

Conclusion

- Get the basics right first before trying to deliver more ambitious projects. Build trust and establish a reputation
- Build a robust case for regeneration intervention – the reasoning behind what needs to be done
- Political will is shaped over time and with it comes confidence to try something more ambitious
- Sometimes a catalyst is required to convince doubters that something later down the line can be achieved
- Active Partnerships bring with them critical mass of joint understanding and delivery potential
- Just because something is not planned does not mean that it can't take place – being flexible to allows opportunities to be grasped
- When challenged about the direction chosen, stick to your guns – you made the decision for a reason
- Flagship projects can provide the turning point that changes attitudes and the ripples of that impact can spread far and wide
- Anticipate the consequences of your actions. Success quickly turns into rising land prices and the private sector will fill the previous vacuum. To maintain direction, control land acquisition and assembly
- The market is susceptible to marketing and investor messages – this is why Hilton chose the Gateshead Quays Bottle Bank site as opposed to other UK sites
- Robust project management mechanisms increase the likelihood of regeneration success and minimise potential risk and failure
- Relationship management between client and contractors should not be overlooked. A positive and constructive relationship can resolve development problems quickly and keep the project on track
- Use material that will minimise long-term liabilities, even if they cost more in the short-term
- Aim to become a self-learning organisation – the more you learn the better your decision-making becomes
- Work well with a few contractors rather than trying to manage many
- Ensure that demands of contractors are channelled through one point contact – for consistency and clarity
- Projects of this size are as much about people as they are about engineering excellence. Adopt the role of shepherd to herd everyone down the same path
- The spaces between buildings can be just as significant as the buildings themselves
- These spaces need to have services properly provided for them if they are to be used to host events
- Draw up an events protocol so that all parties understand responsibilities and liabilities and so that the events themselves can be run in a consistently safe and enjoyable manner. Complement this with a “safety advisory group” the ensures a full service approach to facilitation

- Community-oriented events give life to spaces and involve local people interacting within and between buildings
- To maximise the return from an event, work in partnership with the organiser to ensure maximum economic impact and post-event research opportunities
- Beware, too many events can alienate visitors away from the spaces
- Art can carry many functions, from anchoring a regeneration site, to making a political statement to being an expression of a community's aspirations
- Outreach work can extend the programme of regeneration into schools and communities and create an impact for another generation
- Successful regeneration requires hard capital projects to be complemented with softer revenue measures such as marketing and promotion if the full value of the investment is to be realised
- The value of the investment made through regeneration can be embedded through local procurement and employment initiatives. These initiatives can be written into the development contracts before they are awarded
- Phasing regeneration developments allows for continuous press coverage giving greater media impact
- Pace yourself – Be pro-active at planned times along the development schedule and be re-active at other times
- If a story is running out of control, stick to a script – tell the same fact-based story again and again and brief everyone on the line to be taken
- Understand the total impact of the regeneration scheme, both on an individual site basis and collectively across the whole development site

*Ref. Passionate about gateshead quays: The transformation 2006
www.gateshead.gov.uk*