



THE CHARTERED BODY FOR THE PROJECT PROFESSION

PROFESSIONAL

APM Project
Professional
Qualification 2nd edition

**Case study – Company synopsis
and programme overview**

2020/21

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Disclaimer

All characters, businesses, companies, organisations, situations and occurrences in this case study are fictitious. Any resemblance to any real persons (living or dead), any businesses, companies or organisations (or former businesses, companies or organisations), or any situations or occurrences (that may have occurred at any time) is purely coincidental.

Company context

HomeOwn Initiative

HomeOwn is a flagship government initiative that aims to provide 25,000 additional new homes each year – over and above those already in local authority plans – over 10 years of building. Properties should be both affordable and environmentally friendly, but never 'basic' in their appearance, features or situation. This will be achieved by a range of measures, including the widespread



use of prefabricated construction within 'garden town' settings.

These garden towns will be sited in under-developed areas but with good existing transport links. They will be deliberately separate from established towns but sufficiently close to allow ready access to shopping, other amenities and

areas of potential employment. The scheme has wide support within parliament and beyond, despite some inevitable local resistance near proposed development areas. However, the initiative is not without its risks, financial and reputational, for large developers, and so many have formed separate companies that will operate in the different ways required and can either be embraced or kept at arm's length, according to project progress.

Company synopsis

Missenden Estates

Missenden Estates, headed by Thomas Walsh, was founded three years ago as a joint venture by two of the UK's largest house builders to service HomeOwn developments nationwide. Thomas has set his team the ambitious challenge of delivering one in five of HomeOwn properties developed. Missenden has been successful in two bids so far:

- Shelton Garden Town (near Bedford), 2,800 homes and local amenities.
- Cransley Garden Town (near Kettering), 3,100 homes and local amenities.

Work has begun at Shelton, but Cransley will not start for around six months, pending investigations into site drainage. For all HomeOwn projects, Missenden's unique selling point (and critical for profitability) is exclusive UK rights to deploy the highly regarded Swedish Drömhús (Dream House) range of modular homes.

Recognising the scale of HomeOwn and the risks, costs and environmental impact inherent in shipping the prefabricated houses known as 'kits' from Sweden, Thomas negotiated a deal with Drömhús to take a 10 per cent stake in the company in exchange for UK exclusivity and a commitment to establish a UK manufacturing plant.

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While Missenden is still a fairly new company, the structure and senior leadership team appear to work well together. Supported by Andrew Howells, a very experienced project professional, the main focus has been developing the programme that will support the first bid, Shelton Garden Town. Once this flagship development has been completed, it is anticipated that the operational model will be easily adapted to support future builds.

Shelton Garden Town programme

Missenden will provide 1,550 homes for Shelton Garden Town (with the remaining 1,250 delivered by another builder), plus infrastructure and a central amenities hub (schooling, shops, etc) over a four-and-a-half-year build period.

Despite 'eased' regulations and 'accelerated' processes, there were still months of delays before Shelton was launched as the first HomeOwn Garden Town site. In fact, some key work by utility companies had already started, with new substations linked to their respective electricity, gas, water and sewerage grids.

Fencing and site facilities have now been installed and main sewers are being laid, closely followed by key roads finished up to their base course of tarmac, sufficient of which are in place for contractors to have started marking foundations and routing utilities.



The first 12 Drömhus kits are due to arrive from Sweden in four weeks. Six kits (12 homes) of different configurations and finishes will be constructed to allow in situ validation of designs and assembly methods, plus training for a core team of labourers and chargehands. Once approved, a further eight homes will be constructed, fitted out and landscaped to show-home standard before Missenden moves on to complete the remaining 280 homes.

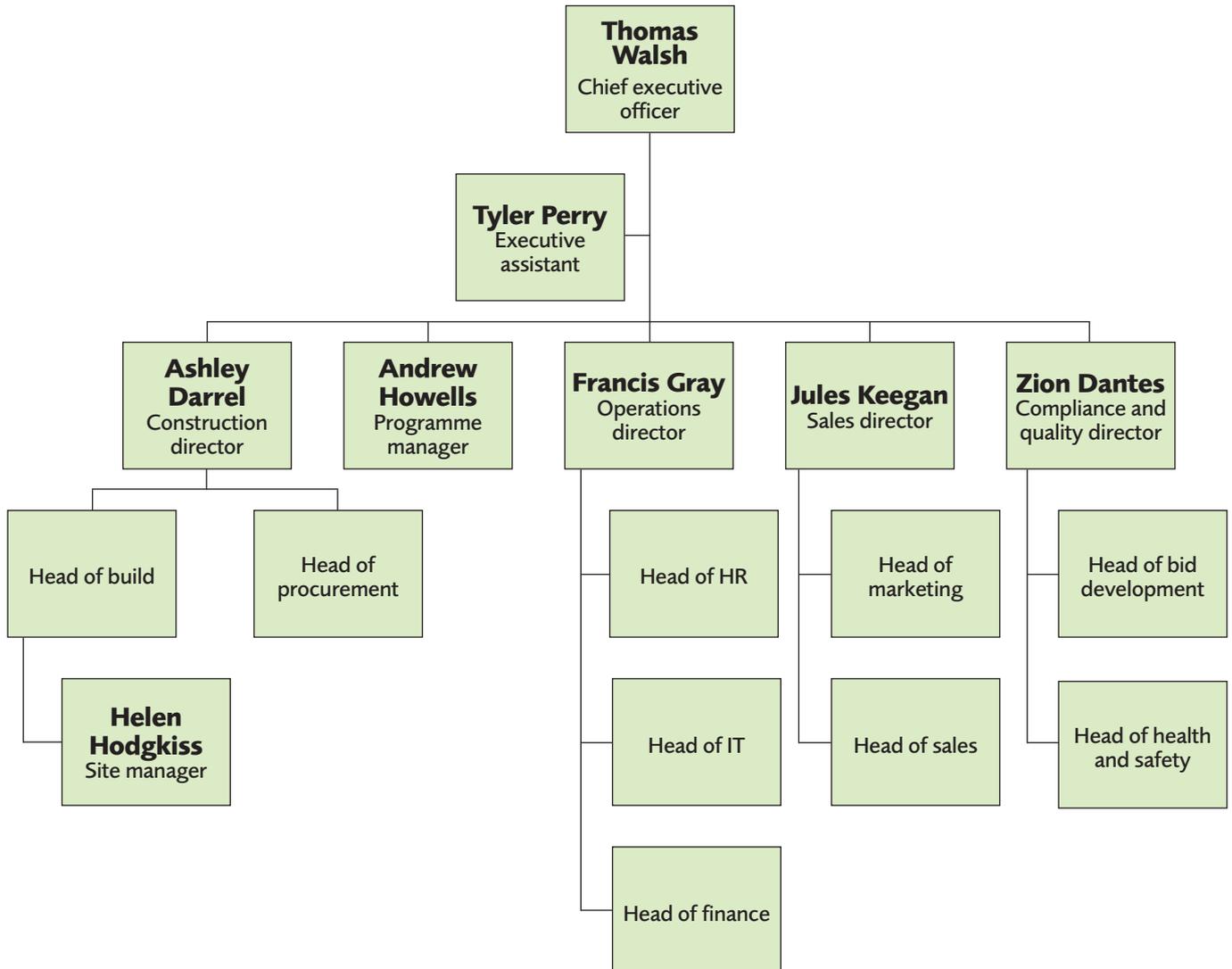
Programme overview

- 1.1 Establish a UK based manufacturing plant to supply the kits
- 1.2 Phase 1 build – Missenden and Drömhus UK joint build
- 1.3 Phase 2 build – Missenden independent build
- 1.4 Missenden rebranding project
- 1.5 Develop and implement new website and support app for customers to 'design' their homes

Andrew is comfortable working with the assembled project teams for 1.4 and 1.5. However, he has raised concerns over 1.1, which he feels is in the sole control of Drömhus UK, with information not being made freely available to Missenden. He is also acutely aware of the impact that a delay to this project will have on projects 1.2 and 1.3.

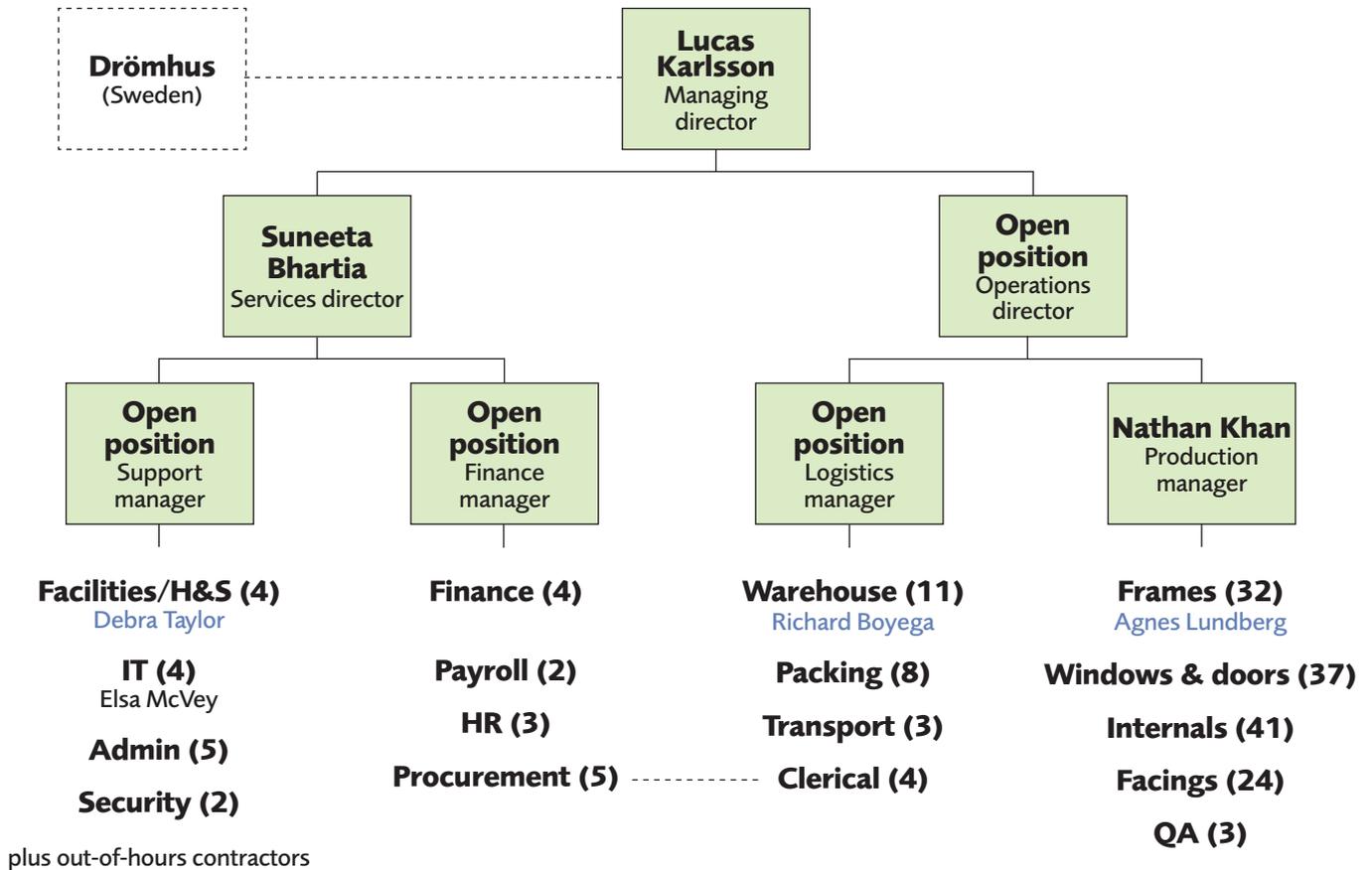
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Missenden Estates company structure



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Drömhüs UK structure



Staff profiles

Lucas Karlsson (UK managing director)

A Swedish native who studied engineering at Bristol. Formerly Swedish director of production and brought over to run the UK operation. An excellent strategic thinker and political player, but less interested in fine details. Responsible for UK operations and developing relationships with government, media and commercial organisations.

Suneeta Bhartia (services director)

Started three weeks ago and is trying to cover various vacant roles on her side of the organisation. She has good generalist experience from her former retail head office role, but relies on an external accountant for many finance matters.

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Nathan Khan (*production manager*)

Charismatic and keen, with good relevant knowledge and experience, he was poached by Lucas from a smaller UK prefab producer. He elected to take a lower salary plus a share of profits and will be responsible for end-to-end production, but is currently coordinating or leading on a range of operational project matters.

Debra Taylor (*facilities and health and safety*)

A no-nonsense former Royal Engineer who comes highly recommended but with no experience with fitting out a bare shell. Prides herself in always finding solutions to problems.

Agnes Lundberg (*frame production*)

Highly experienced and personable member of the Swedish team with fluent English and a good sense of humour. On a voluntary nine-month secondment.

Richard Boyega (*warehouse team lead*)

Joined from a similar manufacturing warehouse role, albeit with lower volumes of throughput. Very capable but also quite blunt and sometimes has a tendency to speak first and think later.

Elsa McVey (*IT support*)

Starts in three weeks, straight from university. A credible and enthusiastic interviewee who appeared to have good relevant skills including network configuration/security and relational databases.

Helen Hodgkiss (*Missenden site manager*)

A rising star within Missenden with wide experience and a calm, pragmatic approach. New to prefabs but recently spent two days at the Swedish plant with Nathan, where they bonded well.

Andrew Howells (*Missenden programme manager*)

Based at head office, a very experienced project professional but acutely aware of the risks and high profile of the programme, and its reliance on an unfamiliar yet critical partner in Drömhus UK.

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