



Office of the
Government
Architect

6 March 2017

Mr David Riches
Projects NSW
Level 15, Macquarie House
167 Macquarie Street
Sydney NSW 2000

Dear Mr Riches

Subject: Western Sydney Stadium Design Excellence

The Office of the Government Architect has reviewed the process employed to achieve design excellence for the Western Sydney Stadium Project. The Department notes that the City of Parramatta endorses this process as suitable for a project of this nature.

I advise that the Office of the Government Architect consider that the design excellence process utilised for Western Sydney Stadium is suitable to meet the requirements of the Parramatta LEP.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Peter Poulet', written in a cursive style.

Peter Poulet
NSW Government Architect

Encl: Western Sydney Stadium Design Excellence. Competitive Design Process

1. Competitive Design Process

1.1 Background

The Western Sydney Stadium project will provide a new 30,000 seat stadium on the site of the existing Pirtek Stadium in Parramatta. The new stadium will provide a world-class venue including significant improvements in the spectator experience.

Infrastructure NSW is the agency responsible for delivering Western Sydney Stadium on behalf of Venues NSW. A Staged State Significant Development Application (SSD) for the demolition of the existing stadium, including a concept plan for the new Western Sydney Stadium was approved by the Minister for Planning on 7 December 2016.

Prior to the lodgement of a stage 2 SSD for the construction of the new Western Sydney Stadium, concurrence is required by the Secretary of Department of Planning and Environment regarding the design process undertaken to arrive at the preferred design.

1.2 Planning Requirements

Western Sydney Stadium is located within the Parramatta City Local Government Area. Under the requirements of Part 4 of the *Environmental Planning and Assessment Act 1979* (EP&A Act), development applications must have regard to the requirements of the Parramatta Local Environment Plan 2011 (Parramatta LEP). Part 7 of the Parramatta LEP requires the hosting of a competitive design process 'in accordance with procedures approved by the Secretary of the Department of Planning and Environment,' if the project includes certain parameters. In the case of the Western Sydney Stadium the requirement for a competitive design competition is triggered by the development having a capital investment value in excess of \$100,000,000.

At the time of lodgement the most contemporary guidelines in relation to the hosting of a competitive design competition approved by the Secretary of the Department of Planning and Environment are the *Director General's Design Excellence Guidelines 2011*, NSW Department of Planning. These guidelines were designed to complement the former Part 3A of the EP&A Act, particularly in relation to proponents seeking increases in height or floor space.

1.3 Western Sydney Stadium Competitive Design Process

The Director General's Design Excellence Guidelines, 2011 (Guidelines) were not drafted with the intention of informing competitive design processes for buildings such as Western Sydney Stadium. Rather, the principle purpose of the guideline was to provide an avenue for the achievement of bonus floor space or height on residential or commercial buildings. Consequently a number of the objectives and requirements of the Guidelines do not apply to the Western Sydney Stadium project.

In consideration of the discrepancies between the Guidelines and the nature of the Western Sydney Stadium project, a bespoke process was undertaken. The process was developed in consultation with the NSW Government Architect and the Parramatta City Council City Architect. This bespoke process utilised the procurement process for a design and construct (D&C) contractor in parallel with

a competitive design process. This process provided greater market certainty and reduced costs for bidders in developing proposals for the new stadium.

The competitive design process for Western Sydney Stadium included key design criteria within the overall D&C procurement process. The process commenced with an expression of interest (EOI) in June 2016 requesting capability statements from consortia. The expressions of interest were assessed for capability of consortia members across key metrics including design.

Consortia shortlisted as a result of the EOI process were invited to provide detailed tenders for the D&C of the stadium. An evaluation panel was constituted to assess the tenders that included a sub-committee specifically constituted to assess design aspects. The recommendations of sub-committee formed the assessment of the design aspects of the project for the evaluation panel.

Section 2 of this report outlines the outcomes of the sub-committee's assessment of the proposals. Section 3 of this report provides an assessment of the Western Sydney Stadium competitive design process against the requirements of the Director Generals Design Excellence Guidelines.

Infrastructure NSW consider that the bespoke competitive design process undertaken for Western Sydney Stadium meets the majority of the requirements of the Guidelines and is better suited to a project of this nature.

2. Western Sydney Stadium Competitive Design

2.1 Jury

The 'jury' for the Western Sydney Stadium competitive design process was established as a sub-committee of the evaluation panel for the assessment of tenders. Whereas the evaluation panel assessed proposals based on a range of financial and non-financial criteria, the sub-committee assessed tenders on design excellence criteria only.

The sub-committee was comprised of the following experts in the field of architecture and urban design:

- Peter Poulet, NSW Government Architect- Chair
- Kim Crestani, City of Parramatta City Architect
- David Riches, Executive Director, Infrastructure NSW

Biography's of the sub-committee members can be found in Appendix 1.

2.2 Project Brief

A request for tender process was released on 27 July 2016 and concluded on 14 October 2016. Infrastructure NSW led an evaluation process to assess tenders according to the Project vision:

The vision for the Stadium Project is that the Stadium will form the centrepiece for the redevelopment of Parramatta. The Stadium has the potential to make a positive contribution to the distinctive identity of this important precinct, and demands a high quality architectural design outcome that will:

- (i) deliver an exceptional boutique sporting and entertainment facility;*
- (ii) be unique, while remaining sensitive to the parkland and riverine setting; and*
- (iii) set the standard for the State's other sport and major event infrastructure.*

A Project Brief was developed to guide the request for tender (RFT) process. The brief included all requirements for the successful consortia to design and construct Western Sydney Stadium. Architecture and landscape architecture were key components of the Project Brief, and required a holistic response from Proponents to develop a design befitting of the Project Vision. In addition, proposals were required to respond to the following key design criteria:

- Cultural context and significance
- Master planning context and significance
- Landscape design principles:
 - Establish a high quality parkland setting
 - Create a strong 'sense of place'
 - Respond sensitively to the Site
 - Create functional places and spaces
 - Create a robust and resilient landscape

- Architectural design principles:
 - Create an inspirational landmark building
 - A coherent built form befitting of its civic role as one of the State's premier sporting facilities
 - Create a place-specific facility
 - Integrate the architecture within the parkland setting
 - Integrate public art, way finding, lighting, signage and multi-media within the overall design
 - Ensure the built form contributes to a safe and secure environment for all visitors.

Proponents were required to form consortia that would enable them to design and build the stadium. A key member of the consortia is an architectural firm capable of developing a proposal that meets the design criteria.

2.3 Assessment and Recommendation

An expression of interest was released in June 2016, and six proposals were received. The proposals were assessed against their capabilities to achieve project completion, inclusive of design capabilities. As a result of this process, the following consortia were short-listed:

- Lend Lease
- Multiplex
- John Holland/BAM

The Sub-Committee assessed all three proposals in relation to their ability to meet the design principles for the project and their overall ability to exemplify the project vision. The Sub-Committee considered that all proposals presented the ability to meet the project requirements and all exhibited design excellence, with appropriate caveats to design development. Each proposal included a number of items that required design development, as is expected of any proposal for a project of this scale and nature.

The sub-committee made the following comments in relation to the preferred proposal:

- The scheme provides legible entry points to the stadium
- The design team are well experienced in delivering stadia projects
- The design has a strong and clear link to the city
- The architecture and materiality of the project is well considered
- Consider replacement of the PVC roofing with another material.
- Consider removing the 'kop' seating on the southern side and replacement with tiered seating.
- Develop the design of the open space fronting O'Connell Street in consultation with City of Parramatta

3. Assessment of Process

The following sections detail an assessment of the Western Sydney Stadium competitive design process compared to the requirements of the Director General's Design Excellence Guidelines, 2011.

3.1 Purpose of the Design Competition

The purpose of a design competition under the Director General's Design Excellence Guidelines is to 'promote innovative design solutions that achieve high quality buildings and spaces within the city centre.' The Guideline recognises that in consideration of the cost of hosting a design competition that results in a proposal that exhibits design excellence 'a development bonus in relation to building height and/or floor space,' can result.

The Western Sydney Stadium design competition process does not seek to achieve an increase in floor space or height as compared to existing controls. The process does however seek to achieve design excellence, which is embodied in the Project Vision and Brief.

3.2 Objectives of Design Competition

The following table outlines how the procurement process for Western Sydney Stadium meets the requirements of the Director General's Design Excellence Guidelines

Design Competition Objective	Response
To achieve a diversity of architectural response.	The RFT process enabled diversity of architectural responses by requiring each consortia to include an exclusive architectural firm.
To achieve a high standard of architectural excellence.	The requirements of the Project Brief outlined above, indicate the requirements for architectural excellence in responses to the RFT.
To encourage flexibility within the urban design controls to allow for newer or unexpected solutions	The inclusion of principles within the Project Brief allows for innovation in the design of responses. Together with the functional brief, proponents were able to develop an architectural and landscape expression that met the needs of these non-prescriptive principles.
To provide incentive through greater FSR and/or height	This criteria is not applicable to the project.
To encourage a sense of civic pride	A key criteria for design of the stadium is to create a coherent built form befitting of its civic role as one of the State's premier sporting facility.

3.3 The Design Competition Process

The process requirements outlined in the Guideline are largely not applicable to the Western Sydney Stadium project. The triggers for a design competition under the Guideline are:

- A building is over a particular height specified in the LEP;
- The building is on a specified key site;
- The competition is required as a condition of a Part 3A approval; or
- The landowner (or their agent) elects to have a competition

The Western Sydney Stadium project does not meet any of these triggers and therefore a competitive design process is not required by these Guidelines. As outlined in Section 1, in the absence of any other guidelines endorsed by the Secretary of Department of Planning and Environment, these Guidelines apply to the project as required by the Parramatta LEP.

The Guidelines provide the option of having both invited and open competitions. The Western Sydney Stadium procurement process provides for both open (through the EOI process) and invited (through the tender process) competitive process and is thereby in accordance with the Guidelines.

3.4 Design Competition Brief

The following table outlines the conformance of the Western Sydney Stadium project against the Guideline's requirements for competition criteria:

Design Competition Criteria	Response
Describe the type of competition (open or invited), the role of the proponent and the competition process	The stadium EOI met the requirement for an open competition and the tender met the requirements of an invited competition.
For an open competition, include details of the process / criteria for short listing entrants responding to the call for expressions of interest.	The process for short-listed was provided to proponents as a part of the EOI documentation.
Include details of the relevant planning controls (LEP and DCP) and any requirements of an adopted Concept Approval under Part 3A of the Environmental Planning and Assessment Act (the Act);	The Proponents were provided with the Stage 1 SSD application prepared by Infrastructure NSW that details the relevant planning controls.
Where a site includes a heritage item, is located within a conservation area or in the vicinity of a heritage item, include a heritage impact assessment and advise competitors to consider any conservation guidelines set out in the document;	A heritage impact statement was provided with the stage 1 SSD.
Describe the proposed uses within the building, the percentage of each use, the proposed gross floor area (GFA) and FSR of the building, estimated project budget and construction costs;	The stage 1 SSD provided this detail.
Indicate the level of documentation required for the submissions. The documentation should be sufficient to explain the design merits of the proposal and may include elevations, plans, montages and digital representations. The extent of documentation should relate to the scale of the project and should not be excessive;	This was included in both the EOI and tender documentation.
Provide the terms of reference of the competition jury including the nomination of a jury Chair;	The details for evaluation were provided with the tender, including the role of the evaluation panel

Make it clear that the competition is a public process and confirm that all entrants' names must be clearly visible on entries;	The process was subject to confidentiality in accordance with the NSW Government procurement guidelines.
State that the copyright of any entry to a design competition remains with the originator of the work;	This criteria was not applicable to the Western Sydney Stadium process.
State the fees to be paid to each of the entrants and, as appropriate, the awarding of any prizes, commissions or bonus to a successful entrant. Fees paid to entrants must be appropriately scaled to recompense entrants for the extent of work undertaken; and	The process was undertaken in accordance with the NSW Government procurement guidelines.
Allow a minimum period of 28 days for the preparation of submissions by entrants.	The tender process was open for over 28 days.

The Guidelines further require the consent authority to endorse the competition brief. In the case of Western Sydney Stadium the consent authority is the Minister for Planning and it would be inappropriate for the Minister to endorse the brief for this Government led project.

3.5 Competition Jury

The Guidelines require the following composition for the competition jury:

- The proponent
- The consent authority
- The Director General of the Department of Planning

The jury for the Western Sydney Stadium design excellence comprised:

- Peter Poulet, NSW Government Architect- Chair
- Kim Crestani, City of Parramatta City Architect
- David Riches, Executive Director, Infrastructure NSW

As the Minister for Planning is the consent authority for Western Sydney Stadium it was deemed inappropriate for the Minister to be a member of the jury and instead the City Architect of Parramatta City Council was chosen instead.

Appendix 1 Design Sub-Committee Member Biographies