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# NEGOTIATING THE PROGRAMME

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The urban designer may be employed by a local authority or working in some capacity for a developer. There are other careers open to those with an interest in urban design in, for example, academia or the civil service. This chapter, however, is concerned with the contrasting roles of design normally associated with protecting the community's interest in the environment and with the role of maximizing a developer's profit. These contrasting and sometimes conflicting roles have been crudely described as working 'as gamekeeper or poacher'. In reality, both groups share much common ground and common interest. The chapter begins with a summary of the peculiar debilitating conflict which is often played out between architects and planners. The chapter emphasizes the benefits which ensue when good environmental design is the goal of both developer and local authority. The chapter goes on to discuss planning gain and the identification of sites for development. Negotiated development, development guidance and design briefs make up the middle part of the chapter; all are important tools for the urban designer to understand, no matter which side of the design fence he or she may straddle. This part of the development process is illuminated by a case study from Leicester. The

aim of the chapter is to introduce the practical problems encountered when attempting to write the project programme or schedule of uses and building floor space. This process is intimately linked with implementation and ultimately with development control: it is argued here that the process of programme development is most efficiently and effectively achieved when it is the product of negotiation between developer and the local authority.

## **ARCHITECTS AND PLANNERS - THE STORMY AFFAIR**

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The past decade has seen a shift in attitude in relation to design. Ten years ago the debate between architects and planners was furious; architects being concerned that planners were not trained in the areas of design, therefore they considered any design criticism from a planner invalid. Such a prejudice might be held by an architect steeped in design who, subjectively, had encountered a young development control planning officer who had dismissed the architect's design as unsatisfactory because it did not fit in, without explaining