

Delivering Regeneration: Moving from Principles to Practice



UKREiiF Roundtable Summary | Hive Projects

Summer 2025

Framing the Challenge



Across the UK, regeneration is under increasing pressure; financially, politically, and operationally. The roundtable, held during UKREiF 2025 and hosted by Hive Projects, brought together developers, public sector leaders, housing providers, and infrastructure experts to explore what's holding back delivery – and how we can overcome it.

Viability remains the headline issue. Rising costs, fragmented funding markets, widening subsidy gaps and mounting regulatory burdens, from the Building Safety Act to Biodiversity Net Gain, are all driving uncertainty and risk. In the current climate there is a sense of risk adversity when making decisions on schemes.

Local authority planning capacity was cited as a key constraint. Many planning teams are overstretched, risk-averse, and limited funding means they don't have the funding resources in-house to support the planning process. This lack of capacity, combined with political turnover and cautious interpretation of policy, is slowing decision-making, even in areas with clear demand.

Funding silos, as a result of government departments being fragmented, is exasperating the situation furthermore: With transport, housing, health and net zero often pulling in different directions, regeneration business cases continue to underplay cross-sector benefits. This makes the case for land assembly, brownfield remediation and strategic infrastructure harder to sustain.

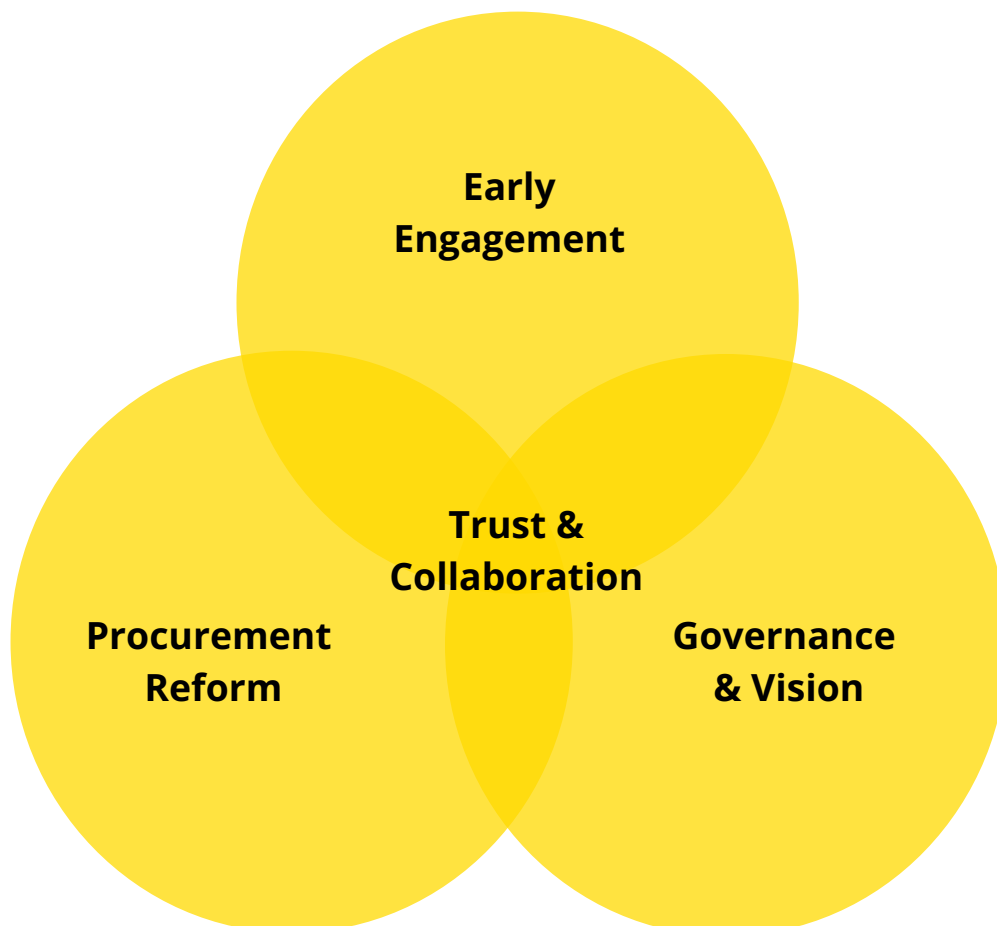
Enabling Delivery Through Partnerships

One of the strongest themes from the discussion was the need to build delivery around collaboration and trust; early, open and ongoing. We shouldn't lose sight of the human element around successful partnerships, and the importance of building trust between groups of people.

Early engagement was seen as critical to de-risking projects and aligning incentives across the public and private sectors. This means bringing stakeholders into the room at the inception stage, before red lines are drawn. Utilities, local partners, housing associations, developers, communities - all must be engaged before the design is locked in.

Governance and vision matter more than ever. Participants shared examples where lack of continuity across election cycles or policy changes had derailed schemes. Clear, shared visions, with transparent governance structures, help to hold partnerships together. Some pointed to Mayoral Development Corporations as a potential long-term stewardship model.

Procurement reform was a clear call to action. Traditional, cost-focused transactions were seen as limiting innovation and deterring early collaboration. Delegates called for more relationship based, SME friendly approaches, those that prioritise social value, flexibility, shared risk models, and quality of delivery, rather than price alone.





What's Working, and What's Still Needed

Several best practice models were shared, particularly those that blend leadership with system change:

- Multi-agency coordination, as seen in some Integrated Care Board governance, was highlighted as a route to place-based planning that cuts through silos.
- Integrated funding vehicles, ideally at Combined Authority level, were proposed to bring together transport, housing, skills and health, allowing regeneration outcomes to be considered in the round.
- Digital innovation, including system reforms, planning portal automation, and AI-assisted case management, was seen as essential to speed and certainty.

Yet innovation alone is not enough. There was consensus that leadership, accountability, and the confidence to take calculated risks will make or break delivery.

From Principles to Practice

So how do we embed these ideas into delivery on the ground?

Participants agreed on the need for bold leadership and strong relationships; not just between sectors, but across delivery teams. A shared mindset, a clear 100 day plan, and regular delivery check-ins can help turn a vision into a strategy, and a strategy into action. Independent facilitation can add huge value in a partnership environment.

Community involvement was also emphasised. Embedding local groups, anchor organisations and social enterprises into core project teams can avoid the tokenistic “community benefits” approach.

Next Steps

To build on this momentum, Hive Projects will take forward the following actions:

Funding Awareness

Develop a simple guide to regeneration funding routes, mapped by location and housing typology.

Stakeholder Mapping

Identify key partners in utilities, transport, health and communities across priority regions to unlock early collaboration.

Procurement Toolkit

Work with a local authority partner to pilot an SME-accessible procurement framework that prioritises social value and long-term impact.

Leadership Forums

Host a series of “Regeneration Leadership Workshops” to strengthen networks, share best practice, and support local delivery teams.

Hive Projects: Committed to delivering high-quality, sustainable regeneration that creates lasting value for communities and driving positive change

Final Word

Delivering successful regeneration is complex, but not impossible, and there are many good examples out there. Bold leadership, open partnerships, joined-up funding models and better ways of working all contribute to this.

Hive Projects is committed to supporting regeneration delivery across the North and beyond; and we look forward to building momentum together.



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