



**TECHNICAL REPORT: TAKING
STOCK OF THE URBAN DESIGN
PROTOCOL AND ACTION PLAN
MONITORING**

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1. INTRODUCTION

This technical report accompanies the main report (Taking Stock of the Urban Design Protocol and Action Plan monitoring, simpsonedwards & Associates, 2010), and provides a more detailed outline of the methodology and analysis processes used for the qualitative interviews and online survey of signatory organisations.

This document covers the following key areas:

- The selection process and qualitative interview method
- Online survey development
- Respondent definition and sampling
- Online survey process
- Response rate
- Margin of error.

2. QUALITATIVE INTERVIEW METHODOLOGY

Interview guide development

Prior to conducting the qualitative interviews, a workshop was held with the Ministry’s project team to identify and confirm the key indicators and/or outcomes to be achieved by the evaluation. This information helped to inform the development of the group discussion and interview guides.

Respondent definition and sampling

All participants to the qualitative study were urban design signatory representatives. The sample included participants from the two largest signatory types (viz. consultants and local government), and also included signatory representatives from central government and educational institutes.

The table following summaries the final sample structure.

Table 1: Survey response in relation to total sample

	Number of individual interviews	Number of group discussions
Consultants	2	2
Local government	2	3
Central government	1	-
Educational institutes	2	-
Total	7	5

Fieldwork and interview process

A total of seven in-depth interviews (lasting up to one hour in duration) and five group discussions (approximately two hours in duration) were conducted in April and May 2009, and were located in Auckland, Wellington, Christchurch and Hamilton. The Ministry undertook all recruitment, and conducted the majority of the qualitative interviews and group discussions.

All interviews were digitally recorded and transcribed in order to be analysed against the key indicators and outcomes, and to inform the subsequent online questionnaire design.

3. ONLINE SURVEY METHODOLOGY

Respondent definition and sampling process

Respondents for the study were defined as the 174 urban design signatory organisations.

In order to achieve a comprehensive picture within, and across, all urban design signatories, multiple contacts were selected on the following basis:

- Respondents on the Ministry's Protocol database as someone who was nominated as their organisation's Urban Design Champion (Champion)
- Respondents on the Ministry's Protocol database as someone who was a principal urban design specialist in the organisation and not a Champion

Key features of the sampling process for the online survey were as follows:

- The sampling lists of were supplied from the Ministry's Urban Design Protocol contact database
- Each sample was cleaned and checked for duplications prior to the survey going live
- Duplicate names were removed from the various samples.

Interviewing process

The online survey was conducted between 12 November and 4 December 2009.

The process for conducting the online survey involved the following steps:

- Once the survey questionnaire was finalised, it was then converted to an online format and tested by simpsonedwards & Associates and selected Ministry staff
- The survey was hosted using the Ministry's online survey platform
- Once testing of the online version was completed, the survey was broadcasted to the target audience
- Respondents were first sent an email with a unique link to the website where the survey questionnaire was hosted
- One reminder email was sent throughout the fieldwork period to boost response rates
- The survey was kept open for a period of three and a half weeks in order to maximise the response rate.

Response rate calculation

The response rate was calculated as follows:

Response Rate = $C / (C + B + [D * (B + C) / (A + B + C)])$, where:

A = sum of ineligible individuals

B = sum of eligible non-responding individuals

C = sum of eligible responding individuals

D = sum of individuals with unknown eligibility.

Responses to the online survey were received from 110 out of 174 signatory organisations, equating to signatory response rate of 63 percent, and as such, we can be confident that the results presented and discussed in the main report are representative. Of the total participants invited to respond (n=256), an overall response rate of 49 percent (or n=126) was achieved.

The following tables provide a breakdown of this response by the different respondent categories, in relation to the potential sample that could have responded.

Table 2: Survey response in relation to total sample

	Total sample population	Achieved sample	Response Rate
Central Government	28	15	54%
Local Government	77	36	47%
Consultants, Developers & Investors	109	59	54%
Sector Organisations, Professional & Educational Institutes	42	16	38%
Total	256	126	49%

Sample composition

The tables below detail the sample composition for the online survey.

Table 3: Current position

	Total n=126 %
Chief Executive	4
Councillor	3
Director	28
Manager	21
Team leader	8
Senior technical advisor (non-management position)	21
Technical advisor	5
Chairman/Executive Board	6
Other	4
Total	100

Base: all respondents.

Note: Components may not always add to 100% exactly because of rounding

Table 4: Contact status

	Total n=126 %
Champion	74
Non-champion	26
Total	100

Base: all respondents.

Note: Components may not always add to 100% exactly because of rounding

Table 5: Organisation type

	Total n=126 %
Central Government	12
Local Government	29
Consultants, Developers & Investors	47
Sector Organisations, Professional & Educational Institutes	13
Total	100

Base: all respondents.

Note: Components may not always add to 100% exactly because of rounding

4. MARGIN OF ERROR

Given the fact that 110 out of 174 signatory organisations responded to the online survey, the results are therefore subject to margin of error.

As more than one respondent from each signatory was invited to participate in the online survey, the margin of error calculation for a simple random sample has been used.

The maximum margin of error (simple random sample), at the 95 percent confidence level for the total sample of n=126 responses is ± 8.7 percent.

The following margins of error (at the 95 percent confidence level) apply to the different sample groups discussed in the main report.

Table 6: Margins of error at the 95% confidence level

	Total sample achieved n=126	Maximum Margin of Error (at the 95 % confidence level)
Champion	93	$\pm 10.2\%$
Non-champion	33	$\pm 17.1\%$
Central Government	15	*
Local Government	36	$\pm 16.3\%$
Consultants, Developers & Investors	59	$\pm 12.8\%$
Sector Organisations, Professional & Educational Institutes	16	*
Total sample	126	$\pm 8.7\%$

*Sample size too small to calculate margin of error

APPENDIX A: ONLINE QUESTIONNAIRE

QUESTIONNAIRE

date: 6 October 2009

subject: Urban Design Protocol and Action Plan Evaluation – Champions and representative survey (MSE REF: 8029)

CHAMPIONS AND REPRESENTATIVE

Welcome Email and Introduction Page

(Please refer to separate sheet)

About you

These first set of questions are about you and your Champion role.

Q1. First of all, which of the following best describes your current position?

- 1 Chief Executive
- 2 Councillor
- 3 Director
- 3 Manager
- 4 Team leader
- 5 Senior technical advisor (non-management position)
- 6 Technical advisor
- 7 Other, please specify: [TEXT BOX]

Q2. Thinking about how you were selected as the Urban Design Champion, to the best of your knowledge, what were the key selection criteria for your appointment? *Please select all that apply.* **MULTIPLE RESPONSE**

- 1 Seniority of position
- 2 High public profile/presence
- 3 Specialist urban design expertise
- 4 Specific role and/or position within the organisation
- 5 Passion for urban design
- 6 Other, please specify [TEXT BOX]
- 7 None of the above
- 8 Not sure
- 9 Prefer not to say

Q3. And how long have you been in this Urban Design Champion role?

- 1 Less than 12 months
- 2 Between 1 and 2 years
- 3 Between 2 and 3 years
- 4 More than 3 years
- 5 Not sure
- 6 Prefer not to say

Q4. Please provide an example of how you personally promote quality urban design.

[TEXT BOX]

Q5. And overall, how effective do you feel you are in your Urban Design Champion role?

- 1 Not at all effective
- 2 Somewhat effective
- 3 Extremely effective
- 4 Unsure
- 5 Prefer not to say

Awareness and knowledge of urban design

Thinking about urban design in your organisation

Q6. Since signing up to the Urban Design Protocol, to the best of your knowledge, has your organisation experienced a change in behaviour and/or thinking regarding urban design?

- 1 Yes
- 2 No
- 3 Unsure
- 4 Prefer not to say

Q7. IF CODE 2 IN Q6, ASK, ELSE SKIP TO Q9. Please explain your answer.

[TEXT BOX]

Q8. IF CODE 1 IN Q6, ASK, ELSE SKIP TO Q9. And is this change driven by.... Please select all that apply MULTIPLE RESPONSE

- 1 People within your organisation (including Urban Design Champion)
- 2 Clients
- 3 Community
- 4 Professional associations
- 5 Other consultants
- 6 Other, please specify [TEXT BOX]
- 7 Unsure
- 8 Prefer not to say

Q9. Which of the following statements do you agree or disagree with? RANDOMISE STATEMENTS

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Unsure
a. Senior management strongly support (s) urban design	1	2	3	4	5	6
b. Our elected representatives strongly support urban design	1	2	3	4	5	6
c. Quality urban design is extremely important in our organisation	1	2	3	4	5	6
d. A quality urban environment is identified as a key priority in our organisation's outcomes	1	2	3	4	5	6
e. We take a multi-disciplinary approach to urban design (i.e. a variety of skills are applied to a project)	1	2	3	4	5	6

Q10. What would you say were the main things influencing or assisting quality urban design in your organisation? (Including both internal and external influences)

[TEXT BOX]

Q11. In your opinion, what are the main barriers stopping quality urban design being achieved in your organisation?

[TEXT BOX]

Action plans and other programmes

Focusing now on your organisation’s Action Plans and other programmes.

Q12. Which of the following statements do you agree or disagree with? RANDOMISE STATEMENTS

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Unsure
a. Urban design principles are applied in our work/ projects	1	2	3	4	5	6
b. Urban design concepts influence new policy development	1	2	3	4	5	6
c. Undertaking our urban design action plans is of high value	1	2	3	4	5	6
d. Urban design action plans are an effective mechanism for demonstrating our commitment to the Protocol	1	2	3	4	5	6
e. We are using or leveraging off the Protocol to achieve our projects	1	2	3	4	5	6

Q13. Thinking specifically about your organisation’s ‘best’ urban design action, what would you say were the main factors contributing to the action’s success? Please be as specific as possible and include information about what the action is.

[INSERT COMMENT BOX]

Q14. And in your opinion, what did your organisation find difficult, would consider changing, or lessons learnt, about this action?

[INSERT COMMENT BOX]

Q15. And approximately, how many urban design work/programmes has your organisations completed that were not included in your urban design action plan? Please specify the amount in the box below.

[TEXT BOX]

1.....None

Q16. To the best of your knowledge, has your organisation

	Yes	No	Not sure	Prefer not to say		
a. Managed construction projects using urban design principles?	1	2	3	4		
b. Tendered or evaluated tenders considering urban design principles?	1	2	3	4		

Q17. Please provide a best practice example of how quality urban design is integrated into your work/programmes

[TEXT BOX]

Q18. Please provide a best practice example of how your organisation applies the principles of the Urban Design Protocol.

[TEXT BOX]

Q19. IF CODE 1 IN Q16B, ASK, OTHERWISE SKIP. Please provide a best practice example of how your organisation has tendered or evaluated tenders considering urban design principles.

[TEXT BOX]

Q20. IF CODE 1 IN Q16A, ASK, OTHERWISE SKIP. Please provide a best practice example of how your organisation has managed construction projects using urban design principles.

[TEXT BOX]

The protocol

Q21. Thinking about the Urban Design Protocol, to what extent do you agree or disagree with each of the following statements? RANDOMISE STATEMENTS

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Unsure
a. The Urban Design Protocol is influencing strategic decisions being made in our organisation	1	2	3	4	5	6
b. The Protocol qualities of urban design or the 7c's are being used/referenced in our publications and/or documents	1	2	3	4	5	6
c. The Protocol has been used/referenced in the development of other policies	1	2	3	4	5	6
d. Having our own urban design guidance is of high value to our organisation	1	2	3	4	5	6

Q21a. And to the best of your knowledge, has your organisation developed, or is currently developing, its own urban design guidance?

- 1 Yes
- 2 No
- 3 Unsure
- 4 Prefer not to say

Q21b. IF CODE 2 OR 3 IN Q21A, ASK OTHERWISE SKIP TO Q22. Over the next 12 months, how likely is your organisation to start developing its own urban design guidance?

- 1 Not at all likely
- 2 Somewhat likely
- 3 Extremely likely
- 4 Unsure
- 5 Prefer not to say

Q22. Approximately, what level of investment (i.e. dollar value) has your organisation put into (or directed towards) urban design capability or specific projects to date?

[TEXT BOX]

Networking and sharing information

Q23. Thinking about the networking activities you have attended in the past 2 years, how would you rate the level of value you received from the following?

	Of little or no value	Somewhat of value	Extremely valuable	Unsure	Prefer not to say	Have not attended in past 2 years
a. Urban Design Protocol events (Urban Design Symposium 2008, Review of Urban Design Case Law Seminar 2009)	1	2	3	4	5	6
b. Urban design related networking groups or activities not organised by the Ministry (e.g. Urban Design Forum)	1	2	3	4	5	6
c. Seminars and symposiums other than the Urban Design Protocol Symposium and seminars	1	2	3	4	5	6

Q24. And what value have you received from doing the following?

	Of little or no value	Somewhat of value	Extremely valuable	Unsure	Prefer not to say	Have not undertaken
a. Exchanging urban design related information and research with others	1	2	3	4	5	6
b. Supporting other organisations	1	2	3	4	5	6

Q25. IF CODES 2 OR 3 IN Q24B, ASK, OTHERWISE SKIP. Please provide an example of how your organisation has supported others.

[TEXT BOX]

The Ministry's role

Thinking about all the services and support the Ministry provides regarding the Urban Design Protocol and Action Plans.

Q26. Of the services and support you have received from the Ministry, please indicate the level of value you received for each of the following.

	Of little or no value	Of some value	Extremely valuable	Unsure	Prefer not to say	Have not used
a. The Action Plan pack	1	2	3	4	5	6
b. Urban Leader monthly e-newsletter	1	2	3	4	5	6

c.	Urban Design Toolkit	1	2	3	4	5	6
d.	The review of Urban Design Case Law	1	2	3	4	5	6
e.	Urban Design Case Studies for Local Government	1	2	3	4	5	6
f.	Support and training for Urban Design Champions	1	2	3	4	5	6
g.	Support and guidance in the development of action plans	1	2	3	4	5	6
h.	Other Ministry tools and resources	1	2	3	4	5	6

Q27. IF CODE 6 IN Q26B, SKIP TO Q28, OTHERWISE ASK. Approximately, how many people do you forward the Urban Leader monthly e-newsletter to?

[TEXT BOX]

Q28. Does your organisation use any other urban design related tools and resources (other than those provided by the Ministry)? If yes, please list the ones you most frequently use.

[TEXT BOX]

Q29. And overall, how would rate the level of value you receive from these other tools and resources?

- 1 Little or no value
- 2 Somewhat valuable
- 3 Extremely valuable
- 4 Not sure
- 5 Have not used other tools and resources
- 6 Prefer not to say

Q30. And in your opinion, what is the Ministry's role in terms of supporting the Urban Design Protocol and networks?

[TEXT BOX]

Q31. If the Ministry were to publish more case studies of quality urban design, please indicate the type of case studies you would be most interested in. *Please be as specific as possible.*

[TEXT BOX]

Q32. Finally, if you wish to make any other comments regarding the subject of this survey, please type in the box below.

[TEXT BOX]

Closing

Thank you for taking the time to complete this survey today. Your responses have now been submitted.

If you have any further questions about this survey, please contact please contact Yvonne Weeber on (04) 439 7564 or Yvonne.weeber@mfe.govt.nz.

You may now close your browser window.

APPENDIX B: CROSS TABULATIONS

CROSS TABULATIONS

Table 7: Q1. Which of the following best describes your current position?

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Chief Executive	4	4	3	0	3	3	13
Councillor	3	4	0	0	11	0	0
Director	28	33	12	0	14	47	13
Manager	21	24	15	20	28	20	13
Team leader	8	5	15	20	8	3	13
Senior technical advisor (non- management position)	21	16	36	47	19	20	6
Technical advisor	5	3	9	7	11	2	0
Chairman/Executive Board	6	4	9	7	3	0	31
Other	4	5	0	0	3	3	13
Total	100	100	100	100	100	100	100

Base is all respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 8: Q2. What were the key selection criteria for your appointment?

	Total sample n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Seniority of position	44	40	58	47	56	42	25
High public profile/presence	22	16	39	7	42	15	19
Specialist urban design expertise	37	41	24	7	31	46	44
Specific role and/or position within the organisation	45	51	30	53	44	44	44
Passion for urban design	41	43	36	7	50	46	38
None of the above	1	1	0	0	3	0	0
Not sure	2	0	6	13	0	0	0
Prefer not to say	2	2	0	0	0	3	0
Do not have a designated Urban Design Champion	1	0	3	0	0	0	6
Other	6	5	6	0	3	5	19
Total	**	**	**	**	**	**	**

Base is all respondents.

**Note: Total may exceed 100% because respondents were able to provide multiple responses.

* Caution: low base number of respondents - results are indicative only.

Table 9: Q2a. And what is your main background?

	Total sample n=33 %	Non champion n=33 %	Central Government n=6* %	Local Government n=19* %	Consultants, Developers & Investors n=3* %	Sector Organisations, Professional & Educational Institutes n=5* %
Urban Design	30	30	50	37	0	0
Architecture	12	12	0	16	0	20
Landscape architecture	6	6	0	5	33	0
District plan/resource management planning	36	36	50	47	0	0
Resource consents processing	12	12	17	11	33	0
Strategic Planning	27	27	50	32	0	0
Transport planning/engineering	3	3	0	0	33	0
Sub division planning/engineering	3	3	0	0	33	0
Surveying	6	6	0	0	33	20
Recreation/open space planning and management	9	9	17	5	33	0
Heritage planning and management	0	0	0	0	0	0
Other, please specify	24	24	50	5	33	60
Total	**	**	**	**	**	**

Base is non champion respondents.

**Note: Total may exceed 100% because respondents were able to provide multiple responses.

* Caution: low base number of respondents - results are indicative only.

Table 10: Q3. And how long have you been in this Urban Design Champion role?

	Total n=93 %	Urban Design Champion n=93 %	Central Government n=9* %	Local Government n=17* %	Consultants, Developers & Investors n=56 %	Sector Organisations, Professional & Educational Institutes n=11* %
Less than 12 months	16	16	22	12	14	27
Between 1 and 2 years	31	31	11	41	34	18
Between 2 and 3 years	19	19	33	12	20	18
More than 3 years	29	29	33	29	27	36
Prefer not to say/no answer	4	4	0	6	5	0
Total	100	100	100	100	100	100

Base is Urban Design Champion respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 11: Q4a. Does your Urban Design Champion promote quality urban design within your organisation?

	Total n=33 %	Non champion n=33 %	Central Government n=6* %	Local Government n=19 %	Consultants, Developers & Investors n=3* %	Sector Organisations, Professional & Educational Institutes n=5* %
Yes	67	67	33	68	100	80
No	3	3	0	5	0	0
Not sure	24	24	67	21	0	0
Prefer not to say/no answer	6	6	0	5	0	20
Total	100	100	100	100	100	100

Base is non champion respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 12: Q5. And overall, how effective do you feel you are in your Urban Design Champion role?

	Total n=111 %	Urban Design Champion n=78 %	Non champion n=33 %	Central Government n=13* %	Local Government n=34 %	Consultants, Developers & Investors n=51 %	Sector Organisations, Professional & Educational Institutes n=13* %
Not at all effective	2	1	3	8	3	0	0
Somewhat effective	52	55	45	46	41	55	77
Extremely effective	26	31	15	15	26	33	8
Unsure	14	6	30	23	21	8	8
Prefer not to say/no answer	6	6	6	8	9	4	8
Total	100	100	100	100	100	100	100

Base: All respondents, excludes Champions who have been in the role less than 12 months.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 13: Q7. Has your organisation experienced changes in behaviour and/or thinking as a result of the protocol?

	Total n=95 %	Urban Design Champion n=62 %	Non champion n=33 %	Central Government n=13* %	Local Government n=26* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=12* %
Yes, experienced change	67	69	64	46	73	73	58
No change occurred	5	6	3	15	4	2	8
Unsure	14	6	27	31	19	5	17
Change was already occurring	12	16	3	0	4	18	17
Prefer not to say/no answer	2	2	3	8	0	2	0
Total	100	100	100	100	100	100	100

Base is representatives from each signatory organisation (either as champion or non-champion). Excludes elected Champions outside signatory organisation.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 14: Q8. And is this change driven by...?

	Total sample n=65 %	Urban Design Champion n=44 %	Non champion n=21* %	Central Government n=7* %	Local Government n=19* %	Consultants, Developers & Investors n=32 %	Sector Organisations, Professional & Educational Institutes n=7* %
People within your organisation (including Urban Design Champion)	94	95	90	100	95	94	86
Clients	35	41	24	43	26	41	29
Community	42	36	52	86	53	22	57
Professional associations	35	36	33	71	21	41	14
Other consultants	35	43	19	29	26	50	0
Unsure	0	0	0	0	0	0	0
Prefer not to say	0	0	0	0	0	0	0
Council/members of Council	9	9	10	0	21	6	0
Legislation	3	5	0	14	5	0	0
Executive Board	3	5	0	0	0	3	14
Other	6	5	10	14	5	3	14
Total	**	**	**	**	**	**	**

Base is respondents experiencing change in behaviour/thinking as a result of the Protocol.

**Note: Total may exceed 100% because respondents were able to provide multiple responses.

* Caution: low base number of respondents - results are indicative only.

Table 15: Q9a. Senior management strongly support urban design. ...

	Total n=95 %	Urban Design Champion n=62 %	Non champion n=33 %	Central Government n=13* %	Local Government n=26* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=12* %
Strongly disagree	3	3	3	0	4	5	0
Disagree	3	3	3	8	0	2	8
Neutral	12	6	21	31	12	5	17
Agree	39	35	45	46	65	25	25
Strongly agree	40	47	27	8	19	61	42
Unsure	1	2	0	8	0	0	0
Prefer not to say/no answer	2	3	0	0	0	2	8
Total	100	100	100	100	100	100	100

Base is representatives from each signatory organisation (either as champion or non-champion). Excludes elected Champions outside signatory organisation.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 16: Q9b. Our elected representatives strongly support urban design. ...

	Total n=95 %	Urban Design Champion n=62 %	Non champion n=33 %	Central Government n=13* %	Local Government n=26* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=12* %
Strongly disagree	4	5	3	0	4	7	0
Disagree	5	3	9	8	8	5	0
Neutral	15	18	9	23	12	14	17
Agree	37	29	52	15	62	27	42
Strongly agree	21	23	18	15	15	23	33
Unsure	5	5	6	23	0	5	0
Prefer not to say/no answer	13	18	3	15	0	20	8
Total	100	100	100	100	100	100	100

Base is representatives from each signatory organisation (either as champion or non-champion). Excludes elected Champions outside signatory organisation.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 17: Q9c. Quality urban design is extremely important in our organisation. ...

	Total n=95 %	Urban Design Champion n=62 %	Non champion n=33 %	Central Government n=13* %	Local Government n=26* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=12* %
Strongly disagree	4	3	6	8	4	5	0
Disagree	9	6	15	23	15	0	17
Neutral	8	11	3	15	12	5	8
Agree	36	26	55	46	54	27	17
Strongly agree	40	50	21	8	15	61	50
Prefer not to say/no answer	2	3	0	0	0	2	8
Total	100	100	100	100	100	100	100

Base is representatives from each signatory organisation (either as champion or non-champion). Excludes elected Champions outside signatory organisation.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 18: Q9d. A quality urban environment is identified as a key priority in our organisation's outcomes. ...

	Total n=95 %	Urban Design Champion n=62 %	Non champion n=33 %	Central Government n=13* %	Local Government n=26* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=12* %
Strongly disagree	4	3	6	8	4	5	0
Disagree	8	10	6	23	12	0	17
Neutral	7	8	6	8	4	11	0
Agree	26	23	33	46	35	20	8
Strongly agree	49	53	42	15	38	61	67
Unsure	2	0	6	0	8	0	0
Prefer not to say/no answer	2	3	0	0	0	2	8
Total	100	100	100	100	100	100	100

Base is representatives from each signatory organisation (either as champion or non-champion). Excludes elected Champions outside signatory organisation.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 19: Q9e. We take a multi-disciplinary approach to urban design ...

	Total n=95 %	Urban Design Champion n=62 %	Non champion n=33 %	Central Government n=13* %	Local Government n=26* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=12* %
Strongly disagree	4	5	3	0	8	5	0
Disagree	1	0	3	8	0	0	0
Neutral	12	6	21	15	27	2	8
Agree	36	32	42	46	50	30	17
Strongly agree	43	52	27	23	15	61	58
Unsure	1	0	3	0	0	0	8
Prefer not to say/no answer	3	5	0	8	0	2	8
Total	100	100	100	100	100	100	100

Base is representatives from each signatory organisation (either as champion or non-champion). Excludes elected Champions outside signatory organisation.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 20: Q12a. Urban design principles are applied in our work/projects ...

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Strongly disagree	1	0	3	0	3	0	0
Disagree	3	1	9	13	3	0	6
Neutral	6	4	12	7	14	3	0
Agree	42	38	55	60	56	31	38
Strongly agree	35	44	9	0	14	56	38
Unsure	3	3	3	13	3	0	6
Prefer not to say/no answer	10	10	9	7	8	10	13
Total	100	100	100	100	100	100	100

Base is all respondents

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 21: Q12b. Urban design concepts influence new policy development ...

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Strongly disagree	2	2	3	0	3	2	6
Disagree	4	3	6	13	0	3	6
Neutral	11	10	15	7	8	12	19
Agree	37	39	33	60	44	31	25
Strongly agree	33	32	33	7	36	36	38
Unsure	4	4	3	7	3	5	0
Prefer not to say/no answer	9	10	6	7	6	12	6
Total	100	100	100	100	100	100	100

Base is all respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 22: Q12c. Undertaking our urban design action plans is of high value. ...

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Strongly disagree	4	4	3	0	6	3	6
Disagree	6	4	9	20	8	0	6
Neutral	25	26	24	27	19	32	13
Agree	36	33	42	27	44	36	25
Strongly agree	16	19	6	0	14	17	31
Unsure	4	3	6	13	0	2	13
Prefer not to say/no answer	10	10	9	13	8	10	6
Total	100	100	100	100	100	100	100

Base is all respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 23: Q12d. Urban design action plans are an effective mechanism ...

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Strongly disagree	3	4	0	0	3	3	6
Disagree	4	3	6	27	3	0	0
Neutral	25	24	27	20	28	25	19
Agree	43	41	48	33	44	44	44
Strongly agree	10	11	9	0	14	10	13
Unsure	6	8	3	13	0	7	13
Prefer not to say/no answer	9	10	6	7	8	10	6
Total	100	100	100	100	100	100	100

Base is all respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 24: Q12e. We are using or leveraging off the Protocol to achieve our projects. ...

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Strongly disagree	2	2	0	0	3	0	6
Disagree	4	3	6	13	3	3	0
Neutral	27	26	30	27	36	22	25
Agree	40	38	45	27	31	47	44
Strongly agree	13	15	9	13	17	12	13
Unsure	4	4	3	13	3	2	6
Prefer not to say/no answer	10	12	6	7	8	14	6
Total	100	100	100	100	100	100	100

Base is all respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 25: Q16a. Has your organisation managed construction projects using urban design principles?

	Total n=95 %	Urban Design Champion n=62 %	Non champion n=33 %	Central Government n=13* %	Local Government n=26* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=12* %
Yes	41	42	39	23	46	48	25
No	33	34	30	46	15	34	50
Not sure	12	6	21	8	27	5	8
Prefer not to say/no answer	15	18	9	23	12	14	17
Total	100	100	100	100	100	100	100

Base is representatives from each signatory organisation (either as champion or non-champion). Excludes elected Champions outside signatory organisation.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 26: Q16b. Has your organisation tendered or evaluated tenders considering urban design principles?

	Total n=95 %	Urban Design Champion n=62 %	Non champion n=33 %	Central Government n=13* %	Local Government n=26* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=12* %
Yes	40	40	39	31	46	48	8
No	32	32	30	38	19	34	42
Not sure	14	10	21	8	23	5	33
Prefer not to say/no answer	15	18	9	23	12	14	17
Total	100	100	100	100	100	100	100

Base is representatives from each signatory organisation (either as champion or non-champion). Excludes elected Champions outside signatory organisation.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 27: Q21a. The Urban Design Protocol is influencing strategic decisions being made in our organisation. ...

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Strongly disagree	1	1	0	0	0	0	6
Disagree	9	6	15	33	6	5	6
Neutral	25	24	30	20	22	27	31
Agree	40	41	39	27	50	37	44
Strongly agree	8	9	6	0	3	14	6
Unsure	2	2	3	7	6	0	0
Prefer not to say/no answer	14	17	6	13	14	17	6
Total	100	100	100	100	100	100	100

Base is all respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 28: Q21b. The Protocol qualities of urban design or the 7c's are being used/referenced.....

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Strongly disagree	2	1	3	0	3	0	6
Disagree	12	11	15	27	14	5	19
Neutral	17	13	30	20	17	19	13
Agree	41	45	30	27	42	42	50
Strongly agree	11	12	9	7	6	17	6
Unsure	2	1	6	7	6	0	0
Prefer not to say/no answer	14	17	6	13	14	17	6
Total	100	100	100	100	100	100	100

Base is all respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 29: Q21c. The Protocol has been used/referenced in the development of other policies. ...

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Strongly disagree	1	1	0	0	0	0	6
Disagree	6	6	3	13	3	3	13
Neutral	23	23	24	27	14	29	19
Agree	44	42	52	33	56	39	50
Strongly agree	10	9	12	7	8	12	6
Unsure	2	2	3	7	6	0	0
Prefer not to say/no answer	14	17	6	13	14	17	6
Total	100	100	100	100	100	100	100

Base is all respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 30: Q21d. Having our own urban design guidance is of high value to our organisation. ...

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Strongly disagree	2	2	3	0	6	2	0
Disagree	5	2	12	13	6	2	6
Neutral	16	18	9	27	8	19	13
Agree	33	31	36	13	31	34	50
Strongly agree	25	27	21	13	36	27	6
Unsure	3	2	6	20	0	0	6
Prefer not to say/no answer	16	17	12	13	14	17	19
Total	100	100	100	100	100	100	100

Base is all respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 31: Q21aa. Has your organisation developed, or is currently developing , its own urban design guidance?

	Total n=126 %	Urban Design Champion n=93 %	Non champion n=33 %	Central Government n=15* %	Local Government n=36 %	Consultants, Developers & Investors n=59 %	Sector Organisations, Professional & Educational Institutes n=16* %
Yes	48	49	45	53	64	42	31
No	29	27	33	27	17	31	50
Unsure	7	5	12	7	6	8	6
Prefer not to say/no answer	16	18	9	13	14	19	13
Total	100	100	100	100	100	100	100

Base is all respondents.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 32: Q21bb. How likely is your organisation to start developing its own urban design guidance?

	Total n=46 %	Urban Design Champion n=31 %	Non champion n=15* %	Central Government n=5* %	Local Government n=8* %	Consultants, Developers & Investors n=24* %	Sector Organisations, Professional & Educational Institutes n=9* %
Not at all likely	35	26	53	60	25	29	44
Somewhat likely	28	35	13	20	38	25	33
Extremely likely	11	13	7	0	13	17	0
Unsure	24	23	27	20	25	25	22
Prefer not to say/no answer	2	3	0	0	0	4	0
Total	100	100	100	100	100	100	100

Base is respondents who have not yet developed, unsure whether they have developed, urban design guidance.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 33: Q23a. ...Urban Design Protocol events ...

	Total n=71 %	Urban Design Champion n=51 %	Non champion n=20* %	Central Government n=9* %	Local Government n=19* %	Consultants, Developers & Investors n=35 %	Sector Organisations, Professional & Educational Institutes n=8* %
Of little or no value	4	6	0	0	0	6	13
Somewhat of value	51	47	60	56	63	46	38
Extremely value	34	35	30	33	32	37	25
Unsure	11	12	10	11	5	11	25
Total	100	100	100	100	100	100	100

Base is respondents who have attended Urban Design Protocol events. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 34: Q23b. ...networking groups or activities not organised by the Ministry ...

	Total n=80 %	Urban Design Champion n=56 %	Non champion n=24* %	Central Government n=10* %	Local Government n=19* %	Consultants, Developers & Investors n=41 %	Sector Organisations, Professional & Educational Institutes n=10* %
Of little or no value	3	4	0	10	0	2	0
Somewhat of value	60	57	67	60	53	59	80
Extremely value	30	32	25	20	42	29	20
Unsure	8	7	8	10	5	10	0
Total	100	100	100	100	100	100	100

Base is respondents who have attended networking groups or activities not organised by the Ministry. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 35: Q23c. ...seminars and symposiums... ..

	Total n=88 %	Urban Design Champion n=62 %	Non champion n=26* %	Central Government n=11* %	Local Government n=22* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=11* %
Of little or no value	2	2	4	0	5	2	0
Somewhat of value	51	48	58	45	45	55	55
Extremely value	41	45	31	36	45	41	36
Unsure	6	5	8	18	5	2	9
Total	100	100	100	100	100	100	100

Base is respondents who have attended seminars and symposiums. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 36: Q24a. ...exchanging urban design related information and research with other. ...

	Total n=96 %	Urban Design Champion n=70 %	Non champion n=26* %	Central Government n=11* %	Local Government n=25* %	Consultants, Developers & Investors n=47 %	Sector Organisations, Professional & Educational Institutes n=13* %
Of little or no value	2	3	0	0	0	4	0
Somewhat of value	38	37	38	36	40	40	23
Extremely value	55	56	54	45	56	53	69
Unsure	5	4	8	18	4	2	8
Total	100	100	100	100	100	100	100

Base is respondents who have exchanged urban design related information and research with others. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 37: Q24b. ...supporting other organisations. ...

	Total n=91 %	Urban Design Champion n=65 %	Non champion n=26* %	Central Government n=11* %	Local Government n=24* %	Consultants, Developers & Investors n=43 %	Sector Organisations, Professional & Educational Institutes n=13* %
Of little or no value	4	6	0	9	4	5	0
Somewhat of value	44	45	42	27	38	47	62
Extremely value	42	40	46	45	46	40	38
Unsure	10	9	12	18	13	9	0
Total	100	100	100	100	100	100	100

Base is respondents who have supported other organisations. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 38: Q26a. The Action Plan pack ...

	Total n=93 %	Urban Design Champion n=65 %	Non champion n=28* %	Central Government n=12* %	Local Government n=29* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=8* %
Of little or no value	6	9	0	0	3	11	0
Somewhat of value	62	57	75	58	62	61	75
Extremely value	17	20	11	17	14	20	13
Unsure	14	14	14	25	21	7	13
Total	100	100	100	100	100	100	100

Base is respondents who have used the Action Plan pack. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 39: Q26b. Urban Leader monthly e-newsletter ...

	Total n=100 %	Urban Design Champion n=70 %	Non champion n=30 %	Central Government n=13* %	Local Government n=30 %	Consultants, Developers & Investors n=43 %	Sector Organisations, Professional & Educational Institutes n=14* %
Of little or no value	4	6	0	15	0	5	0
Somewhat of value	47	43	57	23	50	47	64
Extremely value	38	43	27	38	33	47	21
Unsure	11	9	17	23	17	2	14
Total	100	100	100	100	100	100	100

Base is respondents who have used the Urban Leader monthly e-newsletter. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 40: Q26c. Urban Design Toolkit ...

	Total n=95 %	Urban Design Champion n=68 %	Non champion n=27* %	Central Government n=12* %	Local Government n=26* %	Consultants, Developers & Investors n=44 %	Sector Organisations, Professional & Educational Institutes n=13* %
Of little or no value	1	1	0	0	0	0	8
Somewhat of value	57	59	52	50	58	59	54
Extremely value	32	31	33	25	31	34	31
Unsure	11	9	15	25	12	7	8
Total	100	100	100	100	100	100	100

Base is respondents who have used the Urban Design Toolkit. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 41: Q26d. The review of Urban Design Case Law. ...

	Total n=85 %	Urban Design Champion n=61 %	Non champion n=24* %	Central Government n=11* %	Local Government n=24* %	Consultants, Developers & Investors n=39 %	Sector Organisations, Professional & Educational Institutes n=11* %
Of little or no value	8	11	0	18	0	8	18
Somewhat of value	49	46	58	36	58	49	45
Extremely value	28	30	25	9	29	36	18
Unsure	14	13	17	36	13	8	18
Total	100	100	100	100	100	100	100

Base is respondents who have used the review of Urban Design Case Law. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 42: Q26e. Urban Design Case Studies for Local Government ...

	Total n=88 %	Urban Design Champion n=63 %	Non champion n=25* %	Central Government n=13* %	Local Government n=24* %	Consultants, Developers & Investors n=40 %	Sector Organisations, Professional & Educational Institutes n=11* %
Of little or no value	5	6	0	0	0	5	18
Somewhat of value	53	60	36	62	50	55	45
Extremely value	28	22	44	8	42	30	18
Unsure	14	11	20	31	8	10	18
Total	100	100	100	100	100	100	100

Base is respondents who have used the Urban Design Case Studies for Local Government. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 43: Q26f. Support and training for Urban Design Champions ...

	Total n=77 %	Urban Design Champion n=52 %	Non champion n=25* %	Central Government n=10* %	Local Government n=23* %	Consultants, Developers & Investors n=36 %	Sector Organisations, Professional & Educational Institutes n=8* %
Of little or no value	17	19	12	30	13	14	25
Somewhat of value	43	42	44	20	43	47	50
Extremely value	18	19	16	10	22	22	0
Unsure	22	19	28	40	22	17	25
Total	100	100	100	100	100	100	100

Base is respondents who have used the support and training for Urban Design Champions. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 44: Q26g. Support and guidance in the development of action plans ...

	Total n=78 %	Urban Design Champion n=52 %	Non champion n=26* %	Central Government n=10* %	Local Government n=24* %	Consultants, Developers & Investors n=37 %	Sector Organisations, Professional & Educational Institutes n=7* %
Of little or no value	22	21	23	20	29	22	0
Somewhat of value	51	58	38	40	38	62	57
Extremely value	10	6	19	10	21	5	0
Unsure	17	15	19	30	13	11	43
Total	100	100	100	100	100	100	100

Base is respondents who have used the support and guidance in the development of Action Plans. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 45: Q26h. Other Ministry tools and resources. ...

	Total n=82 %	Urban Design Champion n=58 %	Non champion n=24* %	Central Government n=12* %	Local Government n=21* %	Consultants, Developers & Investors n=40 %	Sector Organisations, Professional & Educational Institutes n=9* %
Of little or no value	9	10	4	0	10	13	0
Somewhat of value	49	45	58	42	43	55	44
Extremely value	11	9	17	17	14	10	0
Unsure	32	36	21	42	33	23	56
Total	100	100	100	100	100	100	100

Base is respondents who have used other Ministry tools and resources. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

Table 46: Q29. How would you rate the level of value you received from these other tools and resources?

	Total n=66 %	Urban Design Champion n=47 %	Non champion n=19* %	Central Government n=10* %	Local Government n=15* %	Consultants, Developers & Investors n=35 %	Sector Organisations, Professional & Educational Institutes n=6* %
Of little or no value	3	2	5	0	7	3	0
Somewhat of value	26	26	26	20	27	26	33
Extremely value	62	66	53	60	53	71	33
Unsure	9	6	16	20	13	0	33
Total	100	100	100	100	100	100	100

Base is respondents who have used other tools and resources. Excludes non responses.

Note: Components may not always add to 100% exactly because of rounding

* Caution: low base number of respondents - results are indicative only.

APPENDIX C: EVALUATION MATRIX SUMMARY

The Evaluation Matrix below provides a summary of the key insights identified through the qualitative interviews and online survey, and are described under each major evaluation outcome theme.

Key Outcome	Key findings/evidence
Organisational cultures are supportive of urban design	<p data-bbox="815 544 1429 568">Urban design promoted internally/externally</p> <p data-bbox="815 651 1028 675"><i>Qualitative findings</i></p> <ul data-bbox="815 727 2119 1345" style="list-style-type: none"> <li data-bbox="815 727 2119 850">• Many participants agree that the Urban Design Protocol (Protocol) is important in terms of improving communication and collaboration, and was being used by some organisations as an effective mechanism for educating/increasing awareness <li data-bbox="815 898 2119 978">• The physical certificate can be seen as a tool for promoting urban design internally. One participant claimed the CEO Urban Design Champion (Champion) had the certificate placed on the wall in the cafeteria <li data-bbox="815 1026 2119 1145">• The degree of promoting urban design varies across participants. One participant identified networking internally was an effective mechanism for increasing support within the organisation, while some identified frustration and burnout <li data-bbox="815 1193 2119 1225">• Ensuring information filters through to all levels of the organisation is a challenge for some organisations <li data-bbox="815 1273 2119 1345">• Many participants identified the Champion (as a Councillor) was the best persons for promoting urban design externally given their high profile

Online survey findings

- Champions have been identified as promoting quality urban design within their organisation, with two out of three (67 percent) non champion respondents reporting this was the case
- Changes in behaviour and/or thinking have occurred in many organisations as a result of the Protocol with two out of three respondents (67 percent) reporting this change. A further 12 percent reported that changes in behaviour and/or thinking were already occurring in their organisation before the Protocol was established
- People within the organisation (94 percent) were identified as being a key driver of changes in behaviour and/or thinking regarding urban design, followed by the community (42 percent), other consultants (35 percent), professional associations (35 percent), and clients (35 percent).

Support for urban design has increased

Qualitative findings

- This research clearly reveals that the Protocol, and the use of case studies as best practice, has been effective in assisting organisations change behaviour and thinking
- Some participants identified the changing roll of urban design, and now seen as more of a “team” approach
- One organisation described their shift in thinking – to a greater picture, a more holistic approach to urban design. This shift also includes internal discussions
- Some organisations have experienced a closer working relationship with other departments in their organisation
- It was noted that support for urban design has extended to the wider market and barriers inhibiting good urban

design practice were being removed

Online survey findings

- Attitudes towards urban design are largely positive with high levels of agreement regarding taking a multi-disciplinary approach (79 percent), having strong support from senior management (79 percent), having quality urban design considered to be extremely important (76 percent), and a quality urban environment being a key priority in their organisation's outcomes (75 percent)
- Of note, just over half (58 percent) agreed that their elected representatives strongly support urban design, and a further 18 percent were unsure or did not respond.

Principles are applied

Qualitative findings

- Some participants identified seeing the value received from the Protocol, and becoming part of their culture to apply the principles
- It was identified that the seven C's have gained a good reputation

Online survey findings

- The urban design concepts and/or principles themselves appear to be having a strong influence on quality urban design. Three out of four respondents (77 percent) were in agreement that the urban design principles were being applied in their work/projects, and more than two out of three respondents (70 percent) agreed that urban design concepts were influencing new policy development

Increased knowledge and awareness of good urban design

Qualitative findings

- Increasing the knowledge and awareness of good urban design throughout the organisation is a challenge for some participants
- Many participants identified that more education and training is needed
- Mixed feedback was received regarding the suitability and quality of urban design tertiary courses, warranting further investigation
- It was noted that urban design was being promoted through the Foundation for Research, Science and Technology (FoRST)
- The Protocol has also created a greater understanding and interest in other areas, for example the building space
- Some participants commented that while the Protocol has assisted in increasing awareness and understanding, it has had minimal impact on day-to-day business or how projects are conducted
- Some organisations have also experienced an increasing interest of urban design in relation to the Resource Management Act (RMA) and other factors, indicating a change in behaviours

Online survey findings

- Changes in behaviour and/or thinking have occurred in many organisations as a result of the Protocol with two out of three respondents (67 percent) reporting this change. A further 12 percent reported that changes in behaviour and/or thinking were already occurring in their organisation before the Protocol was established

Influence strategic decision making

Qualitative findings

- It was noted that the Protocol has been effective in influencing the teaching programme for urban design related courses
- This research has revealed that while the Protocol has made significant changes regarding the awareness and understanding of urban design in general. It is still however, too early to identify whether the Protocol has been successful in influencing strategic decision making

Online survey findings

- The Protocol's influence in strategic decision making is having some traction, with slightly less than half of all respondents (48 percent) agreeing that the Protocol was influencing the strategic decisions being made in their organisation, while one in three respondents (34 percent) reported this was not the case

Investment into urban design capability/specific projects

Qualitative findings

- A comment was made about the difficulty in linking the protocol to specific projects

Online survey findings

- A total of \$416 million was identified as having been directed towards urban design capability or specific projects to date. This equates to an average of \$12.6 million per respondent organisation.

Organisations demonstrate commitment to the programme

Identifying signatories/Urban Design Champion

Qualitative findings

- It was noted that the process of signing up to the Protocol (including identification of a Champion, and signatory action plan) was a straight forward process
- This research revealed the process of appointing a Champion varied amongst organisations. Some Champions were selected given their high profile or status (e.g. Councillors, Chief Executive), while others were appointed given their role or “passion” for urban design (e.g. urban designer)
- While Councillors appear to be an effective choice for a Champion (given their high profile), some participants expressed concerns regarding their long-term sustainability particularly given the nature of their term of office (i.e. three years)
- Many organisations have also adopted different levels of Champions, one being a figure head and the other level being more of an internal representative or driver
- More clarity is needed regarding the Champion role and expectations - many participants were unclear on what this means
- The pool of urban design expertise is relatively small with some participants expressing concerns about the ability to find a Champion with right qualities, both as a figure head or an internal representative
- This research also identifies that some organisations have moved away from having one Champion to a “championing organisation”

Online survey findings

- The process for selecting a Champion varies between organisations. The most frequently mentioned selection criterion includes their specific role and/or position within the organisation (46 percent), their level of seniority (45 percent), a passion/interest for urban design (42 percent), specialist urban design expertise (37 percent) and their high public profile/presence (23 percent)
- The length of time Champions have held their role also varies. One in three respondents (31 percent) have held this Champion role for between one and two years, while a one in three (29 percent) have held this role for more than three years. Of note, one in six Champions (16 percent) reported being in this role for less than 12 months

Completion of action plans

Qualitative findings

- Nearly all organisations had completed their initial action plan
- Resources used to complete the action plan included the Action Pack for action plans, and using other organisations' action plans for case study
- A comment was also made regarding the overall relevancy of action plans to small consultancies
- More guidance is needed for some organisations in relation to developing action plans, and the availability of models/examples

Online survey findings

- The overall value of action plans have not been fully realised for about half of all signatory organisations. For

example, half of all respondents (53 percent) were in agreement that the urban design action plans were an effective mechanism for demonstrating their commitment to the Protocol, while one in three (29 percent) did not agree that they were at all effective in this regard

Experiencing value from undertaking action plans

Qualitative findings

- Nearly all participants agree that action plans are a good tool for demonstrating commitment to the programme
- One participant questioned the overall effectiveness of the action plan for private sector organisations
- A concern was also raised in relation to the compliance aspect of undertaking action plans rather than adding value

Online survey findings

- Half of all respondents (52 percent) agreed that undertaking their urban design action plans were of high value, while one in three (31 percent) did not agree

Action plans have been achieved

Qualitative findings

- Many organisations claim to have either completed their initial actions, or the actions were ongoing (i.e. fluid and/or evolving)
- The key challenge for many organisations was updating the action plans with new actions

- Staff resourcing was identified as a barrier to completing and implementing the action plans for some organisations
- Comments were made regarding monitoring and evaluating action plans as a greater incentive for updating plans and implementing actions

Online survey findings

- Main factors contributing to the success of an urban design action include:
 - education and awareness of urban design
 - having staff commitment
 - collaboration and involvement
 - a multi-disciplinary approach
 - a change in thinking
 - influencing policy development, or having clear policies or guidelines
 - producing high quality work in general.
- Main barriers preventing the success of an urban design action included:
 - a lack of funding and resources
 - limited education and awareness
 - lack of collaboration or involvement

- lack/limited ongoing commitment
- lack/limited change in thinking
- legislation/policy restrictions
- maintaining strategic focus
- low levels expertise/relevance.

Projects/programmes improving urban environment have been implemented

Qualitative findings

- No information collected

Online survey findings

- See comments above.

Other actions/programmes have been implemented

Qualitative findings

- Comments were made regarding district plans not supporting good urban design, warranting further investigation.

Online survey findings

- An average of 2.9 urban design work/programmes have been completed by each organisation that were not included in their action plan. While this indicates that many signatory action plans require updating, it also suggests that

	<p>urban design work/programmes are being conducted regardless of whether or not they have been included in the urban design action plan</p>
<p>Increased programme participation</p>	<p>Attendance at symposiums and seminars</p> <p><i>Qualitative findings</i></p> <ul style="list-style-type: none"> • Most participants in the groups and interviews claim to have attended the symposiums and seminars • This research also revealed that given the current role/position of most signatories (i.e. Senior Management, Councillors), the opportunity to attend the symposiums is also available to wider group of employees (i.e. delegated) • Overall feedback received from the Urban Design Symposium is extremely positive-a good learning and networking environment, relevant topics and influential speakers • Some participants also commented that the topics/themes needed to be more targeted/relevant to the audience • A concern was also raised regarding the accessibility of speakers for questions or further discussion • Location of symposiums can be a barrier regarding attendance (i.e. travel) • A comment was also expressed regarding the general lack of Urban Design Forum events in New Zealand, and the lack of networking opportunities for those outside the Auckland region • This research has also noted that only some Champions have organised (or plan to organise) their own seminars/forums, demonstrating they are being effective in their role regarding raising awareness and

understanding of urban design

Online survey findings

- Urban design related networking events and seminars are providing value to those who attend, with more than four out of five respondents (85 percent) rating the Protocol events they have attended as being of value.

Use of Ministry's Urban Design publications

Qualitative findings

- Overall feedback received regarding the newsletter is also positive, and the tabloid styles articles were well received
- Concerns were raised about the overall level of awareness of the Urban Leader e-newsletter, and potentially not reaching certain audiences within a signatory organisation
- Overall feedback regarding other Ministry publications was also positive
- Case Studies were considered by nearly all participants as relevant and useful. Having said this, many participants identified the need to have more relevant New Zealand Case Studies
- Concerns were also raised about the need to include case studies or examples of bad urban design (i.e. what pitfalls to avoid, how to correct etc.), and a bottom-up/pedestrian approach
- A comment was also expressed regarding using the web as a platform for case studies – less cost, greater depth, and greater accessibility

Online survey findings

- More than three out of four respondents rate the following tools and resources of value:
 - Urban Design Toolkit (89 percent rate this extremely/somewhat valuable)
 - Urban Leader monthly e-newsletter (85 percent rate this extremely/somewhat valuable)
 - Urban design case studies (81 percent rate this extremely/somewhat valuable)
 - The Action Pack for action plans (79 percent rate this extremely/somewhat valuable)
 - The Review of Urban Design Case Law (77 percent rate this extremely/somewhat valuable).

Urban design champions are effective

Qualitative findings

- A comment was expressed regarding a case study of how different Champions operate in their organisation
- Mixed feedback was received regarding the overall effectiveness of Champions. Some participants claimed their Champion was ineffective or ad-hoc with regards to increasing awareness among the community, while others claimed this was not the case. This is perhaps due to varied levels of knowledge and expertise of urban design, and a lack of clarity regarding expectations of their Champion position
- Some participants identified that political Champions need to report back on progress in order to be more effective in their role
- Some identified the need for more training for Champions

- Concerns were raised about the issues of motivation, and conflicts of interest, in relation to the voluntary nature of the Champion's role and their overall effectiveness

Online survey findings

- Two out of three non-champion respondents (67 percent) reported their Champion promoted quality urban design within their organisation, while the remainder were predominately unsure (24 percent unsure, and 3 percent reported they did not promote quality urban design).
- Champions provided a variety of examples of how they promoted urban design within their organisation. The main themes included:
 - providing quality, best practice advice and guidance
 - participating in discussion groups/forums
 - providing staff training and development
 - publishing articles, case studies, and research
 - general advocacy
 - involving clients in the process
 - sharing information
 - providing education and training
 - undertaking project reviews were

- collaborating with others (internally and externally)
- ensuring projects have an urban design strategy.

Recipients network off-line

Qualitative findings

- Many participants place a high value of networking, and exposure to other urban design professionals. This research also reveals that there is very limited networking outside of main organised events (viz. Symposiums, seminars, forums)
- A comment was expressed about setting up the Urban Design Forum in regional centres as a special interest group

Online survey findings

- Networking groups or activities not organised by the Ministry were considered to be of high value (a total of 90 percent rating this of value), as with other seminars and symposiums (a total of 92 percent rating this of value).

Increased exchange of information and research

Qualitative findings

- It was noted that Wellington did not have an urban design panel, compared with Auckland, Christchurch and Queenstown
- The symposium environment was also considered to be an optimal platform for encouraging discussion and exchanging information

	<p><i>Online survey findings</i></p> <ul style="list-style-type: none"> • Considerable value is also being obtained from exchanging urban design related information and research and (93 percent).
<p>The quality of urban design is enhanced</p>	<p>Case studies of better quality urban design</p> <p><i>Qualitative findings</i></p> <ul style="list-style-type: none"> • It was noted that there was a shortage of good New Zealand case studies • Comments were also expressed regarding the usefulness of Australian case studies, while American case studies were considered to be irrelevant <p><i>Online survey findings</i></p> <ul style="list-style-type: none"> • Urban Design Case Studies for Local Government were rated as being somewhat or extremely valuable by 81 percent of those who reported using this resource. <p>Support of other organisations</p> <p><i>Qualitative findings</i></p> <ul style="list-style-type: none"> • It was noted that Greater Wellington has demonstrated a high level of support of other councils, and is seen as a leader in urban design • Influencing other organisations was identified as being difficult

- Some organisations claimed to be working with other signatory organisations
- An idea was expressed about co-sponsoring with other organisations to create joint local government urban design panels

Online survey findings

- Considerable value is also being obtained from supporting other organisations (86 percent).
- Examples of how signatories support other organisations varied, and included the following:
 - providing advice and guidance
 - that working in collaboration with others
 - participating in urban design related discussion groups and forums
 - sharing information in general
 - presenting at conferences or workshops
 - developing design guides
 - that providing education, training, and presentations

Leveraging off Protocol to achieve projects

Qualitative findings

- Some participants commented on the need for funding and publishing research

Online survey findings

- Half of all respondents (53 percent) agreed that their organisation were using or leveraging off the Protocol to achieve their projects.

Development of organisations own urban design framework/policies

Qualitative findings

- It was noted that Christchurch were developing an urban design development strategy
- A comment was received about the benefits of each town and village having their own urban design strategy

Online survey findings

- More than half of all respondents (58 percent) agreed that having their own urban design guidance was of high value. In line with this, one in two respondents (48 percent) reported their organisation had either developed or were in the process of developing their own urban design guidance. Of those who were unsure or had not yet developed any guidance (36 percent), two out of five reported their organisation was likely or extremely likely to start developing this over the next 12 months.

The Ministry positively contributes to the success of the programme

The Ministry's tools and resources are effective

Qualitative findings

- This research reveals that participants consider the Ministry's tools and resources to be effective. This is also evident in earlier comments regarding case studies and newsletters

- Some participants also commented on the Ministry's success despite the lack of funding/under resourcing
- It was noted that some of the Ministry's communications were not reaching the community level

Online survey findings

- The Ministry's more tangible tools and resources (i.e. published documents etc.) are rated of greater value than those of a less tangible nature (i.e. services). The Urban Design Toolkit, Urban Leader e-newsletter, Urban Design Case Studies, the Action Pack for action plans, and the Review of Urban Design Case Law were rated as being extremely or somewhat valuable by more than three out of four respondents (between 77 and 89 percent)

Action Pack and guidance is effective

Qualitative findings

- Of those participants who were initially involved in the development of their organisation's action plan, identified the Action Pack and Ministry's guidance was effective
- Only one participant claimed they did not use the Action Pack

Online survey findings

- See comments above.

MfE provides effective support in the development of action plans

Qualitative findings

- Most participants agree that the Ministry has contributed significantly towards increasing awareness and

	<p>knowledge about urban design</p> <p><i>Online survey findings</i></p> <ul style="list-style-type: none"> • The support and guidance received from the Ministry in relation to the development of action plans was rated being of value to three out of five respondents (61 percent), while one in five (22 percent) did not find this of value
<p>Other findings of interest/future suggestions</p>	<p><i>Qualitative findings</i></p> <ul style="list-style-type: none"> • It was also noted that the Ministry has been effective in influencing urban design professional development and education, such that New Zealand no longer needs to import urban design specialists • Need to continue raising awareness of urban design in general, and improve understanding of how to handle density • Raising awareness of urban design among the general public through a television programme • Including a personal assessment in the case studies • Creating streams in terms of Champions and their expertise • The Ministry is best placed in assisting organisations become more co-ordinated, and educating the public with regards to the benefits of good urban design • Providing greater guidance to smaller towns/rural areas • Funding smaller councils in order to attend the five day workshops • Introducing a CABE model, or UK style of planning

- Creating a national urban design panel or joining local government urban design panels
- Having a greater commitment from central government
- Ensure more research is conducted or made available
- Providing more training and/or mentors for Champions

Online survey findings

- Continues to promote the Protocol and the benefits of quality urban design in order to further enhance the changes in behaviour and thinking that have occurred to date
- Continues to provide Protocol events, and consider increasing the number of events being provided in regional locations
- Continues to further develop the urban design tools and resources (viz. Urban Design Toolkit, Urban Leader e-newsletter, Urban Design Case Studies, the Action Pack, the Review of Urban Design Case Law)
- Promotes the value organisations receive through exchanging urban design related information and research, and the value received through networking with other organisations
- Promotes the benefits and value (including leverage) signatory organisations receive from achieving their action plans
- Develops a strategy for working closer with the central government sector, building networks, promoting the Protocol and raising awareness of quality urban design
- Develops a strategy, in conjunction with education providers, to address urban design capacity issues and consider

seeking input from the wider industry

- Develops a strategy to assist signatories develop their own urban design guidance, and consider the development of tools and resources to aid signatories in this process
- Reviews the Champion resources in order to provide a more tailored support for existing and new Champions, and senior management
- Reviews the action plan resources in order to provide more tailored support and advice for signatories developing, and maintaining, their action plans
- Reviews the current administration of signatory action plans (including its database of signatory organisations) in order to make this a more efficient and effective process, and allows for greater communication between signatories and the Ministry in regards to ongoing monitoring of action plans
- Targets key influential or strategic networks or stakeholders to sign up to the Protocol
- Considers optimising the Urban Leader e-newsletter as a tool of communicating with signatories (including online linkages), and facilitating greater two-way communication
- Considers updating the Protocol (including visual graphics) to ensure it remains current and relevant
- Finally, keep up the good work and target the areas identified as needing attention.