
The Enquiry-by-Design Workshop Process

A Preparation Manual



**INNOVATION AND ENTERPRISE PROJECTS DIVISION
DEPARTMENT FOR PLANNING AND INFRASTRUCTURE**

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Purpose of this manual

This manual is intended to provide guidance to agencies and organisations on the preparation and holding of an Enquiry-by-Design Workshop.

It includes both general guidance and suggested task schedules for the pre-Workshop phase, the management of the Workshop itself, and post-Workshop requirements.

The manual or relevant pages may be reproduced for information purposes. Some of the Tables may prove useful as checklists for Workshop organisers.

Part A : Background to Enquiry-by-Design Workshops

1.0 Introduction

The main aim of an Enquiry-by-Design Workshop is to raise awareness of the principles of best practice, sustainable urban design, and to explore and demonstrate how they can be applied, through an iterative and interactive process, to develop ideas, solutions and outcomes in real-world planning and design situations.

A Responsible Authority will engage with Partners in the preparation of an Enquiry-by-Design Workshop and in the theory and practice of best practice, sustainable urban design.

While actual sites will be examined, and real issues will be faced, the outcomes of an Enquiry-by-Design are typically **non-binding**, and it is important to note that design concepts produced as a result of the Enquiry-by-Design Workshop and subsequently incorporated into a structure plan, development application or application for subdivision will still be subject to the usual statutory planning assessment processes.

Participants with different skills and knowledge of the site will work in teams to investigate and understand current urban issues and future trends. A broader and better understanding of the principles of best practice, sustainable urban design will develop as a result of this Enquiry-by-Design Workshop approach.

1.1 What are the objectives of an Enquiry-by-Design Workshop?

An Enquiry-by-Design Workshop :

- Introduces the application of the principles of best practice, sustainable urban design to development in a participatory, non-binding setting
- Tests any current plans and evolves them in accordance with those principles
- Brings together professionals from the planning and development sector and other interested parties who will have the opportunity to debate and agree upon the best ways to achieve designs that reflect those principles
- Allows participants to draw designs instead of just talking about them
- Encourages participants to respond to the physical characteristics of an actual site by examining and reinforcing local characteristics and protecting natural features
- Helps participants to understand the development opportunities and constraints of a site and how designs may be implemented, and
- Provides important feedback to assist in refining design principles and the policy and statutory framework through which they are applied

1.2 Conditions necessary for a successful Enquiry-by-Design Workshop

- The project must have integrity and inherent legitimacy, and the relevant stakeholders must agree to the process.
- Participants should be receptive to gaining an understanding of, and applying through the workshop process, the theory and practice of sustainable urban design.
- Workshop participants should be prepared to contribute as necessary to the requirements outlined in this Manual for pre-Workshop preparation, event management, and post-Workshop reporting.
- Participants must regard the Enquiry-by-Design Workshop as a serious and real exercise, and participate and respond accordingly.
- Participants should acknowledge the need for integrated, holistic solutions that may not fully reflect their own specific issues and concerns.

2.0 Workshop responsibilities

The leading role in organising and managing Enquiry-by-Design Workshops may be taken by a local government, by the Department for Planning and Infrastructure, and/or other government agencies and private organisations. While Workshops will often be undertaken cooperatively between agencies and organisations, and many tasks can be shared, it is important that one body takes on the primary role of coordination and management.

This Manual uses the term **Responsible Authority** to refer to the organisation with primary responsibility for a Workshop in any case. It is advisable for one person from the Responsible Authority to act as the “Enquiry-by-Design Workshop” coordinator and point of contact.

Other principal participants who may be directly involved in a Workshop in cooperation with the Responsible Authority are referred to in this manual as **Partners**.

The schedule in section 2.1, below, outlines the main tasks and who should be involved in the process. Key initial steps include :

- Preliminary discussions between the Responsible Authority and prospective Partners
- Gaining any necessary formal authorisations/approvals to hold the Workshop, including funding
- Exchanges of letters as necessary to confirm commitments and cost sharing if relevant
- A scoping meeting of the main participants, including assignment of responsibilities

2.1 Enquiry-by-Design Workshop scheduling

The table below outlines a typical Enquiry-by-Design Workshop preparation schedule. Most of these tasks will be undertaken by the Responsible Authority, however assistance from Partners or contracted consultants may be applied to some tasks. The Table indicates the suggested primary role in each case, but this may be varied, provided that an effective, timely outcome can still be ensured :

A. Responsible Authority's Workshop team :

No	Task	Who	Start	Y/N
1	Decide who within the Responsible Authority should be involved in the Workshop	Responsible Authority	- Before 8 weeks	
2	Prepare work schedules in accordance with Workshop dates	Responsible Authority /Partners	- 8 weeks	

B. Refining the Workshop objectives and expected outcomes, and defining the agenda :

1	Refine objectives and expected outcomes	Responsible Authority /Partners	- 8 weeks	
2	Prepare the Workshop agenda	Responsible Authority /Partners	- 8 weeks	

C. Organising the Workshop venue, catering, equipment and travel/accommodation :

1	Book the venue	Responsible Authority	- 7 weeks	
2	Book the catering	Responsible Authority	- 6 weeks	
3	Organise the equipment	Responsible Authority/Partners	- 6 weeks	
4	Book site tour transport	Responsible Authority	- 5 weeks	

D. Inviting the Workshop participants:

1	Choose the participants	Responsible Authority/Partners	- 7 weeks	
2	Invite the participants	Responsible Authority	- 6 weeks	
3	Compile a list of RSVPs and make nametags	Responsible Authority	- 3 weeks	
4	Form Workshop Working Group teams	Responsible Authority/Partners	- 1 week	

E. Preparing the existing condition base plans:

1	Verify scales and level of mapping information	Responsible Authority/Partners	- 7 weeks	
2	Prepare the base plans	Responsible Authority	- 7 weeks	
3	Prepare the aerial photographs (if used)	Responsible Authority	- 7 weeks	
4	Prepare prints of base plans	Responsible Authority	- 1 week	

F. Organising the site briefing and site tour:

1	Prepare the site briefing agenda and inform briefing presenters	Responsible Authority	- 8 weeks	
2	Produce and send participants the Workshop briefing booklet	Responsible Authority	- 1 week	
3	Prepare the context and site analysis information	Responsible Authority/Partners/Consultants	- 5 weeks	
4	Organise the site tour route, maps and transportation	Responsible Authority	- 3 weeks	

G. Public relations, recording the proceedings and producing the Workshop Outcomes Report :

1	Organise public relations	Responsible Authority	As required	
2	Tasks during Workshop	Responsible Authority/Partners/Consultants	As required	
3	Photography of Design Workshop drawings	Responsible Authority	As required	
4	Recording proceedings and producing the Workshop Outcomes report	Responsible Authority to co-ordinate	+ 1 week	

3.0 An Enquiry-by-Design Workshop Agenda

There are typically four core Workshop elements :

- A presentation on the principles of best practice, sustainable urban design that will be used to frame the Workshop proceedings and outcomes.
- A briefing session and site tour.
- Design and review sessions, and
- The concluding presentation and comments.

An example of an agenda for a three day Workshop is shown below. This can of course be varied to meet the needs of a particular project but provides a guide as the time typically needing to be devoted to different elements of the Workshop when developing an agenda.

Day 1 :

Morning	Setting-up of the Workshop venue
12.45 - 1.00pm	Registration of participants
1.00 - 1.10pm	Welcome by the Responsible Authority (and the venue host and other Partners as necessary/appropriate)
1.10 - 2.15pm	Introductory presentation on the principles of best practice, sustainable urban design that will be used to frame the Workshop proceedings and outcomes
2.15 - 2.30pm	Afternoon tea
2.30 - 5.30pm	Site briefing : presentation of Briefing Papers
6.00pm	Dinner (workshop group and other invitees, for example local Councillors)

Day 2 :

9.00 - 9.05am	Clarify expectations for Day 2
9.05 - 9.30am	Review of context and site analysis information
9.30 - 11.00am	Site tour
11.00 - 11.15am	Morning tea
11.15 - 12.30pm	Design session 1 (e.g. analysis of existing sub-regional structure, commence proposed sub-regional structure)
12.30 - 1.00pm	Lunch
2.00 - 2.45pm	Internal review
2.45 - 5.00pm	Design session 2, includes afternoon tea (e.g. refine proposed sub-regional structure, commence town/detail plans)
5.00 - 6.00pm	Design review 1 - Workshop Group and Consultation Group

Day 3 :

9.00 - 9.05am	Clarify expectations for Day 3
9.05 - 11.30am	Design session 3 (e.g. refine proposed town/detail plans), includes morning tea
11.30 - 12.30pm	Design review 2 – Workshop Group and Consultation Group
12.30 - 1.00pm	Lunch
1.00 - 4.00pm	Design session 4 (Refine and finalise drawings), includes afternoon tea (Sufficient time should be allowed during this session for compiling all relevant outputs into a format suitable for presentation to the Consultation Group – the use of digital photography and a ‘Power Point’ format using a standard, pre-made template can significantly shorten this process, potentially allowing the designers more time before drawings need to be finalised)
4.00 - 6.00pm	Final Presentation - Workshop Group and Consultation Group
6.00pm	Venue clean-up/hospitality

Part B : Logistics

4.0 Organising the venue

The Responsible Authority and Partners will agree on the choice of venue. A local venue, close to the subject site, is recommended. Where the Responsible Authority is not already familiar with a proposed venue, an inspection is advisable before the choice is made; a scaled layout plan can help to assess suitability to meet the requirements set out in the following tables. The venue needs to accommodate :

Activity	Comments
Presentations	Seats to be arranged for slide presentation/design pin-ups on boards - black-out condition necessary
Designing	Tables set up for 4-5 teams of 5 participants each
Meals	Kitchen/coffee area/toilets

Requirements for an Enquiry-by-Design Workshop venue :

Requirements	Y/N
Can accommodate at least about 40 people + tables/presentation area	
Located near the site	
Has good natural lighting/ black-out capability	
Air conditioning/heating	
Secure and insured for equipment and people	
Early opening/late closing times	
Access to toilets/kitchen/coffee area	
Numerous power outlets for desk lamps and other equipment	
Wall space for pin-ups (or provide 'foam core' boards)	

4.1 Organising the catering

The Responsible Authority should organise the catering arrangements. For simplicity, the caterer should be asked to provide healthy, buffet-style food. A typical menu might be :

- Arrival/registration : coffee, tea, bottled water + biscuits
- Morning/afternoon tea : as above
- Lunch : sandwiches/rolls/fruit/coffee, tea, bottled water
- Dinner on Day 1 : at a local restaurant (for Workshop Working Group members and other invitees)

Information should be given to the caterer on :

- the number of participants; and
- approximate meal times

4.2 Organising the equipment

The Responsible Authority should organise, and make arrangements for the installation/setting-up (and removal as necessary at the end of the Workshop), of the following basic equipment :

	Equipment for the design studio sessions	Number	Y/N
1	Tables 2/team (say 5 teams)	10	
2	Chairs	Approx. 40	
3	Access to a photo copier + A4/A3 paper	1	
4	Access to a phone/fax	1	
5	Rubbish bins	2	
6	First aid kit	1	

	Equipment for the presentation	Number	Y/N
1	Slide projector, spare bulbs and stand, remote control + screen	1/2	
2	Stick and/or laser pointer	1	
3	Power extension cords	2	
4	Presentation boards (1.5m-2m) for pin-ups	5	
5	Overhead projector	1	
6	Lap-top computer with Power Point software	1	
7	Desk Top Projector	1	
8	Digital camera (for preparing the final presentation)	1	

	Equipment for drawing	Number	Y/N
1	Pens	5 sets	
2	Pencils + sharpeners	5 sets	
3	Coloured pencils	5 sets	
4	Erasers	5	
5	Compasses	5	
6	Scale rulers	15	
7	Ped shed mapping equipment	5 sets	
8	Desk lamps	5	
9	A0 sheets detail paper	40	
10	A4 paper/A4 writing pads	20	

The exact extent and nature of the equipment needed will be determined by the Workshop subject and venue, for example some venues may have in-house presentation equipment and pin-up facilities. Some presenters and participants will also bring their own equipment, however that should never be assumed or relied on, and back-ups of key items are always useful.

In addition to the equipment needed to produce and present drawings, a library of relevant reports and other research material, including data collected before the Workshop and any relevant statutory documents and 'standards', should be provided for use as references by the participants. Predicting what may be needed and having the material on hand can save considerable time during the Workshop itself.

5.0 Choosing and inviting the Enquiry-by-Design Workshop participants

The Responsible Authority, in consultation with Partners, should compile a list of Workshop participants, including both Working Group members who will be present throughout the Workshop, and community representatives and others forming the Consultation Group, who will be invited principally to the design review sessions.

The Workshop Working Group :

These people will attend the whole Workshop, and will collectively develop the designs and other outcomes for presentation at the end of the process. The aim is to arrange multi-disciplinary design teams of 4-5 people with a range and balance of skills and backgrounds.

The list below indicates some of the most relevant choices for Workshops with a design focus :

- Town planners
- Architects
- Urban designers
- Major land owners and developers
- Traffic engineers
- Environmental scientists
- Landscape architects
- Economic development/retail development specialists

The aim will be to choose around 20 Working Group participants; larger groups can be difficult to manage in a Workshop context. Some of the necessary skills may be available to the Responsible Authority and Partners 'in-house', while others may have to be engaged as contracted consultants. Depending on the issues being covered, some Workshops may require input from specialists outside the above list, for example public transport planning and operations.

While Enquiry-by-Design Workshops are typically non-binding, it is always useful to choose Working Group participants who can speak with some authority in their areas of specialisation. Openness, flexible thinking and a willingness to listen are also useful attributes for good team dynamics.

It is important to ensure that Working Group participants can attend for the entire event.

The Workshop Consultation Group :

This Group will be present mainly at the design review sessions, although some individuals may attend at other times. This group will be made up mainly of those with a clear interest in the outcomes, either as decision makers, implementers or 'clients'.

This group may include local Members and local Councilors, representatives from community groups, representatives from other agencies for whom the outcomes have funding and service delivery implications, etc. Principal property owners and occupiers may also be invited where appropriate.

The design review and presentation sessions are typically not open, public meetings in the full sense, however care should be taken in choosing invitees, to avoid appearances of exclusivity or selectivity.

Invitations :

If there is time, mail all invitations, if not telephone and follow up with a faxed invitation. All invitations should contain an RSVP requirement, with a deadline; if the initial choice of participant cannot attend, time to identify and invite replacements will be needed.

The invitation should convey the following basic information to potential participants :

- Enquiry-by-Design workshop name
- Workshop dates and Agenda
- Venue address and location
- Objectives of the Workshop
- Briefing requirements (if the invitee is being asked to make a presentation at the briefing session).
- Location/site maps

The Responsible Authority should agree with Partners on the content of the invitation before it is sent. Different invitations may need to be sent to Working Group and Consultation Group members, differentiating roles and attendance requirements.

5.1 Introducing the Enquiry-by-Design Workshop to Participants

The Responsible Authority should coordinate the production and distribution of a Briefing Booklet to be issued to all the participants who have agreed to attend. The Booklet should be distributed at least a few days before the start of the Workshop.

The Booklet information will typically include the following :

- An introduction, including the objectives and expected outcomes of the Enquiry-by-Design Workshop
- Site mapping
- The Workshop Agenda; and
- Concise briefing statements on topics to be presented at the Workshop (e.g. transport issues, Local Government strategic objectives etc)

5.2 Organising Working Group Teams

Once the list of Working Group participants is known, the Responsible Authority should allocate the participants into teams of 4-5 people.

The aim is to ensure that each team has a good mix of skills, level of expertise, drawing ability and debating power, and to carefully consider what people could reasonably be expected to contribute to the process.

Teams will usually be multi-disciplinary in make-up, but there may be a need for one or more teams with a specific focus, for example to explore traffic and transport issues in detail. Each team should have a coordinator

who may be asked to report the team's deliberations, liaise with the overall Workshop facilitator, and present outcomes at the review sessions.

Nametags should be provided for all, and may highlight team coordinators.

Task	Y/N
Organise Workshop Working Group teams	
Make name tags	

Forming teams :

Participant	Team 1	Team 2	Team 3	Team 4	Team 5
Coordinator					
Urban Designer/Architect					
Planner					
Developer					
Traffic engineer					
Environmental planner					
Landscape architect					
Councilor					
Community rep.					
Gov. agency reps.					
Consultant/s					

6.0 Preparation of Existing Conditions Plans

There are 3 basic types of graphic information for most Workshops :

- base plans;
- context and site analysis plans (information about the site, usually applied by hand onto the base plans);
- aerial photographs (optional).

The Responsible Authority should provide, or arrange for the provision of, all base plans. The Responsible Authority will need to agree with Partners on :

- the level of detail;
- appropriate scales;
- the extent of the drawing area (usually on an A0 sheet); and
- the number of prints required.

6.1 Base plans

While the choice should obviously suit the subject matter, there are typically 3 scales of base drawings :

Task	Scale	Typical detail required	Y/N
Regional plan	1:20 000	<ul style="list-style-type: none"> existing and proposed transportation routes cadastre (made bold) retail centres office centres community facilities regional open space schools industrial areas municipal and other jurisdictional boundaries 	
Sub-regional plan	1:10 000	<ul style="list-style-type: none"> cadastre road and rail reserves major flood plains community facilities parks municipal and other jurisdictional boundaries contours (max 1m intervals) major utilities and their easements (main sewers, gas, electricity and water) noise contours odour buffers 	
Detailed site plan	1:5000 1:2500/ 1:1250	Includes information as shown on 1:10 000 <ul style="list-style-type: none"> rail tracks significant natural vegetation building footprints ownership boundaries of development opportunity sites heritage or cultural features 	

6.2 Context and site analysis plans

The Responsible Authority should agree with Partners on the extent of urban design mapping analysis requirements. Analytical information should be added to the above base plans generally in accordance with the Context and Site Analysis Application Information Requirements of the WAPC's *Liveable Neighbourhoods* Code.

Additional plans may be provided where appropriate, including :

Task	Scale	Detail required	Y/N
Metro context plan	1:50000	MRS zoning	
Zoning map	1:20000	Local TPS zoning	

6.3 Aerial photographs

While not essential in all cases, up-to-date aerial photographs are a very useful source of information at design-based Workshops. (Historical photos may also provide useful information on change over time and by seasons).

Appropriate scales and the extent of the photo coverage should be agreed between the Responsible Authority and Partners.

Task	Scale	Detail required	Y/N
Sub-regional	1:10 000	Ortho-photography with cadastre over	
Site plan	1:5000	Ortho-photography with cadastre over	

7.0 Organising the site tour

A site tour is essential for participants to understand the context and features of the site.

The Responsible Authority should map out a tour route, ensuring that the subject site is indicated on the orientation maps, and provide copies to participants. If some participants are not able to attend the site tour, they should be encouraged to familiarise themselves with the site by a separate, personal visit before the Workshop.

Task	Y/N
Decide on tour route	
Decide mode of tour and book transport if necessary	
Organise annotated tours maps for participants	

8.0 Site briefing information and the selection of presenters

Information is required on the site to enable participants to gain a good understanding of the existing conditions and the main issues to be faced. The range and thoroughness of the briefing topics will depend upon the objectives of the Workshop, the complexity of the site and the scope of the issues being addressed.

Briefing information should be place-based and up-to-date, with each topic conveyed in a five-to-ten minute presentation with questions and discussion after. Presenters need to have a sound knowledge of their topics, and should be able to field questions and follow up on issues raised as necessary throughout the Workshop. If a topic is significant enough to justify a briefing, then it will usually be central to the issues being examined, and often presenters will also be Working Group members.

The information to be conveyed at the briefing session should also be prepared in advance in written form, for inclusion in the Briefing Booklet (see 5.1). Site and context analysis information should also be presented to the Working Group before design sessions commence.

9.0 Enquiry-by-Design Workshop facilitators

The choice of an effective facilitator can be fundamental to the success of a Workshop. A facilitator's role is to :

- raise awareness of best practice, sustainable urban design principles and their practical application on the site;
- act as a mediator;
- act as a motivator; and
- critique presentations.

Tasks include:

- ensuring that all team members introduce themselves and explain their roles within the process;
- encouraging all participants to discuss design ideas;
- encouraging all participants to draw or otherwise record their ideas;
- keeping the team enthused;
- keeping progress under review;
- mediating disagreements and finding common ground; and
- coordinating and 'mc-ing' the design reviews and the final presentation.

10.0 Publicity

Where appropriate a Responsible Authority spokesperson should be nominated to be responsible for arranging any necessary publicity of the Workshop event and for liaising with media interests, for example local newspapers or radio stations.

10.1 Recording the proceedings

A record of the proceedings is essential, and will form the main basis for the Enquiry-by-Design Workshop Outcomes Report (see below). Recording may best be undertaken by a person specifically engaged for that task, who can take an overview of proceedings, rather than by someone who is also a member of one of the Workshop Working Groups.

The principal requirements are :

- Recording of the design review sessions and final presentation, including questions and answers; and
- A photographic record of the final presentation Workshop drawings – digital photography is quick and allows for easy later use and manipulation of the images for inclusion in an Outcomes Report; other significant graphic outputs, for example options drawings, should also be photographed, so that the process leading to outcomes can later be articulated and understood.

The Responsible Authority should retain custody of the original drawings produced at the Workshop, however information should be freely shared across all participants as and when requested.

10.2 Enquiry-by-Design Workshop Outcomes Report

The Responsible Authority should co-ordinate the writing of a concise report on the Workshop outcomes, including a record of the proceedings and relevant discussion and debate. The Report should be written to allow non-participants to follow the process, and in particular to understand how and why outcomes were reached.

The Report should include details on the following:

- The Workshop objectives
- The issues faced
- A summary of the Workshop final presentation review session and comments
- The final presentation drawings with keynoted details
- The possible options identified for resolving the issues
- The implementation and staging of outcomes
- Any requirements for further research, and
- Any recommendations on ways in which the Enquiry-by-Design Workshop process could be improved.

A well-presented and comprehensive Outcomes Report can take some time to produce. To avoid the loss of momentum and enthusiasm gained by the Workshop itself, consideration should be given to producing an Interim Outcomes Report. If the final Workshop presentation is given in 'Power Point' form it can, with some editing and additions/linking material, provide a simple basis for an Interim Report.