



# Unlocking MMC Capacity: Delivering Future Homes

A National Shared Capacity Platform for Modern Methods of Construction



Unlocking MMC Capacity: Delivering Future Homes

*A National Shared Capacity Platform for Modern Methods of Construction*

## Foreword

The UK faces a decisive moment. We must build more homes, build them faster, and build them to a higher standard than ever before. The Future Homes Standard raises expectations for energy performance and carbon reduction. The New Towns programme demands scale and consistency. And the APPG's Proud to Call It Home Inquiry provided a report which sets out a future where every household benefits from warm, safe, affordable homes.

As the voice for the Modern Methods of Construction (MMC) sector BUILD OFFSITE believes our industry could help deliver this future — but only if our manufacturing capacity is stabilised, coordinated and fully utilised.

**“Unlocking downtime unlocks delivery. Unlocking delivery unlocks homes.  
Unlocking homes unlocks opportunity.”**

BUILD OFFSITE member **The Offsite Guide (TOG)** has played a foundational role in originating the Shared Capacity Platform concept, sponsoring its development, and convening the cross-sector marketplace required to operationalise it. This report reflects **TOG's** ongoing commitment to sector stabilisation, evidence-based policy, and the industrialisation of housing delivery. Based on BUILD OFFSITE's industry wide consultation this report recommends the best pathway to a practical, nationally scalable outcome:

**A Shared Capacity Platform that coordinates MMC factory utilisation, strengthens the sector, and accelerates delivery across the country.**

**If you would like to participate in this platform and support its delivery, please contact TOG or BUILD OFFSITE.**

***Dirk Vennix, Executive Director, BUILD OFFSITE CEO CIRIA***

*“This is the missing infrastructure that turns MMC from a series of pilots into a national delivery system.”*

BUILD OFFSITE Roundtable Participants, March 2026

## 1. The Case for Action

### 1.1 A system under strain

The UK must deliver:

- Future Homes Standard-compliant homes from 2028
- New Towns and major regeneration zones
- Affordable homes at scale
- Net zero-aligned construction by 2030

The challenge: MMC factories are operating at 40–60% utilisation. This is the single biggest barrier to scaling up MMC and industrialised construction.

BUILD OFFSITE Roundtable Participants, March 2026

Yet the system faces:

- Labour shortages
- Factory closures
- Fragmented procurement
- Inconsistent planning requirements
- Underutilised factories
- Volatile demand
- Limited performance data

**BUILD OFFSITE member The Offsite Guide (TOG)** has played a central role in shaping this response to the sector’s capacity challenge. Through convening manufacturers, clients, government partners and system innovators, TOG originated the Shared Capacity Platform concept and sponsored its development as a practical, sector-led solution. This work builds on TOG’s marketplace insight and its commitment to stabilising the MMC ecosystem, ensuring that the UK’s existing factory network can be fully utilised to meet Future Homes Standard delivery at scale.

## Unlocking MMC Capacity: Delivering Future Homes

*A National Shared Capacity Platform for Modern Methods of Construction*

## 2. The Opportunity: Unlocking Downtime

### 2.1 The hidden capacity in the system

Across the UK, MMC factories have unused capacity that could deliver thousands of additional homes each year.

A Shared Capacity Platform:

- Maps real-time factory availability
- Matches demand to unused capacity
- Coordinates pipelines across regions
- Reduces insolvency risk
- Lowers unit costs
- Accelerates delivery to market
- Delivers to the needs of clients and SME manufacturers

Future Homes Standard alignment  
The FHS cannot be delivered at scale without MMC.

MMC cannot scale up without removing downtime.

In response to these systemic pressures, **BUILD OFFSITE** has convened a cross-sector coalition to design a practical mechanism that stabilises the MMC market and unlocks the unused capacity already embedded within UK factories. This work has been developed with input from manufacturers, local authorities, New Towns delivery teams and government departments, ensuring the proposed Shared Capacity Platform is grounded in real operational need. By combining TOG's sector insight with the collective expertise of industry and government partners, the platform provides a credible pathway from fragmented demand to coordinated national delivery.

---

## 3. Delivering the Future Homes Standard

### 3.1 Why MMC is essential

The Future Homes Standard (FHS) requires:

- High airtightness
- Low thermal bridging
- Heat pump integration
- Solar readiness
- Consistent fabric performance

Traditional construction cannot reliably deliver these at scale. MMC can — but only with stable demand.

### 3.2 How the platform enables FHS delivery

- Factories invest in FHS-ready systems
- Standardised evidence packs reduce planning friction
- Repeatable designs ensure consistent performance
- Digital assurance supports compliance
- Higher utilisation lowers costs

---

## 4. Supporting the Proud to Call It Home Vision

The *Proud to Call It Home* Inquiry, led by the All-Party Parliamentary Group for Housing, Planning and Development, examined how the UK can deliver warm, safe, affordable homes at scale while improving quality, sustainability and community outcomes. The Inquiry brought together industry, local government, housing providers and community groups to identify practical reforms that would accelerate delivery and raise standards. Its recommendations emphasised the need for: clearer national direction on modern methods of construction (MMC); consistent evidence requirements for planning and assurance; stronger supply-chain resilience; and delivery models that reduce risk for both clients and manufacturers. The Shared Capacity Platform directly responds to these recommendations by providing the enabling infrastructure that coordinates MMC capacity nationally and supports faster, higher-quality delivery. BUILD OFFSITE provided oral and written evidence to this Inquiry.

### Proud to call it Home report

#### 4.1 Outcomes that matter to people

*This is a people-centred industrial strategy for housing.*

The platform directly supports:

- Higher quality
- Safer homes
- Lower energy bills
- Faster delivery
- Local jobs
- SME growth

## 5. New Towns: A National Delivery Testbed

The New Towns Task Force has been clear that delivering successful new settlements requires a shift toward more predictable, higher-quality and lower-carbon construction methods.

Its recommendations emphasise the need for: early adoption of Modern Methods of Construction (MMC) to secure consistent fabric performance; standardised typologies that can be replicated across phases; integrated planning and assurance pathways that reduce delay; and long-term pipeline visibility to support factory investment.

The Task Force also highlights the importance of aligning MMC with local skills, supply chains and net-zero objectives.

The Shared Capacity Platform directly supports these recommendations by coordinating factory utilisation, enabling repeatable MMC delivery across multiple New Towns, and providing the evidence base needed for faster planning and procurement decisions.

### 5.1 MMC Opportunity Map

<b>New Town / Growth Area</b>	<b>Opportunity</b>	<b>MMC Contribution</b>
<b>Tempsford</b>	New settlement	Standardised MMC typologies, rapid early phases
<b>Leeds South Bank</b>	Urban regeneration	Mid-rise panelised systems, net-zero neighbourhoods
<b>Crews Hill &amp; Chase Park</b>	Garden community	Pattern-book MMC aligned with FHS
<b>Manchester Victoria North</b>	High-density regeneration	Precision-manufactured homes at scale
<b>Thamesmead</b>	Waterfront redevelopment	Low-carbon MMC for flood-resilient design
<b>Brabazon</b>	Innovation-led district	Digital MMC systems and advanced manufacturing
<b>West Cambridge Innovation Arc</b>	High-tech growth corridor	Sustainable, rapid expansion
<b>Milton Keynes</b>	Long-term expansion	Multi-year factory utilisation and repeatable designs

Unlocking MMC Capacity: Delivering Future Homes

*A National Shared Capacity Platform for Modern Methods of Construction*

**Recommended 3-site pilot cluster (12-month testbed)**

Rationale for selection: focus on localities where demand is not meeting supply, choose a geographically and typologically diverse cluster to test waterfront regeneration, innovation-led districts and high-tech growth corridors; this provides robust stress-testing of the platform across typologies and supply chains.

Selected pilots (priority):

- Thamesmead (Waterfront redevelopment, London) — tests flood-resilient, low-carbon MMC and complex planning interfaces across London boroughs.
- Brabazon (Innovation-led district, Bristol) — tests advanced digital MMC systems, factory-to-district logistics and high-value manufacturing integration.
- West Cambridge Innovation Arc (High-tech growth corridor) — tests implementation of R&D led innovation and rapid expansion, high-quality sustainable housing and close integration with local supply chains and skills providers.

**Each pilot will be scoped during the discovery phase to set specific delivery targets, participating factories, and local governance arrangements. The pilots will be used to demonstrate FHS compliance, SME engagement and reskilling outcomes.**

---

## 6. A National Reskilling Pathway

### 6.1 Veterans and workforce transition

MMC factories offer structured, engineering-aligned roles ideal for:

- Armed Forces leavers
- Ex-manufacturing workers
- Young people entering technical careers

With stable demand, factories become **national reskilling hubs**, supported by:

- Armed Forces Covenant Fund
- Career Transition Partnership
- Defence Transition Services
- Mayoral skills budgets

A National Reskilling Pathway would align MMC skills development with local delivery, enabling communities to benefit directly through access to training, employment and wider social value outcomes.

[Paul White, Senior Development Manager at **Gravesham Borough Council**]

Unlocking MMC Capacity: Delivering Future Homes

*A National Shared Capacity Platform for Modern Methods of Construction*

## 7. Funding the Platform

### 7.1 Potential funding routes

- Homes England (AHP, enabling infrastructure)
  - MHCLG (New Towns, regeneration)
  - DBT (industrial strategy)
  - MOD (resettlement and transition)
  - DESNZ (net zero innovation)
  - Innovate UK / Made Smarter
  - Mayoral Combined Authorities
- 

## 8. What Government Gets: Clear, Measurable Outcomes

### Housing

- Faster delivery
- Higher quality
- Lower cost
- FHS-compliant homes

### Industry

- Guaranteed pipeline in specific locality
- Higher factory utilisation
- Fewer insolvencies
- Stronger domestic supply chain

### Economy

- Regional jobs
- Veteran reskilling
- Productivity gains

### Government programmes

- New Towns delivered at pace

**Unlocking MMC Capacity: Delivering Future Homes**

*A National Shared Capacity Platform for Modern Methods of Construction*

- AHP acceleration
  - Increase progress towards net zero carbon goals
-

Unlocking MMC Capacity: Delivering Future Homes

*A National Shared Capacity Platform for Modern Methods of Construction*

## 9. Conclusion

The UK already has the factories, skills and technology to deliver the homes the country needs. What it lacks is coordination. A Shared Capacity Platform unlocks the hidden potential in the system, stabilises the MMC sector, and accelerates delivery of Future Homes Standard-compliant homes across the country.

## 10. The Ask: What We Need Government to Do Next

***A clear, actionable request for support, funding and endorsement***

To unlock MMC capacity nationally and accelerate delivery of Future Homes Standard-compliant homes, we ask government to support the following actions:

---

***“Unlocking downtime unlocks delivery. Unlocking delivery unlocks homes. Unlocking homes unlocks opportunity.”***

### 10.1 Endorse the National Shared Capacity Pilot

We request formal endorsement from:

- **MHCLG**
- **Homes England**
- **Department for Business & Trade**
- **Department for Energy Security & Net Zero**
- **Ministry of Defence (for resettlement pathways)**

This endorsement signals confidence in MMC as a national delivery mechanism and enables coordinated action across departments.

### 10.2 Provide seed funding to establish the platform

We request **£5 million in initial government investment** to:

- Build the digital platform
- Map national MMC capacity
- Establish regional delivery partnerships

## Unlocking MMC Capacity: Delivering Future Homes

### *A National Shared Capacity Platform for Modern Methods of Construction*

- Support early adopter factories
- Create the veteran reskilling pathway
- Run the first 12-month pilot across selected New Towns or alternative localities
- Deliver evaluation programme

This is a **low-cost, high-impact intervention** compared to traditional capital programmes.

#### **Justification: Input vs Output**

This investment is justified by the significant potential for MMC to improve productivity, quality, and delivery speed in the housing sector. MMC adoption addresses long-standing productivity challenges in UK construction and supports ambitious housing delivery targets, including compliance with the Future Homes Standard.

Evidence from pilot projects and Homes England research demonstrates that targeted funding accelerates MMC uptake, enabling faster delivery of high-quality, net-zero-ready homes. Compared to traditional capital programmes, this relatively modest investment leverages industrialised construction methods to generate outsized impact on housing supply, quality, and carbon reduction.

Clear strategic objectives and measurable outcomes will ensure government funding translates directly into increased MMC adoption and more homes delivered, closing the gap between policy ambition and delivery reality.

*“A shared-capacity platform is the enabling infrastructure the MMC sector has been missing.”*

BUILD OFFSITE Roundtable

---

### **10.3 Integrate the platform into New Towns delivery**

We ask government to:

- Designate the platform as a **delivery enabler** for New Towns
- Require MMC capacity mapping as part of early master planning
- Use the platform to coordinate multi-year pipelines

Unlocking MMC Capacity: Delivering Future Homes

*A National Shared Capacity Platform for Modern Methods of Construction*

This ensures New Towns benefit from **industrialised delivery**, not fragmented construction.

---

#### 10.4 Support a cross-government funding model

We request that government enables access to:

- **Homes England AHP & enabling infrastructure funds**
- **MHCLG New Towns Delivery Fund**
- **DBT industrial strategy and supply chain resilience funds**
- **MOD resettlement and transition budgets**
- **DESNZ net-zero innovation funds**
- **Mayoral Combined Authority skills and housing budgets**

This spreads cost, reduces risk and aligns the platform with multiple government priorities.

---

#### 10.5 Commission a 12-month evaluation

We ask government to commission BUILD OFFSITE to provide an independent evaluation to measure:

- Cost savings
- Delivery acceleration
- Factory utilisation uplift
- Carbon reduction
- Veteran employment outcomes
- SME participation

This provides the empirical evidence base for funding national rollout.

---

#### 10.6 Measurable KPIs and Targets (Baseline → 12-month pilot target)

To ensure the pilot aligns with recognised best practice in carbon management, the evaluation framework will incorporate the **PAS 2080 principles of whole-life carbon reduction, transparent baselining, and assured data capture**. The Shared Capacity Platform provides the digital infrastructure required to support consistent carbon reporting across multiple factories and systems.

#### **PAS 2080-Aligned Carbon Management Approach**

## Unlocking MMC Capacity: Delivering Future Homes

### *A National Shared Capacity Platform for Modern Methods of Construction*

The pilot will adopt a structured carbon-management process consistent with PAS 2080, including:

- **Carbon Management Framework:**  
The pilot will follow the PAS 2080 cycle of *target setting* → *baselining* → *reduction interventions* → *monitoring* → *verification*. MMC manufacturers participating in the pilot will use standardised digital templates to record material quantities, system specifications and installation processes, enabling consistent whole-life carbon assessment.
- **Baseline Methodology:**  
Baselines will be established using whole-life carbon modelling for each MMC typology deployed in the pilot. Baselines will be calculated in accordance with PAS 2080 and RICS Whole Life Carbon Assessment guidance, ensuring comparability across factories and projects.
- **Assurance Process:**  
Digital assurance records generated through the Shared Capacity Platform will provide traceable evidence of design, manufacture and installation. Independent verification will be undertaken as part of the 12-month evaluation to confirm carbon-reduction outcomes and validate data quality.
- **Role of the Shared Capacity Platform:**  
The platform enables consistent carbon data capture by:

  - standardising evidence packs across factories
  - logging material and system specifications
  - integrating with whole-life carbon tools
  - providing a single auditable dataset for evaluation

This ensures carbon performance is measured consistently across all pilot sites and MMC systems.

### **Pilot KPIs (Baseline → 12-month target)**

#### **Factory utilisation (pilot regions):**

Baseline 40–60% → **Target 65% average**

*Measurement:* platform-logged production hours vs declared capacity; monthly dashboard.

#### **Additional FHS-compliant homes delivered:**

Baseline incremental → **Target 300–600 homes** across three pilots

*Measurement:* completions certified with standardised FHS evidence packs.

#### **Carbon reduction (per home, annualised):**

Baseline project estimates → **Target 10–20% reduction** through standardised MMC fabric and systems

*Measurement:* whole-life carbon modelling and digital assurance records, aligned with PAS 2080 baselining and verification processes.

Unlocking MMC Capacity: Delivering Future Homes

*A National Shared Capacity Platform for Modern Methods of Construction*

**SME manufacturer participation:**

Baseline fragmented → **Target 50% of participating factories are SMEs**

*Measurement:* platform registration and contract award records.

**Veteran hires / placements:**

Baseline local programmes → **Target 200 placements** across pilot regions

*Measurement:* verified HR records and Career Transition Partnership confirmation.

**Planning friction (time to sign-off):**

Baseline variable → **Target 30% reduction** for MMC units using standard evidence packs

*Measurement:* planning decision timelines and evidence pack acceptance rates.

**Insolvency risk (pilot cohort):**

Baseline industry average → **Target measurable reduction** in insolvency incidents

*Measurement:* financial health monitoring and early-warning indicators.

*Implementation note:* Final numeric targets will be confirmed during discovery with Homes England and DLUHC. These targets will form the evaluation gate at month 12.

**11. Policy Directive for Government on Main Contractors and MMC Adoption in Housing**

To achieve the government’s housing delivery outcomes, policy must mandate higher Modern Methods of Construction (MMC) adoption targets specifically for Main Contractors in the housing sector, where such mandates are currently lacking.

Main Contractors should be required to actively procure and use MMC approaches that demonstrably reduce project risk and protect their margins. Industrialising Construction must be led by Main Contractors, who are accountable for managing risk in delivering Client objectives and often act as strategic partners. When Main Contractors perceive that MMC adoption better manages risk and supports delivery outcomes, they will adopt these methods, as evidenced by the large-scale private housebuilders’ investment in timber frame.

Central to this policy is placing delivery outcomes at the heart of MMC adoption. Government must ensure MMC consistently delivers on promised benefits, including quality, speed, and cost certainty.

Additionally, the persistent gap between design intent and actual asset performance must be closed through rigorous auditing and verification of completed buildings. Without this, MMC remains disadvantaged despite the inherent quality advantages of manufacturing-based construction.

These strengthened policies will drive MMC adoption in housing by aligning risk management, margin protection, and quality assurance with clear government mandates focused on achieving tangible delivery outcomes.

## 12. Conclusion

**“Unlocking downtime unlocks delivery. Unlocking delivery unlocks homes. Unlocking homes unlocks opportunity.”**

- **The UK already has the factories, skills and technology to deliver the homes the country needs. What it lacks is coordination. A Shared Capacity Platform unlocks the hidden potential in the system, stabilises the MMC sector, and accelerates delivery of Future Homes Standard-compliant homes across the country.**
- **The Shared Capacity Platform demonstrates what coordinated, evidence-led sector action can achieve. The Offsite Guide’s role in aligning industry, government and delivery partners has ensured the proposal is both technically credible and operationally grounded. With targeted government backing, the platform can now move from proposal to implementation, unlocking the capacity already present in the MMC sector.**
- **With government endorsement and targeted investment, the platform can become the enabling infrastructure that transforms MMC from isolated pilots into a reliable, industrialised delivery system for the UK’s housing future.**

---

## 13. Endorsement Request to Workshop Participants

**This endorsement strengthens the case for government investment and demonstrates cross-sector consensus.**

***“This is a sector-led solution to a national delivery challenge.”***

**We invite all workshop participants to endorse:**

- **The direction of travel**
- **The proposed National Shared Capacity Pilot**
- **The request for government support**
- **The alignment with Future Homes Standard and Proud to Call It Home**
- **The intention to collaborate on next steps**

## Unlocking MMC Capacity: Delivering Future Homes

*A National Shared Capacity Platform for Modern Methods of Construction*

### **ANNEX A — Government Roundtable Participants (March 2026)**

*(Source: Government Round Table.xlsx)*

- Jimi Osinowo — The Offsite Guide
- Amanda Williams — CIOB (Host)
- Simon Creer — RTPi
- David Smith — Southeast Consortium
- Richard Lankshear — Future Homes Hub
- Carol Chaffer — Department for Business & Trade
- Anthony Pearce — Apply Structure
- Edward Jezeph — Homes England
- Chloe Donovan — Natural Building Systems
- Paul White — Gravesham Council

### **ANNEX B — Evidence Sources Referenced in This Report**

This report draws on three core evidence sources produced through the Downtime Sprint programme. Full findings are contained in the original documents and are not repeated here.

#### **B1. Pre-Workshop Survey (2025)**

*Pre-Workshop Survey: Unlocking Downtime in Offsite Manufacturing* Quantifies downtime patterns, under-utilised capacity, and appetite for a shared-capacity marketplace.

#### **B2. Downtime Workshop & Miro Synthesis (2025)**

*Downtime Workshop & Miro Synthesis: Shared Capacity and Government Intervention* Captures sector-identified blockers, enablers, and conditions for a shared-capacity model.

#### **B3. Government Roundtable Pack (March 2026)**

*Unlocking Downtime Government Roundtable* Sets out the challenge, discussion prompts, and intended outputs for the March 2026 session.

These documents collectively underpin the policy asks and pilot proposal in the main report.

### **ANNEX C — Prototype Shared Capacity Platform (Reference Summary)**

The detailed description of the Shared Capacity Platform — including functions, governance, pilot scope and KPIs — is contained in Sections 2, 3, 7, 8 and 10 of this report.

This annex simply notes that the prototype has been developed through:

- **The Offsite Guide's platform work**

**Unlocking MMC Capacity: Delivering Future Homes**

*A National Shared Capacity Platform for Modern Methods of Construction*

- **Evidence from the Pre-Workshop Survey**
- **Insights from the Downtime Workshop**
- **Policy and delivery input from the Government Roundtable**

**No additional technical detail is provided here to avoid duplication with the main report.**

**ANNEX D — Document References**

This report references the following documents:

1. [\*Pre-Workshop Survey: Unlocking Downtime in Offsite Manufacturing\*](#)
2. [\*Downtime Workshop & Miro Synthesis: Shared Capacity and Government Intervention\*](#)
3. [\*Unlocking Downtime Government Roundtable\*](#)
4. [\*Proud to call Home Report \(March 2026\)\*](#)