

# **DESIGN EXCELLENCE STRATEGY**

APPENDIX C





# Design excellence strategy 2018

Sydney Metro City & Southwest

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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. In particular, the Strategy describes a stand-alone and objective process that will ensure the statutory design excellence requirements for State Significant Development Applications 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.

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 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.

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.

## 1.2. Where this Strategy applies

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 1: Sydney Metro alignment**

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 and Pitt Street. This strategy would result in the station, public domain works and over station development being delivered in a holistic manner.

Integrated station developments will 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.

This Strategy applies to the Sydney Metro City & Southwest Integrated Station Developments which include:

- Crows Nest
- Victoria Cross (North Sydney)
- Pitt Street
- Waterloo.

This Design Excellence Strategy does not apply to Sydney Metro's smaller scale ancillary and services buildings or railway infrastructure structures.

## **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 careful review of a range of design excellence process options, including holding design competitions post approval of a concept State Significant development 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. The assessment criteria reflect the public significance of the Sydney Metro integrated station developments.

Further, 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 will work with the Government Architect NSW and the relevant local council to determine the appropriate benchmark projects for each Integrated Station Development site. This will involve selecting high quality examples that demonstrate particular aspirations of each site including:

- Integrated station and tower design outcomes
- Tower / skyline responses
- Response to place
- Public domain
- Materials and finishes.

The rationale for the selection of each benchmark example will be documented. The benchmarks will be used to ensure that designs submitted will meet minimum performance requirements of comparable quality.

The benchmark examples are expected to differ between sites.

## 2.5. Design Excellence Evaluation Panel

A Design Excellence Evaluation Panel (DEEP) is proposed to closer align Sydney Metro with the role of a jury in a competitive design process. 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 with a role to review and advise on tender designs submitted through a competitive tender process.

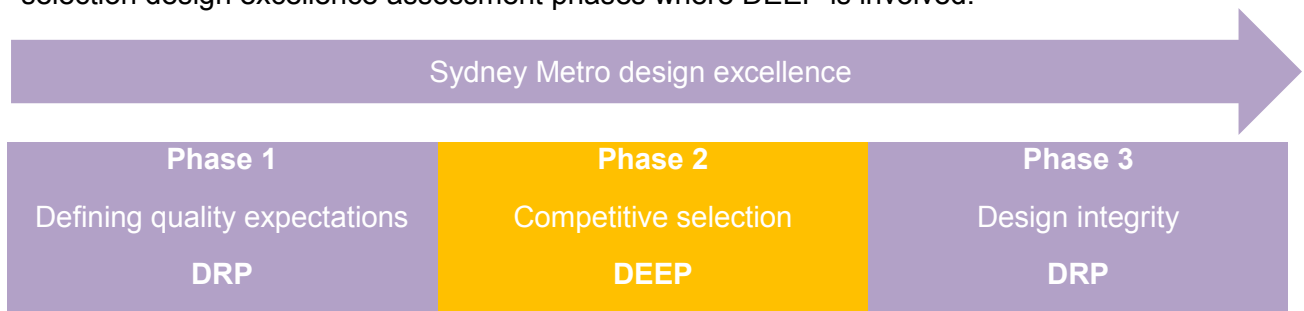
The DEEP will sit in place of the Sydney Metro Design Review Panel for the purposes of review of design excellence for tender designs and contribute to design excellence process by:

- 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 members will be design experts that are recognised as advocates for design excellence by drawing from members of the Sydney Metro Design Review Panel. The Panel would also include a member nominated by the local council.

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

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



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

Draft Terms of Reference for the Panel are included at Appendix A.

### 3. A strategy for design excellence

#### 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 1**.

**Table 1:** Key actions of the strategy for design excellence.

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
		DRP 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.
	<b>Stage B</b>	Short list selected to proceed to Stage 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 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>Design Excellence reporting to the Sydney Metro Design Review Panel by design team until approval of the Stage 2 Detailed Development Application for the tower and to the end of design stage 3 for the station.</p> <p>Design Review Panel to review and provide further advice on:</p> <ul style="list-style-type: none"><li>Detailed State Significant Development Application for the tower prior to lodgement including assessment against endorsed site specific principles, benchmarks and the DEEP Design Excellence Report.</li><li>Following exhibition of the Detailed State Significant Development Application.</li></ul> <p>Design integrity obligations for tower handed to State Design Review Panel following approval of Stage 2 Detailed Development Application.</p>

## Phase 1 Defining design quality expectations

Sydney Metro will capture the Project's expectations and requirements in a suite of statements, guidelines and contract requirements. Sydney Metro's vision statement and 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.

Concept State Significant Development approvals for the each over station development will set the development concept and building envelopes in each location. The Concept State Significant Development Applications will include further site specific principles relevant to the particular development. For both, conditions of approval may further inform the definition of design quality outcomes.

Benchmark projects will be 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 will be determined in collaboration with the Government Architect NSW and relevant local council in this phase.

## 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.

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

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

- Helping the teams to 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 and will be assessed by the relevant subject matter experts and the Design Excellence Evaluation Panel.

The Design Excellence Evaluation Panel will prepare 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 will provide a summary of each tenderers design including an overview of the assessment and design merits of each entry. The report will document 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 will also identify 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 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 State Significant Development Application for the tower.

### Phase 3 Design integrity regimes

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 State Significant Development Application) and into construction.

Sydney Metro will manage design integrity by binding elements of the successful tenderer's submitted design into the contract documents. In addition, the project team will work with the successful tenderer to improve elements of the contracted design that the Design Excellence Report identifies as needing further design development.

The design review task of this phase would be handed back to the Sydney Metro Design Review Panel who would continue to be responsible for design integrity until any Stage 2 State Significant Development determination for the tower and until Stage 3 design for the station. 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.

## Appendix A – Sydney Metro Design Excellence Evaluation Panel

The Sydney Metro Design Excellence Evaluation Panel (DEEP) will provide independent evaluation of integrated station development proposals 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 the role of 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.
- 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 any Stage 2 State Significant Development determination for the tower and until Stage 3 design for the station.

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

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

Nominees would be drawn from the Sydney Metro Design Review Panel other than the local council nominee.

## Panel Facilitator

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

- Arranging site visits (if applicable).
- Coordinating Panel meetings are 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.

## Probity

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



## Appendix B – 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					✓
Post contract award / planning approval strategies and conditions of approval as relevant					✓

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