

# Offsite Manufacture Conference & Exhibition

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## Conference Report

Thursday, 13th June 2019  
Harrogate Convention Centre, Harrogate

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# Foreword



**Keith Griffiths,**  
Managing Director,  
Built Environment  
Networking

Is there a more 'in vogue' topic amongst property and construction professionals than offsite manufacture and construction? If so, I'm going to take some serious persuasion going by the fantastic response from our speakers and delegates at our inaugural Offsite Manufacture conference which took place in the picturesque northern town of Harrogate.

There are many similarly themed events that take place across the UK, therefore we wanted ours to be completely different and to follow our tried and tested formula of having the majority of our speakers from end users that are developing their projects using offsite techniques; people who can advise and give work to the supply chain which is the ultimate purpose of a Built Environment Networking event.

One of the comments our team received is that we struck a nice balance between public sector and private sector speakers. I believe

we went one further than this by showcasing the offsite manufacture opportunities from organisations of various size, meaning our audience had a wide range of choice and could align their aspirations with client expectations. It was a testament to the line-up we assembled that speakers and delegates came from as far as Dover and Bristol to contribute, further evidence that Built Environment Networking are the UK's leading property and construction networking conference provider in the UK. Plans are afoot for 2020's edition of this conference which will take place on 11th June again in Harrogate. We are always looking for new partners to join our line-up, it's a great way to position your brand as market leaders to our clients and speakers, if you're interested please do not hesitate to get in touch.

See you soon,  
Keith

[keith.griffiths@built-environment-networking.com](mailto:keith.griffiths@built-environment-networking.com)



# Benefits of Offsite Manufacturing for Construction

## Panel Members:



**Chair: Phil Laycock**

Director,  
Built Environment  
Networking

[@BENetworking](#)



**Neil Pennell**

Head of Design Innovation  
and Property Solutions,  
Landsec

[@LandsecGroup](#)  
[@TweetBluewater](#)



**Trudi Sully**

Associate Director -  
Construction,  
The Manufacturing  
Technology Centre

[@the\\_MTC\\_org](#)



**Steve Eccles**

Project Director,  
First Base

[@FirstBaseUrban](#)



**Rory Bergin**

Partner - Sustainable  
Futures, HTA Design

[@HTADesignLLP](#)

## THE CONSTRUCTION INDUSTRY “MUST GRASP” THE OPPORTUNITIES OF OFFSITE OR RISK LOSING FUNDING

The construction industry needs to grasp the opportunities of the sector deal or see Government investment potentially dry up, a leading figure in the industry has said.

Speaking at our Offsite Manufacturing Development Conference, Trudi Sully, Associate Director for Construction at the Manufacturing Technology Centre, said: “It’s a fantastic time to take advantage of the opportunity which has been given, if we don’t then the Government won’t continue to invest.

**WE MUST TAKE ADVANTAGE NOW AND START TO DRIVE CHANGE TO SECURE FUTURE INVESTMENT FROM GOVERNMENT. THE AEROSPACE INDUSTRY WENT THROUGH SIMILAR EXPERIENCE TO THE CONSTRUCTION’S SECTOR DEAL AND HAS SUBSEQUENTLY HAD AROUND £10BN OF INVESTMENT FROM THE GOVERNMENT.**

Ms Sully noted that the construction sector has often operated as individual firms working in isolation which has hampered innovation, however barriers are beginning to break down. She added: “They [construction firms] are starting to collaborate, it is the only way that this works, it is exactly the replica of what happened in automotive and aerospace.

“Only when they got over their competitive element of ‘we can’t possibly talk to each other’ and worked together, they made the step change and became the successes that they have. And that is what is starting to happen now. We need to keep that momentum.”

Ms Sully’s comments were echoed by Rory Bergin, Partner

for Sustainable Futures at architecture practice HTA Design: “We need to move forward from a ‘whose fault is it?’ to ‘how do we move forward?’. I’ve seen a transformation where we have traditional contracting on one hand and offsite on the other, the behaviours are completely different. If only I could put these people all in the same room, they would learn a lot from each other.”

Offsite construction has long been tipped to have a transformative impact on the industry. Project Director at developer First Base Steve Eccles believes that the investment in offsite manufacturing by large US banks such as Goldman Sachs may herald big changes in the sector. In April Goldman announced plans to invest £75m in offsite manufacturer TopHat to aid the delivery of its homes at the Kitchener Barracks in Chatham, Kent. Mr Eccles said:

**THE MOST INTERESTING ONE [OFFSITE DEAL] IS BETWEEN GOLDMAN SACHS AND TOPHAT - THEY CAN SEE THERE IS AN INVESTMENT AND RETURN THAT THEY CAN GET THROUGH THE MARKET. IT IS DELIVERY, AND CERTAINTY OF DELIVERY AND THEY [INVESTORS] HAVE SEEN WHAT IS HAPPENING IN THE CONTRACTING MARKET IN THE PAST FOUR OR FIVE YEARS AND THEY SEE GREATER RISK. IN TERMS OF A COMPARISON OF THE RISK PROFILE OF A NEW FACTORY, EVEN IF IT IS A RELATIVELY NEW ENTRY, COMPARED TO THE RISK PROFILE OF THE TRADITIONAL MARKET AT THE MOMENT, IT’S A KNOWN RISK.**

“We are working on very big markets funded by the investment market with several hundred modular homes per project build to rent (BTR) and they are going very well. I see that as being the catalyst - we get throughput through factories using the BTR and local authority market, then the private market will follow on.”

Neil Pennell, Head of Design Innovation & Product Solutions at LandSec noted that security of delivery and the ability to speed up construction times means a lot for developers when they choose how to invest their funds.

He said: “In our commercial developments the sooner we can get a new build to market the more control we have over greater opportunities for pre-letting, and financial exposure is over a shorter period. Over the last build cycle we invested about £3.5bn in new development projects across the UK. If we could save 10% or 20% on that it would have meant that we could have bought a lot more property developments and assets for our portfolio.”

Rory Bergin, Partner at HTA added that the UK’s Offsite sector could be overtaken by firms in Asia due to a swathe of investment by Asian governments in the new technology. He said: “What’s been interesting to us from the past few years is the interest in our skills from international clients such as people in Singapore and Hong Kong. The Hong Kong and Singapore governments are now mandating the use of offsite in construction. So suddenly they have vast industries that will be able to tool up and they will be able to supply the UK market. We buy everything else from Asia so why not buy homes from Asia?”

**BECAUSE OF THE INVESTMENT INTO MANUFACTURING IN ASIA LED BY THEIR GOVERNMENTS, I CAN SEE A FUTURE WHERE OUR INDUSTRIES HERE CANNOT COMPETE. IF WE WAIT TOO LONG OTHER COUNTRIES WILL GET THERE BEFORE US.**

HTA is currently working on the 44-storey modular tower in Croydon which when complete will be the tallest modular building in the UK. Speaking about the new scheme Mr Bergin said: “[The tower] is going to be built at least a year

quicker than traditional construction and is based on standardised rooms, standardised construction and is being built at the rate of a floor per week, with all kitchens and bathrooms finished. We will deal with 80% less deliveries to site compared to a construction project on the same scale.”

“How that model works, once people do it once they are eager to do it again. Contrast that with traditional contracting where no-one speaks to each other for at least six months as we are arguing over fees or claims, and it’s two years before we work together again. With a manufacturing attitude we are working on serial projects and have started the next one before we’ve finished the current one.”

Mr Bergin added that some groups are beginning to come together to collaborate on designs. He added:

**THERE ARE A FEW INITIATIVES HAPPENING WHERE DIFFERENT GROUPS ARE COMING TOGETHER TO AGGREGATE DEMAND. MANCHESTER CITY COUNCIL HAS SET UP A TEAM TO AGGREGATE DEMAND, AND SO HAS THE NATIONAL HOUSING FEDERATION (NHF). THE LONG-HOLD BELIEF THAT EACH OF US MUST DO SOMETHING SLIGHTLY DIFFERENT FOR EVERYONE TO SUCCEED ISN’T THE CASE.**



# Offsite Requirements

## Panel Members:



**Chair: Steve Newell**

Director,  
Portakabin

@portakabin



**Adam Jones**

Strategic Modular  
Framework Manager,  
Department for Education

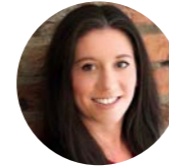
@educationgovuk



**John Welch**

Deputy Director,  
Crown Commercial Service

@gov\_procurement



**Gaynor Tennant**

Chief Business  
Development Officer,  
Modularize

@Modularize

## CONSTRUCTION INDUSTRY MUST TACKLE “WASTEFUL” PRACTICES – SAYS LEADING PROCUREMENT CHIEF

The construction industry must standardise its approach to new projects if it is to hit government innovation and productivity targets, a Department for Education (DfE) procurement chief has warned.

Adam Jones, the Department for Education’s Strategic Framework Manager, who oversees the department’s £3bn offsite framework, said that construction needed to tackle “wasteful” practices. He said:

**“THE UK CONSTRUCTION SECTOR IS CHALLENGED BY CHANGING WORKING DEMOGRAPHICS AND THE NEED TO INVEST IN SUPPLY CHAIN PEOPLE AND TRAINING.”**

Mr Jones noted that the government’s Construction 2025 plan had set some very ambitious targets. “During the past 20 years, the construction sector has lagged so far behind other sectors, such as services, production and manufacturing. We believe that we can improve productivity and construction by adopting a more manufactured approach to building and there are various reasons why the government has committed to offsite construction.”

“Within the education sector, we have an increased demand for places, we have an ageing school estate and a backlog of maintenance. Within the construction sector, we have the productivity gap that we’ve mentioned, as well as potential skills shortages and changing demographics in our construction workers. There’s great potential to stimulate



economic growth and increase export potential. One of the biggest turning points for us on our journey to DFMA [Design for Manufacture and Assembly] was the government’s presumption in favour of offsite construction by 2019. I think the signal to the market is the government’s strong commitment to offsite delivery.”

According to Mr Jones the £3bn framework will be partitioned into £2bn for larger projects which form schemes over 6,000sq m - which equates to around 15 new secondary schools per year. A further £1bn will be allocated to smaller projects of less than 6,000 sq m and would be approximately the same value as 15 primary schools per year.

He added: “If you could express it mathematically, the sum of work will be directly proportional to the performance of each contractor. Projects will be delivered within a standard DfE rate with savings achieved over the framework.

“The idea of this is to level the playing field on costs, and instead to measure quality that can be delivered within that fixed affordability envelope. And we’re targeting savings over the lifetime of the framework of between three to 10%. And those would be achieved really through efficiency and continuous improvement.

“So, factors such as design, standardization, volume, repetition, economies of scale, the learning curve effect, supply agreements, performance-based allocation and investment and development.”

John Welch, Deputy Director for Construction at Crown Commercial Service said that the CCS plans to create alliances between Government departments and firms which will help open up innovation and push forward change.

He said: “We’re able to share best practice in an open environment, wherever we’re able to record and deliver against commitments that we set at the outset. And we’re able to share innovation, which is particularly key and particularly unusual in an environment like this.

**“WE’RE TRYING TO INCREASE THAT VISIBILITY AND TRANSPARENCY BETWEEN THE SUPPLY CHAIN AND GOVERNMENT DEPARTMENTS. NOT ONLY THAT, IT GIVES THE CUSTOMERS THE OPPORTUNITY TO BRING DESIGN TEAMS INTO THEIR ALLIANCE. SO THE FRAMEWORK ALLIANCE DOESN’T JUST STOP AT THE TIER ONES WITHIN THE FRAMEWORK. THE ENCOURAGEMENT IS TO CREATE THOSE ALLIANCES THROUGHOUT THE SUPPLY CHAIN.”**

Mr Welch added: “We’re there to support those departments in which it will absolutely focus on whole-life cost. We created that ability within our frameworks for departments to award on that basis, which is a huge, huge driver. For us, this isn’t about reducing capital costs.

Gaynor Tennant, Chief Business Development Officer at Modularize says the firm’s aim is to “bridge the gap” between architects and manufacturers. She noted that design needs to be collaborative from the outset to achieve the best results.

**“IF YOU’RE COMING FROM A TRADITIONAL BACKGROUND, YOU NEED TO UNDERSTAND THAT DESIGN HAS GOT TO COME FIRST TO GET THAT PRODUCT RIGHT IN THE FACTORY. IT NEEDS A VERY COLLABORATIVE APPROACH FROM EVERY MEMBER OF THE DESIGN TEAM: STRUCTURAL ENGINEERS, THE SUPPLY CHAIN AND THE M&E, CONSULTANTS, AND EVEN THE QS SO WE UNDERSTAND THE COST AND EFFICIENCIES THROUGHOUT THAT DESIGN.”**

Modular construction manufacturers need to work harder to design homes people would choose to live in if the sector is to truly prove itself to the public. Ms Tennant added. “Aesthetics are hugely important. I think some manufacturers are architecturally led, and we’re seeing more and more beautiful houses come out. I do think it [design] is critically important, we’ve got a market to convince with offsite, and we can’t keep producing square boxes that just look the same as everything else. I think we need to start jumping out of the box and making it look different and eye catching.”

# Requirements in Housing

## Panel Members:



**Chair: Phil Laycock**

Director,  
Built Environment Networking

[@BENetworking](#)



**Cllr Paul Smith**

Cabinet Member for  
Housing, Bristol City Council

[@BristolCouncil](#)  
[@bristolpaul](#)  
[@housingpaul](#)



**Oona Goldsworthy**

Chief Executive,  
United Communities

[@U\\_Communities](#)



**Tony Woods**

Head of Construction,  
LHC

[@LHCprocurement](#)



**Lanre Gbolade**

Senior Product  
Innovation Manager,  
L&Q

[@LQHomesMatter](#)

## CAN OFFSITE MANUFACTURING STAND THE TEST OF TIME?

The offsite manufacturing industry needs to prove that the quality of products made using the methods will stand the test of time if it is to truly convince the public of its value, Bristol Council's housing lead has said.

Cllr Paul Smith, Cabinet Member for Housing at Bristol City Council said: "Those of you like me, who are old enough to remember the Housing Defects act 1984. The problem we had with the properties bill from pre-reinforced concrete in the 1950s as a Local Authority, we were still living with, to quote Gerald Ratner, 'the crap' that was built using less than modern methods of construction and that's still seared into the memory of many people.

**DON'T UNDERESTIMATE WHAT A BAD REPUTATION THIS [MODULAR] INDUSTRY HAS GOT FROM THE 1950S. WE PARTLY NEED THE PILOT [OFFSITE PROJECTS] TO CONVINCING THE PUBLIC THAT IT IS A REASONABLE MODEL. WE ARE MAKING AVAILABLE SITES THAT IT CAN BE DONE AT VOLUME AS WELL. THE OBJECTIVE ISN'T JUST TO DO SOME PILOTS AND SAY HERE'S SOMETHING A BIT QUIRKY" AND THEN MOVE ON TO THE NEXT ONE.**

Mr Smith noted that the issues of fire safety needed to be dealt with if offsite is to be successful, with the memories of Grenfell and the recent fire at a housing block in Barking



fresh in people's minds. He added: "I've seen in Australia and Canada, they're producing 17 or 18 storey timber frame buildings using offsite manufacture. But in this country, just building two storey buildings strikes some people with fear. And we have to get that fire safety issue dealt with."

United Communities is one Housing Association which is looking at utilising unused space in new ways to allow for more homes. By utilising offsite, the Chief Executive noted that the schemes could be moved if the land was needed later.



Oona Goldsworthy, Chief Executive of United Communities said: Looking around most of our cities, and particularly in Bristol there is an awful lot of land that public sector organisations and others are holding onto because one day they might develop it, whether it's highways or the hospital or the car parks or whatever. But how can we get hold of that land and use it?



Tony Woods, Head of Construction at LHC said that clients, whether public or private, needed to work with the construction firms they hire to de-risk the contracts for both parties. He said: "I used to work for a contractor, our contracts advisor said "work out how much it costs to build a social housing scheme, if it's design and build you add 25 to 30% on top" for the risk associated with that.

"Also, particularly with SMEs, they don't read the contract until something goes wrong, and then become very disappointed when they go back to the client. It doesn't help the client or the contractor from that point of view. "

Lanre Gbolade, Senior Product Innovation Manager at housing association L&Q Group said that it aims to include

some form of offsite manufacture or modern method of construction (MMC) in all its new homes by 2025. He said:

**BY 2025 WE HOPE THAT 100% OF OUR DEVELOPMENTS WILL BE UTILISING SOME FORM OF AN MMC. ALONGSIDE THAT WE'RE LOOKING TO DELIVER MORE EFFICIENTLY IN TERMS OF OUR HOMES, HOW WE DESIGN, PROCURE AND BUILD THEM OFF SITE. AND TO DO THAT, OBVIOUSLY DEVELOPING A RANGE OF PRODUCTS COMPONENTS ALONGSIDE STANDARD HOUSES AND TYPE POLICIES.**



# Requirements in Housing

## Panel Members:



**Chair:**  
**Louise Robinson**  
Partner, Arcadis  
@ArcadisGlobal



**Naz Parkar**  
Director of Housing,  
Kirklees Council / Big Build  
@KirkleesCouncil



**Valerie Owen**  
Chair, Swan Housing  
Association  
@SwanHousing



**John Fisher**  
Managing Director,  
Central Housing Investment  
Consortium  
@CHICLtd



**Graeme O'Doherty**  
Senior Business  
Development Manager –  
McAvoy Group  
@mcavoygroup



**Jonathan Brook**  
Deputy Leader –  
South Lakeland Council  
@SouthLakelandDC

## EARLY ENGAGEMENT WITH INDUSTRY WILL HEIGHTEN OFFSITE MANUFACTURING BENEFITS

Clients who want to maximise the advantages of offsite manufacture need to engage as early as possible in the process or see benefits curtailed by design and planning issues, a major modular construction firm has said.

McAvoy Group's Senior Business Development Manager Graham O'Doherty told delegates at our Offsite Manufacture Development Conference that engaging with his firm as early as possible would reap best results: "A house can be anything you or planners want it to be as long as you engage early. Don't come to us at RIBA stage 3 and say you have planning permission and would like it to be delivered volumetrically. It's unlikely to work very well, so you need to engage early at RIBA stage 0."

Mr O'Doherty noted that both clients, contractors and suppliers needed to rethink how they approach procurement to gain more from the process. He added: "We use organisations like CHIC [Central Housing Investment Consortium] and other buying consortiums who can engage earlier with suppliers. What it takes is a mindset change from suppliers and it doesn't have to be the adversarial type of procurement that happens today. We very much need to start working in collaboration."



**IT IS ABOUT HAVING YOUR BEAUTY PARADE EARLIER. IF YOU ARE HAVING A DESIGN CARRIED OUT AND YOU WANT TO GET THE BEST VALUE, DO IT AT RIBA STAGE 0, NOT RIBA STAGE 3.**

Buying consortiums CHIC was formed to allow members from over 150 housing associations and councils to collectively buy and procure to ensure greater efficiencies and maximise their buying power. The consortium's members collectively own or manage approximately 700,000 homes.

The Managing Director of CHIC, John Fisher said that the affordable housing market needed to think about how to standardise their homes to maximise the benefits of scaling-up build or manufacture: "A lot of [affordable] developers build tens or hundreds rather than thousands of properties



and they do it all differently; typically price difference is 15 to 20% more in the affordable sector than the volume sector.

"There is lots of talk about standardisation and approach, it can look different - that's the sense of place but the underlying components and basics need to be a standard product that's effective and efficient."

**IN THE 'AFFORDABLE' SECTOR WE MAKE EVERYTHING SPECIAL AND EXPENSIVE. WHAT WE SHOULD BE PROVIDING IS VOLUME AND MAKE IT [HOME DELIVERY] EFFICIENT.**

Transport and logistics also remained one of the key issues around offsite manufacture.

Chair of Swan Housing Association Valerie Owen said that their offsite facility had been chosen to be able to deliver locally to minimise logistical difficulties: "One of the challenges is delivering the volumetric units. You have to make sure you have dual carriageway all the way between the factory and the site."

"The real issue for us is that because of the success we've enjoyed there are any more partners coming to us and wanting to do business. We obviously want to roll out modular housing as quickly as we can, so we are looking at a hub-and-spoke model whereby we can deliver modular housing on those sites which are further afield from the city ones."

Mr O'Doherty said that logistics could be an issue which becomes more prevalent if the industry scales up its home delivery in the coming years. He said: "Yes I think there will be an issue with delivering 5 or 6m wide houses down the motorway or the A-roads. The way Swan are doing it is fantastic because you are local, delivering in the local area only."

"I got stuck on the A43 behind a 5m-wide load and I was really frustrated. I think if that's going to happen then there will be an issue, we should look to restrict the widths to

much more sensible transportable loads than going up to 5 or 6m."

The challenges for delivering modular homes in rural locations should also not be underestimated. Councillor Jonathan Brook, Deputy Leader of South Lakeland Council and Chair of Cumbria Housing Group said: "In rural areas such as Cumbria we have low volumes, we won't ever have high demand. We are not looking at lower cost at any cost but we are looking at a low cost solution and sustainability."

"Again, difficulty getting to site on rural roads may be some of the issues we face, we have three planning authorities and a nationally important environment."

**THEY [MODULAR HOMES] HAVE TO BE HIGH QUALITY FINISH AND BE ABLE TO WITHSTAND A LOT OF RAIN IN THE LAKE DISTRICT FOR EXAMPLE.**

"We face a skeptical audience, we had difficulties getting our local plan through the planning process and people have an idea of what modular housing is. Is it pre-fab? Is it low standard? People have an image of 1960s housing developments and as an industry we somehow have to encourage people to understand the quality that is there."



# Modular Providers

## Panel Members:



**Chair: Phil Laycock**

Director,  
Built Environment  
Networking

[@BENetworking](#)



**Andy Smith**

Head of Business  
Development,  
Caledonian Modular

[@CBuildingS](#)



**Joseph Daniels**

Chief Executive,  
Project Etopia

[@ProjectEtopia](#)



**Nick Griffin**

General Manager,  
Portakabin

[@portakabin](#)



**Nathalie Meunier**

Business Development  
Director, Premier Modular

[@Waco\\_UK](#)



**Paul Mason**

Client Lead,  
Ilke Homes

[@ilkehomes](#)

## OPPORTUNITIES LIE ABROAD FOR UK MODULAR START-UPS

Start-up modular manufacturers are finding it easier to find opportunities abroad than in the UK due to the burden of paperwork and procurement, the founder of one start-up offsite company has said.

Joseph Daniels, Founder and Chief Executive of Project Etopia told our event that in his experience it was far easier to work in other countries than the UK and that success in Africa was the launchpad for more work in his home country.

He said: "The reason being is the rigmarole and processes of UK contracts, it's not the framework's fault for the lock down, it is the developers'. However, the global requirement on housing is in the billions. I am from the UK, I'm based in the UK, I built two schools in the UK and couldn't get housing contracts. I built a house in Namibia, which has outperformed every single building in the UK with six people that couldn't read and all of a sudden we got housing contracts dropping left right and center. My theory and philosophy is that the quality of building is a global thing."

Scalability of any new offsite or MMC business is also key to its success. Mr Daniels said:



**WE'RE LOOKING AT SIX FACTORIES PRODUCING 6,000 HOMES BY THE END OF 2020. WE ALREADY HAVE THE CAPACITY TO BUILD 2,200.**

"In the UK, we will be at 6,000 production by the end of next year. The order book at the moment is probably around about 20% of that capacity in the pipeline, however we will be distributing and shipping globally. So we expect that capacity to be filled by the end of this year."

Mr Daniels also highlighted how construction needed to find a solution to its carbon footprint. He added: "We produce 36% of the CO2 globally. How do we as an industry look at environmental process and reduce that?"

Andy Smith, Head of Business Development at Caledonian Modular, which worked with Laing O'Rourke to provide key worker accommodation for Hinkley Point C Nuclear Power Station in Somerset, says that the pre-manufactured value



(PMV) of a home or other development is key to modular's financial advantage over other forms of construction.

He said: "PMV was described very eloquently by Mark Farmer. It's about the premanufactured value doing as much in the factories we can and that's down to optimise what we do and how we do it. The reasons for that are quite simple.

**IF IT COSTS £10 IN THE FACTORY IT'S TYPICALLY £30 ON SITE. SO WHY WOULDN'T YOU USE OFFSITE CONSTRUCTION?**

Nick Griffin, General Manager at Portakabin agrees that manufacturers need volume. He said: "I think we're all understanding of the fact that you're going to get a better building in a controlled factory environment than on a muddy, cold site. We know that it helps minimise risk disruption to clients and others. But it's safer, and it can address this skills time bomb that were engaged with.

"As a manufacturer, what we need is volume. So we look to the government to provide that and we heard from the DFMA earlier about how those frameworks are going to deliver that volume. That brings us certainty, it means that we can invest, it means that the capital will go into the capacity that needs to be built. That's going to translate into innovation, as well as capacity and more spending on R&D. And then the private sector will follow."

Business Development Director at Premier Modular, Nathalie Meunier, said that there isn't a capacity issue in offsite to deliver new homes, but better clarity of the future work pipeline could see work jump.

She said: "It isn't really a capacity problem. There are a lot of established factories with large capacity through the UK, there are also people like us with a lot of experience and we could easily double our output if we have visibility of a pipeline. There are also a lot of new companies coming into the market every day and there's large investment in that market.



**WHY DOES IT STILL FEEL LIKE WE ARE SITTING ON THE FENCE IF THERE ARE A LOT OF PEOPLE TALKING ABOUT IT?**

One modular company which has spearheaded growth is Ilke Homes, which was formed 18 months ago and is on track to be capable of constructing 2000 homes by 2021.

Paul Mason, Client Lead at Ilke said: "Last year we did about 350 homes as we started up, this year will be around the 800 mark. Next year [new homes] will be around about the 1000 mark and the target is to get to 2000 homes in two years, and to 5000 homes in five."

# Heathrow – Offsite Hubs

## Panel Members:



**Rob Ewan**  
Expansion Delivery Director,  
Heathrow Airport  
@HeathrowAirport



**Emma Jane-Houghton**  
Expansion Commercial  
Director, Heathrow Airport  
@HeathrowAirport

## CROSS-PARTY SUPPORT FOR HEATHROW EXPANSION WILL ENSURE THE PROJECT HAPPENS WHETHER JOHNSON BECOMES PM OR NOT

The election of Boris Johnson as the new PM will not put Heathrow’s new runway in jeopardy, the airport has said.

Responding to the polls that Mr Johnson, who announced that he would rather “lie in front of the bulldozers” than allow a new runway at the airport, Heathrow’s Expansion Delivery Director Rob Ewan said that the strength of cross-party support for the runway was a bulwark against any political issues that the new PM could potentially unearth. He said:



**“WHEN PARLIAMENT VOTED OUR EXPECTATION WAS THAT WE WOULD HAVE PROBABLY A MAJORITY OF AROUND ABOUT 100 MPS AND WE ACTUALLY GOT A MAJORITY OF 296 IN FAVOUR OF HEATHROW’S EXPANSION. SO IT WAS CROSS-PARTY SUPPORT AT SOME SCALE, AND IT WAS EVEN BETTER THAN OUR BEST GUESS.”**

“So as we sit here today, and maybe there’s some political vulnerability that one of the leading candidates to be our future Prime Minister has previously stated he’d lie down in front of the bulldozers at Heathrow.”

Maybe we’d like to think that some of those things get put into perspective and the political capital that will be necessary to try and cancel Heathrow, let alone HS2 and the other things that are not necessarily liked by some of these people would be too great. But we are confident at Heathrow that our plans are robust, that we’ve got the policy in place from the government, and we are therefore moving forward accordingly.



**“THE PRIVATE NATURE OF HEATHROW’S EXPANSION HAS ALLOWED THE AIRPORT TO PRESS AHEAD WITH NEW MODULAR TECHNIQUES WITHOUT BEING HAMSTRUNG BY PUBLIC PROCUREMENT OR POLITICAL ISSUES”**

However, the private nature of the funding had been key to allowing the procurement and innovation of the offsite hubs to develop unhindered, despite the economic uncertainty and political headwinds potentially heading the airport’s way.

He added: “Heathrow will always be a political hot potato even though it’s a private sector business. So, the government’s policy is they want to put additional airport capacity in the South East. And we are responding to them. If for political reasons, people want to try and then change that, that’s where it is the private investment. For a political capacity to turn around and say no, because it’s not public money, Heathrow is absolutely 100% private money. Therefore, it doesn’t have that problem. There’s not that payments dynamic which had been an issue in recent years.”





# Conference Photos



National Partner



Best Practice Partner



Conference Session Partner



Registration Partner



Badge Partner



National Frameworks Partner



National Lanyard Partner



National Core Partners



Conference Partners



# Save the date



Thursday 11th June, 2020

Harrogate Convention Centre, Harrogate  
08:00 – 17:00

### GET INVOLVED:

Interested in having your brand at the forefront of the biggest regional discussion focused on economic growth, regeneration and development?

Get involved early and secure your spot as a partner to position your brand as a thought leader and support to hundreds of the regions' top players.

For further information on partnership opportunities available contact:  
[keith.griffiths@built-environment-networking.com](mailto:keith.griffiths@built-environment-networking.com)

# BE Offsite Manufacture Conference & Exhibition

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[www.built-environment-networking.com](http://www.built-environment-networking.com)

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**Built Environment Networking Ltd**




4235 Park Approach  
Thorpe Park  
Leeds  
LS15 8GB

**Call:** 0113 390 4700

**Email:** [keith.griffiths@built-environment-networking.com](mailto:keith.griffiths@built-environment-networking.com)

**[www.built-environment-networking.com](http://www.built-environment-networking.com)**

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