



WILLMOTT DIXON
SINCE 1852

Willmott Dixon

DEVELOPMENT SOLUTIONS



WHY DEVELOPMENT SOLUTIONS?

Development programmes are increasingly requiring a more innovative use of land and assets, with public and private collaboration key.

We bring together the best in construction and development specialism under one roof, working on projects from inception through to post completion. This gives an unrivaled development solution that comes from years of experience and expertise.

Our solutions set out to unlock and retain value for you – our customer.

Willmott Dixon is launching a new specialist and dedicated team who will provide a professional consultancy and a solution led service to our customers to realise and deliver a pipeline of development led opportunities.

Willmott Dixon believe in a purpose beyond profit. **We want to be a trusted partner in the delivery of social infrastructure through the values we uphold, the products we offer, the services we provide and the legacy we leave.** Development solutions is a clear route to achieving this.

We have developed a number of services and delivery models which can unlock opportunities, providing our customers with a wider solution which broadly sit across three key areas:



ASSET MANAGEMENT SOLUTIONS

Working with customers to review and unlock potential and achieve better value in their existing assets.



DEVELOPMENT MANAGEMENT SERVICES

An end to end development consultancy service, guiding our customers through the development lifecycle.



LAND SOURCING

Through our wide ranging public sector partnerships and extensive wider network, we can source land opportunities for our partners to meet their exact development requirements.



FUNDING SOLUTIONS

Bringing forward alternative means of funding development to increase capacity within our partners' plans.

CUSTOMER BENEFITS

- ✓ Retain control
- ✓ Retain assets
- ✓ Unlock better commercial returns
- ✓ Provide a platform for creating longer term revenue streams to offset austerity cuts

These benefits offer real value to the customer, and provide a compelling case for the adoption and consideration of Development Solutions on relevant opportunities.

Development Solutions empowers customers through retained control and value, tailored to local needs. With over a century of combined construction and development expertise, our incentive is to deliver quality schemes by providing the enabling benefits of a developer.

OUR MODELS AND SOLUTIONS





Unlocking value in our customers' strategic assets

What?

This sees Willmott Dixon provide development resource and expertise to review our customers' existing assets and create development solutions which support our customers' briefs, aims and aspirations.

Under this model we would review and appraise various design solutions to maximise benefits for our customers.

Such services could include:

- Identifying strategic land parcels to sell to generate revenue to cross-subsidise an identified development.
- Reviewing existing assets to develop more viable solutions.
- Identifying strategic land to acquire to unlock better potential from existing assets.

CUSTOMER BENEFITS



Generates a financially better solution by sweating their assets



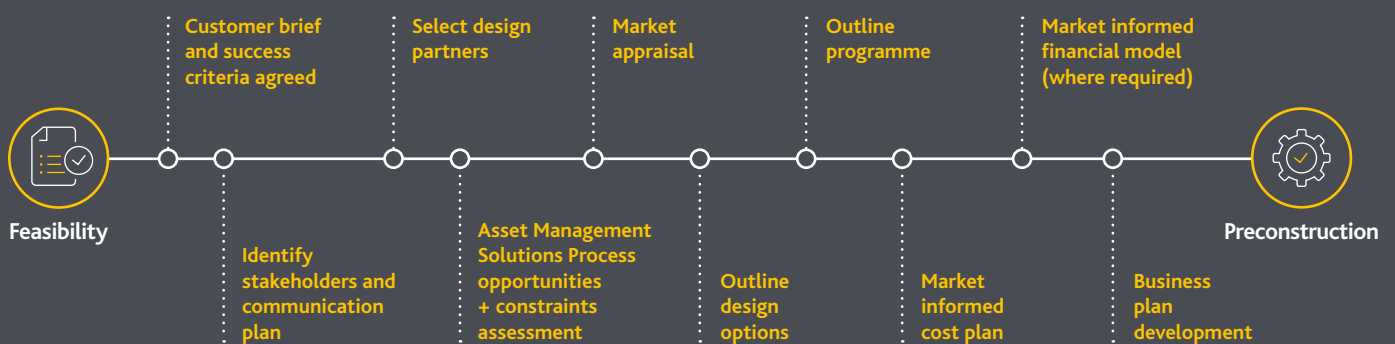
Provides a resource to customers who either do not have the resource or whose existing resources are at capacity



We can focus outcomes against their social drivers



Ensures customers retain ownership and control of their asset holdings.





Delivering a flexible and tailored service to maximise development value for our customers.

What?

A service offering in which we provide a full development service, to include design and build but also sales and marketing, commercial modelling and financial appraisal work.

Our customer retains the development returns – we receive our usual construction contract plus a fee for the wider services.

The key to this service is we are not the developer – that role remains with our customer – but we provide the full range of services required to deliver a private tenure housing scheme.

CUSTOMER BENEFITS



Retain control of land/assets



Meet local needs by having control over what is built



Be in control of timescales by directing the rate of delivery



Enhanced returns by retaining developer margins

Our development management services includes:

- Scheme concept designs, house types and specifications
- Market appraisal and viability analysis
- Support with achieving planning permission
- A sales and marketing strategy
- Financial modelling
- Management of plot sales
- Customer care for completed units
- Establish estate management regime
- Create and manage project governance regime

Overall Development Management Services



Feasibility



Financial Appraisals



Design and Planning



Commercial Modelling



Construction



Sales and Marketing



Aftercare

Project Governance



Supporting our customer's development plans through a professional land sourcing service.

What?

Through our extensive network of contacts, we are able to identify and source land for our customers to support in delivering their overall development objectives and pipeline.

We can source sites in an off-market or mini-competition scenario through our public sector partnerships and our framework appointments.

For example, our appointments to both Homes England's DPP3 framework and the GLA's LDP2 framework give us access to public sector residential sites.

Further to this, we are appointed to two single source frameworks, Scape and Procurement Hub, both of which provide flexibility for public sector bodies to dispose of sites linked to wider construction opportunities.

Alongside our site sourcing capability, we carry significant technical and construction expertise, which ensures we can undertake early due diligence on site to assess and establish its viability before we take it to our partners.

CUSTOMER BENEFITS



Direct access to public sector land through our framework appointments including DPP3 and LDP2



One to one public body access through frameworks such as Scape and Procurement Hub which give us single source access to all public sector bodies

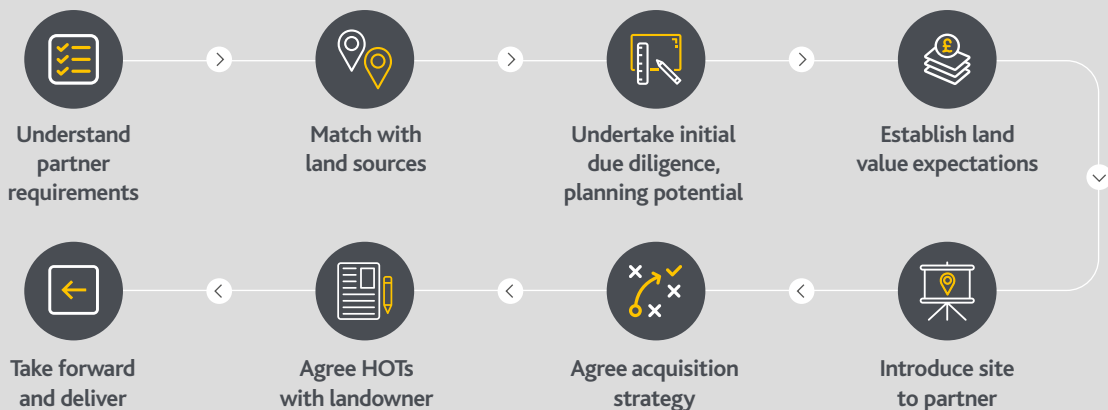


Due diligence checks are undertaken on all sites by our legal and technical teams which provide comfort on the viability of sites early



Single point of responsibility is provided by Willmott Dixon who will deliver the entire process from initial site identification, through due diligence, planning and delivery of new schemes

Land Sourcing Process





FUNDING
SOLUTIONS

Enhancing capacity through funding solutions

What?

We will work with partners to identify funding requirements on projects and identify a suitable partner with whom we can work to provide a funding offer or solution.

This will include Adjuto as an option, but also look to generate wider partnerships with other funds and providers to create.

Such options could include:

- Cross subsidy models
- Grant funding solutions
- Lease and leaseback models
- Strip income models

We can also explore partnership models to design, build, finance and operate new public facilities.

CUSTOMER BENEFITS



Public sector borrowing capacity can be preserved for use on other developments.



Our cross-subsidy model can introduce flexible development partners to share risk.



Our approach can remove the requirement for an Authority to engage an external development company, thereby retaining margins.



Through Adjuto, an authority can

- Choose to act in the capacity of 'bank' and receive a market return for cash loaned into the model.
- Choose to act in capacity of 'developer' and receive a percentage of developer profit.

PROCUREMENT ROUTES

All of the models and solutions outlined in this document are procurable under the following national frameworks:



Scape Group is a public sector organisation, dedicated to creating efficiency and social value via the built environment.

Major Works England and Northern Ireland value £1.75bn
Major Works Wales value £500m



Scape Venture is a collaborative procurement specialist that offers an innovative approach to delivering exceptional outcomes for the private sector.

Scape Venture Construction Framework



Procurement Hub offers a number of free-to-join procurement frameworks that bring together top suppliers, consultants and contractors.

Major Projects Framework value £2.5bn



The Delivery Partner Panel 3 (DPP3) has been procured through fully compliant Official Journal of the European Union (OJEU) processes, and will be used to enable the efficient procurement of housing-led development on land owned by public sector bodies and Homes England.

Delivery Partner Panel 3

PROJECT CASE STUDIES





MOBERLY LEISURE & PRIME PLACE KENSAL RISE



CUSTOMER:

Westminster City Council

SOLUTION:

Funding Solution – social infrastructure cross-subsidy

CONTRACT START DATE:

March 2016

CONTRACT FINISH DATE:

June 2018

VALUE:

£47 million

PROCUREMENT ROUTE:

Scape 3 (single source)

Kensal Rise is a collection of 200 beautifully designed apartments and townhouses built on top of and around the Moberly Leisure Centre which offers two pools, a 120 station gym, two exercise studios and a large eight-court sports hall.

BENEFIT OF PROCUREMENT ROUTE USED

- The council were able to access the construction and development/funding expertise of Willmott Dixon. This provided them with a free feasibility, development advice and appraisal together with funding propositions.

CUSTOMER OBJECTIVES

- To create a vibrant new residential and wellbeing hub in a central London location, combining modern city living for residents with strong connections to the wider community.
- To increase sports provision in the local area.

CUSTOMER CHALLENGE

- No capital with which to fund a new centre.

OUR SOLUTION

- Using an innovative cross-subsidy method, Moberly Leisure was delivered at a time when there was a shortfall in public spending for facilities of this scale. The facility was delivered at no cost to the public purse, with Westminster City Council land being transferred for residential development as payment.



MOBERLY LEISURE & PRIME PLACE KENSAL RISE

THE OUTCOME

- Opened in June 2018, the brand-new Moberly Sports Centre replaced the existing facility that was nearing the end of its life and becoming uneconomical to maintain.
- The centre provides two pools, a 120-station gym and two exercise studios. There is also a large eight-court sports hall with a dedicated boxing gym and a bespoke gymnastics area.
- Within its first two months of operation the leisure centre welcomed over 100,000 visitors.
- We worked with residential development specialists, Be Living (now EcoWorld London) and Westminster City Council through Scape Group's Major Works framework to cross-fund delivery of this and another nearby leisure centre for the council.

- The Moberly development's housing was called Prime Place, Kensal Rise; a collection of beautifully designed one and two-bedroom apartments and four-bedroom townhouses built on top of and around the leisure centre.
- It provides a great location for the demands of modern city living, with homes arranged around a beautifully landscaped roof garden, with many benefiting from a large balcony or private terrace.

BENEFITS OF OUR APPROACH FOR THE CUSTOMER

- ✔ Provided a 37% increase in sports provision for the area and much needed modern facilities and importantly was delivered at no cost to Westminster City Council.
- ✔ The facility is now a net contributor to council revenue as the new fitness and leisure destination for Maida Vale.

ADDED VALUE

9/10

Customer satisfaction

77%

Local labour within 20 miles

87.5%

Local labour within 40 miles

95.5%

Waste diverted from landfill

387

School workshops

8

University research projects (Target:1)

100%

Fair payment made to supply chain within 19 days

100,000

Visitors in first two months

CHESHUNT SCHOOL BROXBOURNE



FUNDING SOLUTIONS

BE LIVING



CUSTOMER:

Be Living

SOLUTION:

Funding Solution – social infrastructure cross-subsidy

CONTRACT START DATE:

May 2015

CONTRACT FINISH DATE:

August 2017

VALUE:

£25 million Gross Development Value

PROCUREMENT ROUTE:

SID Framework

A scheme which saw the delivery of new educational facilities, funded through the development of 88 new homes on surplus school land.

BENEFIT OF PROCUREMENT ROUTE USED

- Because the framework is focused on the delivery of social infrastructure as an output of housing provision, the mini-competition process allowed us to submit plans for overall school facility improvements at Cheshunt School, which were entirely funded by the delivery of new homes.

OUR SOLUTION

- Funded the school improvements without the school having to provide any capital funding by utilising a cross-subsidy model, whereby we developed and sold 88 homes on an adjacent site owned by the school.

THE OUTCOME

- Customer objectives met via the completion of school enhancements, together with a unique development of 88 homes comprising of a mix of apartments and family homes of up to four bedrooms nestling next to Cheshunt School's playing fields.

BENEFITS OF OUR APPROACH FOR THE CUSTOMER

- ✓ Our customer saw vast enhancements to their own facilities without incurring any cost to themselves.

CUSTOMER OBJECTIVES

- To deliver a new technology block, remodel the main classroom block to create a new entrance lobby, staircases and new circulation route, plus an updated admin block to link with the new technology facility.
- To improve the sports fields with new changing facilities and a community sports hall with dedicated entrance and parking.

CUSTOMER CHALLENGE

- No capital with which to fund these works.

ADDED VALUE



We created a biodiversity zone at the school after they successfully applied for a Woodland Trust 'Wildlife' Tree Pack.

420

The Woodland Trust 'Wildlife' Tree Pack included 420 trees in total, consisting of various species of tree such as oak, silver birch and hazel.



The pack also contained trees such as hawthorn, rowan and blackthorn that were planted specifically to become sources of food for wildlife.



SAYER COURT LEAMINGTON SPA



CUSTOMER:
Warwick District Council

SOLUTION:
Strategic Assets Review

CONTRACT START DATE:
May 2015

CONTRACT FINISH DATE:
November 2016

VALUE:
£11.1 million

PROCUREMENT ROUTE:
Scape 3 (single source)

Sayer Court provides a stylish 76 apartment block and five separate bungalows for people over 55. This is the first housing scheme commissioned by Warwick District Council for over 30 years, creating quality new homes that replaced a scheme no longer fit for purpose.

BENEFIT OF PROCUREMENT ROUTE USED

- Enabled the council to engage Willmott Dixon to undertake a development management role in unlocking the development.
- The council benefitted from free feasibility review work to provide a platform to take the development forward. Early engagement through the framework made this possible.

CUSTOMER OBJECTIVES

- To provide a high quality retirement development for older people.
- To increase density and the number of units on offer through the scheme.

CUSTOMER CHALLENGE

- The council had limited capacity within the team with which to take the development forward.

OUR SOLUTION

- We identified and secured additional land for development.
- Re-located an existing retail unit.
- Progressed the scheme through planning.
- Undertook all design and construction works.

This scheme was developed on the site of former bedsit accommodation with the aim of enhancing the quality of accommodation available for local people. The site contained 33 bedsits plus a common room. When we were initially engaged on the scheme, the site contained numerous constraints which limited its development to circa 40 new homes.

We undertook all initial site due diligence at our risk to create a fully risk profiled development solution for the council.

In carrying out this process, we developed nine separate feasibility studies (all at risk) in order to assess the viability of different scenarios linked to land acquisition.



SAYER COURT LEAMINGTON SPA

This all formed part of our reporting processes in obtaining Cabinet approval to commit the investment required to increase the density of the scheme. In order to maximise the scheme's potential we undertook a land assembly process and negotiated the acquisition of three private land parcels including an existing public house and two private houses. This enabled a significant increase to the density of housing – almost tripling the number of units on site. The structure of this deal saw us negotiate the land purchases on behalf of the Local Authority (LA), with completion assigned to the council. We then entered into an NEC Delivery Agreement to design and build the scheme, including taking the scheme through planning. Once this Cabinet approval was obtained, we entered into conditional contracts with each land owner and subsequently took the scheme through planning, achieving a planning consent in only 11 weeks from submission, thereby ensuring a swifter start on site could be achieved. Planning was

fronted by ourselves and submitted in our name in order that reputational risk was protected from the council.

In addition, we supported the council with sales and lettings by delivering a show apartment early in our programme. We engaged a specialist interior designer and fully fitted out and apartment to enable the council to show prospective residents what the final quality would be like in order to maximise sales and lettings in the off-plan phase.

THE OUTCOME

- First housing scheme commissioned by Warwick District Council for over 30 years.
- Met local housing needs by replacing a scheme no longer fit for purpose, with purpose build accommodation.
- 76 unit apartment block with five separate bungalows all specifically designed for over 55s.
- Delivered on time and to budget.

BENEFITS OF OUR APPROACH FOR THE CUSTOMER

- ✓ Ensuring greater value for council spend, we negotiated the acquisition of three private parcels of land to increase development capacity.
- ✓ We supported the Cabinet and board approval process to ensure approval for the investment.
- ✓ Our expert team led the planning process and secured planning consent in 11 weeks.
- ✓ We took full construction risk to ensure cost certainty for our customer.

ADDED VALUE

9/10

Client satisfaction (service)

8/10

Client satisfaction (value for money)

99%

Waste diverted from landfill

43

Considerate Constructor Score

100%

Fair payment made to supply chain within 19 days

96%

Local labour within 40 miles

88%

Local spend within 40 miles

100%

SME engagement and SME spend



ROBIN HOOD CHASE NOTTINGHAM



CUSTOMER:

**Nottingham City Council
& ASRA Housing**

SOLUTION:

Strategic Assets Review

CONTRACT START DATE:

March 2014

CONTRACT FINISH DATE:

March 2015

VALUE:

£3.9 million

PROCUREMENT ROUTE:

Scape 3 (single source)

A mixed use development which saw the delivery of 45 homes together with three retail units, delivered in partnership with ASRA Housing.

ADDED VALUE



COMMUNITY ENGAGEMENT ACTIVITIES

Our community engagement activities included working with Nottingham City Council's Employment Hub to provide invaluable work experience for 72 local unemployed people.



BUILDING ON STRONG FOUNDATIONS

Our site team also teamed up with trainees from the local New College Nottingham and local job seekers to create the foundations for a new building at St. Ann's Community Orchard.

BENEFIT OF PROCUREMENT ROUTE USED

- Direct call off through the framework enabled the council to procure Willmott Dixon to work up a solution for this under-utilised site and create a platform for securing two development partners to deliver the site.
- Allowed the early engagement of Willmott Dixon to undertake early feasibility review in order to create a deliverable solution for the site.
- Free feasibility through the Scape framework.

CUSTOMER OBJECTIVES

- To deliver the development in a commercially viable manner, with no residual development risk for the council.
- To create a scheme which delivered both residential and commercial (retail) uses.

CUSTOMER CHALLENGE

- Commercial viability.
- Finding a development solution for a mixed use scheme.

OUR SOLUTION

Our role saw us:

- Identify and obtain the land
- Secure and pre-sell the retail element
- Progress the scheme through planning
- Undertake all design and construction works.

This development followed an earlier phase which saw Willmott Dixon deliver a health and wellbeing centre on behalf of Nottingham City Council.

Following completion of the Wellbeing Centre, we began working with the council (who owned the land) to develop proposals for the wider site. We were able to engage in an exclusivity arrangement with the council on the land through our position on the Scape Major Works framework, giving us direct access to the land in an off-market scenario.

The deal structure saw us negotiate an exclusivity with the vendor and then assign the land completion to ASRA Housing, with Willmott Dixon subsequently entering



ROBIN HOOD CHASE NOTTINGHAM

into a design and build contract to complete the scheme.

In developing proposals, we entered into early dialogue with the planners and carried out a series of due diligence surveys on the land (including a topographical survey and site investigation) in order to understand the full constraints of the site and develop a fully profiled land package proposal to our end client, ASRA Housing.

We undertook all initial site due diligence at our risk to create a fully risk profiled development package solution to ASRA Housing.

Following engagement with the planners, it became apparent that a mixed use scheme was required. In response we developed proposals for a scheme comprising residential and retail use.

We also shared planning risk to ensure all partners were equally bought into the principle of the development from the outset.

Using our position on the Nottingham Housing Strategic Partnership Board, we took the site to ASRA Housing as a package deal for the residential element and entered into a back-to-back arrangement to deliver

the scheme. We also led the commercial element of the project, sourcing a commercial investment partner and securing pre-sales on all three commercial units, enabling the development to successfully commence in a manner compliant with planning.

Prior to the commercial investment partner being on board, we commenced taking the scheme through planning, sharing planning risk and taking full responsibility for securing pre-sales on the commercial element.

We subsequently entered into separate build contracts with ASRA Housing and the commercial partner, providing lump sum contracts and taking full construction risk, to successfully deliver the scheme.

THE OUTCOME

- A successful mixed use development which saw the delivery of 45 homes together with three retail units.
- This development completed the wider regeneration of the area.
- It also provided much needed homes specifically designed for over 55s, addressing housing need in the area.

BENEFITS OF OUR APPROACH FOR THE CUSTOMER

- ✔ Gained early access to the site by utilising our position on the Nottingham Housing Strategic Partnership Board.
- ✔ Site secured off-market through our position on the Scape Major Works framework, avoiding competition on the open market.
- ✔ Undertook early due diligence on the site to ensure all opportunities and constraints were understood early in the development process.
- ✔ Successfully delivered the retail element in a risk free manner to ASRA Housing by sourcing a commercial investment partner.
- ✔ Ensured community engagement was a key consideration in the development.

ADDED VALUE

100%

of supply chain paid within 30 days

90.81%

Local labour within 40 miles

99.70%

Local spend within 60 miles

655

Short courses completed

99.62%

Waste diverted from landfill

209

Apprentice weeks completed



The building is popular with natural space within the local St Ann's allotments, hosting a range of community activities, including school visits, activity days and play sessions.



SPRING BOROUGH NORTHAMPTON



CUSTOMER:
Northampton Partnership Homes

SOLUTION:
Strategic Assets Review

CONTRACT START DATE:
October 2016

CONTRACT FINISH DATE:
December 2018

VALUE:
£6.34 million

PROCUREMENT ROUTE:
Scape 3 (single source)

This project entailed the development of 34 new affordable homes (comprising 2 and 3 bed houses), a new retail unit and remodelling works to St Katherine's Court (15 storey tower block), including all external works, infrastructure and drainage.

BENEFIT OF PROCUREMENT ROUTE USED

- Enabled the council to engage Willmott Dixon to undertake a full land availability assessment in unlocking the development.
- Early engagement through the framework enabled the council to benefit from free feasibility review work to provide a platform to take the development forward.
- Significant social value was created as part of the development.

CUSTOMER OBJECTIVES

- To improve the environmental setting of the overall estate.
- To improve the energy efficiency of the existing tower block.
- To increase the provision of new homes.

CUSTOMER CHALLENGE

- Limited resources.
- Knowledge of available sites on the estate was limited.

OUR SOLUTION

- We identified and secured additional land for development
- Re-located an existing retail unit
- Took the scheme through planning
- Undertook all design and construction works.

We were initially engaged by our customer, Northampton Partnership Homes to deliver a new build scheme comprising of 18 new homes off Little Cross Street within the Spring Borough estate.

We undertook a full review of the local area to aid in our understanding of the scheme. This highlighted the potential to expand our development activities beyond this initial site. As a result, we conducted a full



SPRING BOROUGHES NORTHAMPTON

land development strategy with the aim of identifying additional sites for potential development.

As part of this exercise, we initially identified six potential sites within the estate itself which we felt offered development potential.

We then undertook title searches and planning due diligence to assess which sites were deliverable. This saw us discount three initial sites.

For the remaining three sites, we entered into dialogue with the relevant land owners to ensure the sites could be acquired and also did initial scoping work to understand the level of development achievable.

Through this exercise, we were able to secure each site and increase the development from an initial 18 new homes to 34 new homes plus the relocation of a retail unit to increase the scope of the initial site.

THE OUTCOME

- The development of 34 new homes, a new retail unit and remodelling works to St. Katherine's Court (15 storey tower block). This provided the community with much needed affordable housing.
- We also made environmental improvements to the estate, by completing all external works such as infrastructure and drainage. This improved the estate's overall external image.

BENEFITS OF OUR APPROACH FOR THE CUSTOMER

- ✓ Ensured cost certainty for our customer by taking full construction risk.
- ✓ Successfully secured planning consent on each development site with Willmott Dixon leading the planning process.
- ✓ Increased the development potential from 18 units to 34 units, increasing the number of affordable homes we were able to provide across the estate.

ADDED VALUE

9.7/10

Customer satisfaction score

100%

BREEAM assessment rating on all new buildings

42

Considerate Constructor Score

100%

Local labour within 40 miles

100%

Local spend within 40 miles

88%

SME engagement

96%

project spend with SMEs



LIVERPOOL HOUSING PARTNERSHIP LIVERPOOL



CUSTOMER:
Liverpool City Council

PARTNERS:
Liverpool Mutual Homes
and Redrow Homes

SOLUTION:
Consortium Solution

CONTRACT START / FINISH DATE:
2015 / 2020

VALUE: £205 million
(Potential investment value)

PROCUREMENT ROUTE:
Competitive dialogue

The Liverpool Housing Partnership (LHP) is a pioneering relationship forged between Liverpool City Council, Redrow Homes, Liverpool Mutual Homes (LMH) and Willmott Dixon, delivering up to 1,500 new homes and bringing 1,000 empty homes back into use.

BENEFIT OF PROCUREMENT ROUTE USED

- It provided the council with the flexibility to create a unique partnership with a consortium of award winning partners who are committed to local investment in the Liverpool City region.

CUSTOMER OBJECTIVES

- To deliver 1,500 new homes and bring 1,000 empty homes back into use
- To deliver these homes across the entire city
- To deliver a range of tenures, including market sale and affordable housing
- To deliver a range of higher council tax band homes.

CUSTOMER CHALLENGE

- The scale of the objective was such that it was too large for any one individual organisation to deliver.
- The council had access to land, yet was not in a position to directly deliver the housing requirements through their own investment.

- The council also had a range of other partnerships in place which were not fully delivering against the housing needs of the city.

OUR SOLUTION

In response to the challenges, Willmott Dixon pulled together a consortium of partners with complementary skills and expertise and who, together, could deliver the scale of development being sought by the council.

Our approach entailed:

- A consortium of partners with expertise in land identification, planning promotion, ground remediation, construction, development, sales and marketing, housing management, customer service and aftercare.
- Development of new homes on multiple sites throughout the city, providing a city wide housing programme with a variety of housing tenures.



LIVERPOOL HOUSING PARTNERSHIP LIVERPOOL

The council provided strategic planning and housing need intelligence, as well as selling any council owned land suitable for housing to the partnership for development at market value.

Capital receipts generated by the sale of the council sites and assets were reinvested into the housing programme, to enable more families to be provided with homes.

Programme delivery was closely monitored by the partnership, with quarterly and annual reports provided to the Cabinet.

THE OUTCOME

• To date, development has commenced either on site or through the planning process of nine schemes providing over 300 new homes across a variety of tenures and uses.

• This includes Marwood Tower which has delivered 80 homes for the over 55s through the refurbishment and extension of a tower block which was no longer in use.

BENEFITS OF OUR APPROACH FOR THE CUSTOMER

- ✔ Scale of delivery – by adopting a consortium-led approach we are able to deliver much more than our individual organisations could in isolation, thereby ensuring we could meet the council's objective of delivering 1,500 new homes, something which would have been difficult for one company to achieve.
- ✔ Platform to deliver 1,500 new homes and bring 1,000 empty homes back into use.
- ✔ Creating a £205 million investment, with potential for a further £200 million in subsequent years.

- ✔ The uniqueness of the partnership is that it is responsive to the housing market and the partners have a direct influence about where, when and the type of housing to be built in the city.
- ✔ Development of new homes on multiple sites throughout the city, providing a city wide housing programme with a variety of housing tenures.
- ✔ The partnership worked on a wide range of initiatives to tackle empty properties, including long-term voids, such as maximising voluntary action from property owners and securing funding to bring houses back into use. Areas where groups of empty properties are most heavily impacting on streets are being particularly targeted.

ADDED VALUE

8.4/10

Customer satisfaction (service)

8/10

Customer satisfaction (whole life performance)

99.53%

Waste diverted from landfill

40

Considerate Constructor Score

100%

Fair payment made to supply chain within 19 days

98.81%

Local labour within 40 miles

90.17%

Local labour within 20 miles

95.03%

Local spend within 40 miles

100%

SME engagement and SME spend

The project has delivered the following aims and objectives:

- **17** National Vocational Qualifications supported • **147** School/college/university site visits
- **300** Apprentice weeks (existing), **52** Apprentice weeks (project initiated) • **829** Short courses
- **149** School/college workshops • **38** Work experience placements • **45** University research projects supported



ASHTON RISE BRISTOL

DEVELOPMENT
MANAGEMENT
SERVICES



CUSTOMER:
Bristol City Council

SOLUTION:
Development Management Services

CONTRACT START DATE:
8th May 2017

CONTRACT FINISH DATE:
Anticipated 15th March 2021

VALUE:
£21.2 million

PROCUREMENT ROUTE:
Scape 3 (single source)

Ashton Rise is a mixed tenure housing development of 133 new homes, with 80 homes for market sale and 53 for council housing. It is the first scheme of this nature and scale delivered by the council for over 30 years.

BENEFIT OF PROCUREMENT ROUTE USED

- Procuring through the framework provided the customer with a one stop shop for the full suite of services that they needed: design, build and development management.
- Early engagement, at concept stage, allowed the customer to benefit from our expertise from the earliest possible point.
- Enabled the gradual expansion of the scope of employment as the project progressed; the customer could appoint us in managed packages.

CUSTOMER OBJECTIVES

- To maximise the delivery of council housing on this site, in a way that was more cost effective than standard council housing programmes.
- Adopt a cross-subsidy model; to use the proceeds from the sales units to cross subsidise the provision of council houses.
- To set a benchmark for quality in Bristol.

CUSTOMER CHALLENGE

- Having never delivered a mixed tenure scheme before, the council did not have the in-house experience required to navigate the complexities of such a scheme and successfully meet their objectives.

OUR SOLUTION

- Our strategic partnership sees us utilising our construction, sales and marketing skills to successfully deliver the largest council development in many years.
- We are providing both contracting and development management services to the council, selling homes to cross-subsidise the social rent units, with sales income being used to fund the council housing.



ASHTON RISE BRISTOL

THE OUTCOME

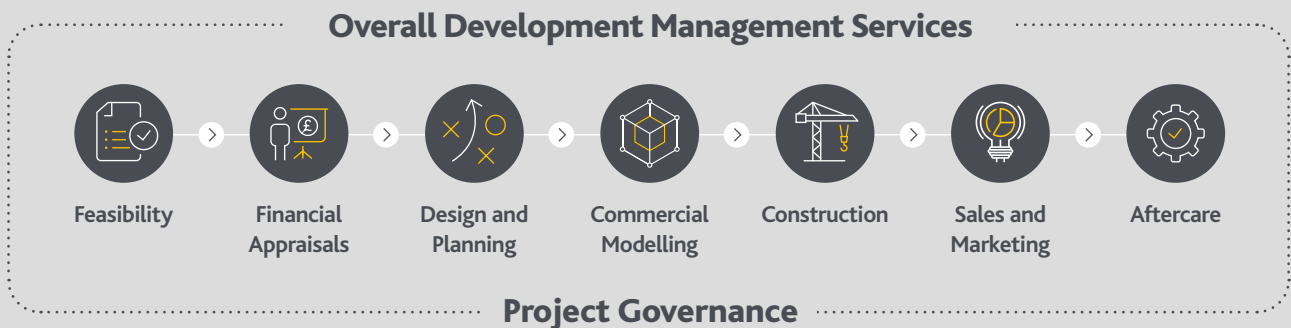
- 133 new homes built (80 for sale, 53 council houses), with all houses in the phase 1 sales release sold off plan.
- Delivered a level of council housing beyond many other developments in the city, with the proportion of council housing (40% of the units) exceeding policy requirements.
- A mix of sales units specifically driven to meet local need over best commercial performance, driven by the council retaining full control over the development. This has seen a higher proportion of 1 and 2 bed apartments delivered to meet local demand in the area.

BENEFITS OF OUR APPROACH FOR THE CUSTOMER

- ✓ Full control of the land and all associated decisions.
- ✓ Control of timescales by directing the rate of delivery.
- ✓ Retaining all proceeds from sales income.
- ✓ One single point of responsibility across the scheme increases consistency, reduces duplication and improves working relationships.



SERVICES PROVIDED



- Alongside our design and build offer, we provided a development management service to include:
 - Market appraisal and viability analysis
 - Financial modelling
 - Sales and marketing strategy
 - Scheme concept designs
 - House type design/specifications (ensuring products most suited for market sale)
 - Achieving planning permission
 - Management of plot sales
 - Customer care for completed units.

- In order to ensure that the customer could make informed decisions about their level of investment and the tenure mix we:
 - Ran multiple commercial models looking at different tenure splits through the feasibility process
 - Profiled different density models to assess these against commercial parameters
 - Provided market intelligence and demand information
 - Marketing strategy and materials, including all site branding

- Supporting the council to set up a long term stewardship agreement with a management agent to ensure high quality and consistency
- A project board responsible for overseeing the delivery of a project which meets the council's objectives in a fully compliant way.



ASHTON RISE BRISTOL

ADDED
VALUE

8.88/10

Customer satisfaction
(value for money)

76.1%

Local labour
within 40 miles

100%

Waste diverted
from landfill

96.69%

SME spend

COMMUNITY ENGAGEMENT ACTIVITIES



Coordinating the conversion of a building in central Bristol into 17 flats for homeless people.

A BENCHMARK FOR QUALITY



With an all-encompassing specification: all houses come with the same high spec finish and there are no hidden extras.

A HIGHLY SUSTAINABLE PROJECT



- All renewable energy in the form of a ground source heat pump for each unit. By integrating this new technology on a large scale residential scheme for the first time, it is being used as a benchmark for all developments in Bristol. Although it is more expensive to install, we registered it for the Renewable Heat Incentive so that the council will benefit from that income over next 20 years.
- By replacing carbon-intensive bitumen with an innovative method that uses non-recyclable plastic on site roads, we will save the equivalent of 150,000 single-use plastic bags.





D'URTON LANE PRESTON


CUSTOMER:

Trafford Housing Trust

SOLUTION:

Land Led Development

CONTRACT START DATE:

April 2020

CONTRACT FINISH DATE:

April 2024 (TBC)

VALUE:

£32.6 million

PROCUREMENT ROUTE:

Homes England DPP3 Framework

Mixed tenure housing development providing 250 new homes on land procured from Homes England through the DPP3 framework and to be delivered through a joint venture partnership with Trafford Housing Trust.

BENEFIT OF PROCUREMENT ROUTE USED

- The DPP3 framework gave us access to a site being disposed of by Homes England for our partner, Trafford Housing Trust (THT). Willmott Dixon's position on the framework enabled THT to have access to the site.
- Enabled Homes England the delivery of more affordable housing than a traditional approach.

CUSTOMER OBJECTIVES

- **Homes England:**
 - Achieve the highest possible land value.
 - Homes delivered at an accelerated construction pace.
 - Exchange land contracts prior to the end of March 2019.
- **Trafford Housing Trust:**
 - Access to larger development sites.
 - Ability to deliver 50% affordable housing on their schemes.
 - Be in full control of the development.

CUSTOMER CHALLENGE

- Create a housing offer which doesn't compete with surrounding development.
- Deliver a project with the completion of off-site highways works (S278) which provide access to the site.

OUR SOLUTION

- We created a joint venture (JV) with Trafford Housing Trust to give THT access to the site through our framework appointment.

THE OUTCOME

- The JV successfully bid to deliver 250 new homes over a 4 year period, providing Homes England with the most competitive land offer.
- Our solution, focussing on smaller 2, 3 and 4 bed homes was designed to not compete with surrounding new build developments, predominantly providing larger family homes.



D'URTON LANE PRESTON

BENEFITS OF OUR APPROACH FOR THE CUSTOMER

- ✔ Our partnership will allow us to deliver a scheme consisting of 50% affordable housing and 50% housing for sale, far in excess of planning policy requirements.
- ✔ Our tenure solution will enable us to deliver at an accelerated pace, a planned delivery rate of 8 homes per month (against a market average of 5 per month).
- ✔ We are making a significant contribution towards meeting local housing needs by providing a mix of homes which are currently under-supplied in the local housing market.
- ✔ The completion of off-site works (S278) enabled us to provide greater access to the site. This in turn allowed Homes England to determine greater certainty over a site start date and land value payments, as well as allowing for overall better site delivery.
- ✔ Gave THT access to a site which they would otherwise have been unable to access.

ADDED VALUE

LESSON SUPPORT FOR PUPILS



Pupils will be supported in building new habitats such as bird boxes and insect hotels for local wildlife, whilst being taught about the animals' habits and learning new skills such as basic joinery.

SAFETY TALKS FOR PUPILS



Our people will visit primary schools during assembly or class times to deliver site safety talks. These talks will be centred around the dangers children could be exposed to if they were to enter a site unsupervised.

ELECTRICAL CIRCUIT BOARD WORKSHOPS



Electrical circuit board workshops will be held to allow pupils to create sound, motion and light through building snap circuits, all whilst learning the basic principles of electronics.



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