

# The Buildoffsite Water Hub Strategy

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## 1 Vision

Our vision is simply for: **transformation in delivery** that will enable the Construction 2025 targets to be met in the water sector:

- 33% lower costs
- 50% faster delivery
- 50% lower emissions
- 50% improvement in exports

## 2 Transformation

We believe that the transformation in delivery will include the following components:

- Use DfMA and offsite manufacture
- Exploit Product-based delivery including Standard products
- Standardise across the water industry
- Drive low carbon construction
- Utilise advanced materials
- Embed digital infrastructure (BIM level 3/ Fully-integrated asset information management)
- Integrate value chains and delivery processes (i.e. Collaboration and performance management)
- Foster the right culture and behaviours and enablers
- Use a common language
- Share knowledge
- Promote Buildoffsite Water Hub
- Benchmark value with appropriate metrics

## 3 Objective

The main objective of the Buildoffsite Water Hub is to accelerate this transformation in the water sector in AMP6/SR15 and beyond

**Our primary focus will be on offsite manufacturing, product-based delivery and standardisation.**

The Water Hub will be collegiate and “brandless”.

## 4 Approach

Our general approach will be to **create an ever-increasing network of champions to facilitate transformation**. This is based on the premise that leadership and collaboration between influential cross-industry change agents will be the most rapid and effective way to bring about change.

In particular, we will advance the network through **leadership, collaboration and communication**:

- We will organise events to showcase relevant best practice and to build the network
- We will “make the case” at events organised by others
- We will actively broker connections to build the network

- We will target key influencers/leaders and expose them to transformational solutions
- We will actively include lower tiers of the supply chain
- We will use multiple channels to communicate the message of transformation
- We will work collectively for the benefit of all and collaborate across traditional boundaries
- We will capture and disseminate key learning

The Water Hub is led by the “Leads group” which represents the full supply chain including SMEs, clients, consultants & contractors. Subgroups are led by a member of the Leads Group are set up as required to meet the Water Hub objectives.

- A client group allows for sharing of information suitable for the whole group.
- Projects supporting the roadmap
- Other as required

## 5 Challenges

The benefits of offsite manufacture, product-based delivery and standardisation are clear, however we still face significant challenges to move from the current reality to the desired future state:

- Barriers in procurement – unenlightened procurement departments; confusing price with value; inadequate consideration of whole life cost; blockers to supply chain integration
- Barriers to innovation – perceived risk; inequitable share of risk and reward; inadequate challenge to existing standards
- Barriers to integration – “competition” between water companies; lack of cross-industry standards
- Cultural and behavioural barriers – changing from traditional delivery approach
- Capability of entire value chain
- Effective commercial models to support: Offsite construction, Standard Products and collaboration

Each of these barriers, real or perceived, are surmountable.

## 6 Actions

Therefore, the key actions below will be set out in our roadmap.

- Develop and drive our collective vision
- Develop a glossary of terms (terminology / lexicon)
- Share our programme of work and identify focus areas (e.g. top 10 products / shower / wash out chamber)
- Develop Standard Products Specifications and to share best practice
- Ensure the community meets regularly through meetings and events
- Develop a neutral platform for sharing and communicating
- Develop a shared roadmap to deliver our vision
- Develop industry wide benchmarking and metrics (e.g. time saved, cost saved, safety)
- Raise profile of the group in our own organisations and externally

- Deliver a programme of projects to collaboratively support the roadmap.
- Establish the network of champions and keep an updated database
- Develop a forward plan of compelling events that showcase best practice
- Develop a multi-channel communication plan with coherent and compelling message about transformation
- Develop an approach to capture/share knowledge and best practice
- Establish firm links with like-minded groups (e.g. BIM4Water group, Offsite school, etc)

In addition, there are a number of longer-term actions to consider:

- **Standards** – establish industry-wide standards
- **Products** – establish a workable solution to share products between water companies
- **Partnerships** – develop opportunities for co-creation of products/solutions; factory sharing

## 7 WaterHub Metrics

To measure the WaterHub group's effectiveness the following high-level leading metrics are going to be measured;

1. People
  - a. Target of 80% attendance at Meetings
  - b. Target of 50% attendance at Events of those invited
  - c. Target turnover of attendees; low for meetings and high for events
2. Actions
  - a. Timely completion of actions from Roadmap and meetings

We will know we have been successful when:

- The number and the influence of the names on the network register increases
- More people attend the events; feedback from the events is positive
- an increase in offsite manufacturing, product-based delivery and standardisation
- more projects that meet the Construction 2025 targets