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Contents

1.0	Introduction	2
1.1	Overview	2
1.2	Objectives of the Design Excellence Strategy	3
2.0	Design Excellence Strategy	3
2.1	Location and Extent of the Design Competition	3
2.2	Type of Competitive Design Process	4
2.3	Selection of Competitors	5
2.4	Establishment of the Competition Jury	6
2.5	Technical Advisors	6
2.6	Impartial Observers	7
2.7	Competition Brief	7
2.8	Jury Decision	8
2.9	Jury Report	8
3.0	Design Integrity	8
3.1	Winning Scheme and Competitor	8
3.2	Role of the Jury in the Design Integrity Phase	8
3.3	Satisfaction of Clause 6.21 of the Sydney LEP 2012	9

Figures

Figure 1	The site	4
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Tables

Table 1	Competition Program	5
Table 2	Competition Brief – Annotated Table of Contents	7

1.0 Introduction

1.1 Overview

This Design Excellence Strategy has been prepared by Ethos Urban on behalf of Health Infrastructure (HI) (the Proponent). HI is the capital works agency of NSW Health, leading the planning and delivery of the Royal Prince Alfred (RPA) Hospital Redevelopment in collaboration with Sydney Local Health District. In accordance with the objective of clause 6.21 of the *Sydney Local Environmental Plan 2012* (the Sydney LEP 2012) and following direction from the State Design Review Panel (SDRP), a design competition is proposed to be carried out to support the proposed redevelopment of the RPA Hospital, Camperdown.

The RPA Hospital project comprises the redevelopment and refurbishment of a portion of the RPA campus, comprising a \$750m investment by the NSW government. RPA is a multifaceted place in the fabric of Sydney, performing a critical day-to-day function of diverse health services, but also contributing to the character and history of Camperdown. The historic and functional qualities of RPA are a unique mix which provides significant opportunities, but also requires sensitive attention.

Development upon the site will involve alterations and additions to the existing health services facility, as well as the delivery of new built form and floor space to support the existing critical hospital operations. The proposed redevelopment will constitute State Significant Development (SSD) under the provisions of *State Environmental Planning Policy (State and Regional Development) 2011*. This Design Excellence Strategy will be applicable for the proposed SSD component of the development, excluding any early or enabling works being undertaken to facilitate the broader redevelopment project.

In accordance with the Government Architect's Design Excellence Competition Guidelines (GA Guidelines) and the City of Sydney Competitive Design Policy 2012 (Council's Policy), this Design Excellence Strategy has been prepared to define the location and extent of the design competition, the type of design competition, and the key elements of the competition process, including the ongoing design integrity requirements. This Design Excellence Strategy is sought to be endorsed by the Department of Planning, Industry and Environment, as well as GANSW, with input from other key stakeholders.

As noted in the Guidelines, it is important to select a competition type that is most suitable for the scope of a project. Importantly, the draft Guideline acknowledges 'special scenarios' where a bespoke Design Excellence Competition Strategy, tailored to the needs of the project, may be required for large or complex projects. The subject project calls for such a tailored process.

The redevelopment of the RPA Hospital is one of the most critical and complex public projects in the State of NSW, seeking to deliver life-saving clinical facilities in a highly urbanised setting at one of Australia's oldest hospitals.

The physical relationships between the varying functions and operations of a hospital influence the ultimate configuration and internal planning for the building, increasing the complexity of designing for health facilities. In general, designing for health facilities is a specialised discipline, with design competitions not ordinarily adopted as a design procurement method. Further to this, the RPA Hospital campus presents a combination of challenges and opportunities in the form of limited 'clean slate' developable areas, a number of established buildings with highly specialised internal operations, heritage listed elements, key landscape features, and a variety of interface considerations to adjoining land uses.

The tailored design competition will involve the preparation of a concept design scheme with emerging detailed design ideas presented by each Competitor. The benefit of this approach allows the winning scheme to develop through detailed design closely with Health Infrastructure to address functional and clinical requirements specific to health infrastructure facilities.

The Proponent has elected to carry out a bespoke invited architectural design competition with three (3) invited competitors.

1.2 Objectives of the Design Excellence Strategy

The objectives of this Strategy are to:

- Establish a methodology for the Proponent to implement a competitive design process for the redevelopment of the subject site, in accordance with the GA Guidelines.
- Ensure that the competitive design process works within the framework of this approved Design Excellence Strategy.
- Ensure that the competitive design process addresses site planning and public domain design, including addressing key matters raised by the State Design Review Panel in preliminary reviews of the project.
- Confirm the number of architectural practices to participate in the competitive process and how these firms are selected.
- Establish the process for the selection of a competition Jury.
- Set out the approach for establishing a Competition Brief that ensures:
 - The consent authority and stakeholders design excellence requirements are balanced with the Proponent's objectives and critical functions of the RPA Hospital.
 - The achievement of design and architectural diversity.
 - The alignment of the project design with key local and State policies, such as Better Placed and the Connecting with Country Draft Framework.
 - Procedural fairness for competitors.
- Ensure that design integrity is continued in the subsequent detailed development proposal through construction phase to completion of the project.
- Explain the role of the Jury in the design integrity phase.

2.0 Design Excellence Strategy

2.1 Location and Extent of the Design Competition

The site of the proposed redevelopment is the Royal Prince Alfred Hospital (the site), located at 12 Missenden Road, Camperdown. The RPA Hospital comprises a single campus, divided by Missenden Road into the eastern and western campus. A single Design Competition is proposed to be undertaken and applies to the eastern campus of RPA Hospital as illustrated in **Figure 1**. The eastern campus has an area of approximately 43,360m².

RPA Hospital is located within the Camperdown Health Education and Research Precinct (CHERP), and more broadly is within the mixed use suburb of Camperdown. The CHERP Precinct Plan, dated 26 June 2020 was developed as a result of the urban design and planning for RPAH Redevelopment (Stage 1), and acknowledges the significant ties of health and education related uses clustered in the Camperdown area.

The RPA Hospital campus is within the Collaboration Area considered under the Camperdown-Ultimo Place Strategy, published by the Greater Sydney Commission. Further growth of the RPA Hospital is recognised as one of the Strategy's key actions to service increased population growth.

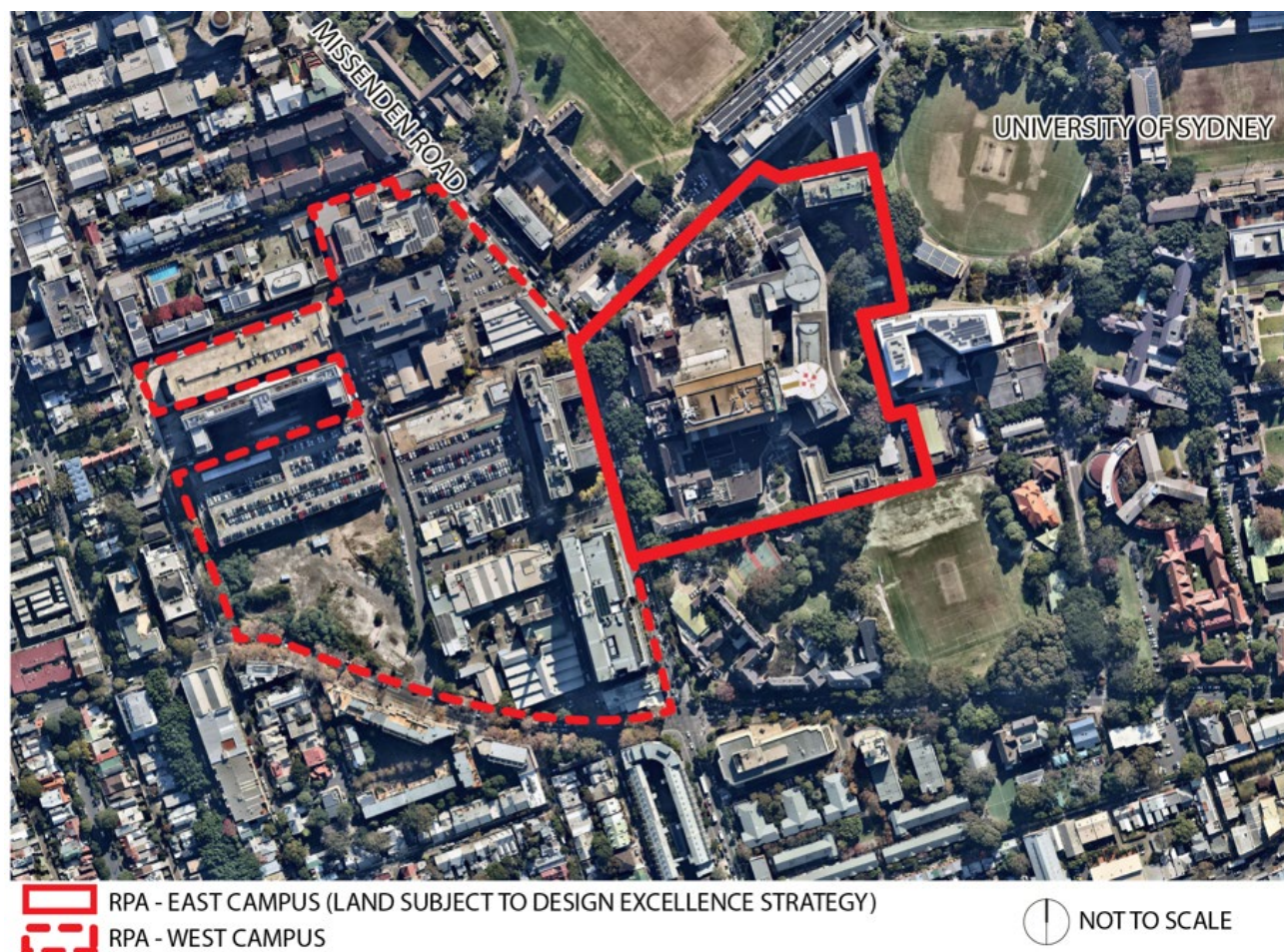


Figure 1 The site

Source: Nearmap/Ethos Urban

2.2 Type of Competitive Design Process

In collaboration with GANSW, the Proponent has elected to conduct a bespoke and tailored **invited architectural design competition** for the project. The process is to be undertaken prior to the lodgement of any SSDA, with the competition seeking to identify a design concept and partners to deliver the project. Recognising the scale, importance, and clinical requirements of the project, the design concepts will also include emerging design ideas to be further refined through design development. The design competition will be informed by a reference scheme prepared by Jacobs, who will have a continuing role in the project.

The Design Competition will be conducted in accordance with the flexibility provided by the Guideline for special projects, and will be guided by a Competition Brief to be endorsed by GANSW. As the site is not subject to maximum building height or floor space ratio controls, additional height or floor space bonus provisions are not applicable through the competitive design process.

The Design Competition will broadly comprise a single stage design competition with the following key components:

- An initial Competitor briefing.
- A 6-week working time for competitors to prepare proposals.
- Interactive workshops throughout the working time to ensure proposals align with the Competition Brief and clinical requirements of the project.
- Final submissions and presentations by Competitors to the Jury.
- Jury deliberations with selection of a winning design concept.

A draft competitive process program is provided in **Table 1** below.

Table 1 Competition Program

Week	Description / Milestone
<i>Prior to Competition commencement</i>	<ul style="list-style-type: none"> • Endorsement of the Design Excellence Strategy • Endorsement of the Competition Brief, including the assessment criteria
Week 1	<ul style="list-style-type: none"> • Competitor Briefing, including site visit (restrictions pending) • Working time
Week 2	<ul style="list-style-type: none"> • Working time
Week 3	<ul style="list-style-type: none"> • Interactive No. 1 • Working time
Week 4	<ul style="list-style-type: none"> • Working time
Week 5	<ul style="list-style-type: none"> • Interactive No. 2 • Working time
Week 6	<ul style="list-style-type: none"> • Working time
Week 7	<ul style="list-style-type: none"> • Final Submission
Week 8	<ul style="list-style-type: none"> • Technical Review
Week 9	<ul style="list-style-type: none"> • Technical Review • Jury Briefing (including Technical Review presentations)
Week 10	<ul style="list-style-type: none"> • Final presentations • Jury deliberations

2.3 Selection of Competitors

The Proponent will undertake a tailored architectural design competition with **three (3) invited Competitors**. The selection of the invited Competitors will be determined by the Proponent, in consultation with the GANSW, ensuring the Competitors are well-experienced designers with proven capabilities and design skills in health-related projects.

The primary invited Competitors will be required to satisfy the following eligibility requirements:

- Firms certified on the NSW Government Prequalification Scheme SCM1191 Consultants in Construction.
- Be a person, corporation or firm registered as an architect in accordance with the *NSW Architects Act 2003*
- Local Australian architects with a Sydney-based practice.
- Proven capability and experience in health-related facilities and hospital projects, particularly in NSW.
- A strong track record of completed projects, including large scale and master planning projects.
- Demonstrated capabilities in design excellence by being the recipient of an Australian Institute of Architects (AIA) commendation or award in the past five years.

Each of the primary Competitors will also be required to collaborate with **one** additional architectural firm (Competition Collaborator) with a demonstrated design excellence track record and recognised skills and experience in public work across a range of scales, including buildings within sensitive heritage contexts. The intent behind the requirement to form a design partnership is to allow for a diversity of thinking and a range of new ideas to be considered.

The primary invited Competitors must either:

- Select one Competition Collaborator from a shortlist defined by the GANSW based on the Government Architect's Strategy and Design Scheme (Scheme No. SCM0801); or
- Select an alternative Competition Collaborator that is not identified in this shortlist, but possess similar qualities. If this option is to be pursued, the alternate Competition Collaborator is to be agreed by GANSW and the Proponent.

The design partnership between the primary Competitor and Competition Collaborator must remain in-tact throughout the design competition. Other non-core team members/collaborators may be included in the Competitors teams at each individual team's discretion.

2.4 Establishment of the Competition Jury

The Competition Jury will comprise a total of six members in recognition of the unique characteristics and significance of the project. The Jury will comprise:

- three members nominated by the GANSW, including:
 - Abbie Galvin, Government Architect of New South Wales
 - GANSW nominee (TBC)
 - City of Sydney nominee (TBC)
- three members nominated by the Proponent, including:
 - Rebecca Wark, Chief Executive, Health Infrastructure NSW
 - Teresa Anderson, Chief Executive, Sydney Local Health District
 - HI NSW nominee (TBC)

A detailed set of obligations will be provided in the Competition Brief for Jury members, but in general, they are to:

- Represent the public interest.
- Be appropriate to the type of development and context of the site.
- Include persons who have expertise and experience in the design and construction professions and industry.
- Include at least one heritage related specialist (as nominated by GANSW).
- Include at least one specialist experienced in the daily operations and clinical functions of RPA Hospital (as nominated by the Proponent).
- Include a majority of registered architects with urban design and architectural expertise and experience.

The chairperson of the Jury will be nominated by GANSW and will have expertise in architectural design and be a recognised advocate of design excellence. One chairperson will be selected from the six jury members.

2.5 Technical Advisors

Technical advisors will be appointed by the Proponent for the duration of the Design Competition, including in the capacity to contribute to the Competition Brief. The Technical advisors will be available throughout the Design Competition to provide advice to the Competitors, provide direction in the interactive sessions, and assess the final submissions against the assessment criteria and requirements of the Competition Brief.

Technical advisors will issue advice through the Competition Manager, with the Proponent reviewing this advice to ensure consistency with the Brief given the sensitive and complex nature of the project. The Competition Manager will distribute advice to Competitors and the Jury as required.

The Technical advisors will be defined in the Competition Brief, but are likely to include the following key disciplines:

- Statutory planning.
- Existing building constraints.
- Clinical services.
- Heritage.
- Buildability.
- Cost estimate/Quantity surveying.
- Aviation.
- Engineering.
- Arboriculture or ecology.
- Traffic and logistics.

2.6 Impartial Observers

A number of stakeholders will be invited to attend and observe the key milestones of the competition, including a review of Final Submissions and attendance at Competitor presentations. These stakeholders include:

- **Department of Planning, Industry and Environment (DPIE):** A future SSDA is required to be lodged with DPIE for assessment and determination of the project. DPIE will nominate an impartial observer in the design competition process. DPIE will endorse this Strategy.
- **City of Sydney Council (Council):** As the relevant Council, the City of Sydney will be consulted on the Competition Brief. GANSW will consider the comments from Council but are ultimately the authority who endorse the Strategy and Brief. Council officers may also be nominated to be a part of the jury. Council will nominate an impartial observer in the design competition process.

2.7 Competition Brief

The Competition Brief will be prepared by the Proponent who will liaise with GANSW and other stakeholders during the Preparation. In establishing the Competition Brief, the Proponent will ensure that:

- All details regarding the conduct of the Design Competition are contained within the Competition Brief.
- The selection criteria and associated weightings are clearly defined and agreed in the Competition Brief.
- The objectives of the project and aspirations of the project are expressly stated in the Competition Brief.
- The Competition Brief and appended documents are reviewed and endorsed in writing by GANSW prior to its distribution to competitors, Jury and Technical advisors.

The Competition Brief will ensure that the Proponent's objectives are clearly stated and the design excellence requirements of the Sydney LEP 2012 can be achieved, to the satisfaction of the Jury, promoting design excellence and architectural diversity, and ensuring that procedural fairness for competitors is achieved.

An annotated table of contents for the Competition Brief is outlined in **Table 2**.

Table 2 Competition Brief – Annotated Table of Contents

Design Competition Brief	
1. General Information	This section will outline the purpose and timing of the design competition, providing an overview of the project and the bespoke design competition.
2. Project Vision and Aspirations	Outline of the RPA Hospital campus vision and project aspirations.

Design Competition Brief	
3. Site Description & Context	A description of the existing development at the RPA Hospital, particularly the built form, open space, transport and access, existing clinical operations and the surrounding context.
4. Planning Context and Controls	This section will outline the strategic and statutory planning framework and delves into the strategic context, including the CHERP Plan, heritage significance of the site and its context, and the Obstacle Limitation Surface.
5. Objectives	This section will explain the clinical, planning and design objectives of the project.
6. Competition Procedures	The procedural matters of the design competition will be set out in this section, including the responsibilities and obligations of the Proponent and Jury and the technical advisors, the role of DPIE, GANSW, the City of Sydney; the basis for participation; and the intent of the Design Integrity Phase.
7. Submission requirements	Outline of the documentation to be provided in each Competitor's submission.

2.8 Jury Decision

The Jury must evaluate three design competition submissions and make every effort to arrive at a consensus in the selection of a winner. If, in the opinion of the Jury, key design issues require further resolution before a decision can be made, the Jury may recommend that design amendments be made to up to two of the final submissions. All efforts must be made to select a winner from the design competition entries, acknowledging that the purpose of the design competition is to procure design collaborators and identify design concepts and emerging ideas capable of achieving design excellence in collaboration and development with Jacobs, the existing project architects. The Jury Chair should take a lead role in negotiating an outcome for the design competition, with a priority to select a winning proposal and design collaborator to guide the project to design excellence.

2.9 Jury Report

Following the final submissions and presentation day, a Jury Report will be prepared by the Competition Manager on behalf of the Jury. The Jury Report will contain findings and recommendations of the Jury. An assessment of each entry against the selection criteria provided within the Competition Brief and input from the Proponent and Technical Panel will be appended to the Jury Report as required.

The Jury Report will include the Jury's rationale for the choice of the preferred design and team, outlining how in the opinion of the Jury, the scheme is capable of achieving design excellence. The Jury Report will also include any further recommended design amendments relevant to the scheme's capability of achieving design excellence and the requirements of the Competition Brief.

3.0 Design Integrity

3.1 Winning Scheme and Competitor

The competitor presenting the winning scheme (as chosen via the Design Competition) is to be appointed as a partnering architect for the project to work in collaboration with Jacobs. The scope and role of this engagement will ultimately depend on the final scheme provided as a result of the Design Competition, and subject to further detailed agreement with the Proponent, but will include as a minimum an ongoing role in the key design process throughout the project. The winning Competitor will perform this role until the completion of the project in collaboration with Jacobs.

3.2 Role of the Jury in the Design Integrity Phase

In order to retain design integrity throughout the life of the project, following selection of a winning team and award of the winning design, the final Jury Report will outline the key 'Measures of Design Excellence' or key elements to be retained within the scheme as it develops.

Commentary from the Jury (against these defined key measures) will be required prior to lodgement of a detailed SSDA, and at any subsequent substantial modification to the detailed development consent. The Jury will have an ongoing review role as a Design Integrity Panel, and will take the place of any separate design review panel (such as the State Design Review Panel).

If the original Jury members are not available for subsequent reviews of the design, suitable alternatives may be nominated and agreed by the Consent Authority and the Proponent. At least four members (or their alternatives) are required to form a quorum for the Design Integrity Panel, which will be responsible for ongoing design reviews.

Given the nature of the design competition and objective for design concepts to be presented, it is anticipated that the Design Integrity Panel will be reconvened at key milestones to provide input/direction to the project design. These milestones will include as a minimum:

- Prior to lodgement of the SSDA, providing sufficient time to allow for meaningful input by the Jury on design development.
- During the assessment of the SSDA as deemed necessary by the Consent Authority.
- If required, prior to the submission of any modifications to a SSD Development Consent.
- If required throughout the detailed design process if deemed necessary by the Consent Authority or the Proponent.

Each meeting of the Design Integrity Panel is to be documented within a report or minutes. At each milestone, certification is required relating that the design retains, or is an improvement upon, the design excellence qualities exhibited in the winning scheme.

3.3 Satisfaction of Clause 6.21 of the Sydney LEP 2012

The completion of a design competition consistent with this Strategy is to be deemed to have satisfied the objective of clause 6.21 of the Sydney LEP 2012 in relation to completing a competitive design process. The undertaking of a design competition for the site will achieve the purpose of testing different design approaches and outcomes for the site.

In the unprecedented and unlikely scenario the Jury is unable to determine a winner despite all best efforts, they may decline to declare a winner. If the Jury decline to declare a winner, a design collaborator for the project is to be selected from among the Competitors and a continued design review process will be required to ensure design excellence is achieved. This ongoing design review process will be determined between DPIE, GANSW and the Proponent, in consultation with City of Sydney.

In this scenario, the Jury Report will clearly outline the positive and supported aspects of the scheme put forward by the design collaborator, but identify the matters which are unresolved and require further design refinement and resolution. The Jury Report will more broadly identify other supported propositions or opportunities identified through the design competition, as well as challenges which should be the focus of the continued design review process. In this instance, the Jury Report will focus on the opportunities to achieve design excellence based on the testing which has taken place in the design competition, noting no scheme was deemed capable of achieving design excellence, but a design collaborator was appropriately selected.