

**Partnership with Darlington BC**, not just in terms of the usual client consultant relationship but engaging with all of the key officers who have an interest in the quality of the works, the eventual maintenance of the spaces, those who have already built up a dialogue with the key stakeholders and the Town Centre manager. This is especially important as eventually we will leave town and you have to then live with and maintain the results.

**Detailed stakeholder involvement** is critical to foster ownership of the scheme, and quell potential TRO objections. It is therefore fundamental that stakeholders see themselves and Darlington reflected in the scheme. There is a danger that initial work will create a lot of 'pain before there is a gain'. Therefore gathering data via nitty gritty individual consultations is critical so that the scheme can respond. Then clearly and graphically communicating the detail and benefits of the scheme will bring stakeholders along whether they be shop owners, tenants, bus companies, taxi operators, or amenity groups. In our Gresham Homezone work we used 3d flythrough techniques to show how a street would look and mocked up the design on street using carpets, grass and trees. Using existing council PR resources will be crucial.

### Lighting

There are two mainstays to good lighting design, without which a project cannot properly succeed. Firstly central to any design is the interaction, which a lighting installation has with the people who use it. It is not sufficient that lighting 'looks good'. It has to satisfy psychological and physiological criteria as well. This is just as important in shopping centre, art gallery and venue design as it is in public realm. Secondly is technical specification. Behind a creative lighting design there has to be a sound knowledge of how lamps and luminaires function. Issues such as energy management and the maintenance implications of a scheme need to be dealt with during design.

These factors work together in a finely balanced union of design and use, each one influencing the other.

### Cost Control

The scheme requires to be of the highest quality but this does not necessarily mean highest cost. It should in fact represent best value. Strict cost control will be important, however, a flexible approach will be required and fundamentally early production of cost data to enable correct decisions to be made will be vital. Costs can be seriously affected by the following broad elements which will be recognised during the design process:-

- Specification/design of work.
- Programme of works.
- Unknown risks, underground services mains, etc.
- Market conditions prevailing.

Awareness of market conditions is required to produce estimated costs successfully. Increased costs in materials and labour over the proposed programme will need serious consideration. Consideration of elements in the overall programme i.e. works to be executed outside "normal" hours or restrictions on the amount of work available - all will have a crucial effect on costs. The financial effects on such items will be calculated and provided to enable the Designers and Client to ascertain the best way forward.

A positive but flexible approach will be adopted to ensure a satisfactory financial outcome on behalf of the Council and funding agencies.

**Careful Phasing** of the works, possibly with an early un-contentious gain which will build public confidence and create an appetite for more. Phasing will also be important to avoid peak trading times (such as Christmas) and key events. With you, the client, we will also review the need for Early Contractor Involvement to ensure the scheme is fully deliverable from the outset and avoid later changes after stakeholders have become happier with the scheme.

### Programme of Works

The project is fairly long term and the programme of works has yet to be agreed, therefore, procurement of the works requires flexibility. It may well be the case that the works are sub-divided into, for example, enabling packages and main works, each tendered to suitable contractors rather than one Main Contract. Due consideration of this will be made at all times as the design and works develop.

