



# ICS Case Study

- ▾ Embedding Commercial Excellence  
in Defence Infrastructure Transformation

# Embedding Commercial Excellence in Defence Infrastructure Transformation

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## ↳ **Client**

UK Ministry of Defence NDPB (Non-Departmental Public Body)

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## ↳ **Sector**

Defence Infrastructure

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## ↳ **Services Provided**

Organisational Design, Commercial Advisory, Process Review

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# Challenge

A **UK Ministry of Defence NDPB** embarked on a high-profile infrastructure transformation programme. Rather than setting up a separate Delivery Authority, the programme was embedded within the existing organisational structure, requiring full alignment with MOD governance and operational frameworks.

To deliver this complex programme in line with Infrastructure and Projects Authority (IPA) expectations — and to withstand future National Audit Office (NAO) scrutiny — a comprehensive transformation of the commercial function was essential.

# Our Approach

ICS Projects had already supported the mobilisation of the interim commercial team and were then commissioned to deliver three strategically important workstreams

## **Project Alpha** **Building the Commercial Function**

ICS was engaged to design and deliver a recruitment strategy for the newly envisioned commercial structure.

The strategy addressed complex challenges including location constraints, niche capability requirements, and team scale.

Through a structured, phased approach, ICS successfully delivered 35 high-quality hires across a 12-month period, enabling the programme to establish a resilient and scalable commercial team.

## **Project Beta** **Advisory Support to Strengthen Delivery**

With a newly appointed Head of Contract Management in place, ICS was retained to provide ongoing commercial advisory services.

This included guidance on navigating civil service controls, implementing the Contract Management Playbook, and offering benchmarking insights against industry standards.

Delivered on a fixed monthly basis, this flexible access to our commercial Technical Partner offered the client confidence and a critical “safety net” during mobilisation.

## **Project Gamma** **Transforming Commercial Processes**

ICS was commissioned to conduct a peer-led review of the programme’s legacy commercial processes.

This work included document and process analysis, as well as in-depth stakeholder interviews.

The review generated actionable recommendations for improvement, many of which were subsequently implemented by ICS consultants deployed on a time and materials basis to support change delivery.

# Outcomes

- ↳ Recruited and embedded 35 commercial professionals across three structured phases
- ↳ Delivered strategic advisory services that de-risked mobilisation and contract management
- ↳ Completed a detailed peer review, resulting in improved commercial processes and measurable efficiency gains
- ↳ Supported the client in meeting IPA expectations and preparing for NAO oversight

# Client Feedback

“ICS were trusted to deliver a comprehensive set of crucial services to ensure that key projects were **delivered successfully on time and imparted hugely valuable experiential knowledge** amongst the new team. They did not disappoint.”

— Commercial Director, MoD NDPB



The logo features the lowercase letters 'iCS' in a white, sans-serif font. The letter 'i' is lowercase and has a white dot above it, which is topped by a white semi-circular arc, resembling a Wi-Fi signal icon. The letters 'C' and 'S' are uppercase and follow the 'i'.



[icsprojects.co.uk](https://icsprojects.co.uk)