leadership group within the Commercial Function - recognised as senior professionals, supported through ongoing specialised training and development, and encouraged to make personal progress. We are building a cadre of commercial talent in all government departments - people who can manage our commercial portfolios, who can lead our most complex and novel programmes and projects, people who have the gravitas and depth of experience to work alongside our policy and operational leaders to develop innovative commercial arrangements, whether through joint ventures, outsourcing or best-in-class contracts.

I hope you will be inspired to join us and help lead the ongoing commercial reform agenda of the Civil Service. You won't find a more exciting or diverse challenge elsewhere.

Background to the Government Commercial Function

The Civil Service is one of the biggest and most complex employers in the UK, employing over 400,000 civil servants serving both Ministers and the public to deliver the priorities of the government of the day. These include major projects with a lifecycle cost of around £500bn, as well as programmes and services that affect everyone in the United Kingdom. The annual spend is c. £49bn per annum with a range of suppliers including SMEs.

Following issues with some major contracts and key suppliers, the Civil Service has committed itself to dramatically improving its commercial performance. This has included establishing a Commercial Function that will operate with, and in support of, departments. A senior Government Chief Commercial Officer was appointed from the private sector to head up the Commercial Function. This coincided with the first set of Commercial Standards published for the government in February 2016, updated in November 2016, which we now benchmark against.

Commercial resources are overseen by the Function number some 4,000 staff across Whitehall, and consist of:

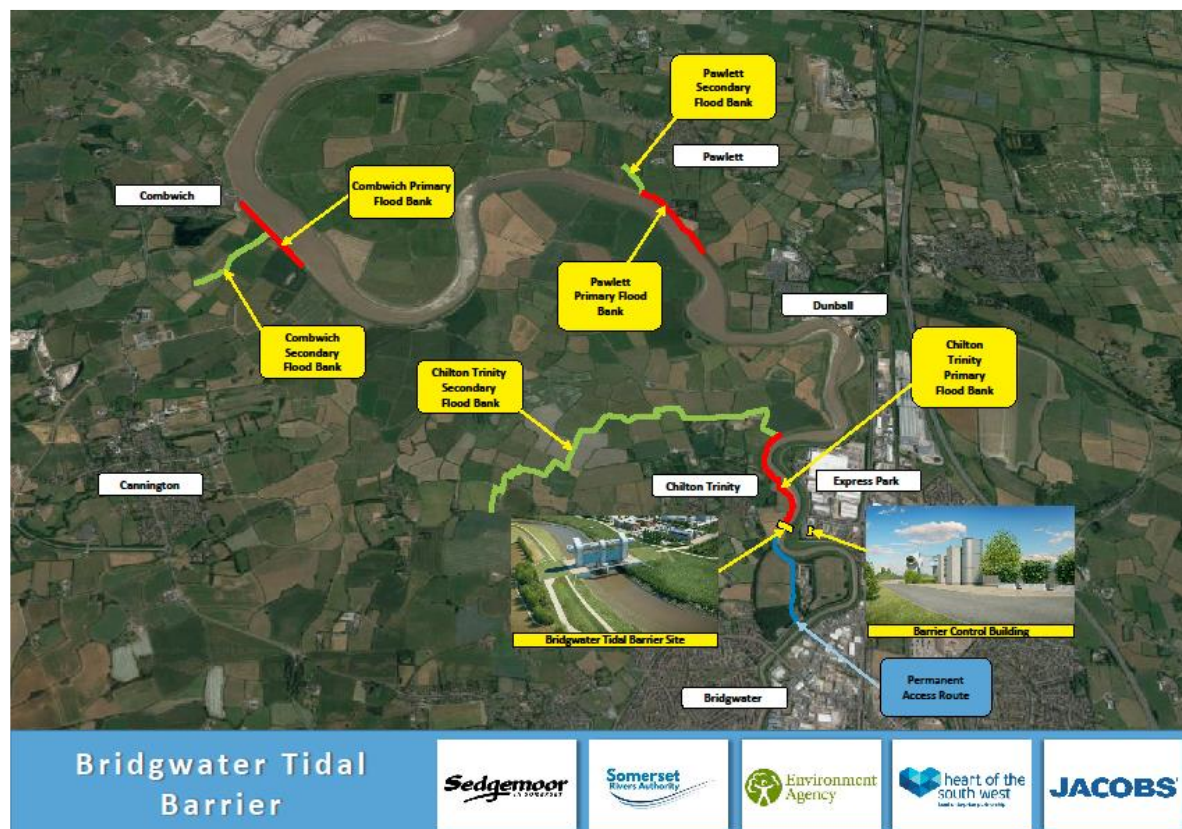
- A number of core interlocking central teams working together on Policy, Standards and Continuous Improvement, Complex Transactions, Markets and Suppliers (that will build pan-government relationships with key suppliers) and Commercial Capability
- Colleagues in the Commercial Directorates within Departments and Agencies, and
- The Crown Commercial Service, a trading fund sourcing common goods and services for the Civil Service and the wider public sector, managing spend of circa £13bn

The Commercial Function is led by Gareth Rhys Williams, the Government Chief Commercial Officer (GCCO). He reports directly to the Chief Operating Officer of the Civil Service, Alex Chisolm.

Examples of some Infrastructure Projects

Bridgwater Tidal Barrier

The EA are working in partnership with Sedgemoor District Council to deliver the project which is funded by the EA, SDC, Heart of the South West Local Enterprise Partnership (LEP) and Local Levy (LL)



Much of Bridgwater and the surrounding area lies below high tide level and the project will reduce tidal flood risk to 11,300 homes and 1,500 businesses. The current project value is £101.6 million.

The tidal barrier requires Defra approval of a Transport and Works Act Order (TWAO) as it has some impact on navigation on the tidal River Parrett. The TWAO application will be supported by a statutory Environmental Impact Assessment and Environmental Statement.

The defences will also require embankments downstream of the tidal barrier to prevent flood water bypassing the barrier and to protect communities downstream of Bridgwater. These improvements include creating new embankments as well as raising and strengthening existing embankments.

This scheme is one of the largest in this current EA programme and is a significant government infrastructure project in the SW.



Colwick (Holme Sluices) Fish Pass Construction

The objective of this project was to construct a bypass channel fish pass around Holme Sluices in Colwick Country Park, Nottingham. Holme Sluices is the largest barrier to fish passage in the Midlands due to the high water velocities under each sluice gate. A WFD assessment identified that fish failure is a significant factor in the River Trent failing to meet 'Good Ecological Status' or 'Good Ecological Potential'.



Defra Group Commercial has led the procurement activity throughout this project from appraisal, through to detailed design and now into construction using the Environment Agency's Water & Environmental Management (WEM) and, more recently, the Collaborative Delivery Framework (CDF). The DGC Commercial Lead has worked closely with the EA Project Team and its Delivery Partners to agree the procurement strategy, advise on appropriate risk allocation and mitigation measures,

produce contract documents, adhere to framework protocols, and to deliver best value on behalf of the EA.

The construction contract was awarded to Jackson Civil Engineering in October 2021 at a total value of £8m with a completion date of August 2023.

Lower Otter Restoration Project

This project will create 58ha of compensatory habitat to enable the Environment Agency to continue to manage flood risk to 2,795 properties (increasing to around 5,000 by 2110) in the Exe Estuary. This management causes coastal squeeze (the loss of existing habitat in front of defences resulting from rising sea levels that drown out the existing foreshore habitat), which gives us the statutory duty to secure compensatory habitat. Delivering habitat compensation in the Otter Estuary will allow six FCRM projects to go ahead with a direct cost of £23m, with total benefits of £375m.



The natural environment of the River Otter and its estuary has, for hundreds of years, been modified by humans. Natural processes have been disrupted with the river no longer able to adapt. Visitors, residents and business users are impacted by river flooding and are at tidal flood risk from breach of embankments. The project will work with natural processes, delivering both sustainable intertidal habitat and a sustainable river by reconnecting the river, estuary and floodplain. The project will raise access for people above flood levels and reduce the risk of breach.

The project has capital costs of £11.9 million.

More info at: [Estuary today: Lower Otter Restoration Project](#)

Par St Blazey



The Par and St. Blazey Project is a catchment-wide management project to reduce flood risk to properties and critical infrastructure allowing future economic growth and regeneration of this deprived community.

This business case is seeking £12.9m in Flood Defence Grant in Aid funding further supplemented by £20.8m from a range of sources including partnership funding and European Union (EU) *European Structural and Investment Fund* (ESIF) in order to deliver the following objectives:

1. Primary Objectives;
 - a. Reduce the flood risk (surface water, ordinary watercourse, main river, sewerage and tidal) to the maximum number of residential and non-residential properties, key infrastructure (road, rail, electricity sub stations, sewerage systems) and reduce the risk to life from the perched channels collapsing
 - b. Incorporate habitat and/or wetland improvements into development and delivery of flood risk management interventions
 - c. Maximise contributions from third parties into the project
2. Secondary Objectives
 - a. The town will set a new direction for growth, development and change in response to unsustainable levels of current and future flood risk
 - b. Incorporate improvements to the quality of recreational infrastructure through the catchment.