

Table 1.3 Stakeholders and their anticipated aspirations (England)

PRIVATE

Developers/contractors

- housing developers
- commercial developers
- contractors (both in construction and public space management)

Typical motivations

- Motivations vary, but generally developers are concerned with developments that are buildable, marketable and profitable. Because marketability is affected by the quality of the environment, developers are concerned with these issues, but only to the extent that they do not impact negatively on profitability. This will be a commercial judgement based on the requirements of likely purchasers.
- Contractors will rarely be concerned with the quality of the end product beyond delivering that which is specified in their contract with either the public or private client. They will generally do the minimum to meet the terms of the contract.

Property owners

- residents
- businesses
- investors
- landlord/registered social landlords

Typical motivations

- Property owners will generally be deeply concerned with the quality of the environment, not least because it will negatively or positively impact on the value of their investment, and on the quality of life of themselves (in the case of residents) or their employees (in the case of businesses) and tenants (in the case of investors, registered social landlords (RSLs) and other private landlords).

Property occupiers

- residents
- businesses

Typical motivations

- Occupiers will be less concerned about the knock-on property value consequences of public space quality. They will nevertheless be concerned about quality of life issues, and in the case of businesses, about employee productivity and the image their business environment suggests to clients.

Licensed operators

- billboard/street furniture
- fly posting
- gas/electricity
- cable/telephone
- water/sewerage/drainage
- pay phones
- Post Office

Typical motivations

- Advertising in public space functions through legitimate and non-legitimate operators, the former mainly on permitted billboards/hoardings and on a wide range of street furniture (bus shelters, benches, telephone kiosks, etc.), and the latter through fly-posting or non-permitted billboards. Both have as their primary objective to maximise coverage and visual impact for their advertising.
- Utility providers are concerned with the establishing and maintaining a high quality infrastructure network at lowest possible cost. They will generally not be concerned with the visual impact of their infrastructure on the street scene (whether above or below ground) or with the impact of street works.
- Public payphone providers (and to a lesser degree the Post Office) will, within limits, be concerned about the visual impact of their equipment in order to encourage customers. They will also wish their equipment to make a positive statement about their company.

PUBLIC/PRIVATE

Public transport operators

- network rail
- rail operators
- bus operators
- tram operators

Typical motivations

- Public transport operators will also wish to make a positive statement about their companies to customers and to thereby increase custom, through the quality of their stations/stops, but will also wish to control expenditure on non-essential maintenance to enhance profitability. They will generally not be concerned with the visual impact of infrastructure that is not directly at the customer interface.

Conservation agencies

- English Heritage
- Environment Agency
- British Waterways

Typical motivations

- Conservation agencies will regard the quality of public space as a top priority and will from time to time offer grant aid to improve its quality. They will be particularly concerned that schemes are distinctive (not standardised) and sensitive to the historic context. As owners of public space themselves they will also be faced with many of the same management challenges as local authorities i.e. the cleanliness of canal towpaths.

Partnerships

- regeneration partnerships
- community safety partnership
- local strategic partnerships (LSP)
- Local Agenda 21

Typical motivations

- Regeneration partnerships (initiatives) will often aim to improve the quality of the environment as a key objective and the subject of direct investment. Occasionally, investments in the social and economic infrastructure will be undermined if comparable investments in the physical infrastructure are not made.
- Community safety partnerships are focused on reducing crime and the fear of crime at the local community level.
- LSPs will be concerned with a wide range of cross-cutting and sometimes conflicting economic, social and environmental objectives and with enhancing the basic wellbeing of the communities they serve. Within this complex field of responsibility, local priorities will inevitably differ, and will be shaped by the representation in the partnership. Improving the management of public space is therefore frequently not identified as a priority in the resulting community strategies, although invariably different elements of the agenda are i.e. reducing crime, conservation, greening.

LOCAL GOVERNMENT

Local planning

- forward planning
- urban design
- economic development
- development control
- conservation
- enforcement
- building control

Typical motivations

- Local planning encompasses a range of services that have a decisive impact on public space across policy, implementation and regulatory roles. At the policy level planning is motivated by a wide range of complex economic, social and environmental objectives, only part of which concerns the quality of public space. At the control level, much that impacts on public space quality is outside of their control i.e. permitted development. Going forward, planning is increasingly motivated by space quality, and by the impact of development activity (large and small) in creating new and modifying existing public space. A lack of skills (particularly in design) and resources has held back both the potentially positive, creative and proactive role that planning can play and authorities willingness to enforce planning control.