

JOURNEY OF A SITE

Here's the journey of a site, right from when our teams first identify a potential piece of land, until the site has been built and completed.

Although no two sites are the same, teamTALK takes a look at what happens on a 'typical' site, and which teams are involved at each key stage of the journey as the site develops.

IDENTIFY LAND

The Land team source opportunities through the open market, agents and often directly with owners. We think of land in two categories: short term land which generally has some form of residential planning, and strategic land that has none and is therefore longer term. It's important that we choose the right land based on location, customer demand, planning status and BU strategy, all of which is set out in the BU land strategy.

INITIAL APPRAISAL

The BU Management Team (BUMT) are all involved in determining the value of land. The Land team co-ordinate the initial appraisal and structure of the offer. Technical teams complete the site investigation and review the existing information provided by the vendor to understand the site risks, opportunities and constraints. This also includes an Initial Land Risk Assessment being carried out to alert employees, or others that may visit the site, to foreseeable hazards. An initial layout based on a prescribed mix from sales is produced at this stage. Production input on the buildability of the site and potential constraints that need to be considered by Commercial in the appraisal. Sales complete a competitor analysis in the area and provide a suggested mix, sales revenues and sales rate to be included in the appraisal. Finally, Commercial estimate the total build cost for the development and pull all the information together (with Land) to produce the appraisal to support the bid.

LPE APPROVAL

The Land Purchase Exercise (LPE) is the business case presented by the business unit for purchasing a site. It includes a detailed report on the land from each department addressing its risks, opportunities, constraints and any other issues that need to be considered. This is supplemented by a detailed appraisal, cashflow and a standard suite of plans. The LPE includes a summary report from the MD and authorisation sheet which is signed off by the BUMT, DMD, DC, GOD and CEO.

MAKE AND AGREE OFFER

The timescales to submit an offer are dictated by the vendor and the process requires all functions to work together to deliver the best offer by the deadline. After making the offer, the Land team keep in close contact with the vendors and will continue the negotiations as necessary on price and any conditions.

PLANNING SIGN OFF

Approval of the proposed development layout and appraisal (PLA). This is an internal process to ensure all departments are happy with proposals and that they meet our quality standards, and achieve acceptable commercial returns before we submit to the local planning authority. Concept Risk Assessment carried out.

EXCHANGE OF CONTRACTS

During the LPE process the Land and Legal teams work together with the vendor to negotiate the terms of a contract. Contracts are tailored to each site and conditions are often attached to cover specific risks. Conditions will vary depending on the associated risks, however there are cases where unconditional contracts can be agreed when the overall risk is considered low. The LPE must be approved before we can enter into a contract and, similar to the LPE process, there is a sign-off procedure prior to exchange of contracts.

COMMUNITY ENGAGEMENT

Community engagement is an important part of TW's strategy, and in some instances is a planning requirement. For TW, it is an opportunity to:

1. Gain local knowledge about the areas we develop in from the people who know – the local residents
2. Understand local issues and challenges (can we help with these through our development?)
3. Tailor our proposals to suit local needs (provide new facilities or improve existing)
4. Discuss our proposals with the local people and exchange ideas. Introduce Taylor Wimpey and our Company's values

PLANNING SUBMISSION

Formal submission is made to the Local Planning Authority. There are other statutory applications to be made, such as S38 application (technical approval of the roads within the development), S104 application (technical approval of the sewer network), S278 application (technical approval for off-site highway works such as creating a new roundabout or signalled junction to access a site). These technical approvals can be progressed in parallel with the planning process or subsequently, dependent upon the level of confidence in the planning outcome.

SITE BUDGET APPROVAL

The Commercial team are responsible for completing the tender analysis following the receipt of tenders back from suppliers and subcontractors. Once the tender analysis is completed, preferred suppliers and subcontractors are selected jointly by the Commercial and Production teams. The costs are then entered in to Bill of Materials (BOM) to create the site budget, which is then pulled into COINs to create the SIT budget pack for approval by the BUMT, DMD and DC. Once approved the SIT budget is fixed and we then measure movements against it during the quarterly site valuations (CVRs).

PRE-TENDER MEETING

Led by the Commercial team, this meeting ensures everyone is aware of what is included in the designs, who the tender packs will be sent out to, and signifies the start of the procurement process. HSE risks will be considered within any contractors' tender for works.

LAND COMPLETION

Once all the conditions on the contract are satisfied (or on the agreed fixed completion date for unconditional contracts) the Land and Legal teams progress the purchase of the site and transfer the relevant funds to the vendor. Land completion can happen at various stages in the process and will depend on the development and terms agreed in the contract.

DETAILED DESIGN COMPLETE

House Type Risk Assessment carried out. Finalised technical pack will be produced confirming all design elements, such as a detailed house type drawing pack and detailed engineering designs (road and sewers, foundations, external works, cut and fill etc.), to enable tender packs to be sent out to a list of approved TW contractors.

SITE START APPROVAL / SITE START

Formal approval following the Site Start HSE Confirmation process is required before we can commence on site. This process includes the Site Manager who will be responsible for the site and ensures all relevant health, safety and environmental procedures are in place before work commences on site. Once the MD is satisfied all the pre-start approvals have been completed, they present this to the DMD and DC for formal site start approval to allow initial site works to commence.

OUTLET OPENING

This is when we start selling our homes. Our preference is always to start selling from a show home so customers can see what a Taylor Wimpey home looks and feels like. Includes a Sales Area Risk Assessment and Safety Appraisal to protect our site-based sales team and visitors.

WARRANTIES

We support our customers with a two year TW guarantee, and a ten year NHBC guarantee.

SITE ADOPTION

Involvement with statutory bodies, contractors and provisions to handover the completed site to allow roads, sewers, pumping stations, SUDS ponds, play areas and open space to be adopted for long term management. This is when the responsibility of maintenance transfers across to the highway authority in the case of roads, local councils, community land trusts or management companies in the case of open space and other facilities.

COMPLETED SITE

Completion of all elements of the development, including roads being surfaced, the installation of public open spaces / play areas, and any community facilities. Our final customer moves in and we remove compound, sales office, signage etc. As part of our community legacy, we also handover the defibrillator from the site to a selected community group.

BUILDING COMMUNITIES

As the site progresses and communities develop, we continue to sell homes to customers, interact with the local communities and work together to create a new community.

FIRST LEGAL COMPLETION

This is a big day for the teams when the first customer completes their home purchase.



THE FOLLOWING TEAMS ARE INVOLVED AT ALL STAGES OF THE JOURNEY:



Each BU has its own land strategy which is signed off by the BUMT. Land teams are responsible for sourcing the land that we build our developments on. They identify suitable opportunities then assess the potential constraints and opportunities before co-ordinating the initial draft layout. The Land teams review regional build costs, sales values and determine the structure of each bid. They then negotiate the land value and payment terms with vendors and feed this into the LPE process. The Land teams are also involved in the planning process and work with the Legal team to exchange contracts on the land.

Technical teams are made up of both in-house and external consultants who work to obtain building regulations, NHBC and planning consents. They design the detailed drawings and specifications for each proposed development. This includes architectural design, which looks at the detail of how the homes look and how they go together, including the use of our standard house type range. They are also in charge of the structural engineering element, which calculates and details all the critical elements that make a building robust and safe, as well as the civil engineering aspects of construction which deal with anything to do with the ground or heavier construction, including roads, sewers, retaining walls and service layouts. They also design the landscaping for each development, with responsibility for communal spaces, open areas, and planting schemes.

Commercial teams are made up of in-house Quantity Surveyors, Buyers and Estimators. They are responsible for arranging materials (some through TW Logistics) and subcontractors. It is their job to source subcontractors who can deliver both quality and safety, at the best price. They also input into the viability at the land purchase stage by estimating the cost of all the elements that go into a site. They are in charge of tenders, contracts and delivery schedules of subcontractors and suppliers, and it is their job to minimise waste on our sites. As a site develops, they keep track of costs through valuations (CVRs) based on progress.

Our Sales and Marketing teams are responsible for identifying customers and selling the homes that we build. They provide target market intelligence, marketing reports, housing mix and pricing information to support the land purchase, and also input into site layouts in order to maximise the sales revenue during the planning process. They will finalise local marketing strategies and setup sales areas and show homes, which act as our shop window to customers; managing expectations from the point of reservation, through the exchange process and completion. They also gather feedback from our customers.

Production teams are charged with delivering quality homes – undertaking the delivery of the site in a safe, efficient and cost-effective manner, whilst putting health and safety at the heart of everything they do. They are responsible for the build programme and build sequence, which are aimed at delivering quality homes on time for our customers. They manage our suppliers and subcontractors on site during the key build stages and ensure that our homes and developments meet building regulations and our own TW standards. Production teams are also responsible for delivering a community environment for our customers and creating our proud legacy when we finish sites.

Our Customer Service teams look after our customers. Our customers start their journey when they first visit our website or a sales centre. Customer Relations Managers (CRMs) manage home quality inspections, home demonstrations and home aftercare for the first eight weeks before handing over to the customer service teams, while Sales teams manage completions. Our Customer Service teams are responsible for logging, monitoring and tracking calls and defects through to rectification within the first two years of purchase.

Finance teams are responsible for managing our money, which is needed throughout the whole lifecycle of a site. Housebuilding is very capital intensive, with the majority spent on land and infrastructure. We don't see a financial return until the home sale has been completed, which can be many months after we first started building, so managing the outgoings and income of a BU is very important. Finance also helps make sure that the BU achieve what they forecast in the Group budgetary process, and reports progress monthly to the MD, DMD, DC and Group Finance.

Our Health, Safety and Environment team (HSE) is responsible for supporting our BUs through the whole site events lifecycle. Our Technical Director is appointed as Principal Designer on every development or an external HSE professional for some of the more complex or joint venture projects. This role ensures the CDM (Construction Design Management) / EMS (Environmental Management system) is followed. The role is supported by the Regional Health, Safety and Environment Advisors (RHSEA) in driving HSE matters through the various stages. RHSEA's are also responsible for supporting our development teams alongside a team of external independent Site HSE Advisors. Together they ensure our employees, subcontractors, suppliers, customers and members of the public are safe on our developments.

KEY

- Land / Strategic land
- Technical
- Commercial
- Sales & marketing
- Production
- Customer service
- MD
- Legal

BROWNFIELD

Brownfield is a term used in urban planning to describe land previously used for industrial purposes or some commercial uses. Such land may have been contaminated with hazardous waste or pollution or is feared to be so.

GREENFIELD

Greenfield sites are areas of land, usually agricultural or amenity land, which are being considered for urban development. Greenfield is not to be confused with Greenbelt.

