

Mr Simon Bennett  
Sydney Metro  
Level 43, 680 George Street  
SYDNEY NSW 2000

16 December 2019

Dear Mr Bennett,

**Pitt Street Over Station Development (SSD 8875 & SSD 8876)  
Discharge of Design Excellence conditions**

Thank you for your correspondence, dated 1 November 2019 and 11 December 2019, seeking to discharge the Design Excellence conditions for Pitt Street North Over Station Development SSD 8875 (Condition A25) and Pitt Street South Over Station Development SSD 8876 (Condition A26).

The Department has reviewed the two Design Excellence Strategies, dated 11 December 2019, and considers that they address the requirements of the conditions.

Accordingly, as the Secretary's nominee, I am satisfied that the requirements of Condition A25 of SSD 8875 and Condition A26 of SSD 8876 of the Pitt Street Over Station Development approvals have been satisfied.

If you have any questions about this matter, please contact James Groundwater, Senior Planning Officer, Key Sites Assessment on 8289 6778 or email [James.Groundwater@planning.nsw.gov.au](mailto:James.Groundwater@planning.nsw.gov.au).

Yours sincerely



**Anthony Witherdin**  
**Director**  
**Key Sites Assessments**

# Design Excellence Strategy 2019

Pitt Street North Integrated Station Development

<b>Project:</b>	Sydney Metro C&SW	<b>Date:</b>	11 December 2019
<b>Group:</b>	Operations, Customer and Placemaking	<b>Status:</b>	FINAL
<b>Author:</b>	Simon Bennett	<b>Revision:</b>	02
<b>Company:</b>	Sydney Metro	<b>File number:</b>	
<b>File name:</b>	Pitt Street North Design Excellence Strategy		

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# 1. About this Design Excellence Strategy

## 1.1 A vision for design excellence

Transport for NSW's vision for Sydney Metro is to transform Sydney with a new world class metro. Sydney is Australia's global city and international gateway. Sydney Metro is seeking to be a positive, enduring and sustainable legacy for Sydney through integrated station developments that set new standards of excellence in design. These city-changing developments should collectively contribute to enhancing Sydney's identity on a global scale, animating the city and its skyline through architecture that is commensurate with Sydney's status as a global city.

This Strategy establishes the framework within which Sydney Metro will deliver design excellence for the Pitt Street North Integrated Station Development (ISD). The Strategy describes a stand-alone and objective process that will ensure the statutory design excellence requirements for the Pitt Street North State Significant Development Application (SSDA) are met. This is consistent with Sydney Metro's commitment to setting new benchmarks for delivery of excellence in design for major infrastructure projects.

This Strategy draws from the NSW Government Architect's *Better Placed* and is consistent with the underlying principles of the NSW Government Architect's draft Design Excellence Competition Guidelines. It has also been informed by the City of Sydney's design excellence provisions and Competitive Design Policy including the requirements of Sydney Local Environmental Plan 2012. The rationale for the Strategy as an alternative design process for sites within the City of Sydney where statutory design excellence requirements apply is included in Appendix B.

The approval conditions for Pitt Street North require the final version of the design excellence Strategy to be endorsed by the Planning Secretary and that the Strategy only applies to the Pitt Street North OSD and not to any other sites. This Strategy is based upon the Sydney Metro City and Southwest Design Excellence Strategy (November 2018) for consistency and continuity purposes and has been updated specifically for the Pitt Street North OSD and only applies to that project.

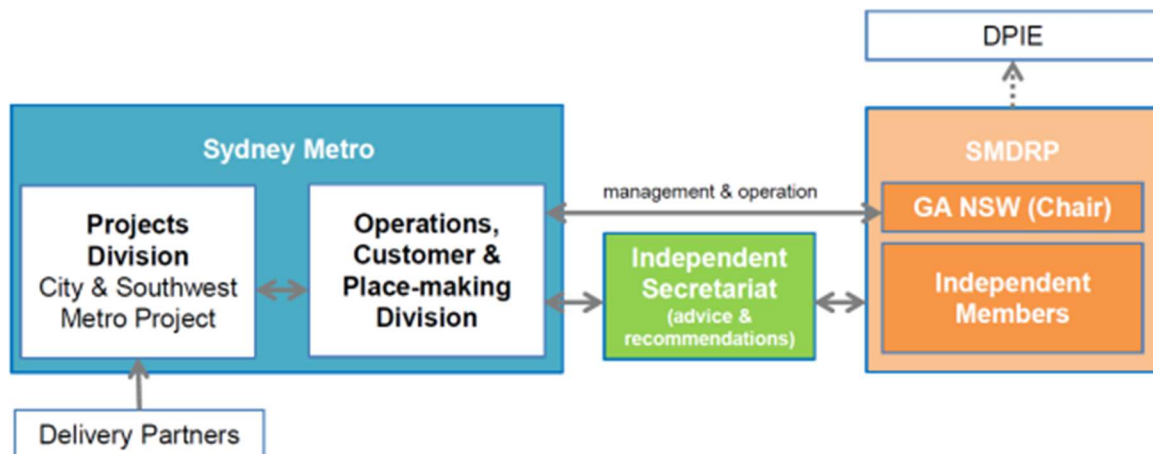
In addition, the approval conditions require the Pitt Street North OSD design excellence strategy include a design integrity process that will operate throughout the design development and is to be administered either by the State Design Review Panel Pilot Program or an alternative Design Review Panel as endorsed by the Government Architect NSW. Sydney Metro has an established a Design Review Panel that provides independent advice on the station designs (covered by a separate CSSI approval) and detailed SSDAs for City and Southwest. The Sydney Metro Design Review Panel was involved in establishing the design excellence requirements and benchmarks in Phase 1 and a group selected from the panel participated in the tender evaluation process in Phase 2 and identified the elements in the awarded scheme which contribute to design excellence.

The Sydney Metro Design Review Panel ("Sydney Metro DRP") has been reconstituted with new terms of reference and has been endorsed by the NSW Government Architect as an alternative to the State Design Review Panel ("State DRP"). The Sydney Metro DRP plays a key role in the implementation of this Strategy to ensure design excellence is achieved. The Sydney Metro DRP will continue to be chaired by the Government Architect NSW or their representative. The panel membership will include an independent local council nominee, a State DRP member and Sydney Metro DRP members as endorsed by the Government Architect NSW. An independent panel secretariat supports the operation of the panel.

The key updates to the Sydney Metro DRP Terms of Reference include:

- Establishment of an independent secretariat to support the operation of the Panel. The independent secretariat will be nominated by Sydney Metro and endorsed by Government Architect NSW
- The independent secretariat maintain a design integrity tracking register which includes actions, the proponent's response to them and agreed close out by the panel
- The Panel membership for Pitt Street North will include an independent local council nominee, a State DRP members and Sydney Metro DRP members as endorsed by Government Architect NSW
- The Panel will be convened by Sydney Metro's Operations, Customer and Placemaking Division (which is separate to the Projects Division who are responsible for delivering the project)

In terms of governance, the Sydney Metro Design Review Panel, via the Chair reports to the Sydney Metro's Deputy Executive Director, Placemaking and Property (Operations Customer and Placemaking Division). The relationship between Sydney Metro, Government Architect NSW and the Department of Planning, Industry and Environment is shown below. The Deputy Executive Director, Placemaking and Property, will determine whether any recommendations in the panel's advice are essential to achieving design excellence, integrity and/or satisfying conditions in the planning approvals.



**Figure 1 – Relationship of the Sydney Metro DRP to Sydney Metro and Department of Planning, Infrastructure and Environment**

## 1.2 About Sydney Metro

Sydney Metro is a standalone railway that will deliver 31 metro stations and more than 66 kilometres of new metro rail between Rouse Hill in Sydney's North West and Bankstown in Sydney's South West.

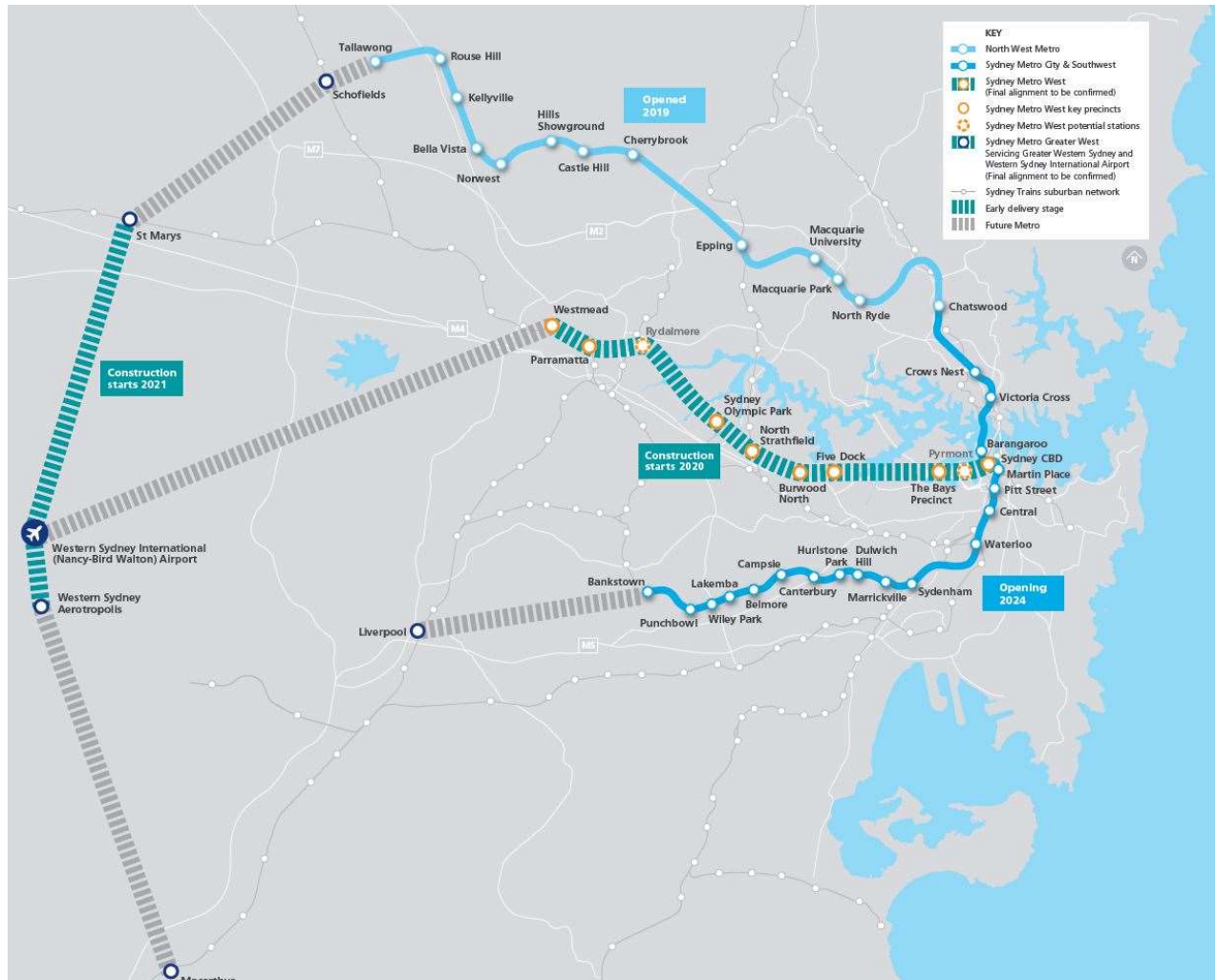


Figure 2 –Sydney Metro network, in delivery and under development

In November 2017 the NSW Government announced a strategy of integrated station developments for delivery of the Sydney Metro stations at Crows Nest, Victoria Cross, Pitt Street, and more recently, Waterloo.

Integrated station developments enable better synergies in place making and improved customer outcomes through fully integrated design of the station and development. The approach responds to the complexity of designing and constructing underground stations with development above. The Sydney Metro City and Southwest Design Excellence Strategy (updated November 2018) sets out a process for design review, evaluation and integrity to manage this complexity and ensure design excellence is achieved.

*Note: the Pitt Street North Design Excellence Strategy replaces the November 2018 Strategy with respect to the detailed SSDA for Pitt Street North.*



### 1.3 Compliance with the Conditions of Approval

This Strategy applies with the following Conditions of Approval for the Pitt Street North Over Station Development (OSD) Concept State Significant Development Application, as outlined in Table 1.

**Table 1: Compliance with Conditions of Approval**

Condition	Compliance with Condition
<b>A24.</b> The updated Design Guidelines referred to in Condition A23 above, and the resulting design approach regarding integration of the OSD with the CSSI, is to be reviewed by the Sydney Metro Design Review Panel prior to the lodgement of any detailed development application.	The updated Design Guideline has been endorsed by the Sydney Metro Design Review Panel and DPIE.
<b>A25.</b> Prior to the lodgement of the first detailed development application, the Applicant shall submit the final version of the Sydney Metro Design Excellence Strategy to the satisfaction of the Planning Secretary addressing the following:	This Strategy is the final version of the Sydney Metro Design Excellence Strategy for Pitt Street North Integrated Station Development.
<b>A25. (a)</b> must include a Design Integrity process throughout the design development and construction documentation period in consultation with the Government Architect NSW (GANSW), and through the State Design Review Panel (SDRP) Pilot Program or alternative Design Review Panel (DRP) as endorsed by GANSW. The DRP is to be augmented by including a member of the Sydney Metro Design Review Panel to ensure consistency in design advice and sufficient expertise in integrated station developments; and	Design Integrity process detailed in Section 3.2. The Sydney Metro Design Review Panel (as amended by the updated terms of reference) will be responsible for the design integrity process for the Pitt Street North OSD as an alternative Design Review Panel. The terms of reference and panel membership have been updated and endorsed by GA NSW.
<b>A25. (b)</b> delete any disclaimer being: <b>Disclaimer: The processes described in this document are indicative only and are based on a generic tendering process. Aspects of the process described may change.</b>	Disclaimer has been removed.
<b>A26.</b> The endorsed Design Excellence Strategy in accordance with Condition A25 is applicable only to the Pitt Street North OSD and is not endorsed under this consent as a Strategy which applies to other sites.	This strategy applies to the Pitt Street North OSD only.
<b>B1.</b> The detailed development application(s) shall address compliance with: (a) the Design Guidelines as endorsed by the Planning Secretary pursuant to Condition A23 and A24 (b) the Design Excellence Strategy as endorsed by the Planning Secretary pursuant to condition A25, including the advice of the Sydney Metro Design Review Panel, the Pitt Street North Design Excellence Evaluation Panel as contained within the Design Excellence Report and State Design Review Panel (or approved alternative under Condition A25).	The Proponent will demonstrate compliance with this condition as part of the detailed development application.
<b>B4.</b> Prior to the lodgement of any Detailed Development Application, the Applicant is to submit a Design Integrity Report (DIR), to the satisfaction of the Planning Secretary, that demonstrates how design excellence and design integrity will be achieved in accordance with: (a) the design objectives of the Concept Development Application; (b) consistency with the approved Design Guidelines as amended by Condition A23; (c) the DEEP's Design Excellence Report; (d) the advice of State Design Review Panel (or approved alternative under Condition A25); and (e) the conditions of this consent.	The Proponent will demonstrate compliance with this condition as part of the detailed development application. The Sydney Metro DRP will provide endorsement that design excellence has been achieved and provide endorsement that the specific condition of approval requirements have been achieved.

Condition	Compliance with Condition
<b>B5.</b> The Design Integrity Report (DIR) as required by Condition 84 must include a summary of feedback provided by SDRP (or alternative approved in accordance with Condition A25) and responses by the Applicant to this advice. The DIR shall also include how the process will be implemented through to completion of the approved development.	The Proponent will demonstrate compliance with this condition as part of the detailed development application.



## **2. Strengthening design excellence processes**

### **2.1 A complex and unique project**

Sydney Metro is committed to achieving design excellence through a process that rewards good design. The approach described in this Strategy is the outcome of review of a range of design excellence process options, including holding design competitions post approval of a concept SSDA.

Sydney Metro's need for a specialised approach to achieve design excellence arises from the complexity of the design and divestment process, and the accelerated construction period for the integrated station developments. In addition, the project must consider ways to maximise the public value of the infrastructure investment and meet NSW Government guidelines that require all agencies to demonstrate value for money through procurement. Sydney Metro's assessment criteria reflect the public significance of the Sydney Metro integrated station developments and the high priority placed on high quality design.

Under Sydney Metro's delivery strategy, the design and construction of the station and the rights to develop above occur simultaneously. This requires the design excellence measures to be imbedded throughout the initial design and procurement processes to ensure the station and over station development are truly integrated.

This Design Excellence Strategy builds on the existing design development and review processes and systems that Sydney Metro has had in place for some time. Importantly, it strengthens the commitment to key principles of competitive selection that promote and value good design. The Strategy will facilitate the design excellence outcomes sought by government and expected by the community and stakeholders through a process that is tailored to the complexity of the project's delivery task.

### **2.2 A proud track record**

Sydney Metro has had a long standing commitment to design excellence as an outcome and has led the way in setting new benchmarks for delivery of excellence in design for major infrastructure projects. Consistent with best practice, Sydney Metro has engaged highly experienced, multi-disciplinary design practices to inform reference documents and been at the forefront of using Design Excellence Panels.

Integrated station developments provide the opportunity to revise and further refine Sydney Metro's processes to meet the expectations of key stakeholders and statutory planning approval requirements. This Strategy is part of Sydney Metro's ongoing commitment of promoting design excellence for major public sector projects by developing evaluation processes that allow robust, independent and objective consideration of design.

Proposed new measures and enhancements to existing Sydney Metro's design development, review and management processes and systems are described in the following sections. These have been developed in partnership with the Government Architect NSW.

## 2.3 A robust competition

Sydney Metro is committed to encouraging inspired, world-class architecture through a highly competitive selection process. An embedded design excellence process encourages diversity, enables the comparative evaluation of design responses and communicates a commitment to design excellence.

Sydney Metro has a requirement for Authorised Engineering Organisation (AEO) to lead Station Design Teams which may not be encouraging the broadest range of participants as possible. In particular, this requirement may be limiting the involvement of organisations with a strong national and global track record in delivering high quality, transformational public and private non-rail developments.

In response, Sydney Metro is working with industry to encourage partnering between AEO and non-AEO authorised companies to ensure a robust competition.

Importantly, the competition process must occur within the NSW Procurement Framework Policy for NSW Government Agencies, including the requirement to obtain value for money.

## 2.4 Benchmarks

Sydney Metro's success as a transformative world class metro will be the outcome of a combination of different elements, from engineering, architecture and public realm to customer touch points.

Sydney Metro has worked with the Government Architect NSW and the City of Sydney to determine the appropriate benchmark projects. This involved selecting high quality examples that demonstrate particular aspirations of the site including:

- Integrated station and over station development design outcomes
- OSD tower and skyline responses
- Response to place
- Public domain
- Materials and finishes.

The benchmarks will be used to ensure that designs meet minimum performance requirements of comparable quality. The Pitt Street North Integrated Station Development benchmarks are included in Appendix D.

## 2.5 Design Excellence Evaluation Panel

A Design Excellence Evaluation Panel (DEEP) is formed for each Integrated Station Development to closer align Sydney Metro with the role of a jury in a competitive design process. The DEEP aims to ensure Sydney Metro's competitive tender selection process benefits from expert, independent and objective design expertise and advice. The Pitt Street DEEP was formed in accordance with this Design Excellence Strategy.

The DEEP is part of the Tender evaluation process with a role to review and advise on tender designs submitted through a competitive tender process. The DEEP sits in place of the Sydney Metro Design Review Panel for the purposes of review of design excellence for tender designs and contributes to the design excellence process by:

- Participating in the procurement process to provide expert feedback on design ideas.
- Providing an independent evaluation report on the submitted tenders to Sydney Metro.

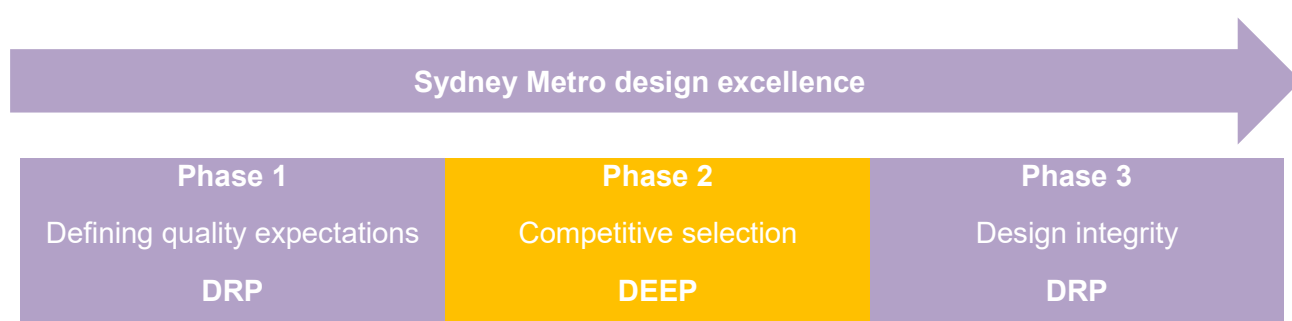
The DEEP chairperson reports the design excellence evaluation to the Sydney Metro Tender Review Panel. This assures a line of sight in the communication between the DEEP and Sydney Metro's consideration of design excellence in the decision making process.

The DEEP members are design experts that are recognised as advocates for design excellence by drawing from members of the Sydney Metro Design Review Panel. The Panel also includes a member nominated by Government Architect NSW on behalf of the Department of Planning, Industry and Environment and a member nominated by the City of Sydney.

The Panel's evaluation is informed by multi-disciplinary technical assessments undertaken by Sydney Metro experts.

The Sydney Metro Design Review Panel suspends its deliberations during the competitive selection design excellence assessment phases where DEEP is involved.

Figure 3 below shows the role of the DEEP in context of the broader design excellence process.



**Figure 3: The Design Excellence process**

The DEEP report, prepared at the completion of the competitive selection phase, is made available for the Sydney Metro Design Review Panel for the purposes of the design integrity measures.

Further information on the purpose, membership and contribution to design excellence of the DEEP is included in the Sydney Metro DEEP Fact Sheet at Appendix E.

## 2.6 Design integrity

Following contract award, Sydney Metro's Design Review Panel is reconvened for the design integrity phase. The Sydney Metro Design Review Panel operates as an alternative to the State Design Review Panel, subject to endorsement by GA NSW and the Planning Secretary in accordance with the conditions of the Concept SSDA approval.

The Sydney Metro DRP continues until the end of Stage 3 for the station and the over station development. Following approval of the detailed SSDA for over station development, Sydney Metro may request further advice from the Sydney Metro DRP in respect of any modifications to the approval that may affect the design excellence outcomes. The Planning Secretary or Consent Authority may also refer modification applications to the Sydney Metro DRP for advice.

An independent secretariat will support the Sydney Metro DRP and record the meeting outcomes and maintain a design integrity register to ensure design excellence requirements are traceable during design development and construction documentation through to physical completion.

### 3. A strategy for design excellence

#### 3.1. Overview

Design Excellence refers to high quality design as well as a structured process to support the high quality design. Intrinsic to the process is a competitive stage whereby the design quality is gauged and assured through comparison with other high quality design solutions.

This Strategy has three phases: design quality expectations, competitive selection and design integrity. The underlying premise is that design quality for architectural, urban design and infrastructure projects is supported broadly by these elements.

The key actions of the Strategy are summarised in Table 2.

**Table 2: Design Excellence phases and key actions**

Phase		Key actions
<b>Phase 1</b> <b>Design quality expectations</b> Ensuring expectations for design quality are clearly articulated		Sydney Metro vision and mission statements
		Sydney Metro prepares base designs for station and over station development to enable planning approval: <ul style="list-style-type: none"> <li>Critical state significant infrastructure (station)</li> <li>Concept State significant development (over station development)</li> </ul>
		Sydney Metro formalises design expectations and requirements through Design Guidelines (including overarching design objectives and principles), site specific principles and contract requirements.
		Planning approval documents set envelope for OSD and station layout and conditions for statutory compliance
		Sydney Metro identifies benchmark projects that demonstrate minimum design quality expectations
		Sydney Metro Design Review Panel endorses site specific principles and benchmarks
<b>Phase 2</b> <b>Competitive selection</b> A robust impartial and competitive process	<b>Stage A</b>	Design Excellence Evaluation Panel (DEEP) formed
		Sydney Metro advertises an open Expression of Interest process
		Tenderers demonstrate capability to deliver design excellence: <ul style="list-style-type: none"> <li>Teams</li> <li>Design methodology and approach</li> <li>Approach to innovation</li> <li>Experience in designing and delivering design excellence</li> <li>Diversity</li> </ul>
		Sydney Metro assesses design capability of tenderer's team. The DEEP conducts an independent review.
		Short list selected to proceed to Stage B
	<b>Stage B</b>	Sydney Metro invites short listed teams to submit Requests for Tender
		DEEP works with tenderers to provide positive guidance to assist in improving the design quality of final submissions
		Assessment of submissions completed by in house subject matter experts
		DEEP conducts an independent assessment of the submissions and prepares a Design Excellence Report that identifies the elements of

Phase		Key actions
		each scheme that contribute to design excellence and elements where further design refinement will be required.
		The DEEP Design Excellence Report provides expert input to the evaluation.
		The DEEP chairperson presents the Design Excellence Report to Sydney Metro’s tender review panel.
		The Design Excellence elements of successful tenderer’s submitted design will be incorporated into the contract documents.
<b>Phase 3 Design integrity</b> Extending design excellence throughout full design process		<p>Sydney Metro's Design Review Panel is reconvened as an alternative Design Review Panel. The Proponent’s design team will present the scheme periodically to the Design Review Panel up until the end of Design Stage 3 for the station and the Over Station Development.</p> <p>The Design Review Panel will review and provide further advice on:</p> <ul style="list-style-type: none"><li>• The detailed SSD Application for the over station development prior to lodgement including assessment against endorsed site specific principles, benchmarks, design guidelines and the DEEP Design Excellence Report.</li><li>• The lodgement of the Response to Submissions on the detailed SSDA exhibition</li><li>• Any significant design changes, in the event any are proposed following the approval of the detailed SSD Application</li><li>• Any items specified in delivery contracts as requiring review and/or endorsement by the Design Review Panel (e.g. materials and finishes for stations)</li><li>• Any modification applications referred to it by the Planning Secretary or the Consent Authority</li></ul> <p>An independent secretariat records the Design Review Panel's advice and maintains a design integrity register to ensure design excellence standards are achieved during design development and construction documentation</p> <p>The proponent prepares a design integrity report for submission to Department of Planning, Industry and Environment with the detailed SSD Application which (together with the design integrity register) provides evidence that the design excellence standards are met.</p>

## 3.2. Pitt Street – Design Excellence Phases

### 3.2.1. Phase 1 – Defining design quality expectations

Sydney Metro has captured the expectations and requirements of the Pitt Street North Integrated Station Development in a suite of statements, guidelines and contract requirements.

Sydney Metro's vision statement and City & Southwest Design Guidelines, including the project's endorsed design objectives and principles, have been in place for some time. The vision, design objectives and principles and Design Guidelines have informed the development of the project.

The planning approval documents set parameters for scope and design. For the station and railway infrastructure, the Chatswood to Sydenham project approval (CSSI 17 8256) gives statutory effect to the Sydney Metro Design Guidelines that includes the endorsed design objectives and principles, and site specific strategies.

The Concept SSDA and subsequent approval sets the development concept and building envelopes. The Concept SSDA includes further site specific principles relevant to Pitt Street North (refer to *OSD Design Guidelines* at Appendix I to the Pitt Street North OSD Environmental Impact Statement).

Benchmark projects are used to set the minimum design quality standard for specific design elements of the integrated station developments, that is, the stations, public domain areas and over station development. As set out in section 2.4, the benchmarks for Pitt Street North Integrated Station Developments were determined in collaboration with the Government Architect NSW and the City of Sydney. The Pitt Street Benchmarks are included at Appendix D.

#### The role of the Sydney Metro Design Review Panel in Phase 1

The Sydney Metro Design Review Panel is responsible for design review during Phase 1 of the Design Excellence Process.

The Sydney Metro Design Review Panel provides independent, high level design review of the Sydney Metro projects – including Integrated Station Developments. The Panel's objective is to support the achievement of Sydney Metro project objectives and ensure quality design outcomes.

### 3.2.2. Phase 2 – Competitive selection of design

The second phase of the design excellence process comprises competitive selection.

A robust alternative to a traditional design competition will be achieved through Sydney Metro's two stage procurement process:

Stage A      Expression of Interest (EOI) undertaken as an open process that seeks to maximise the interest from industry and attract a range of design practices within multi-disciplinary teams.

Stage B      Request for Tenders (RFT) with a short listed group.

Sydney Metro is proposing an alternative design process for the Sydney Metro Integrated Station Development sites within the City of Sydney. The rationale for the alternative approach is included at Appendix B. The alternative process is permitted by Clause 6.21(6) of the Sydney LEP 2012.

The competitive selection process has been tailored to encourage the broadest range of design practices to participate.

The Design Excellence Evaluation Panel is established during this phase. Sydney Metro draws on the expertise of the DEEP to work with tendering teams to provide positive guidance with the intention of:

- Helping the teams submit schemes that meet or exceed the benchmarked quality level.
- Improving the design quality of final submissions without adversely affecting other aspects of the proposal.
- Achieving an outcome where the other aspects of each solution have been balanced within engineering, buildability and cost constraints, to ensure the proposal demonstrating the highest design merit can be selected within the framework of the NSW Government Procurement Guidelines and obligation to obtain value for money.

Design quality is one of a number of criteria. It is assessed by Sydney Metro's experts and the Design Excellence Evaluation Panel.

The Design Excellence Evaluation Panel prepares a Design Excellence Report outlining how the submissions perform in relation to the suite of documents that define the design quality expectations and the quality benchmarks. This is a critical element of the Strategy and serves the role of the Jury Report.

The final Design Excellence Report provides an assessment of the design merits of each entry. The report documents the Panel's recommendations, including the rationale for their views, noting the key design elements and justification for how design excellence has been achieved. The report also identifies those elements of each design which require further review and design refinement. In the case that none of the entries can be supported, this report will justify and provide reasons for this.

The DEEP chairperson reports the design excellence evaluation to the Sydney Metro tender review panel.

The Design Excellence elements of the successful tenderer's submitted design will be incorporated into the contract documents. These elements will also form the basis for the future Detailed SSDA for the over station development.



### 3.2.3. Phase 3 – Design integrity regime

A strong design integrity regime is essential to ensure that the positive aspects of design that underpin the attainment of design excellence are not compromised through post contract award (including development of the detailed SSDA) and into construction.

Sydney Metro will manage design integrity for the Pitt Street North Integrated Station Development by binding elements of the successful tenderer's submitted design into the contract documents. In addition, Sydney Metro will work with the Proponent to improve elements of the contracted design that the Design Excellence Report identifies as needing further design development.

To ensure continuity, GA NSW (the Chair) and selected members from the DEEP process will continue their involvement into design development post contract award as members of the Design Review Panel. They will provide continuity between the two phases and ensure that elements of the awarded scheme that the DEEP identified as contributing to design excellence are preserved during the design development.

The proponent will prepare a Design Integrity Report for submission with the detailed SSD Application and will demonstrate how design excellence standards have been achieved and will be implemented through to completion of the development.

The Sydney Metro Design Review Panel will review the design until completion of Stage 3 for the station and the over-station development. The Sydney Metro Design Review Panel will review any significant changes to the planning approval that would require a modification to the planning approval and could change the design excellence outcomes.

A program of DRP sessions for the over station development will be prepared by Sydney Metro and endorsed by the Panel. This schedule will include the key milestones in assessment and post approval process for design development and construction documentation. The program shall also have regard to any statutory requirements on Design Excellence and conditions of approvals.

## Appendix A – Glossary of terms

**Alternative Design Review Panel** means a design review panel endorsed by GA NSW to undertake design review of a project in accordance with the development consent conditions.

**Competitive design process** involves multiple teams who offer ideas, solutions and/or services to a brief to encourage multiple innovative outcomes. A competitive design process may involve a design competition.

**Concept State Significant Development Application** means the Stage 1 concept development application for the over station development.

**Consent authority** means the Department of Planning, Infrastructure and Environment and is responsible for assessing State Significant Development Application.

**Council** means the City of Sydney.

**CSSI approval** means the development consent for the metro station and associated rail infrastructure (Critical State Significant Infrastructure CSSI 17-8256).

**Design excellence** is a term used to describe the outcome of high quality architectural, urban and landscape design as well as a structured process to support high quality design. Design excellence in the context of statutory development approval processes in NSW often involves a competitive stage where an independent jury assesses a design based on an agreed set of design related criteria.

**Design Review Panel** is a panel comprising a diverse group of people with expertise in design and the built environment. The panel offers independent, impartial advice on the design to achieve the best built outcome for stakeholders.

**Detailed State Significant Development Application** means the Stage 2 detailed development application for the over station development.

**DPIE** means the Department of Planning, Infrastructure and Environment.

**GA NSW** means the Government Architect NSW or their representative. GA NSW is responsible for endorsing the Sydney Metro Design Review Panel as an alternative panel to the State Design Review Panel. GA NSW is the chair of the Sydney Metro DRP.

**Independent local council nominee** is an independent expert nominated by the local council who participates as a member of the Sydney Metro Design Review Panel.

**Independent panel secretariat** supports the operation of the Sydney Metro Design Review Panel and prepares the agendas, advice and action records for the Panel meeting.

**Integrated Station Development (ISD)** means the metro station, associated rail infrastructure and the over station development.

**Over Station Development (OSD)** includes all non-related development that may occupy land or airspace above, within or in the immediate vicinity of the CSSI approval but excluding spaces and interface works that may be constructed as part of the CSSI approval to make provision for future development.

**Proponent** means applicant for any development applications

**Planning Secretary** means the Secretary of the Department of Planning, Infrastructure and Environment.

**State Design Review Panel** means the NSW State Design Review Panel pilot program delivered by the Government Architect NSW. The Sydney Metro DRP operates as an alternative to this panel in respect of the Pitt Street North ISD.

**Sydney Metro** is the government agency responsible for procuring the integrated station development. Sydney Metro is a separate entity within Transport for NSW and is the land owner and proponent for the CSSI approval.

**Sydney Metro Design Review Panel** means the Sydney Metro City and Southwest Design Review Panel.

## Appendix B – Rationale for alternative design process

### Introduction

The following describes the rationale for the alternative design process for the Sydney Metro Integrated Station Development sites within the City of Sydney to exhibit Design Excellence in accordance with the provisions of Clauses 6.21(3) and (4) of the *Sydney Local Environmental Plan 2012* (Sydney LEP 2012).

The requirement under Clause 6.21(5) of the Sydney LEP 2012 to undertake a design competition is not reasonable or necessary for the SSDA's for the Sydney Metro Integrated Station Developments at Pitt Street and Waterloo in accordance with the discretion available to the consent authority under Clause 6.21(6).

An alternative process is permitted by Clause 6.21(6) of the Sydney LEP 2012, which states:

*“(6) A competitive design process is not required under subclause (5) if the consent authority is satisfied that such a process would be unreasonable or unnecessary in the circumstances or that the development:*

- (a) involves only alterations or additions to an existing building, and*
- (b) does not significantly increase the height or gross floor area of the building, and*
- (c) does not have significant adverse impacts on adjoining buildings and the public domain, and*
- (d) does not significantly alter any aspect of the building when viewed from public places.”*
  - This clause also allows the consent authority to exercise its discretion to not require a competitive design process when either:*
  - that process would be unreasonable in the circumstances; or*
  - that process would be unnecessary in the circumstances; or*
  - the proposed development satisfies the four (4) terms in Clause 6.21(6)(a) to (d).*

### Rationale for an alternative design process

In considering the rationale for an alternative approach there are a number of aspects that have been considered and are detailed below:

#### Aspect 1 Enhanced design outcomes through an integrated design process

A design competition is unnecessary because Sydney Metro's iterative design process embeds competitive tension through the selection of highly experienced and competent design practices and a holistic design review process.

Sydney Metro's Integrated Station Development delivery strategy draws together design and construction of fully integrated and interconnected Over Station Developments (OSD) and station components to ensure excellent and coordinated design outcomes. The Integrated Station Development approach is an evolution of Sydney Metro's previous approach to deliver city stations and is an innovation that is specifically intended to deliver a project of the highest standards of architectural, urban and landscape design.

The concurrent procurement of the station and OSD is world's best practice for infrastructure delivery and enables design benefits that would not otherwise be possible if the station and OSD elements were separated. Imposing a competitive design process on the OSD element would risk compromising the benefits being realised through the integrated design approach.

## Aspect 2 Limited ability to meaningfully influence design

A competitive design process is unnecessary for Sydney Metro's Integrated Station Development Strategy because the process would only apply to the SSD (Stage 2 detailed design) OSD element.

The SSD concept designs are intrinsically linked to the existing and separate approval pathway for Critical State Significant Infrastructure (CSSI). Importantly, the Sydney LEP 2012 competitive design provisions do not apply to the elements approved through the Chatswood to Sydenham project. This includes the station, lower levels of the OSD and public domain surrounding.

A competitive design process for the OSD component is not considered appropriate because it would:

- Apply primarily to the 'skin' or façade of the OSD towers as the design for the major portion of the integrated development, including station servicing in the podium levels and public facing station areas, are substantially determined by the engineering assurance processes that have previously been undertaken. The limited scope as a façade competition is considered unreasonably restrictive for bidders and would result in additional processes, time and cost and degrade the integrity of the integrated design solution. This is contrary to the intention of competitive design processes.
- Extend the duration of design work for the OSD element as a design competition cannot commence until the Stage 1 SSD application is approved. This would risk compromising Sydney Metro's delivery as each package of works is interconnected with other works packages associated with the broader metro program.
- Require considerable time and resources being spent on a design competition for the OSD component which would have limited ability to materially influence the building form or architectural composition. The process risks compromising the benefits from the integrated design and development approach through disjointed and disconnected design responses to the station and OSD components.

In summary, a design competition would unreasonably constrain the opportunity to deliver an integrated solution within the required Sydney Metro delivery timeframe, and prevent the unique benefits that such an integration provides. The process is ignorant of the complexity and specialised nature of the metro infrastructure and associated committed technical requirements.

### Aspect 3 Complex, highly technical and integrated design

Requiring a competitive design process would unnecessarily jeopardise the design and delivery of Sydney Metro's highly complex Integrated Station Developments at Pitt Street and Waterloo. This has untenable risks to the broader Sydney Metro delivery program which comprises multiple packages of works that have highly complex and sensitive interfaces as illustrated below.

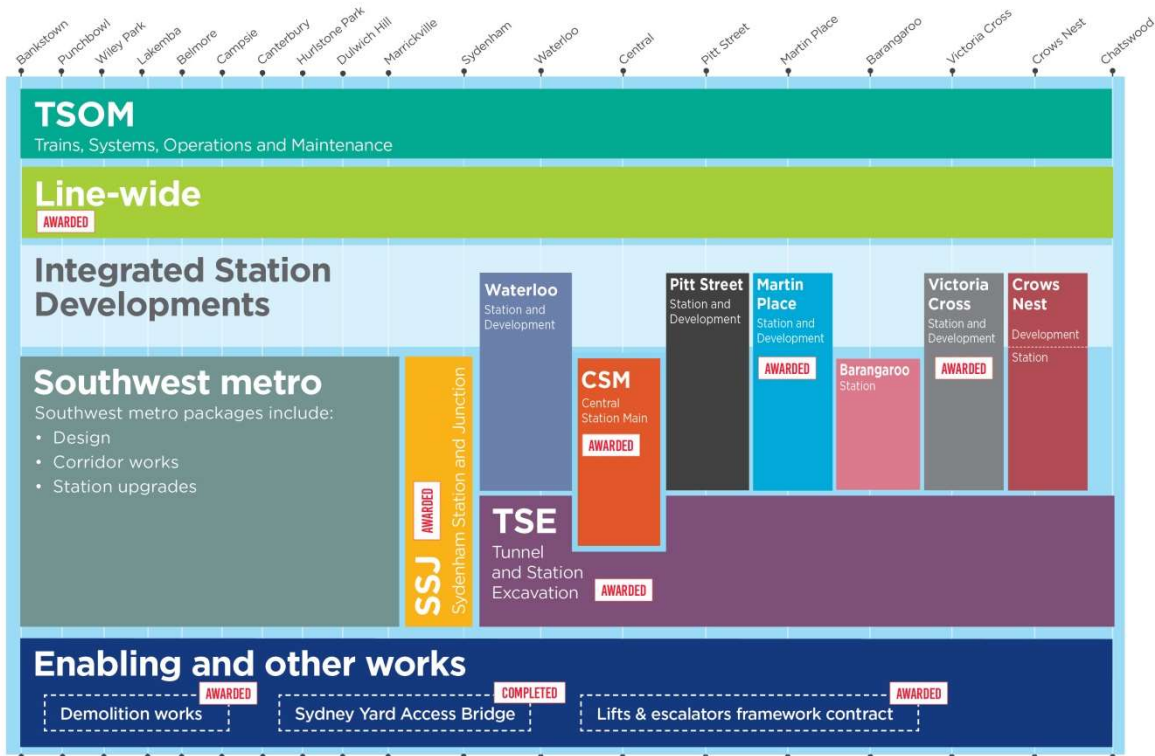


Figure 1: Sydney Metro Delivery Strategy

The competition process is also unreasonable in the context of the technical complexity of the integrated designs. Critically, Sydney Metro would not be able to meet engineering assurance requirements in the case that changes to the station result from a design competition which could push out the project's delivery milestones. To this end, the Martin Place OSD Concept Approval sets a precedent for waiving the requirement for a design competition for complex and highly technical SSD projects.

### Aspect 4 Extended Duration of Construction and Completion of OSD and Station

Requiring a competitive design process would be unreasonable as it would constrain the opportunity to realise the benefits of a consolidated construction window and concurrent delivery of the station, metro infrastructure and OSD.

Specifically:

- Enabling the concurrent delivery of the station and OSD reduces the overall construction timeframe for the surrounding precinct and thereby the duration of construction impacts to surrounding properties and public spaces.
- The integrated and concurrent delivery of the metro infrastructure, station and OSD gives certainty of completion by 2024.

### Aspect 5 Robust design review and development process to date

Requiring a competitive design process would be unnecessary given the robust design review and development process undertaken to date. This has included rigorous testing of options for land use, building heights, envelopes and form, articulation and integration, with regard to the specific and complex parameters.

Further, a design competition is only one way of achieving design excellence. The breadth and depth of considerations relevant to Sydney Metro's Integrated Station Development proposals is extensive and has been intrinsic to the detailed design process to date. This would be an unreasonable technical challenge for a design competition.

### Aspect 6 Independent review

Design Review Panels are a tried and tested method for achieving excellent design outcomes, and are widely adopted on numerous SSD and other projects. The Design Review Panel approach has been previously implemented for technically complex state significant projects.

Sydney Metro's design process has benefited from independent design review by the Sydney Metro Design Review Panel for two years. The Panel has materially lifted the design quality of the metro product.

### Aspect 7 Consistency with the GANSW's Design Excellence Initiatives

The Sydney Metro Design Excellence Strategy directly responds to, and is consistent with, the recently adopted "Better Placed" design policy for NSW prepared by the Government Architect NSW. It is noted that Better Placed supports the use of Design Review Panels for complex state significant projects.

### Aspect 8 Consistency with precedent projects

Sydney Metro's proposed alternative competition design process is consistent with precedents established for other major infrastructure and state significant development projects including approvals granted for Sydney Metro Martin Place Over Station Development (SSD17\_8351) and Commercial Building C1, Barangaroo South (SSD17\_8529).



## Appendix C – Detailed Strategy Elements

	Planning approval (EIS)		Procurement documents		Post award contract documents
	Station (CSSI)	OSD Concept SSD	Stage A	Stage B	
<b>Phase 1 Design quality expectations</b>					
Sydney Metro vision	✓	✓	✓	✓	✓
Sydney Metro Design Guidelines including the endorsed design objectives and supporting principles	✓	✓	✓	✓	✓
Site specific design principles		✓	✓	✓	✓
Benchmarks			✓	✓	✓
Contract requirements			✓	✓	✓
<b>Phase 2 Competitive selection</b>					
Teams demonstrate capability to deliver design excellence			✓	✓	
Teams submit a Design statement			✓	✓	
Sydney Metro ensures competitive selection process includes satisfactory diversity provisions			✓	✓	
Sydney Metro's evaluation ensures discrete consideration of design (independent of other criteria)			✓	✓	
Tender submissions are reviewed by a multi-disciplinary team of in-house experts				✓	
Independent review by Design Excellence Evaluation Panel			✓	✓	
Workshops are held with proponent teams				✓	
Design Excellence Report				✓	✓
Design excellence elements of successful tenderers submitted design incorporated into contract documents					✓
<b>Phase 3 Design Integrity</b>					
Design Excellence reporting to Sydney Metro Design Review Panel supplemented with a representative of the State Design Review Panel.					✓
					✓
Post contract award / planning approval strategies and conditions of approval as relevant					✓



## Appendix D – Pitt Street benchmarks

Sydney Metro's success as a transformative world class metro will be the outcome of a combination of different elements, from engineering, architecture and public realm to customer touch points. Sydney Metro has identified benchmark projects that demonstrate the design quality aspirations for the Pitt Street Integrated Station Development site.

These benchmarks have been selected as the reference for design elements and are not intended as benchmarks for cost. A number relate to stations and station precincts and are not intended as design benchmarks for stations.

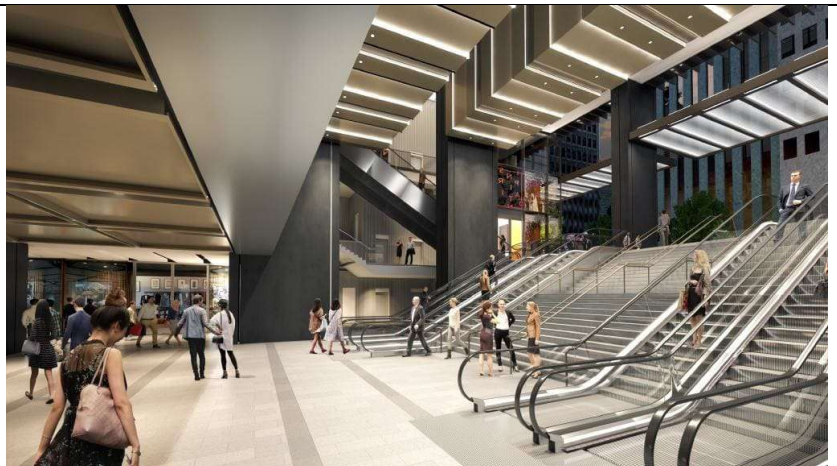
The Pitt Street benchmarks have been selected to showcase the minimum quality expected in relation to:

1. Integrated design outcomes.
2. Towers that showcase high quality design and contribute positively to the city skyline.
3. Architecture that responds to adjoining buildings and streetscape character and scale.
4. A design that provides a high quality public space that is integrated, connected, active, safe and comfortable for customers and pedestrians.
5. A design that fulfils the needs of a civic station entry and a high quality OSD entry with associated servicing.
6. Materials and finishes that are high quality and appropriate to the context.
7. Integration of joyful public art and public domain elements that contribute to a good experience of the place.
8. Well considered strategies in façade and services integration that contribute towards best practice sustainable outcomes

### Wynyard Place 10 Carrington Street, Sydney

Relevant to Pitt Street ISD because it demonstrates:

- A design that integrates the station with development above.
- A street frontage that has inviting, transparent and permeable entrances.
- Successful relationship to adjacent heritage item.
- An uncomplicated and simplified ground plane. A well resolved and modulated ground floor and podium design.



Architect:  
Make Architects in association  
with Architectus



Awards



City of Sydney Design Competition winner

## **Lumiere' Bathurst Street, Sydney**

Relevant to Pitt Street ISD because it demonstrates:

- An innovative design response that has uniqueness and adds to the collective architectural image of Sydney.
- A large footprint building that has been finely modulated in both podium and tower.
- Achieves good residential amenity (light and air).
- A unique design solution with podiums and setbacks that respond to local context including adjoining heritage buildings.
- A high quality and articulated tower façade design.
- Well activated ground plane with pedestrian permeability.
- Services are discretely located and do not impact higher profile streets or public / customer spaces.



Lead Architect: Foster and Partners  
Collaborating Architect: PTW Architects

Awards





2008 Commendation Award for Residential Architecture - Multiple Housing, AIA NSW

### **AHL headquarters + Hilton hotel 478 + 488 George Street, Sydney- (2 Buildings)**

Relevant to Pitt Street ISD because it demonstrates:

- Adjoining developments that demonstrate an innovative design response that has uniqueness and adds to the collective architectural image of Sydney.
- Unique design that respond to the form and materiality of nearby buildings including QVB.
- A good example of a colonnade design that is timeless, contemporary and elegant. (Sydney Hilton Hotel)
- A well-designed , slender tower, (AHL Headquarters) that responds to the diverse neighbouring buildings
- Activated and inviting entrances and ground floor design.

Architect: Candalepas Associates (AHL) and Johnson Pilton Walker (Sydney Hilton)



#### **Awards for Sydney Hilton (JPW)**

- ★ 2006 Australian Stone Architectural Award (Best Commercial Exterior)
- ★ 2006 RAIA National Commercial Award
- ★ 2006 RAIA NSW Chapter, Architecture Award for Commercial Building
- ★ 2006 RAIA NSW Chapter, Architecture Award for Civic Design
- ★ 2006 Sustainable Energy Authority (SEDA) Energy Efficiency Award

#### **Awards for AHL (Candalepas)**

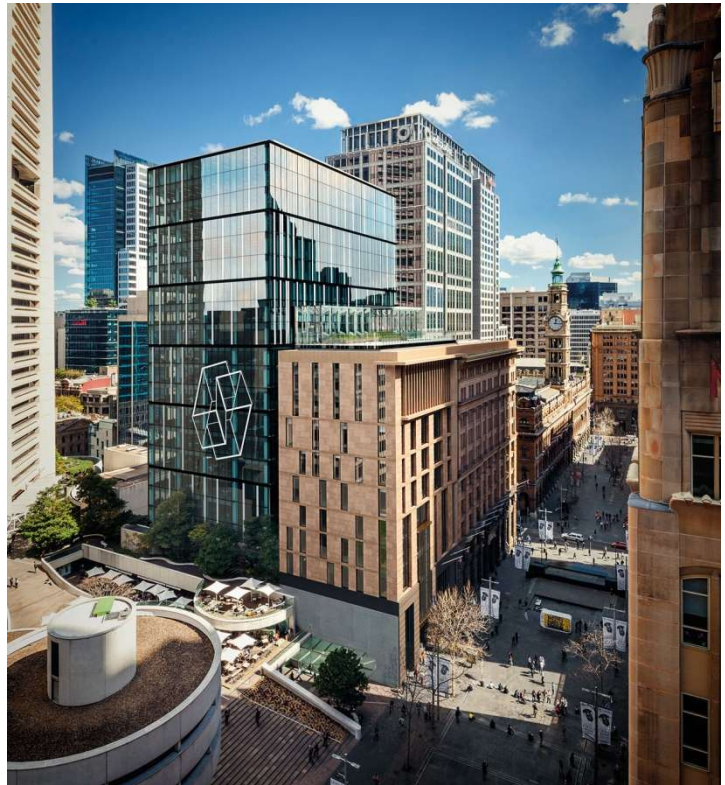
- ★ 2016 National Architecture Awards: Winner of Harry Seidler Award for Commercial Architecture

## 5 Martin Place, Sydney

Relevant to Pitt Street ISD because it demonstrates:

- Innovative response to adjacent heritage building and the heritage context.
- Refined detailing and materiality that responds to the surrounding context.
- Breaks down scale of development through modulation, detailing and materiality
- Elegantly reinforces the streetscape context of Martin Place.
- Ground plane connectivity that is active and supports permeability.

Architect: JPW



### Awards

- ★ 2016 Commercial Architecture Award, NSW Architecture Awards
- ★ 2016 National Award for Heritage, AIA
- ★ 2016 NSW President's Award, UDIA
- ★ 2016 Award for Adaptive Reuse, National Trust of Australia (NSW)
- ★ 2016 National Commercial Architecture Award, AIA
- ★ 2016 Francis Greenway Award for Heritage Architecture, Creative Adaptation , AIA NSW
- ★ 2016 Lloyd Rees Award - Award for Urban Design, AIA NSW
- ★ 2016 Steel Excellence Award for large building projects, Australian Steel Institute
- ★ 2016 Excellence Awards winner, NSW Urban Taskforce Development
- ★ 2016 Urban Renewal Development Award, ISTRUCTE (UK Institute of Structural Engineers)



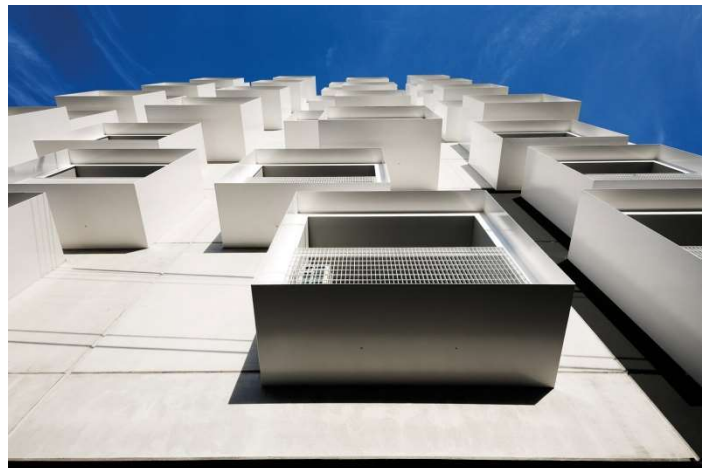
## Upper House

520 Swanston Street, Carlton,  
Melbourne

Relevant to Pitt Street ISD  
because it demonstrates:

- Good modulation of building parts which reduces the building bulk, and reinforces streetscape datum (relevant to Pitt Street North).
- Good ventilation and light to residences.
- Well-designed shared terraces and gardens which improve social life.
- Well activated at street level with podium scale relating to adjoining streetscape.
- Interesting elevation with lively and strong modulation.

Architect: Jackson Clements  
Burrows



### Awards

- ★ 2017 Architizer A+ Award - High Rise (16+ Floors)
- ★ 2015 Best Overend Award Multiple Housing, AIA Victorian Architecture Awards
- ★ 2015 Frederick Romberg Award for Multiple Housing, AIA National Architecture Awards

## Nishi Building

25 Edinburgh Ave Canberra,  
ACT

- Award winning mixed use building including a hotel which activates the precinct.
- Dynamic design response created by a diverse team of designers.
- Rich interiors and shared spaces.
- A unique design solution that responds to the local context.
- Strongly integrated art.
- 6 Greenstar sustainability rating and environmental approach.

Architects

Fender Katsalidis and Suppose  
Design Studio



## AWARDS

- ★ 2017 Commercial Architecture Award – Australian Institute of Architecture, ACT Awards
- ★ 2017 Sydney Anchor Award for Residential Architecture
- ★ 2017 Commercial Architecture Award Australian Institute of Architects, ACT Awards
- ★ 2017 Commercial Architecture Commendation Australian Institute of Architects National Awards
- ★ 2015 International Project of the Year - Building Awards (United Kingdom)

## Appendix E – Sydney Metro Design Excellence Evaluation Panel Fact Sheet

### Purpose

The Design Excellence Evaluation Panel (DEEP) is a key element of Sydney Metro's Design Excellence Strategy, formalising a long standing commitment to competitive design processes.

The DEEP's purpose is to provide independent evaluation of Sydney Metro's integrated station development proposals to support design excellence by performing the jury role in Sydney Metro's competitive design process.

### Members

Members will be drawn from the Sydney Metro Design Review Panel and will include:

- NSW Government Architect as Panel Chair (or alternate Panel member endorsed by Sydney Metro).
- One representative nominated by the Department of Planning and Environment.
- Up to two representatives nominated by Sydney Metro as the Proponent.
- Up to two representatives nominated by UrbanGrowth for Waterloo
- One representative nominated by the local council.

A separate DEEP will be convened for each ISD site.

### Contributing to design excellence

The DEEP will contribute to design excellence by providing objective, independent and expert review on design ideas and an independent evaluation on tenders for Sydney Metro.

Key milestones for the DEEP will include:

- Confirming the capability of proposed teams to achieve design excellence during the Expression of Interest phase.
- Participating in interactive workshops with tendering teams to provide positive guidance and direction to help teams submit tenders that exceed the nominated design quality benchmark while balancing other considerations such as engineering, buildability and cost.
- Writing a Design Excellence Report documenting the recommendations to achieve design excellence.

The DEEP Design Excellence Report will give Sydney Metro confidence that submitted design meet the design objectives, principles and requirements with a high quality solution.

The report will describe the stand out elements that contribute to design quality to be bound into the contract documents to ensure design excellence. The report would also describe elements needing improvement in subsequent stages.

The DEEP Chair will present the findings of the design excellence evaluation to Sydney Metro's Tender Review Panel.