

Collaborative working to deliver a housing project (NH2 and OPI1)

CASE STUDY



SECTOR:
Housing

CLIENT:
Wiltshire Council

SUPPLIERS:
Rollalong
Taylor Lewis

FRAMEWORK:
Offsite Construction of
New Homes (NH2)
&
Offsite Project
Integrator (OPI1)

COLLABORATIVE WORKING TO DELIVER A HOUSING PROJECT

This case study explores the process of Wiltshire Council finding the required expertise and relationships to meet the commitment of the new build team to build 100 new council houses per year, for the next ten years. To meet this commitment while ensuring quality, reducing maintenance costs, and importantly improving the sustainability of the new homes being built, Wiltshire Council were keen to explore the possibility of using MMC.

Christine Brown, Residential Development Project Manager, for Wiltshire Council outlines the main barriers the council faced as:

- Being new to MMC, the council had no established relationships in the sector
- Wiltshire Council had our own standard house types; did we want these translated into MMC, accruing significant design costs, or would we buy designs “off the peg”?
- The volume required and the price of MMC meant a potentially lengthy and complex local government procurement process

After researching several MMC manufacturers, Wiltshire Council were drawn to a local provider with a track record of working successfully with the MOD - Rollalong. The proximity of their factory meant lower “lorry miles”, reducing the carbon footprint of the delivery.

Rollalong were already working with Magna Housing Association to design and manufacture a suite of house types, like Wiltshire Councils own house types.

Several factors played a role in choosing the SWPA Offsite Construction of New Homes (NH2), and Offsite Project Integrator (OPI1) frameworks as the procurement route to access Rollalong and Taylor Lewis.

Wiltshire Council cited the main reasons as:

- The ease of access to manufacturers of offsite solutions, with proven and demonstrable project delivery
- The opportunity to procure Rollalong by means of a direct award based on designs and solutions already developed by another client, meaning that Wiltshire Council could learn from others
- Using an established portfolio of designs to deliver an initial project to get buy in internally to use offsite solutions and the opportunity to develop the bungalows.
- A collaborative approach with support from an experienced client and appointed company
- Access to the OPI1 consultancy framework (Taylor Lewis was appointed through a mini-competition) has been useful in assisting delivery of the project with access to experience and knowledge

“ Taylor Lewis are excited to be involved in Wiltshire Council’s first MMC project, being able to bring our knowledge and experience of delivering MMC projects through the OPI Framework.

We have worked with Wiltshire to agree bespoke Contracts with Rollalong and the ground works contractor.

Paul Cant

Associate at Taylor Lewis

Key to the success, of these relationships and projects, has been the involvement of the South West Procurement Alliance (SWPA), who were the procurement route for the existing relationship between Magna Housing and Rollalong.

Wiltshire Council was provided a simplified route to market; enabling a call off from the Offsite Construction of New Homes (NH2) framework for compliant access to Rollalong and the Offsite Project Integrator (OPI1) framework, for the expert MMC consultants Taylor Lewis.

In 18 months (via Zoom, throughout multiple lock downs!), Wiltshire Council have agreed shared house types that are now 100% of NDSS and, with the addition of PV, are effectively carbon neutral in operation.



Each module has a steel frame that is customised to the house type ordered. Most homes are made up of 4 of these modules.

“ What’s really unique and exciting about this MMC project is that we have been able to build on our lessons learnt from previous framework call offs with Magna Housing, to give Wiltshire Council the benefit of our experience and knowledge.

Phil Blackmore

Procurement Manager at SWPA

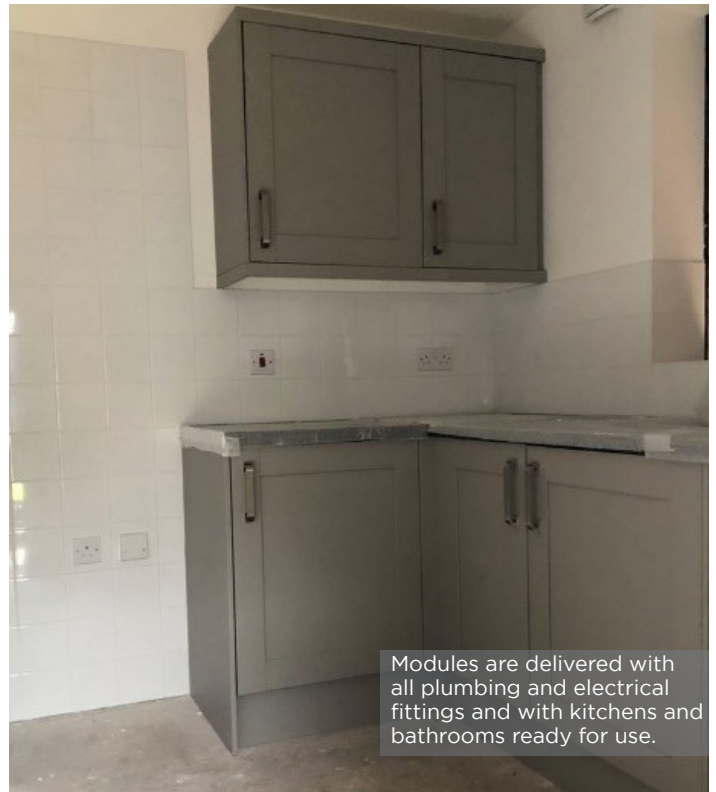
Wiltshire Council are now in contract with Rollalong, who are manufacturing the units for the first 19 homes, five of which will be wheelchair-accessible bungalows, to be transported and completed on three pilot sites.

The decision-making process, and the timescales for making key decisions with MMC, are very different from traditional building as all decisions must be made before production commences. Delays in decision making can cause major implications for production and delivery, including the possibility of losing factory slots on the factory production line.

“ The two frameworks go together to create a complete offering; the combined expertise of both the consultant and the manufacturer mean that many of the barriers to MMC, including the different ways of working, can be overcome. ”

Mary Bennel

Director at South West Procurement Alliance



Modules are delivered with all plumbing and electrical fittings and with kitchens and bathrooms ready for use.

“ I have enjoyed being part of the team involved in pushing this project forward, it is very rewarding to see our efforts come into fruition when the modules have been completed within the factory. Wiltshire Council were able to adapt our standard house types to suit the needs of the local area and be in keeping with current housing stock. ”

Laura Katon

Business Development Manager at Rollalong

COMMUNITY BENEFITS

This project shows just how much social value can be incorporated through all stages of the procurement process, not just in achieving value for money through the SWPA frameworks and the low carbon objectives but also in the local employment, within a nearby factory. The local supply chain has been used to subcontract m&e contractors, roofing contractors and groundworkers.

As a member of SWPA, Wiltshire Council have also been able to access the South West Community Benefit fund. This grant programme is run by SWPA and delivered in partnership with South West Community Matters, delivering grants to small community groups in each clients area.



Immediately prior to delivery the external cladding is fixed to suit the planning approved scheme, the modules are delivered to site and craned onto ready prepared foundations