

Crows Nest over station development

Design Excellence Strategy

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Author:	Eric Gotla – A/ Senior Urban Planner
Date:	November 2020
Version:	1
Reference:	Reference
Division:	Operations, Customer and Place-Making

1. Sydney Metro's approach to design excellence

1.1 What is design excellence?

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 the delivery of high quality design.

Design excellence in the context of statutory development approvals processes in NSW often involves a competitive stage where an independent jury assesses and selects a design based on an agreed set of design-related selection criteria.

1.2 Sydney Metro's vision and commitment

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 further refines the *Sydney Metro City & Southwest Design Excellence Strategy* (2018) and establishes the framework within which Sydney Metro will deliver design excellence for the Crows Nest metro station sites. In particular, this Strategy describes a stand-alone and objective process that will ensure the statutory design excellence requirements for State Significant Development (SSD) Applications at Crows Nest metro station sites 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.

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. Our design excellence panels include experienced and independent members and panel membership is agreed with the NSW Government Architect.

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 to promoting design excellence in major public sector projects by developing evaluation processes that allow robust, independent and objective consideration of design.

Proposed new measures and enhancements to Sydney Metro's existing 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.

1.3 What is unique about our projects?

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 careful review of a range of design excellence process options, including holding design competitions post approval of a Concept SSD Application.

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 design excellence assessment criteria reflect the public significance of the Sydney Metro integrated station developments and the high priority placed on quality design outcomes.

This Design Excellence Strategy builds on the existing design development and review processes and systems that Sydney Metro has had in place to date. 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. Background and context to Crows Nest over station development (OSD)

2.1 Site context

The site is in Crows Nest and the main part is located between the Pacific Highway on its western boundary, Clarke Street on its eastern boundary, Oxley Street on its northern boundary and Hume Street on its southern boundary. Clarke Lane traverses the centre of the site in a north-south alignment between Oxley and Hume streets. The site is located directly above the future Crows Nest metro station as shown in the context map at Figure 1. The site is within the North Sydney Local Government Area (LGA), and is also within proximity to the boundary of both Willoughby and Lane Cove LGAs.



Figure 1 – Site context map

2.2 Concept SSD Application

The Crows Nest OSD as detailed in Concept SSD Application (SSD-9579) consists of three sites (Sites A, B and C in Figure 1):

- **Site A:** the block bound by the Pacific Highway, Hume Street, Oxley Street, and Clarke Lane (497-521 Pacific Highway, Crows Nest). Site A has a consolidated site area of 3,879 square metres
- **Site B:** the block on the south-eastern corner of Hume Street and the Pacific Highway (477-495 Pacific Highway, Crows Nest). Site B has a consolidated site area of 1,872 square metres

- **Site C:** one lot on the north-western corner of Hume Street and Clarke Street (14 Clarke Street, Crows Nest). Site C has a site area of 608 square metres.

The SSD Application for Crows Nest OSD seeks approval for maximum building envelopes, heights, gross floor area including strategies such as the *Crows Nest Amended Design Guidelines* and the *Crows Nest Design Excellence Strategy*. Future detailed SSD Applications will need to fulfil the conditions as per the concept SSD Application including requirements as detailed in the *Crows Nest Amended Design Guidelines* (Appendix D of the Crows Nest SSD Application Response to Submissions Report) and this *Design Excellence Strategy*.

Sydney Metro has prepared an indicative OSD design illustrating the design solution for a mixed-use development over the new Sydney Metro Crows Nest Station. The scheme illustrates a high quality commercial development for Site A and Site C, and residential development for Site B, above the metro station. The desire is to activate the development to provide amenity, convenience and enjoyment for commuters, visitors and local neighbourhood residents.

This Design Excellence Strategy in conjunction with the *Crows Nest Amended Design Guidelines* (Appendix D of the Crows Nest SSD Application Response to Submissions Report) will ensure a well-considered future building form that would ultimately achieve design excellence, including the highest standard of architectural and urban design, in accordance with the Design Excellence Clause 6.19B of the NSLEP 2013.

As the building envelope represents the maximum volume of the future building form, the *Crows Nest Amended Design Guidelines* were prepared by Sydney Metro to specifically provide direction on the architectural resolution of the future OSD, including to ensure that the final built forms are compatible in the streetscape and to minimise overshadowing impacts to neighbouring public open space.

Furthermore, this Design Excellence Strategy sets out the process whereby the Sydney Metro Design Review Panel (Sydney Metro DRP) would provide advice on the attainment of design excellence through the detailed evaluation of future building forms during its design development phase.

2.3 North Sydney Land and Environment Plan (LEP) – Clause 6.19B

As part of the Department of Planning, Industry and Environment's (DPIE) finalisation of the *St Leonards and Crows Nest 2036 Plan* a new design excellence requirement was introduced to the North Sydney LEP 2013 to ensure future buildings exhibit a high standard of urban, architectural and landscape design in the area adjacent to Crows Nest metro station.

Future detailed SSD Applications will need to address the objectives and matters as stated under Clause 6.19B NSLEP 2013.

2.4 Delivery strategy

The proposed delivery strategy for the Crows Nest OSD has been amended to better reflect the integrated outcomes for the site, whereby Sydney Metro has undertaken the detailed design for the station and has sought a construction only delivery partner for the metro infrastructure.

For Sites A and B, a competitive process will be achieved through a tender for a design and construction contract for the sites when selling the air-rights to the market, much like the other Sydney Metro integrated station developments such as Pitt Street and Victoria Cross.

Construction and engineering constraints has meant that Site C will need to be delivered first in conjunction with the station. For Site C, a construct only contract has been pursued with the construction of the station infrastructure, and Sydney Metro will undertake detailed design for this site and ensure that it continues to be informed by the Sydney Metro DRP. A construction only contract has meant that Sydney Metro retains control over the design of the OSD at Site C

to ensure a high quality design is achieved and that benchmarks are not required given the expertise of the DRP and architects involved in the process.

To reflect the updated procurement strategy, this Design Excellence Strategy proposes two pathways for delivering the Crows Nest OSD: one pathway for Sites A and B, and a second, separate pathway for Site C. This is to ensure high quality design across all the sites that achieves design excellence in absence of a robust design competition through a tendering phase.

2.5 Design excellence – what’s been done to date

The Sydney Metro Design Review Panel (Sydney Metro DRP) operates 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 for all three sites at Crows Nest. The Sydney Metro DRP has been chaired by the Government Architect NSW or their representative. The panel membership has included 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.

In terms of governance, the Sydney Metro DRP, via the Chair reports to Sydney Metro’s Deputy Executive Director, Placemaking and Property (Operations Customer and Placemaking Division). The relationship between Sydney Metro, the NSW Government Architect and DPIE is shown in Figure 2. The Deputy Executive Director, Placemaking and Property, will determine whether any recommendations of the Panel’s advice are essential to achieving design excellence, integrity and/or satisfying conditions in the planning approvals.



Figure 2 – Relationship between Sydney Metro DRP, Sydney Metro and Department of Planning, Industry and Environment

3. Design Excellence Strategy – Sites A and B

3.1 Process

The Design Excellence Pathway has three phases: design quality expectations (Phase 1), competitive selection (Phase 2) and design integrity (Phase 3). The underlying premise is that design quality for architectural, urban design and infrastructure projects is supported broadly by these phases.

The design excellence pathway for Sites A and B is indicated in Figure 3.



Figure 3 – Sydney Metro design excellence process for Site A and Site B

The OSD designs for Sites A and B have already been reviewed by the Sydney Metro DRP through Phase 1 of the design excellence process. The Panel endorsed the OSD building envelopes, station box and public domain concepts.

As part of Phase 2 of the design excellence process, a Design Excellence Evaluation Panel (DEEP) will be established during the competitive tender for the OSD on Sites A and B and is intended to fulfil a similar role as a jury in a competitive design process. The DEEP membership will comprise the continuation of the Sydney Metro DRP established for Phase 1 or a sub-set of members to be agreed with the Government Architect. The DEEP will ensure Sydney Metro's competitive tender selection process benefits from expert, independent and objective design expertise and advice.

The DEEP will be part of the tender evaluation process and its role will be to:

- review and advise on tender designs submitted through a competitive tender process for design and construct contracts
- 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 will report 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 will be design experts that are recognised as advocates for design excellence by drawing from members of the Sydney Metro DRP.

The DEEP's evaluation will be informed by multi-disciplinary technical assessments undertaken by Sydney Metro experts. The Sydney Metro Design Review Panel will suspend its deliberations during the competitive selection design excellence assessment phases where DEEP is involved.

The DEEP Report, prepared at the completion of Phase 2 of the competitive selection phase for Sites A and B, would be made available for the Sydney Metro DRP for the purposes of the design integrity measures in Phase 3.

The key actions of the strategy for Site A and Site B are summarised in Table 1.

Table 1 – Design excellence key actions for Site A and B

Phase	Key actions	
Phase 1 Design quality expectations Ensuring expectations for design quality are clearly articulated	Sydney Metro vision and mission statements	
	Sydney Metro prepares base designs for the over station development to enable planning approval of the Concept SSD Application.	
	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	
	DRP endorses site specific principles and benchmarks	
Phase 2 Competitive selection A robust impartial and competitive process	Stage A	DEEP formed
		Sydney Metro advertises an open Expression of Interest process
		Tenderers demonstrate capability to deliver design excellence: <ul style="list-style-type: none"> • teams • design methodology and approach • approach to innovation • experience in designing and delivering design excellence • diversity
		Sydney Metro assesses design capability of tenderer's team. The DEEP conducts an independent review
		Short list selected to proceed to Stage B
		Sydney Metro invites short listed teams to submit Requests for Tender
	Stage B	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 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

Phase	Key actions
Phase 3 Design integrity Extending design excellence throughout full design process	<p>Sydney Metro's Design Review Panel is convened as an alternative to the State Design Review Panel. The Proponent will present the scheme periodically to the Design Review Panel up until the end of Design Stage 3.</p> <p>The Design Review Panel will review and provide further advice on:</p> <ul style="list-style-type: none"> the detailed SSD Application for the OSD prior to lodgement including assessment against endorsed site specific principles, design guidelines, benchmarks and the DEEP Design Excellence Report the lodgement of the Response to Submissions for the Detailed SSD Application any significant design changes, in the event any are proposed following the approval of the detailed SSD Application any items specified in delivery contracts as requiring review and/or endorsement by the Design Review Panel any modification applications referred to the Design Review Panel by the Planning Secretary or the Consent Authority. <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 the Department of Planning, Industry and Environment with the detailed SSD Application which provides evidence that the design excellence standards are met.</p>

3.1.1 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 Crows Nest Integrated Station Development site.

The Crows Nest Site A and Site B benchmarks have been selected to showcase the minimum quality expected in relation to:

1. integrated design outcomes
2. built form above the podium that showcases high quality design and contributes positively to the skyline
3. architecture that responds to existing and future built context, and improves the existing public domain, streetscape character and scale
4. a design that provides high quality public spaces and is integrated, active, safe and comfortable for customers and pedestrians
5. a design that fulfils the needs of a civic station entry and high quality OSD entries with well integrated associated servicing
6. materials and finishes that are high quality and appropriate to the context
7. integration of high quality public art and public domain elements that contribute to a positive experience of the place for users and the general public
8. well considered built form, planning, façade design and services integration that contribute towards best practice sustainable outcomes

Quest at Sydney Olympic Park

6 Edwin Flack Avenue, Olympic Park

Relevant to Crows Nest integrated station development (ISD) because it demonstrates:

- High quality design that responds to local context and scale
- High quality amenity with recessed balconies and appropriate shading
- Successful façade composition that breaks up its massing without a defined setback above the podium.

Architect: Reid Campbell



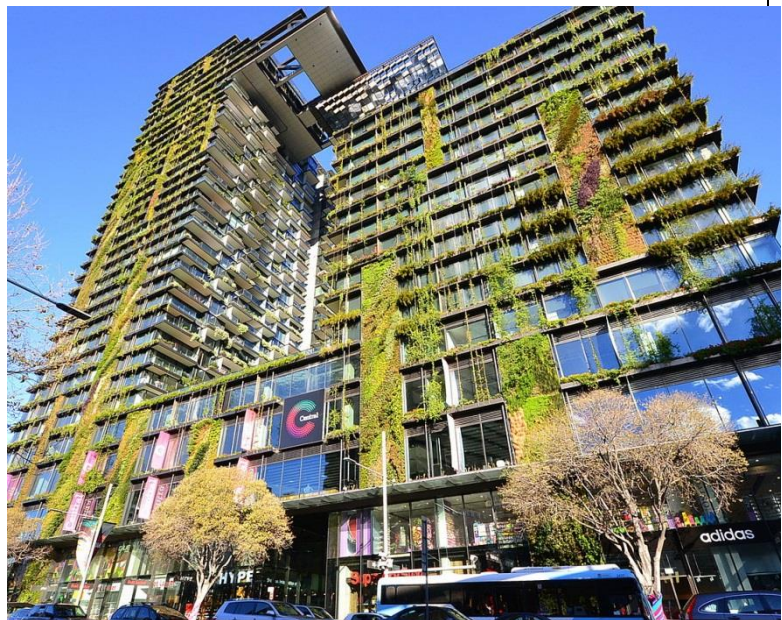
One Central Park

Sydney

Relevant to Crows Nest ISD because it demonstrates:

- Seamless, well integrated sequence of public domain and retail spaces, both indoor and outdoor.
- Well integrated public art.
- Integration with existing small scale built form including adaptive reuse and heritage to create fine grain retail and food offering and retain unique character of place.
- Considered and innovative façade strategy.

Architect: Jean Nouvel and artist and botanist Patrick Blanc



Awards



2017 National Architecture Awards- David Oppenheim Award for Sustainable Architecture

- ★ 2017 AIA, NSW Chapter- Award for Sustainable Architecture
- ★ 2017 AIA, NSW Chapter- Lloyd Rees Award for Urban Design
- ★ 2017 Greater Sydney Planning Awards- Winner Great New Places to Live and Work
- ★ 2016 PIA NSW Awards for Planning Excellence, Presidents Award
- ★ 2012 UDIA NSW Awards for Excellence- Marketing Award
- ★ City of Sydney Design Competition winner

Aurora Place

88 Phillip Street, Sydney

Relevant to Crows Nest ISD because it demonstrates:

- Achievement of high quality residential amenity (light and air).
- A good example of mixed use integrated development (workplace and residential)
- A well-crafted, site specific design solution with podiums and setbacks that respond to local context including adjoining heritage buildings.
- High quality and articulated tower façade designs that respond to building use and contribute positively to the city skyline.
- Well integrated public art
- High quality materials, finishes and environmentally responsive façade that are appropriate to the context.

Architect: Renzo Piano Building Workshop



Awards

- ★ 2002 Property Council of Australia Rider Hunt Award, for technical and financial qualities
- ★ 2004 AIH Wilkinson Award for residential housing
- ★ 2004 Sir John Sulman medal for public and commercial buildings

Duo Central Park

1 Chippendale Way, Sydney

Relevant to Crows Nest ISD because it demonstrates:

- Achievement of high quality residential amenity (light and air).
- A site specific, well integrated design solution with podiums and setbacks that respond to local context including incorporation of heritage buildings.
- High quality tower façades that successfully articulate the mass of the individual buildings
- Well considered use of appropriate materials.
- Well activated ground plane with pedestrian permeability.
- Well considered façade detailing appropriate to a main road environment.

Architect: Foster + Partners with PTW



Awards

- ★ 2017 Winner, David Oppenheim Award for Sustainable Architecture, 2017 National Architecture Awards.
- ★ 2017 Excellence for High-Density Development UDIA NSW Awards for Excellence

Lumiere'

Bathurst Street, Sydney

Relevant to Crows Nest ISD because it demonstrates:

- An innovative design response that has a singular, distinctive character and contributes positively to the collective architectural image of Central Sydney.
- A large footprint building that has been finely modulated in both podium and tower.
- Achieves good residential amenity (light and air) through the incorporation of architectural devices (ie slots).
- A site specific design solution with podiums and setbacks that respond to local context including adjoining heritage buildings.
- A high quality, 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.
- Well considered façade detailing appropriate to a main road environment.

Architect: Foster and Partners



Awards



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

One30 Hyde Park

130 Elizabeth Street, Sydney

Relevant to Crows Nest ISD
because it demonstrates:

- A high quality and articulated tower façade design that responds to context and scale.
- Considered podium with high quality materials and finishes.
- Active street frontage that responds to streetscape character.
- Successful façade composition that breaks up its massing without a defined setback above the podium.
- Well considered façade detailing appropriate to a main road environment.

Architect: Bates Smart



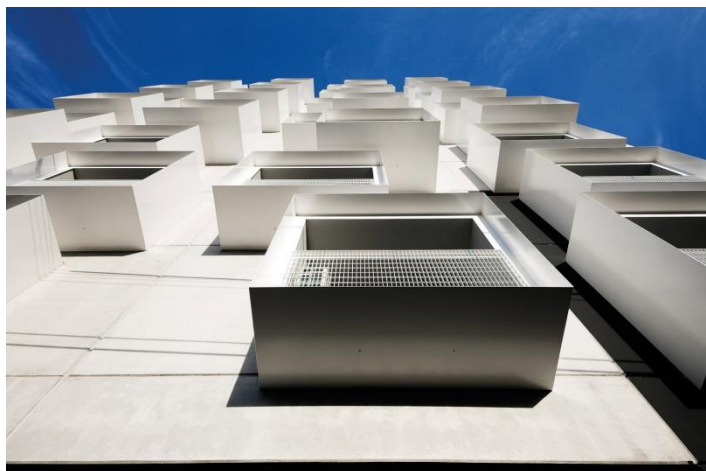
Upper House

**520 Swanston Street,
Carlton, Melbourne**

Relevant to Crows Nest ISD
because it demonstrates:

- Good modulation of building parts which reduces the building bulk, and reinforces streetscape datum.
- 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.
- Well considered façade detailing appropriate to a main road environment.

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**

Relevant to Crows Nest ISD
because it demonstrates:

- Award winning mixed use building including a hotel which activates the precinct.
- Dynamic and iconic design that responds to local context.
- Rich interiors and shared spaces.
- Well integrated public art.
- Long façade has been articulated and integrates well with the street.

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)

International House Sydney

Barangaroo, Sydney

Relevant to Crows Nest ISD because it demonstrates:

- Dynamic and iconic design that responds to local context.
- Long façade has been articulated and integrates well with the street.
- High quality materials and finishes
- Well activated ground plane with pedestrian permeability.

Architect: Tzannes



AWARDS

- ★ 2018 Milo Dunphy Award for Sustainable Architecture - AIA NSW Awards
- ★ 2018 Sir Arthur G. Stephenson Award for Commercial Architecture – AIA NSW Awards
- ★ 2017 International Architecture Award- Chicago Athenaeum and the European Centre for Architecture and Design
- ★ 2017 Excellence award for Public or Commercial Building- Australian Timber Design Award
- ★ 2017 Excellence award for Sustainability- Australian Timber Design Award
- ★ 2017 Peoples' Choice- Australian Timber Design Award

3.1.2 Design Excellence Evaluation Panel

The Sydney Metro DEEP will provide independent evaluation of the OSD proposals for Sites A and B received by Sydney Metro to support the achievement of the Sydney Metro program objectives and design excellence outcomes.

The DEEP is chaired by the Government Architect or alternate as agreed by Sydney Metro. Meetings are scheduled in response to the procurement / competitive selection milestones.

DEEP involvement

The DEEP will perform a similar role to a jury in the competitive selection process by providing objective, independent and expert review of design submissions. Key milestone will include:

- confirming the capability of proposed teams to achieve design excellence during Phase A (Expression of Interest) of the competitive selection process
- participating in interactive workshops with each short listed tenderer in Stage B prior to lodgement of formal tender submissions to provide constructive feedback and direction to assist each team to submit a tender that exceeds 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 for each team.

Design Excellence Report

The Design Excellence Report will be a key output and will include:

- confirmation that the submitted design meets Sydney Metro's design requirements including the design objectives and principles with a high quality solution
- describe the key stand out elements that contribute to the design quality to be incorporated into the contract documents
- describe elements which must be improved in subsequent stages
- summarises benchmarked quality standards and confirms whether the submitted scheme meets or exceeds the benchmarked standards
- describes how the design of three main elements being station, public domain and OSD presents an integrated project with design excellence (as per GA Design Excellence Competition Guidelines).

Ongoing design review

The Sydney Metro Design Review Panel will be responsible for ongoing design review until Design Stage 2 for the OSD.

The Sydney Metro Design Review Panel would also be responsible for reviewing any significant changes to the planning approval that would:

- require a modification to the planning approval
- materially affect the station or customer experience.

DEEP members

The NSW Government Architect will be the Panel Chair. Panel members will be drawn from the Sydney Metro Design Review Panel or as otherwise agreed by Sydney Metro and the Panel Chair.

Panel members must have appropriate design expertise and preferably experience designing complex, major infrastructure projects, stations, large scale commercial, mixed use or residential buildings.

Panel Facilitator

The Sydney Metro DRP independent Secretariat will facilitate the DEEP's involvement in the Design Excellence processes including:

- arranging site visits (if applicable)
- coordinating Panel meetings and ensuring meetings are conducted in an orderly and efficient manner in collaboration with the Panel Chair
- assisting with preparation of the DEEP Design Excellence Report as required.

Panel Chair

The Chair is responsible for leading the DEEP meetings and ensuring the DEEP performs its jury role in the competitive selection process with diligence.

The Chair will endorse the final DEEP report and present the outcomes of the design excellence evaluation to the Sydney Metro panel that determines the successful tenderer.

Probity

All DEEP members will be subject to stringent probity and confidentiality agreements in accordance with Sydney Metro's transaction processes.

3.1.3 Detailed strategy elements

Table 2 identifies the detailed strategy elements applicable to Site A and B.

Table 2 – Detailed strategy elements

	Planning approval (EIS)		Procurement documents		Post award contract documents
Phases	Station (CSSI)	OSD Concept + SSD	Stage A	Stage B	
Phase 1 Design quality expectations					
Sydney Metro vision	✓	✓	✓	✓	✓
Sydney Metro Design Guidelines including the endorsed design objectives and supporting principles	✓	✓	✓	✓	✓
Site specific design principles		✓	✓	✓	✓
Benchmarks			✓	✓	✓
Contract requirements			✓	✓	✓
Phase 2 Competitive selection					
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					✓
Phase 3 Design Integrity					
Design Excellence reporting to Sydney Metro Design Review Panel					✓
Post contract award / planning approval strategies and conditions of approval as relevant					✓

4. Design Excellence Strategy – Site C

3.2 Process

This pathway has two phases: design quality expectations (Phase 1) and design integrity (Phase 2). The underlying premise is that design quality for architectural, urban design and infrastructure projects is supported broadly by these elements.

The OSD designs for Sites C have been reviewed by the Sydney Metro DRP through Phase 1 of the design excellence process. The Panel endorsed the OSD building envelopes, station box and public domain concepts.

Sydney Metro is committed to ensuring that any construction scenario will have minimal impact to the local community to the greatest possible extent. Combined with engineering project constraints, it is proposed to construct Site C concurrently with the station infrastructure to minimise any adverse construction impacts. Thus, it is proposed to include Site C as part of the construct only contract works package.

As Site C is being pursued via a construct only procurement pathway, a DEEP process will not be undertaken. Accordingly, the Sydney Metro DRP will continue to review and advise on Sydney Metro's designs for Site C, as per the design excellence pathway in Figure 4.

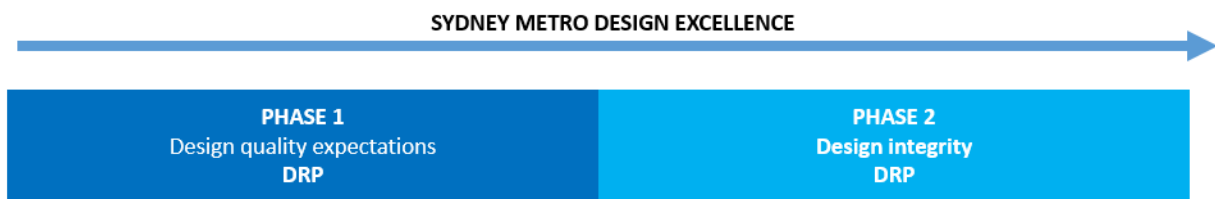


Figure 4 – Sydney Metro design excellence process – Site C

A design integrity report will be prepared for the Site C, Stage 2 State Significant Development Application, outlining how Sydney Metro DRP advice has informed and been addressed within the design outcomes, in the absence of a DEEP process.

The key actions of the pathway are summarised in Table 3:

Table 3 – Design excellence key actions for Site C

Phase	Key actions
Phase 1 Design quality expectations Ensuring expectations for design quality are clearly articulated	Sydney Metro vision and mission statements
	Sydney Metro prepares base designs for the over station development to enable planning approval of the Concept State Significant Development.
	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 prepares detailed design for over station development on Site C, which is reviewed by the Sydney Metro Design Review Panel. A construct only contract is awarded for the delivery of Site C OSD.

Phase	Key actions
<p>Phase 2</p> <p>Design integrity</p> <p>Extending design excellence throughout full design process</p>	<p>Sydney Metro's Design Review Panel is convened as an alternative to the State Design Review Panel. The Proponent will present the scheme periodically to the Design Review Panel up until the end of Design Stage 3.</p> <p>The Design Review Panel will review and provide further advice on:</p> <ul style="list-style-type: none"> • the detailed SSD Application for the OSD prior to lodgement including assessment against endorsed site specific principles, design guidelines, benchmarks and the DEEP Design Excellence Report • the lodgement of the Response to Submissions for the Detailed SSD Application • any significant design changes, in the event any are proposed following the approval of the detailed SSD Application • any items specified in delivery contracts as requiring review and/or endorsement by the Design Review Panel • any modification applications referred to the Design Review Panel by the Planning Secretary or the Consent Authority. <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 DPIE with the detailed SSD Application which provides evidence that the design excellence standards are met.</p>

5. Appendix A – glossary

1. **Alternative Design Review Panel** means a design review panel endorsed by GANSW to undertake design review of a project in accordance with the development consent conditions.
2. **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.
3. **Concept State Significant Development Application** means the Stage 1 concept development application for the over station development.
4. **Consent authority** means the Department of Planning, Infrastructure and Environment and is responsible for assessing State Significant Development Applications.
5. **CSSI approval** means the development consent for the metro station and associated rail infrastructure (Critical State Significant Infrastructure CSSI 17-8256).
6. **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.
7. **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.
8. **Detailed State Significant Development Application** means the Stage 2 detailed development application for the over station development.
9. **DPIE** means the Department of Planning, Infrastructure and Environment.
10. **GANSW** means the Government Architect NSW or their representative. GA NSW is responsible for endorsing the Sydney Metro Design Review
11. **Panel** as an alternative panel to the State Design Review Panel. GA NSW is the chair of the Sydney Metro DRP.
12. **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.
13. **Over Station Development (OSD)** includes all non-station related development that may occupy land or airspace above the station or within the immediate vicinity of the CSSI approval (but excluding space and interface works that may be constructed as part of the CSSI approval to make provision for future development).
14. **Proponent** means the applicant for any development applications.
15. **Planning Secretary** means the Secretary of the Department of Planning, Infrastructure and Environment.
16. **State Design Review Panel (SDRP)** means the NSW State Design Review Panel pilot program delivered by GANSW. The Sydney Metro Design Review Panel operates as an alternative to the SDRP in respect of Crows Nest OSD.

17. **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.
18. **Sydney Metro DRP** means the Sydney Metro City & Southwest Design Review Panel.