

HELLO SUMMER

The past three months have been challenging for the whole industry what with Covid lockdowns still in place and material shortages affecting many projects. On a positive note, interest and work are showing a progressive and sustained rebound.

The pandemic has clearly demonstrated the vulnerability we are all exposed to when there are major changes to a market. It's also why interest in our own C3 Development Management Services offering has grown so much, because we are providing flexible resources for our clients and partners, so they can remain agile, but without the fixed costs.

As we hit the second half of 2021, we are delighted that new opportunities are coming in thick and fast, certainly more than they have been for past year and from all accounts this isn't just ourselves that feel this positive 'buzz' it's our partners too, who also believe we are on the road to recovery and growth, sooner rather than later.

C3 is working right at the forefront of the recovery by taking a proactive approach using forward-thinking strategies for our clients and partners as commercial construction thunders back to life across the UK.

We have also seen a huge uptake in numbers and responses to our LinkedIn site. We have tried hard to make our posts informative, relative and from a genuine perspective. Also adding a little bit of professional light-heartedness at times to make you smile. Please do follow us.

Without doubt, the most enjoyable part of the past three months has been getting out again and meeting up with others. Although 'Zoom and Teams' have a good administrative role, and we shall carry on using them for day-to-day business, there is no substitute for human-to-human meetings for discussing projects, making plans and doing deals. Most of those we have spoken to agree, that face to face is the only way to gain insight, gauge intent and exchange thoughts and ideas properly. It also has not hurt that the weathers been great for outside meetings during this time.

In this issue of Collaborate, our focus is on building upon



the positive and you will see this excitement reflected with new projects, new collaborations and new ideas. We are pleased to announce that we are working with Lucas UK Group, and have also been able to agree a number of other important projects which we will be sharing with you in the future. Thank you to Trowers who again give us their industry legal advice, and our appreciations go as well to Bre, who we have been sharing information with and talking to on Construction Excellence.

Part of our values is being involved in the community and during the course of the past three months we have raised nearly £20,000 for Unitas Youth Zone, and with the help of some rather special people and companies we have helped them create a wonderful outside space for vulnerable young people to learn and relax in.

Another area we will be covering is our ongoing mission to make sure everyone knows what C3 does. Providing Development Management Services means we specialise in a lot of areas, but rather than say what we do, we are now focussing a lot more on the value we bring. So would welcome the opportunity to share this with you, just email me at: tony.ball@c3alliance.co.uk

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C3 Projects Shift into Overdrive



About the same time as this issue of Collaborate goes live, it's also 'unlocking' day which marks the end of the period 23rd March 2020 to 19th July 2021. It's been a long time, but we are already starting to feel the momentum and energy by the increasing numbers of calls we are getting.

During this period our approach has always been to continue with business and align our management services to the needs of our clients. Now, as we come out of the pandemic and leading the charge forward, we're excited that we've already cemented in place a number of new projects.

First, we are delighted to announce that we will now be working in collaboration with Lucas UK Group with commercial support and process improvement programmes providing systems and processes to ensure optimal operational support. Projects include the prestigious Battersea Power Station which is one of London's most iconic landmarks.

We are pleased too to have been engaged by Navana Property Group in assisting them with an Executive Residential project in Kingswood, Surrey. Here we are supporting the Client by helping them take the development from planning, to assembling the Design Consultant team, managing the design process, discharge planning conditions, assist with contracts and funding requirements and helping finalise the procurement strategy with the contractor. In addition, C3 are providing cost planning support from initial appraisals through to provision of cost management support through the development.

Thank you for taking time to read our latest edition of Collaborate and as ever we would be delighted to discuss any Development or Project opportunities with you to see how we can assist.



It's About Making a Positive Difference

Alison Nicholl



C3 Alliance are excited to be an active member of Bre Constructing Excellence and participate in a number of their working groups driving thought leadership and initiatives throughout the industry.

Going into the COVID-19 crisis, the construction industry and its delivery models were broken. The pandemic has highlighted those problems and the genuine need to become a more productive sector - that is resilient to future shocks. The industry has recognised the need to change and is taking steps in becoming more productive, but we are not yet fit for purpose.

Collaboration

The entire construction value chain needs to collaborate to realise its full potential. Constructing Excellence has long been the champion of collaborative working in the sector. However, the COVID-19 situation has highlighted the need for collaboration across the entire supply chain to create a more resilient and productive sector. The excellent work that the Construction Leadership Council has done through the COVID-19 crisis demonstrates just what can be achieved when the industry works together on a collaborative basis.

The prevalent culture, behaviours and styles of leadership have been broken for some time, making the industry unattractive and lacking diversity. The industry needs to engage with a new, more inclusive style of leadership, embracing collaboration. In addition, a focus on the lowest capital cost, low-profit margins and lack of commercial expertise are some of the biggest challenges facing construction procurement.

Drivers

Inconsistency across procurement decisions drives waste and increases cost across the sector. Initiatives such as the Construction Playbook and the Construction Innovation Hub's Value Toolkit provide the basis for the industry to work together to deliver better outcomes and value. The Value Toolkit provides the mechanism for clients to articulate and ask for what they

genuinely want and need. This enables and incentivises the supply chain to deliver the innovative, low-carbon solutions needed to that maximise value.

Government initiatives such as the Building Safety Charter, Transforming Public Procurement and Powering our Net Zero Future provide the policy and legislative levers to deliver long-term value, particularly the quality, zero-carbon and social value agendas. This, coupled with an increasing private sector focus on ESG, creates an unparalleled environment to change the construction industry for the better.

Understanding Manufacturing

A key area where we need to increase collaboration is with the manufacturing base, and this is where organisations such as C3 Alliance play an essential role. There is a disconnect between construction and the manufacturing base. Manufacturers are an important part of the construction industry, but the sector is very bad at engaging with those manufacturers. We need to engage early with supply chains to fully benefit from the knowledge and innovation that exists right across the supply chain. The industry needs to work collaboratively to develop the commercial models that will support this. The industry needs to create an ecosystem of understanding, allowing manufacturers more significant insight into how their products are used and installed. Clients need to drive this. Tier 1s and designers need to open up a more effective dialogue with manufacturers at an earlier stage, rather than treating products as commodities.

Digitalisation

Digitalisation has a crucial role to play in enabling us to collaborate and move to data-based decisions. There are many experienced people across the industry relying on their own knowledge and experience to make the right decisions, if we back their knowledge up with data, we can deliver significantly better outcomes.

Lockdown has highlighted the previous lack of trust in systems and people. People are much more trusting of those technologies and are having to do it for themselves. It has demystified the technologies and increased productivity. As individuals become more engaged with the existing systems, they are trying to push the boundaries of those systems.

We must capitalise on the momentum that has been built around the digital agenda to embed digital tools which enable data-driven decision making and improve whole-life outcomes. We need to work collaboratively to remove the cultural and contractual issues that hold back digital collaboration. Trust in digital technologies and tools has been built during the crisis, and this must be capitalised on.

Net Zero

This has been evidenced not only by the pressing requirement to decarbonise and deliver on net zero provides a brilliant incentive to collaborate and innovate. The shift to a zero-carbon society requires an in-depth consideration of how we design, build and operate our built environment. Going forward, projects simply have to deliver carbon neutrality. We need to find new and better ways of delivering that and the wider sustainability agenda, including biodiversity, social value, circular economy, and broader sustainability objectives. Focussing on value, standardisation, and digitalisation are key enablers of zero-carbon. Clients should work collaboratively with their supply chains to develop and procure low carbon solutions. Whilst supply chains should consider how to deliver carbon reductions across their products, processes and outputs.

The disruption caused by COVID-19 provides an unparalleled opportunity to accelerate transformation. We must not return to outdated and unsustainable business models and practices. Instead, let's use this moment as a positive disruption to reinvent as a better industry that builds a better world together.

The entire supply chain needs to create a more resilient and productive sector. The excellent work that the Construction Leadership Council has done through the COVID-19 crisis demonstrates just what can be achieved when the industry works together on a collaborative basis.

By Alison Nicholl FRSA
Head of Constructing Excellence

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Smaller Schemes Could Bring a Fresh Wave of Investors into BTR

Katherine Rose



Build-to-rent (BTR) schemes are getting bigger. Figures from the British Property Federation show the average development is now around 350 homes, up from 100 a few years ago. With established funds and developers concentrating on larger schemes, the door is open for more diverse investors to join the market at the smaller end of the scale.

Generally, smaller projects mean lower barriers to entry and reduced reputational risk for new market players, requiring less upfront capital and lower management costs while offering faster let-up rates and hence returns.

Small sites also typically see less competition from a land and acquisitions perspective. For investors who are considering reducing their exposure in other markets (particularly as the retail and offices sectors are re-sized by Covid-19) there is a clear opportunity to dip a toe in the BTR water.

It's a move that we should welcome. Increasing diversity and competition can be healthy, driving up standards and encouraging new ways of doing things. Smaller BTR schemes also have a role to play in wider urban regeneration – helping to breathe new life and bring footfall into town and city centres that have seen shops and workplaces close during the pandemic.

There are benefits for renters, too; as renting becomes more of a lifestyle choice for many of our population, smaller schemes can expand BTR's geographic reach and offer. So where are the development opportunities and what's needed to make them a success?

Looking to the regions

Regional urban centres, such as market towns and traditional commuter hubs, are prime targets for smaller developments. High streets in many of these locations have been hit by the continued growth of online shopping, opening the way for the conversion of vacant units and over-retail development as brands with significant legacy estates look to reduce floorplates.

New permitted development rights should encourage these schemes, with recent updates in particular limiting rights to projects up to 1,500 square metres in size.

BTR development in market or fringe towns makes sense from a lifestyle point of view too. Suggestions of a mass exodus from cities as people seek more room and green space are overstated, but it's true that many people are looking for a better work-life balance, particularly as flexible working becomes the norm. Towns in more rural settings can fulfil this ideal, while still



offering good transport links to employment centres.

I'm thinking of places like Banbury, with its easy access to the Cotswolds and also links to Birmingham and Oxford. Another example would be Taunton, with its connections to Bristol, Exeter and direct rail service to London.

Unless there are site constraints, such as a railway or a river close by, then build costs should be competitive in these areas. For investors who may still need convincing, partnering with housebuilders to develop smaller parcels of single-family houses can be a good way to test market demand and iron out operational issues.

Residential Rule

Understanding the target renter is key to making these developments work. We're likely to see continued appeal among young professionals and graduates who, after losing a year of socialising, will be keen to enjoy the amenities and social networks that urban areas offer.

Smaller blocks should allow access for a wider demographic thanks to their lower running costs which can be passed on in rental rates – they typically don't have lifts for example which can be a big contributor to management fees. At the other end of the age range are divorced renters and retirees who want fun on their doorsteps and shops, restaurants and bars within easy reach.

Better use of technology can support a positive customer experience while also helping to keep operational costs within a reasonable range for projects – through a virtual concierge for example. Collecting data through these services will also help asset owners and their managing partners to run schemes efficiently and to respond to customers' needs.

Although we still have a way to go to change existing perceptions of renting in the UK, it is becoming more of a conscious lifestyle option for some people, rather than a financial necessity, and it's important that BTR continues to keep pace. As the market matures, there is room for an influx of new developers and investors. That can only be a good thing for consumers and the sector – broadening the range of rental choice and continuing to inject dynamism into this ever-evolving sector.



Katherine Rose
Director of BTR and PRS

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Great Strides for Youth



As a business based in London and the home counties, we encounter a variety of exceptional charities on a regular basis but helping younger members of the community who need support is definitely at the top of our list.

Our chosen charity is Unitas, Youth Zone who help vulnerable and challenged young people to be the best they can be. As timings go the need for having a safe and supportive centre could not have been more important than now, because of the Covid pandemic.

There are a whole host of benefits to working with such a worthwhile organisation but the primary one is that with some effort, time and support, we can actually make a difference. With our ethos of working in collaboration, we truly believed we can help the young people at Unitas with opportunities that otherwise may not be so readily available to them.

We started this journey nine months ago when Unitas asked us for our help in designing, building and supplying everything needed for a new outside safe space that could be used all year round. Somewhere young people would want to be, could be mentored, learn, socialise, grow plants and relax in.

A tall order as they also needed us to raise the funds to do all this.

Then came Covid and all this had to be done during the lock-down. Not wanting to flinch from the challenge, we took on the responsibility of organising the build and raising funds by walking, running and cycling, all in masks, and in isolation and even online. We are delighted that we didn't just reach our initial target but were able to cover the funding lost to Unitas from local government due to the pandemic, as well. All in all, and including the materials, we raised in excess of £20,000.



But we could not have done this alone

As with most great achievements, we had the brilliant help of others. As part of the Allneeds Group our colleagues at IBC, and especially Dave Robertson who heroically cycled on-line from Land's End to John o'Groats, as well as ABC Depot all got involved in fundraising and rose to the challenge.

Then there was our C3 partners who helped with the design, construction, landscaping and planting, fabrication, logistics and all the other things that go into making these projects a success. We also need to mention those selfless companies and individuals that despite the uncertainty of the pandemic, still supported the young people of Unitas with sponsorship and funds.

On the 23rd of July 2021, we will be opening up the new outside space for the young people at Unitas. There will be an eating area, learning area, plant beds, a stage and places to talk quietly with others.

It does not stop here and going forward C3 and Allneeds will continue to help Unitas as being able to improve lives should be a clear objective for any business in today's world, and personally, all of the C3 team are so pleased we were able to help.

Special thanks to:

Works:

HTA Design
Halsion Limited
Focus Logistics
NAO Landscapes
ABC Depot
Burnt Oak Builders Merchants

Sponsors:

Etex Building Performance
Intercoustic
Tarmac
Lucas UK Group
Den Architecture
Pantera Carpentry
Cosentino
Mendick Waring
Navana Property Group



C3 Alliance and the Allneeds Group are continuing to support Unitas with a number of other ambitious projects. We are always looking for help in helping the youth of tomorrow. If you can support us with Great Strides for Youth going forward, please let us know:

Email: C3events@c3alliance.co.uk or Unitas Youth Zone: Rosie Clarke: rosie.clarke@unitasyouthzone.org Tel: 020 8075 5888

C3 Case Study

Early Team Selection is the key to a successful development

C3 Alliance have currently been engaged to work in collaboration with Lucas UK Group, supporting them with process improvement programmes, providing systems and managing processes so ensuring optimal operational performance. This includes the prestigious Battersea Power Station which is one of London's most recognised buildings.

Lucas are currently carrying out extensive Fit Out work at the BPS site including the complete restoration of the original Control Rooms and Director's Entrance.



Increased Efficiency and Co-Ordination



Risk Designed Out of Schemes Early



C3 Trusted Partner Network

Client Overview

Recent C3 Clients include Navana Property, Niveda and Woodridge Development.

The Issue

To often we see disjointed design teams which are not being actively Project managed with un-coordinated scopes of service and programme timing which leads to an inefficient manor of working. The Client brief becomes lost and so does the ethos of a team mentality to deliver the end goal of the project on time and to budget. Supply Chain engagement is often frustrated by outdated trading manor and behaviours.

The Results

We believe that the careful selection of the core design team and the early engagement of key influencers such as Interior Designer

and Selling Agents are vital for a co-ordinated process which we are C3 actively manage and foster a collaborative approach. To support this, we believe in the early engagement of key Project Supply Chain Product and Contractor engagement to eliminate risk and ensure achievement of a co-ordinated and efficient design that reduces cost and risk.

Conclusion

C3 Alliance Senior Management team has successfully managed a whole range of Residential projects from 3 Houses through to the most complex regeneration schemes of over 4000 homes. What does not alter is forming the right team and fostering the environment to challenge and deliver success. We believe our integrated Supply Chain approach guided by our Project management expertise reduces risk and maximises the value for the Client.

Contact: James Valentino

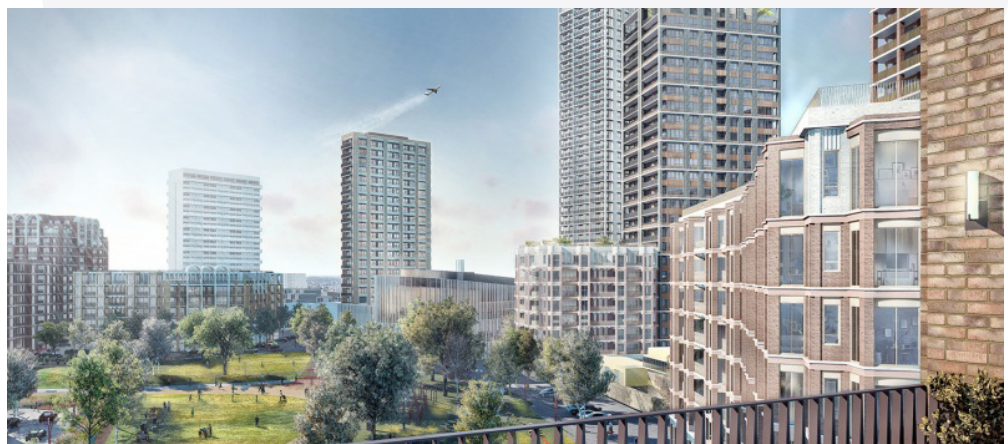
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HTA Design LLP is a leading design consultancy and a valued partner who has recently supported and worked with us on the Uritas Youth Zone project. They are also our current showcase partner.

<https://c3alliance.co.uk/partners>



A design consultancy specialising in housing, placemaking, urban regen and modular Creatively collaborating with its multidisciplinary team, clients and communities. HTA Design LLP are housing design specialists focused on creating great

places and delivering better housing where people choose to live. Our collaborative practice brings together a wide range of design specialisms with the experience to ensure successful delivery whilst embracing innovation in design and our approach.



Trowers and Hamlins, an International firm with over 150 partners and more than 900 people. Their origins date back to 1777 and we are delighted that Trowers and Hamlins will be supporting us with their news and advice.

IR35 in the private sector – almost three months’ in

The intermediaries legislation, IR35, was implemented in the private sector on 6 April 2021. IR35 can be confusing but organisations and contractors operating in the private construction sector need to get to grips with it and what it means for them.

Broadly speaking, IR35 is designed to crack down on “disguised employees”. It will apply if an individual provides a personal service via an intermediary (such as a personal service company) but they would be classed as an employee for tax purposes if they were engaged directly. It has applied in the public sector since 2017.

The IR35 rules require all but small organisations in the private sector engaging individuals via intermediaries to assess if there is a deemed employment relationship for tax purposes: i.e. whether the engagement is “inside” or “outside” IR35. If it is “inside” IR35, income tax and national insurance contributions must be deducted from payments paid under that engagement through PAYE. If a contractor is working for a business that is exempt, the contractor will be responsible for the IR35 assessment. Where an engagement is inside IR35, the relevant “fee payer”, which may or may not be the end user client, needs to operate PAYE.

Reasonable care needs to be taken when making an IR35 status determination. Do not just look at what is written in the contract and do not assume it is “IR35-proof”. The reality of the working relationship and how it operates in practice needs to be considered. Beware too of making blanket decisions: applying a decision to a group of workers with the same role, contract terms and working practices could be allowed in some circumstances, but you should not simply decide all engagements are inside or outside of IR35 without considering the actual contract and working arrangements. The status determination statement needs to be communicated to parties in the contracting chain. Contractors are entitled to challenge the determination so disagreement processes should be put in place.

Why is it important to get this right? The financial implications of not complying with the IR35 rules can be substantial. Failure to take reasonable care when determining status or not complying with the rules can result in liability for any tax and National Insurance contributions that HMRC deems unpaid as a result of the engagement plus any interest and potential late payment fines. HMRC also has the discretion to issue a penalty. Consider too the potential reputational damage of HMRC concluding IR35 rules were breached. It is therefore crucial that clients and contractors understand IR35 and how it applies to them.

Imogen Reseigh

Senior Associate, Trowers & Hamlins LLP



Trowers’ Tuesdays

To hear more about Covid-19-related issues such as vaccination, as well as other topical employment issues please join us at our weekly

Trowers’ Tuesdays Q&A, every Tuesday at 11.30 am.

To sign up, please email:

Aliya Pathan at: apathan@trowers.com

C3 Showcase Projects

Client: Navana Property Group

C3 Development Management, Compliance Monitoring and Cost Planning Services

3 Executive detached residential properties
Kingswood Surrey

C3 Alliance have been engaged to assist the Client in taking the development from Planning to assembling the Design Consultant Team, Manage the Design process, Discharge Planning Conditions, assist with Contracts and Funding Requirements and Finalise Procurement Strategy with the Contractor. In addition, C3 are providing cost planning support from the initial appraisals through to provision of cost management support throughout the development.



Client - The Paddocks C3 Compliance Monitoring & Joint Venture Management

5 Detached Houses Harrogate and 14 Apartments
Knaresborough

C3 Alliance have been engaged to assist in the formation of a Development Agreement between the parties including legal matters, Development Appraisals, Specification Review and Sales and Marketing Strategy. C3 are also undertaking administration duties of the Building Contracts including monthly monitoring visits of Construction progress and Valuation assessments.

Client - Tarmac Trading Limited

C3 Support Hub Services

Strategic Development Management and Cost Planning Support

Tarmac has engaged C3 Alliance for our House Building and Major Residential delivery experience to assist their Development Team in the Master Planning for their end of life quarry and land holdings.

C3 have been providing a range of services including Placemaking and Planning advice, Housing mix and phasing, solutions through our design consultant partners to specific technical challenges and cost advice.



C3 PIPELINE PROJECTS

Ingestre Road
Factory Lane
Westholme

Camden
Croydon
Guildford

50 Bed Care Home
350+ Apartments
Land Assembly



CONSTRUCTION
COLLABORATION
CHOICE

C3 Alliance
PARTNERING WITH

CONSTRUCTING
EXCELLENCE
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