

Report to the Future Melbourne Committee**Agenda item 6.5****MI22 Design Excellence Program****21 March 2023****Presenter:** Jocelyn Chiew, Director City Design**Purpose and background**

1. The purpose of this report is to provide an update on Major Initiative 22 - Design Excellence Program (the Program) and to request that the Future Melbourne Committee (Committee):
 - 1.1. approves the ongoing Melbourne Design Review Panel (MDRP) program
 - 1.2. endorses updated Terms of Reference (TOR) for both the Design Excellence Advisory Committee (DEAC) (Attachment 4), and MDRP (Attachment 6), including an Expression of Interest for members of the MDRP
 - 1.3. endorses the draft Design Competition Guidelines (Guidelines) (Attachment 7) to proceed to community consultation.
2. The Program was endorsed by the Committee on 19 November 2019. Two of the five pillars of the Program are Awards and Advocacy. The TOR for each of DEAC and MDRP were endorsed by the Committee in July 2021.

Key issuesDEAC

3. Four meetings were held in year one, resulting in four DEAC Reports and three City in Focus Snapshots (Attachment 3), reflecting discussions on design competitions, street art, Docklands activation, revitalising undercrofts and benchmark projects in Barcelona, Shanghai and Sydney.
4. A customer experience survey indicated that 100 per cent of respondents were either extremely satisfied or satisfied with DEAC. 75 per cent of respondents strongly agreed or agreed that DEAC has enabled greater industry and community awareness of council's commitment to design excellence.
5. The updated TOR (Attachment 4) addresses personnel changes, inclusion of the Director Strategy and minor edits.

MDRP

6. During the 12-month pilot program, 12 projects were reviewed over six meetings. The projects are sited across the municipality. Ten projects have demonstrably improved designs following MDRP review.
7. The estimated capital value of projects reviewed is \$600 million. If design improvement is translated into increased capital value, a nominal 3 per cent improvement yields \$18 million for the municipality. The anticipated capital value of projects to be reviewed in 2023 is \$965 million.
8. The MDRP Pilot Report (Attachment 5) demonstrates that MDRP builds design capability, strengthens planning approval processes, complements other design review processes and is valued by internal and external stakeholders. In a feedback survey of 27 participants, the program was rated high to very high.
9. There was participation from all expert panel members and five technical experts. Four technical experts were frequent participants. It is management's recommendation that the core MDRP panel be expanded to 16 members, to enable additional experts in sought after disciplines.
10. Analysis also identified that proponent teams were not gender equal or culturally diverse. Only 14 per cent of presenters were women. The updated TOR includes provisions to address this.
11. As panellist contracts expire in October 2023, an expression of interest is proposed for new/additional members of MDRP. A new position of Invited Specialist, included at the Chair's discretion, will enable the

participation of subject matter experts without a need for membership. These changes are reflected in the updated TOR (Attachment 6).

Guidelines

12. The Guidelines (Attachment 7) are an opportunity to elevate design quality for private development and council owned sites by providing clear requirements for a Council endorsed competition process. The Guidelines map the Council agreed implementation pathways for voluntary (stage one) and mandatory (stage two) competitions.
13. It is intended that stage one is launched with an expression of interest for pilot projects. The pilot will enable testing and refinement of Council's competition process, and is a proactive way of inviting industry participation. Stakeholder interest in a pilot is proposed to be tested via community engagement. The pilot is planned to commence in mid-2023 for a period of 18 months.

Recommendation from management

14. That the Future Melbourne Committee:
 - 14.1. Notes the operation of the Design Excellence Advisory Committee (DEAC) and the pilot Melbourne Design Review Panel (MDRP) and summary reports.
 - 14.2. Approves the ongoing MDRP program.
 - 14.3. Endorses the updated Terms of Reference of the DEAC (Attachment 4 of the report from management) and MDRP (Attachment 6 of the report from management).
 - 14.4. Approves an Expression of Interest for members of the MDRP.
 - 14.5. Endorses the draft Design Competition Guidelines (Attachment 7 of the report from management) to proceed to community consultation.
 - 14.6. Notes that performance of the MDRP and DEAC will be reviewed as required under delegation.
 - 14.7. Authorises the General Manager Property, Infrastructure and Design to make minor editorial changes to the DEAC and MDRP Terms of Reference, and draft Design Competition Guidelines, prior to publication.

Attachments:

1. Supporting Attachment (Page 3 of 161)
2. MI22 Design Excellence Program Presentation (Page 4 of 161)
3. DEAC Reports and Snapshot (Page 37 of 161)
4. DEAC Updated Terms of Reference (Page 62 of 161)
5. MDRP Pilot Report (Page 72 of 161)
6. MDRP Updated Terms of Reference (Page 102 of 161)
7. Draft Design Competition Guidelines (Page 117 of 161)

Supporting Attachment

Legal

1. There are no direct legal implications arising from the recommendation from management.

Finance

2. The anticipated cost of the Program in the financial year 2023-24 is \$300,000.

Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a material or general conflict of interest in relation to the matter of the report.

Health and Safety

4. No Occupational Health and Safety issues or opportunities have been identified.

Stakeholder consultation

5. Targeted stakeholder consultation from property, design and planning representatives has informed the draft Guidelines.

Relation to Council policy

6. The recommendations are consistent with the Major Initiative 22 of the Council Plan to 'Champion high quality development and public realm design through delivering the Design Excellence Program, including implementing the City of Melbourne DEAC for strategic planning work.

Environmental sustainability

7. The Program supports environmental sustainability through processes that enable better design outcomes.

Major Initiative 22 - Design Excellence Program

Future Melbourne Committee: 21 March 2023
Presenter: Roger Teale, Jocelyn Chiew,
Bronwen Hamilton, Danielle Jewson



CITY OF MELBOURNE

Acknowledgment of Country

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi-wurrung and Bunurong Boon Wurrung peoples of the Eastern Kulin and pays respect to their Elders past, present and emerging.

We acknowledge and honour the unbroken spiritual, cultural and political connection the Wurundjeri, Bunurong, Dja Dja Wurrung, Taungurung and Wadawurrung peoples of the Eastern Kulin have to this unique place for more than 2000 generations.

We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.



Major Initiative 22 – Design Excellence Program

Design Excellence Advisory Committee (DEAC)

DEAC is a **voluntary multi-disciplinary design forum** that has **influenced projects, policy and advocacy** and catalysed debate on city issues

For noting

Year One Report

For endorsement

Updated Terms of Reference

Program review as required

Completed October 2021-2022

4 meetings **3** cities in focus **7** guest speakers **2** site tours

Melbourne Design Review Panel (MDRP)

MDRP has established a highly valued **expert advisory group** who provide independent design advice on **significant projects** and improve designs

For endorsement

Ongoing program

Updated Terms of Reference

Panellist EOI (2 + 2 year contract)

Program review as required

Completed November 2021-2022

12 projects **7** neighborhoods **27** panellists **64** proponents

Design Competition Guidelines

Competitions enable uplift of development quality and equity of design opportunity with guidelines that provide a clear and ethical process

For endorsement

Draft Guidelines for community consultation

For future endorsement in 2023

Community feedback summary, final Guidelines, Pilot

Proposed 2023-25

1 guide **18** month pilot

Completed

35 targeted stakeholders

Committee (DEAC)

Benefits

1. A forum to debate, test ideas and hear **informed perspectives**
2. A process for collective and strategic **problem solving**
3. Industry and **community awareness** of design excellence
4. **Built-in advocacy** for council initiatives, programs, projects

Value

75% of participants agreed that **DEAC enabled greater industry awareness, 100%** would **speak highly** of the City of Melbourne

Budget

Forecast Annual Cost subject to FY2023/24 budget approval process

\$300k

covers DEAC, MDRP, Awards, Advocacy, Competitions (finalise guidelines). Pilot costs for the latter to be presented at a future date.

Design Review (MDRP)

Benefits

1. Builds **design capability** (council, industry)
2. Provides participants with functional, independent and **expert design advice**
3. Augments planning process through a **shared focus** on design excellence
4. Improves **design outcomes** on significant sites

Value

10 of 12 projects made significant improvements. **6 projects** obtained **planning approval**. Rated **highly / very highly valued** by participants

\$600M estimated capital value of projects reviewed in year one

\$965M anticipated capital value of projects to be reviewed in year two

Competitions

Benefits

1. Enables uplift of development **quality**
2. Improves **equity** of opportunity and **diversity** of design talent
3. Enables early **engagement and agreement** on deliverables
4. Enables a **better financial** returns
5. Prescribes a clear and **ethical process**

Value

Competitions have been used in NSW to positive effect for **over 20 years**. Council's model is simpler, informed by known issues and **targeted stakeholder feedback**, and adapted for **Melbourne**

Awards

Benefits and Value

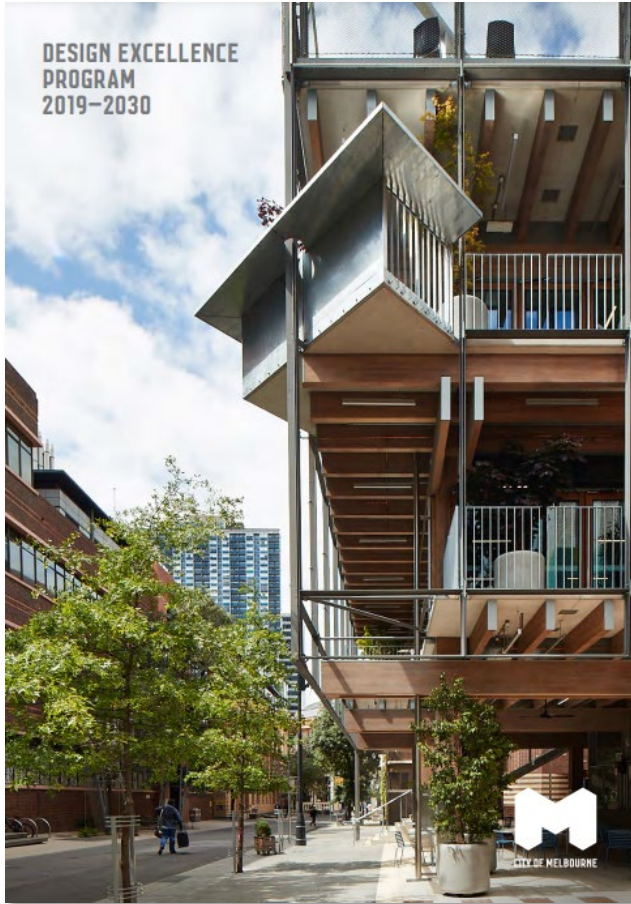
Supports award winning design through submissions, sponsorships and participation

Advocacy

Benefits and Value

Builds design awareness and literacy
Cultivates discussion and debate
Enables partnership and innovation

Equivalent market value to outsource Program coordination (not content production) is estimated at \$500,000



**Design Excellence is both a City of Melbourne program and a design outcome:
*a demonstrated exceptional standard of architecture, landscape architecture, urban design and industrial design.***

The program supports Council Plan objective **Melbourne’s Unique Identity and Place**

The program has 5 pillars:

Design
Excellence
Advisory
Committee
(DEAC)

Melbourne
Design Review
Panel (MDRP)

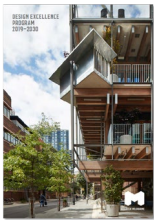
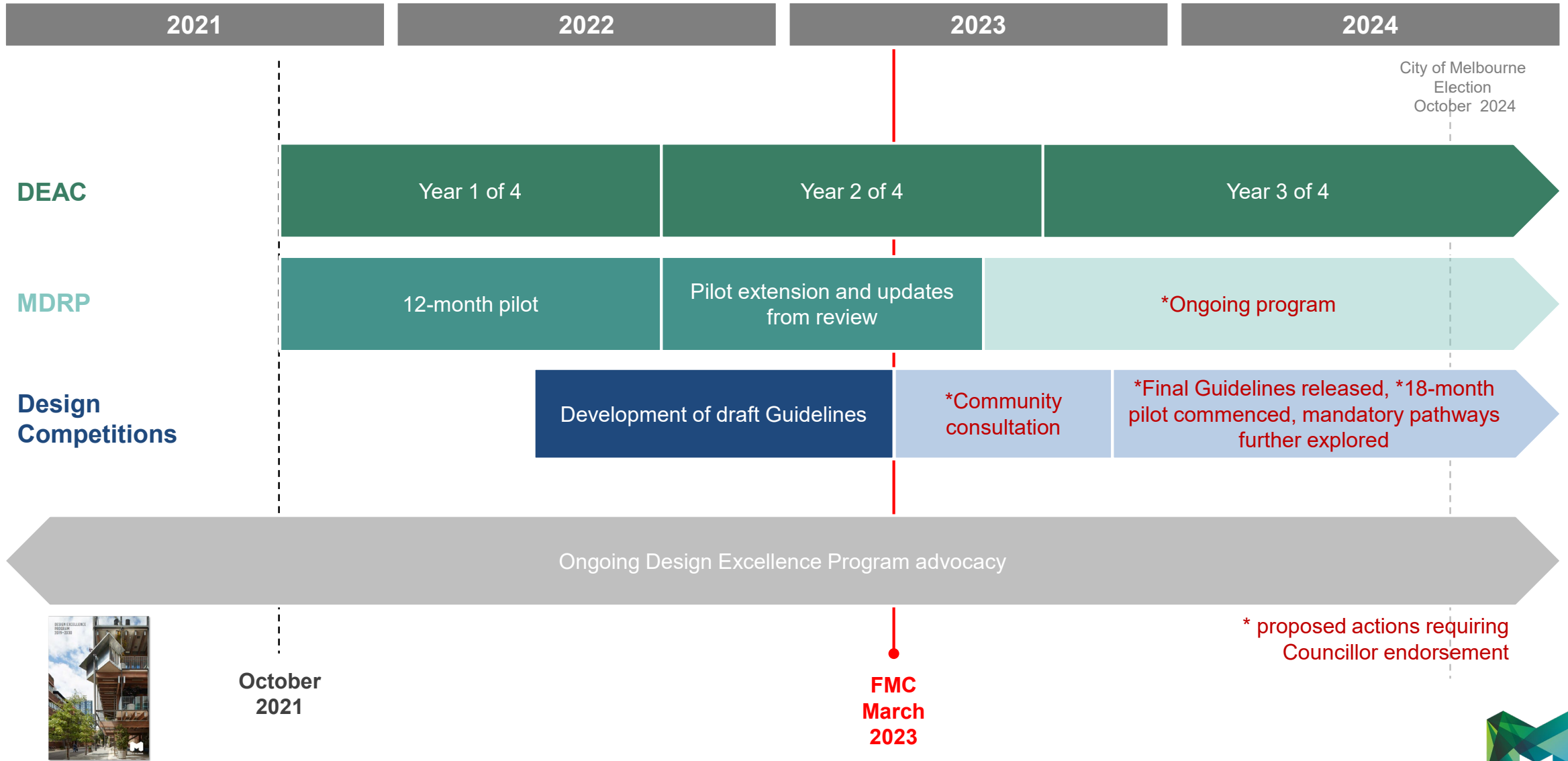
Competitive
Design

Awards

Advocacy

Previous Milestones

- Nov 2019 Program endorsed by FMC
- July 2021 DEAC & MDRP Terms of Reference endorsed by FMC
- Oct 2021 DEAC & MDRP Memberships confirmed
- Nov 2021 Member inductions and first meeting



For noting:

Design Excellence Advisory Committee (DEAC) report

For endorsement:

Updated TOR

A Design Excellence platform for community, industry and academia to engage on City of Melbourne strategic design challenges and opportunities.

22 members

8 technical experts / industry representatives,
5 community members and 4 sessional advisers

Quarterly meetings

Council Members

**Deputy Lord Mayor
Nicholas Reece, Chair**
as Lead of City Planning
Portfolio

**Councillor Rohan
Leppert, Deputy Chair**
as Lead of Heritage
Portfolio

**Evan Counsel, General
Manager, Strategy,
Planning and Climate
Change**

Professor Rob Adams,
City Architect

Jocelyn Chiew, Director
City Design

**Alison Leighton, Deputy
CEO (removed from TOR)**

**Sophie Handley, Director
City Strategy (added to
TOR)**

Technical Experts

- **Jill Garner**, Office of the Victorian Government Architect
- **Bill Krotiris**, Australian Institute of Architects
- **Matt York**, Australian Institute of Landscape Architects
- **Cath Evans***, Property Council of Australia (added late 2022 as new Vic Executive Director)
- **Gabby McMillan***, Planning Institute of Australia (added late 2022 to replace Romily Madew, Infrastructure Australia CEO)
- **Professor Julie Willis**, University of Melbourne
- **Professor Martyn Hook**, RMIT University
- **Georgia Birks**, Architecture Media

* **Minor changes** in accordance with TOR

Community Members*

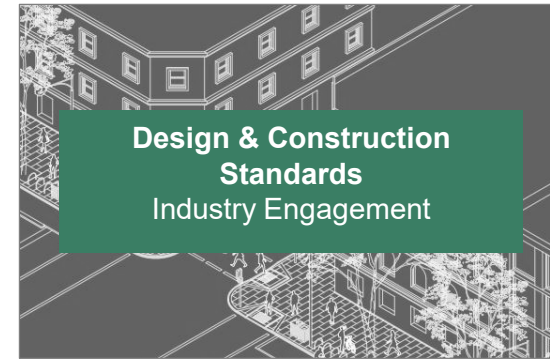
- **Ben Milbourne**
- **Robyn Pollock**
- **Lara Brown**
- **Daniel Ong**
- **Nivedita Ravindran**

* *Residents and ratepayers*

Technical Advisers

- **Karl Fender**, FKA
- **Monique Woodward**, WOWOWA
- **Sarah Lynn Rees**, JCB Architects
- **Danni Hunter***, Hunter Collective (added late 2022)

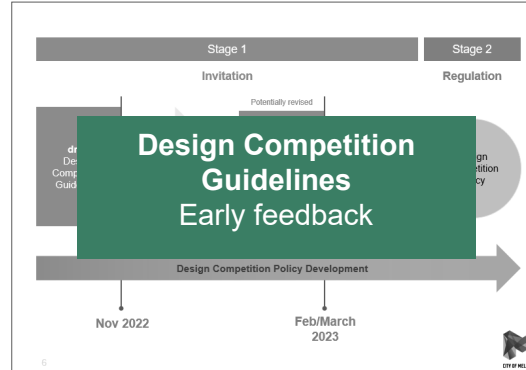
Projects



DEAC has influenced projects, policy and advocacy across a broad range of topics and issues.

DEAC has established a multi-disciplinary design forum for industry, academia and community to debate design issues and clarify opportunities for Melbourne.

Policy



Advocacy



4

meetings resulting in
4 Discussion Reports

3

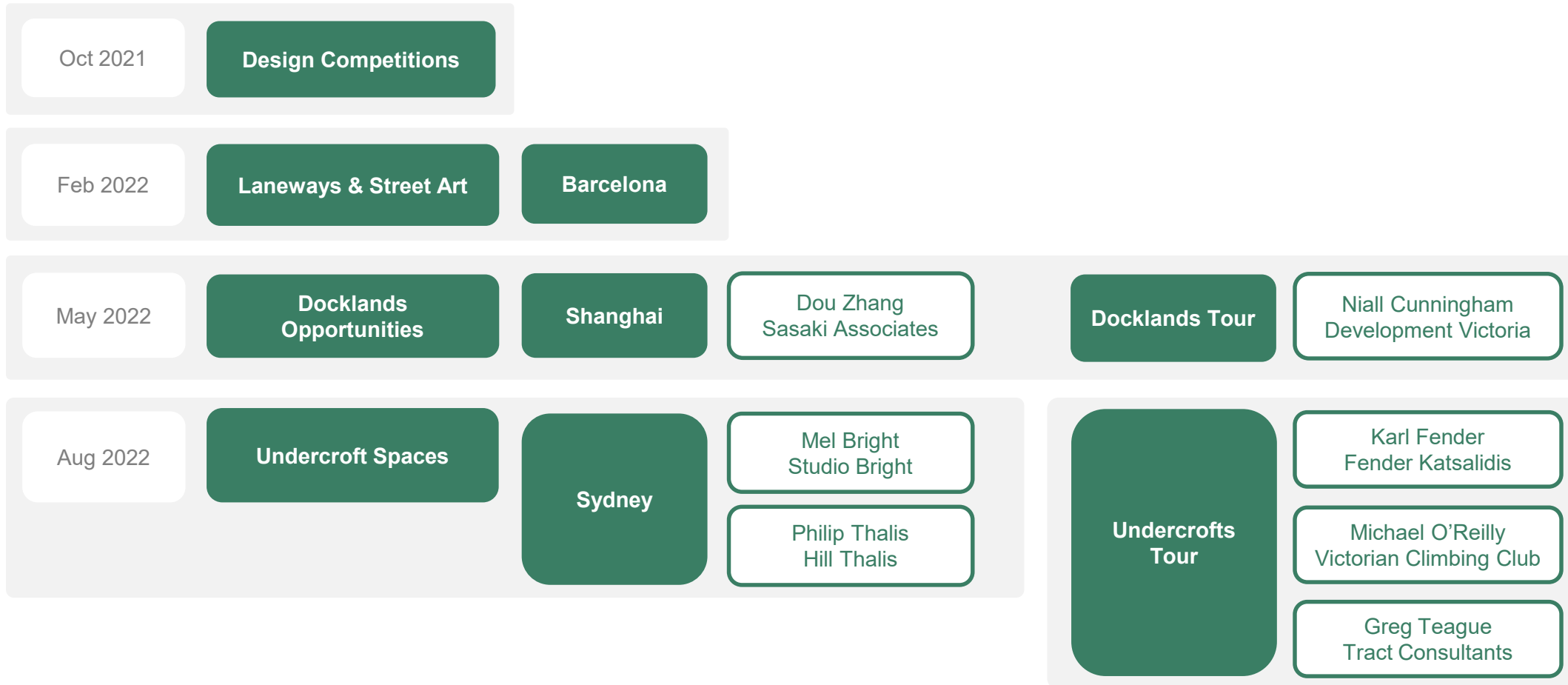
cities in focus
resulting in
3 City Snapshots

7

guest speakers
from industry and
community

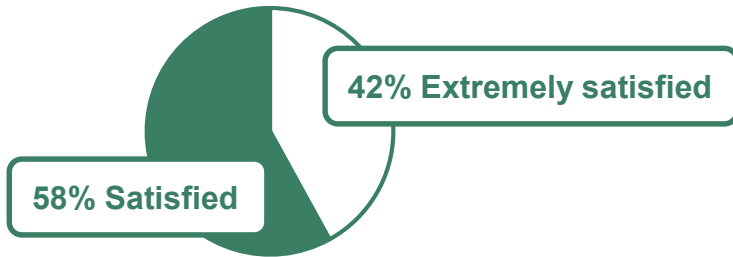
2

site tours contributing to council
planning for a Docklands Summit,
considerations for Public Art and an
Undercrofts Tour Guide



A year end survey indicated high levels of member satisfaction and engagement, with 100 percent of respondents indicating the committee enables them to provide high quality referrals for the City of Melbourne.

Member Satisfaction



Engagement: DEAC has enabled greater industry and community awareness of council’s commitment to Design Excellence



Referrals: In your experiences with DEAC, which phrase best describes how you would speak of the City of Melbourne?



Member feedback and suggestions

- “The Committee has been excellently managed, encouraging a **strong, robust contribution from all members** delivering high quality outputs.”*
- “I feel like all voices and ideas from Committee members were given a **chance to speak and be heard**”*
- “Great interface, great communication, topical and relevant projects. **Great leadership with CoM**”*
- “Could improve committee’s **community engagement**”*
- “**Greater diversity of expertise across members**”*

Potential future topics / issues

- Retrofitting the City
- Biodiversity
- Indigeneity in the City
- Post-Covid Recovery
- Increasing engagement between design and property
- Publicly accessible private spaces
- Heritage
- Transit Precincts (Arden)
- Low Carbon Technology in Design
- Citizen participation in good design
- Review of built form guidelines

Survey **respondents:** 10 of 13 external members, 2 of 2 eligible CoM members, **80%** response rate

“I get asked about DEAC everywhere I go. And I talk about it everywhere I go. We are shifting the dial in Melbourne!”

Deputy Lord Mayor Nicholas Reece
Chair, DEAC

City of Melbourne @cityofmelbourne

Up to 20km of space will be transformed to make undercrofts in our city more attractive and useable.

“There’s huge potential here to convert these underutilised spaces into attractive spaces people want to visit.” – Deputy Lord Mayor @Nicholas_Reece.

from Jul 2022 THE AGE

theage.com.au
Push to transform the ‘desolate’ spaces beneath Melbourne’s roads and rail
Beneath one of the city’s busiest roads, the council plans to turn a concrete wasteland into a hub for the community, as part of a revamp plan that draws ...

3:01 PM · Jul 25, 2022

ARCHITECTUREAU

City of Melbourne appoints two new design advisory bodies

INDUSTRY NEWS | ArchitectureAU Editorial | 11 Oct 2021

The City of Melbourne has appointed more than 40 experts to two new design advisory bodies.

The experts who will sit on the City of Melbourne’s two new design advisory bodies have been revealed.

DOCKLANDS NEWS
The Voice of Postcode 3008

Docklands Summit offers chance to reset the precinct with Central Pier taking precedence

Brendan Rees | 28th September, 2022

Development Victoria’s acting group head of precincts Niall Cunningham has remained tight-lipped about what the future redevelopment of Central Pier holds, saying he would not want to prejudice forthcoming community consultation.

City of Melbourne @cityofmelbourne

The iconic MPavilion, has arrived for Summer with a huge calendar of free events! 🥰

Located in one of Melbourne’s most picturesque gardens, @MPavilion’s Excellent City Series 2023 program includes talks, workshops, performances and more: bit.ly/3XqzsJG

10:00 AM · Jan 21, 2023 · 4,577 Views

Posts

Lara Brown • 1st
Outreach & Communications Manager at Australian Urban R...
2mo · 🌐

Being a carer of a disabled child is always on my mind, daily if not hourly, and although it’s been a while since the event, as we’ve just passed the Australian Government’s Annual Carers’ Week, I wanted to share with you the au...see more

MTalks—The Excellent City Series: Designing Equity by MPavilion
soundcloud.com · 1 min read

You and 70 others · 11 comments · 2 reposts

PUSH FOR A BETTER-DESIGNED CITY WELCOMES LOCAL INPUT

27th October, 2021

By David Schout

The City of Melbourne’s newly appointed Design Excellence Advisory Committee brings together industry experts, academics and community members to work through design challenges and opportunities facing Melbourne.

CBD News spoke with two locals who form part of the inaugural committee.

3AW MELBOURNE

25/07/2022

SHARE THIS ARTICLE

ROSS AND RUSSEL

About 100 MCGs worth of spaces across Melbourne could be revitalised under a plan to turn wasteland beneath the city’s roads and rail lines into vibrant hotspots.

For noting:

DEAC year one report

For endorsement:

Updated Terms of Reference

- Removal of Deputy CEO from TOR item 3 Membership
- Inclusion of Director City Strategy at TOR item 3 Membership
- Minor grammatical / format edits



For endorsement:

Melbourne Design Review Panel (MDRP) ongoing program, Updated TOR, Panellist EOI

A high profile, expert advisory group whose role is to provide **independent design advice** on significant development applications and Council-led capital works and strategies.

27 Members

11 expert panellists, 16 technical experts

Bi-monthly meetings

Expert Panellists

[no. of MDRP sessions attended]

Professor Shane Murray [4 ^1], Architecture, Urban Design

Adjunct Professor Shelley Penn [8 ^1], Architecture, Urban Design

Simon McPherson [2], Urban Design

Amanda Roberts [6 ^1], Urban Design, Landscape Architecture

Professor Mark Jacques [4 ^1], Landscape Architecture, Urban Design

Jane Williams [4], Architecture

Simone Bliss [^1], Landscape Architecture

Dr Louise Wright [2], Architecture

Vanessa Bird [2], Architecture

Associate Professor Rory Hyde [2], Architecture

Jose Alfano [2 ^1], Architecture

Technical Experts - Sessional

[no. of MDRP sessions attended]

Mary Ann Jackson [1*], Accessibility

Michael Frazzetto [8], Contextual Design (Architecture)

Anne Marie Pisani [^1], Indigenous Engagement

Ricky Ray Ricardo [0], Communications

Tania Davidge [0], Community Engagement

Jim Gard'ner [2], Heritage

Kate Gray [3], Heritage

Gavin Ashley [0], Sustainability

Johanna Trickett [^1], Sustainability

Soren Luckins [0], Wayfinding / User Experience

Lucinda Hartley [0], Data Analytics

Sarah Slattery [^1], Development Feasibilities

Anna Peters [^1], Development Feasibilities

Daniel Soussan [3 ^2], Planning

Kathy Lazanas [0], Transport Planning

Will Fooks [0], Transport Planning

Notes

[X] indicates no. of MDRP sessions attended

* Session attended outside of 12 month pilot

^ Additional engagement (non MDRP)

Panellist contracts end October 2023

55 individual
MDRP
attendances

Deliverables

7

formal meetings
resulting in
14 advisory reports
issued to proponents

14

projects located in
7 of 9
neighbourhoods

19

projects and
events attended

\$600M

estimated capital value of projects
reviewed. If design improvement is
translated into increased capital value,
then a nominal 3 per cent improvement
yields \$18 million for the municipality.

Participants

64

individual proponents –
site owners, developers,
architects, landscape
architects, planners

65

individual panellist touchpoints
formal MDRP meetings and separate
activities including Homes Melbourne EOI
Assessment, Design Competition
Guidelines advice, The Excellent City
Series panellist, Visioning Undercrofts Tour,
The Greenline Project Site One review

14 per cent
of proponents were
women

\$965M

anticipated capital
value of projects to
be reviewed in
2023

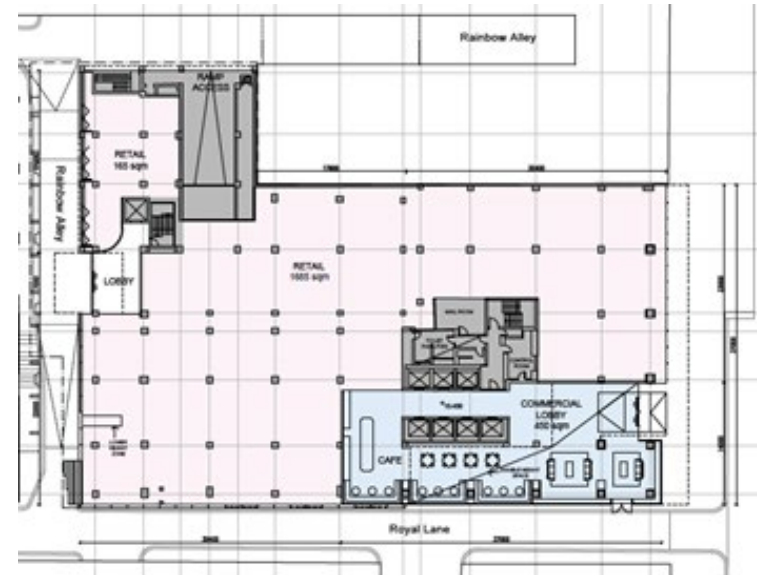




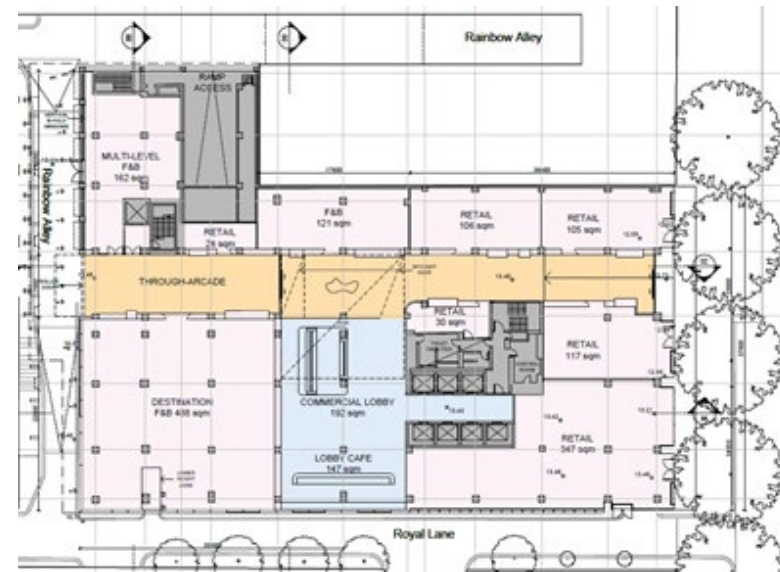
Before



After



Before



After

LEFT

Tivoli Arcade, 235 Bourke Street

- Advice - Retain through block connection to support precinct walkability
- Response - A finer grained ground plane design, including a through block link

ABOVE

CitiPower Substation, 620 Little Bourke

- Advice - Site layout and architectural response to be more contextually responsive - including materials and heritage proportions – and contributory to street activation
- Response – Vehicle entry from Lt Bourke Street removed, more sympathetic massing, architectural design refined

MDRP contributes tangible and meaningful design benefits

MDRP builds **relationships** between council and proponent teams (designer, developer, owner and investor)

MDRP helps to ensure **design excellence** is achieved in Melbourne's built environment – setting and lifting the standard

MDRP **nurtures talent** and **builds expertise** within and external to council

MDRP encourages **design innovation** through fuller design exploration by proponent teams

MDRP brings together highly expert panellists to provide clear and **robust advice** to proponents and COM staff

MDRP reinforces council's position on **quality** outcomes for Melbourne's diverse developer community

83%

or 10 of 12 projects made **significant improvements to design** in one or more of the following areas:

- Design concept and presentation
- Quality of material selection and details
- Ground plane activation, safety and permeability
- Public art propositions and public realm improvements
- Changes in massing to better respond to context

50%

or 6 of 12 projects have obtained **planning approval** after adopting MDRP advice

- The remaining 4 projects are currently undergoing more design work

Member feedback and suggestions

75% of survey respondents rated the program value as **high or very high**.

*“I’ve very much enjoyed the process and feel the panel has **definitely contributed** to Melbourne’s status as an **exemplar Design City**.”*

MDRP Panel Member

*“The MDRP set a very high design standard for the development community. The panel were able to offer **valuable, independent ‘free’ advice** for developers and their design team”*

City of Melbourne, City Architect
MDRP Panel Member

*“The process has **assisted capability building**, enabling council planners and urban designers to **better advocate for excellent design and planning outcomes**.”*

City of Melbourne, Head of Statutory Planning

Survey respondents: 11 of 11 expert panellists, 16 of 16 technical experts, 100% response rate

TOR updates are summarised as follows

Language

- Reflect shift from Pilot to **Ongoing program**
- Other minor **editorial** changes

Governance

- **Chair** changed from Deputy CEO to General Manager Strategy Planning and Climate Change
- **Deputy Chair** proxies expanded to include City Design managers

Panel

- **Expert Panellists** expanded from 11 to 16
- New position of one (1) **Invited Specialist** per meeting at the discretion of the Chair, to enable the attendance of subject matter experts without a requirement for membership.

Process

- **Proponent teams** are strongly encouraged to be gender equitable, and to have cultural and intersectional diversity

For endorsement:

MDRP ongoing program

Updated Terms of Reference

Panellist EOI (2 + 2 year contract)

Program review as required



The **design** and quality of our built environment fuels **Melbourne's** reputation as a '**design city**' and plays a **key** role in maintaining **Melbourne's** unique character and attractiveness **as a 'liveable city'**.

Design competitions are a globally established mechanism for improving design diversity, quality and innovation in the built environment.

Design competitions have successfully lifted the standard of design in Sydney over the last 20 years of mandatory design competitions.

The **Design Excellence Program 2019-30** commits council to the following deliverables:

Draft Design Competition Guidelines

Voluntary design competitions

Explore pathways to mandatory design competitions



NGV Contemporary, Candelapas and Associates, 2022 ongoing



Southbank by Beulah, 2020 ongoing

For endorsement:

Draft Design Competition Guidelines for community consultation

A Design Excellence **procurement strategy** to test design **ideas** and potential **teams**, grow partnerships with designers and developers, and lift **design quality** across the City of Melbourne.

Definition

A design competition is a **competitive process** in which a private or public site owner or developer ('the Proponent') invites designers (the 'Entrant') to submit a design proposal for a precinct, site or building.

A panel of design professionals and project decision makers (a 'Competition Jury') will select the successful design based on an agreed set of Evaluation Criteria.

Design competitions have been run in Sydney for 20 years. This has had a tangible impact on design quality including: overall better quality outcome and much greater diversity of design teams.

Below are some of the many examples of contemporary design competitions led by local government, sometimes in partnership with State Government, to achieve design quality, civic identity and celebration of place.



Whitehorse Centre
BKK, KTA, Aspect Studios 2018

City of Whitehorse
Shortlist of 5 teams



Geelong Civic Precinct
Cox Architects 2018-22

City of Greater Geelong and Victorian
Government
Shortlist of 3 teams



Pride Centre
Brearley + Grant Amon 2017-21

City of Port Philip and Victorian Government
Brearley Architects and Urbanists and Grant
Amon Architects



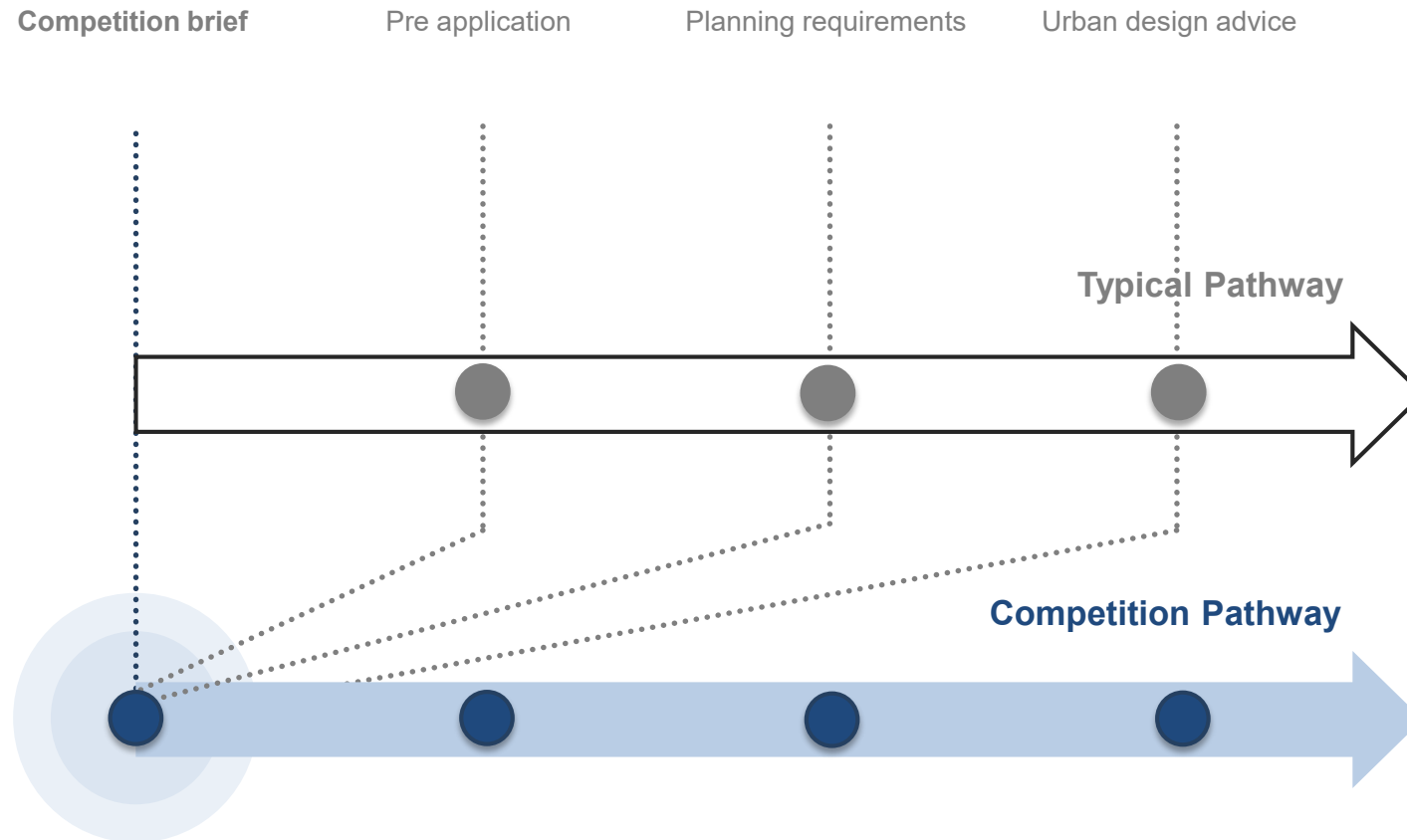
Bunjil Cultural Centre
FJMT 2017

City of Casey
Stage 1 – 20 teams
Stage 2 – shortlist of 4 teams

Design competitions enable the **transparent and upfront inclusion of requirements** from all areas of CoM:

City Design, City Strategy, City Infrastructure, Statutory Planning, City Property and others as required.

Design competitions allow for **design to be fore-fronted in planning processes.**



What problems do competitions help solve? What challenges exist?

In Melbourne, the worst design outcomes occur on the largest development sites.

These have considerable impact on public amenity, connectivity and place experience.

The majority of city shaping projects are designed by a small cohort. Small, medium and emerging design practices are rarely commissioned.

1. This limits design diversity and innovation, and opportunities to invest in and nurture Melbourne's design talent pool.
2. Limited design diversity compromises Melbourne's capacity and global reputation for design quality and innovation.

Design competitions are a proven mechanism for enabling design diversity and quality.

However, they can be contentious due to issues of equity, transparency, remuneration and intellectual property.



Five architecture firms account for 25% of planning applications referred to City Design.



Generic design outcomes and lack of innovation leads to "spreadsheets in the sky".



Design competitions can set a higher standard for design quality in renewal sites.

The draft Design Competition Guidelines will:

Improve **design quality** for public and private development in the City of Melbourne.

Outline an **equitable and transparent process** for all participants.

Stipulate requirements for **remuneration and intellectual property**.

Build on industry research and experience of competitions and aim for **best practice**.

Require **collaboration** with property owners, property developers, designers (architects, landscape architects, urban designers) and State Government to establish suitable incentives.



We've listened to the feedback from targeted industry stakeholders. COM design competitions can enable the following benefits.

Competitions can provide increased certainty for proponents through:

1. Higher and more sustained return on investment due to better designed, more enduring buildings and built products that may sell faster and more profitably.
2. Potential development uplift and assisted planning application processes as outlined in Competition Conditions
3. City of Melbourne endorsed project deliverables and requirements through an agreed Competition Brief
4. Testing of the brief and design proposals with design teams and Technical Advisers
5. Sampling different design teams and methodologies prior to contracting the successful team
6. High profile public and media engagement with the project

Design competitions can help shape better places for the public through:

1. Better quality development that balances commercial interests with community needs
2. Delivering designs that are specific and contributory to the Melbourne context
3. Enabling design experts to inform the Project Brief and Assessment of entries
4. Creating exemplary benchmarks for future development

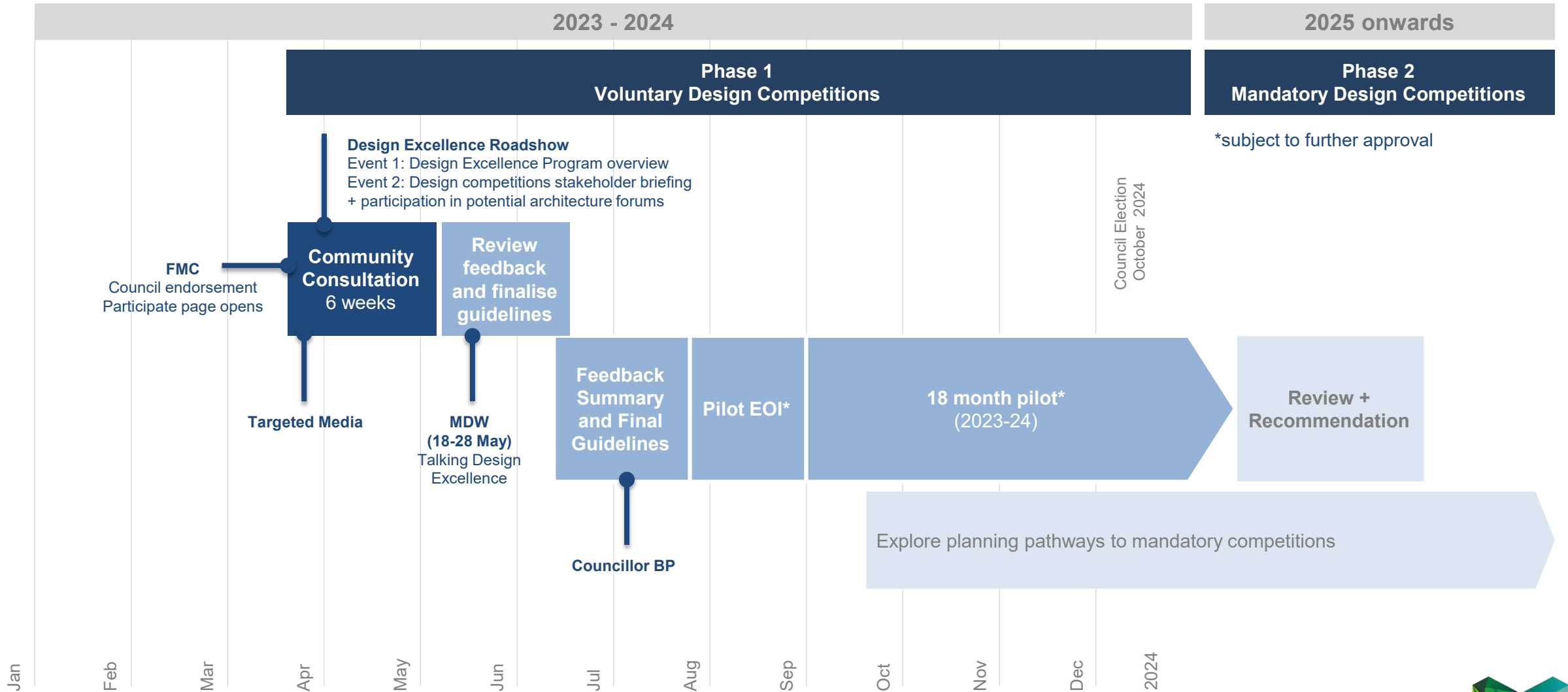
Competitions advocate design excellence and local designers through:

1. Improving equity of access to city-shaping projects
2. Elevating contemporary design ideas and innovation
3. Increasing visibility and public awareness of design
4. Establishing fair processes and expectations
5. Enabling diversification of design practices undertaking work on city shaping projects

Targeted stakeholder feedback has indicated widespread support for the project. However, there are multiple challenges and risks associated with design competitions and with launching a voluntary or mandatory design competitions program. These include:

Issue	Mitigation
A lack of clear planning incentives	A voluntary design competition pilot will trial some incentives and establish a pathway to mandatory design competitions. Benefits need to be clearly stated.
Approvals for large sites	Collaboration with the Victorian Government, as the Responsible Authority, will need to be secured for large sites
Potential lack of industry engagement	Pilot projects will be secured through an open expression of interest – inviting a collaboration with industry. Dedicated support and potential for expedited
Limited pathways for mandatory competitions	Continue exploring potential pathways with relevant stakeholders during the pilot phase, including potential updates to State Policy and DDO10
Inadequate resourcing	Dedicated resources will be enabled in both design and planning to optimise the pilot's success

Implementation in two phases (voluntary and mandatory) is envisaged as follows:



The guidelines are structured in three parts for ease of legibility and application.

Part 1 – Inviting Design Excellence provides an overview of the competition benefits and purpose within a Melbourne-specific context.

Part 2 – Instructions provides the overview of a competition process. This includes measurable principles to ensure a fair and ethical process, defined roles requirements

Part 3 – Templates is a set of digital templates that ensure consistency across competitions and capturing of relevant information.

Background	Part 1: Inviting Design Excellence	Part 2: Instructions	Part 3: Templates
<ol style="list-style-type: none">1. A City of Design2. Purpose of the Guidelines3. Guidelines Structure4. Definitions	<ol style="list-style-type: none">1. Benefits of Participation2. Implementing Design Competitions3. Council Support	<ol style="list-style-type: none">1. Process2. Key Steps3. Applying the Guidelines4. Roles and Requirements	<ol style="list-style-type: none">A. Competition Brief and ConditionsB. Response SchedulesC. Competition ReportD. Benefits Realisation ReportE. Jury and Adviser AgreementF. Code of ConductG. Conflict of Interest and Confidentiality Agreement

Consulted with Legal, mostly standard documents

The pilot is an ‘invitation to collaborate’ with the property and construction sector on design excellence projects before any mandatory planning controls are determined.

The pilot will enable sound testing of the guidelines, elective industry participation and engagement and demonstration of benefits.

The pilot will position design competitions as a mechanism to achieve the shared aspiration of design excellence, rather than the standard planning approach of meeting minimum requirements

Scope

- 18 month timeframe commencing in 2023
- Three projects - private and public - to be determined via Expression of Interest as follows:
 - CoM development
 - Private development
 - State significant site

Costs

Pilot projects will be 50 percent co-funded with project owners/developers, and cover a Competition Adviser, Jury and Shortlisted Entrant costs.

- Anticipated costs to council for the pilot are in the order of \$220,000 (covering 3 projects of varying sizes) plus in-kind contributions of council officer time.
- The anticipated cost to proponents is \$45,000 to \$90,000 per project, plus the cost of commission and/or prize/s. The latter is estimated at \$10,000 to \$30,000-plus dependent on project scale, complexity, deliverables and participants.

Refer Draft Design Competition Guidelines for more details.

Benefits

1. Demonstrates leadership and invites partnership
2. Enables industry perception to be positively and collaboratively built
3. Builds the strategic justification for a mandatory pathway
4. Reduced competition fees for developers and opportunity to shape the long term process

Purpose

- Invite community feedback on Draft Design Competition Guidelines
- Invite community feedback on the concept of a COM co-funded Pilot for voluntary design competitions

Audience

- Design and development industry including developers, architects, landscape architects, site owners, planners
- Community

Key Channels

- Participate Melbourne webpage and survey
- Industry briefing
- Targeted emails to key stakeholders
- Presentations at key industry forums
- Design Excellence advocacy (DEAC / MDRP)

Approach

- Clearly communicate about the benefits and risks of design competitions
- Raise awareness about the design benefits of competitions
- Communicate the proposed competition process
- Invite participation and feedback to refine the guidelines
- Flag the invitation to participate in competitions, in the pilot stage, following consultation
- Seek comment and engagement from in industry to improve the proposal

Key Messages

- Competitions enable uplift of development quality and equity of design opportunity with guidelines that provide a clear and ethical process
- Design competitions are a process that has been demonstrated to improve design outcomes
- Competitions offer the opportunity to engage with CoM earlier in the planning and design process
- Sydney has implemented this successfully over 20 years – we have learnt from this but not replicated this process

For endorsement

Draft Guidelines for community consultation

For future endorsement via Briefing Paper

Community feedback summary, final Guidelines, Pilot

Note: copywriting, graphics and proofing of guidelines will be completed after councillor endorsement of final draft

Major Initiative 22 – Design Excellence Program

Design Excellence Advisory Committee (DEAC)

DEAC is a **voluntary multi-disciplinary design forum** that has **influenced projects, policy and advocacy** and catalysed debate on city issues

For noting

Year One Report

For endorsement

Updated Terms of Reference

Program review as required

Melbourne Design Review Panel (MDRP)

MDRP has established a highly valued **expert advisory group** who provide independent design advice on **significant projects** and improve designs

For endorsement

Ongoing program

Updated Terms of Reference

Panellist EOI (2 + 2 year contract)

Program review as required

Design Competition Guidelines

Competitions enable uplift of development quality and equity of design opportunity with guidelines that provide a clear and ethical process

For endorsement

Draft Guidelines for community consultation

For future endorsement

Community feedback summary, final Guidelines, Pilot



CITY OF MELBOURNE

MELBOURNE.VIC.GOV.AU

DEAC DISCUSSION REPORT

DATE 14.10.2021

12 October 2021 – Meeting 1

Date	12 October 2021
Time	5:30pm – 7:00pm (1.5 hours)
Venue	Online
Attendees	Deputy Lord Mayor Nicholas Reece (Chair), Councilor Rohan Leppert (Deputy Chair), Alison Leighton (Deputy CEO), Evan Counsel (General Manager Strategy, Planning and Climate Change), Rob Adams (City Architect), Jocelyn Chiew (Director City Design), Jill Garner, Matthew York, Danni Hunter, Bill Krotiris, Romilly Madew, Professor Julie Willis, Professor Martyn Hook, Georgia Birks, Dr Ben Milbourne, Robyn Pollock, Lara Brown, Daniel Ong, Nivedita Ravindran
Design Excellence Team	Danielle Jewson, Lavanya Arulanandam, Joonmo Ai
Presentations	DEAC meeting 1 presentation (see Miro Board)

Discussion summary

Design Competition Guidelines

- The Committee expressed in principle support for the project ambitions, in particular the consideration of ethics (i.e. embedded protection for the architectural profession re: fees and expectations). The Committee provided detailed recommendations for consideration
- Recommendations were made in relation to the following topics: *Melbourne's planning and development context, establishing clear and tangible incentives, blind entries, cultural influence of competitions, criteria for Design Excellence, supporting local and emerging practices, submission requirement and assessment, de-briefing process, procurement models, educational value of competitions, Traditional Owner engagement, engagement with industry and other Councils, and showcasing Design Excellence in public design forums.*

MTalk Events

- The Committee expressed in principle support for the proposed MPavilion events, and provided detailed recommendations in relation to the topics and format of discussions.
- Recommendations include: *adopting a broad interpretation of equity (Event 2), focusing on impact and legacy rather than scale and cost of projects (Event 4), focusing on smaller, incidental moments of design excellence (Event 4), encouraging participant interaction in events, and establishing a common thread across all four talks.*

Forward Program

- The Chair identified potential themes for future DEAC meetings and sought feedback from The Committee. This included: *a review of the Macaulay Structure Plan, 'Global Cities and best practice', 'World Design Week', 'Post-Covid Melbourne', Vacant lots in the city, future character of Melbourne's skyline, and public realm design.*

Actions	Responsibility
<p>1. The Chair requests a follow-up discussion with The Committee on design competitions focused on incentives and potential planning controls ('carrots and sticks').</p> <ul style="list-style-type: none"> ○ Council officers to provide a follow up presentation on potential pathways and incentives to inform further discussion. 	<p><i>Committee</i></p> <p><i>Design Excellence team</i></p>
<p>2. Council officers to further refine MTalk events and provide an update to DEAC in next meeting.</p>	<p><i>Design Excellence team</i></p>
<p>3. Establish an appropriate communication platform for committee discussion and information sharing (i.e. WhatsApp group, Slack, etc.). Council officers will engage with communications and technology teams for potential options.</p>	<p><i>Design Excellence team</i></p>
<p>4. The Chair recommends a standing agenda item exploring a different global city during each meeting. The purpose will be to discuss innovative projects or initiatives which could be considered through a Melbourne design excellence lens.</p>	<p><i>Design Excellence team</i></p>
<p>5. Recommend agenda topics for Meeting #2 to be confirmed consultation with Chair, Deputy Chair, Deputy CEO, Director City Design, and City Architect.</p>	<p><i>Design Excellence team</i></p>

DEAC DISCUSSION REPORT

DATE 15.02.2022

February 8 2021 – Meeting 2

Date	8 February 2021
Time	5:30pm – 7:30pm (2 hours)
Venue	Online
Attendees	Deputy Lord Mayor Nicholas Reece (Chair), Councilor Rohan Leppert (Deputy Chair), Alison Leighton (Deputy CEO), Evan Counsel (General Manager Strategy, Planning and Climate Change), Rob Adams (City Architect), Jocelyn Chiew (Director City Design), Jill Garner, Matthew York, Danni Hunter, Bill Krotiris, Romilly Madew, Professor Julie Willis, Professor Martyn Hook, Georgia Birks, Dr Ben Milbourne, Robyn Pollock, Lara Brown, Daniel Ong, Nivedita Ravindran
Design Excellence Team	Bronwen Hamilton, Danielle Jewson, Lavanya Arulanandam, Joonmo Ai
Presentations	DEAC meeting 2 presentation (see Miro Board)

Discussion summary

MPavilion MTalk Events

- The Director City Design provided an update on the four MPavilion MTalks to be held in March and April. This included an overview of the confirmed moderators and panellists, some of whom are DEAC and MDRP members.
- A Social Session with DEAC/MDRP members and MTalk panellists is scheduled to be held after the final MTalk on 21 April. An invitation will be circulated to the committee via email shortly.

City in Focus: Barcelona

- The Chair facilitated a discussion on urban renewal in Barcelona focusing on the role of heritage, precinct character, design culture and leadership. The Committee provided feedback across a range of themes including the role of planning in facilitating high quality places, developer incentives, land use mix and density, public transportation, and heritage protection.
- Distinctions were made between the role and character of heritage in urban renewal areas vs. the Central City. Observations were made in relation to Docklands and its failure to alleviate the developmental pressures in the Central City, and its subsequent impact on valued heritage places. Docklands was identified by the Chair as a future topic of discussion for DEAC.
- A City in Focus ‘Snapshot’ will be prepared by the Design Excellence Team and circulated to Councillors for review.

Street Art in Melbourne

- The Chair facilitated a discussion on the role of Council in protecting and facilitating street art. The Committee expressed reservations about the protection of street art through planning controls, highlighting the ephemeral and evolving nature of street art.

- The Committee recommends further consideration and engagement with key stakeholders to better understand the preferred conditions required to enable great street art. The Committee encourages the City of Melbourne to continue to advocate for new laneways and to foster urban environments that are conducive to street art.

Actions	Responsibility
1. Prepare a City in Focus Snapshot for Barcelona that includes a comparison of planning contexts and design culture between Melbourne and Barcelona	<i>Design Excellence team</i>
2. Prepare a review of Shanghai for the next 'City in Focus' discussion and identify potential guests for invitation.	<i>Design Excellence team</i>
3. Focus on future opportunities in Docklands as a key agenda item for DEAC Meeting 3.	<i>Design Excellence team</i>
Actions from previous meetings	
4. A follow-up discussion on design competitions - incentives and planning controls, is to be confirmed for a future meeting.	<i>Design Excellence team</i>

DEAC DISCUSSION REPORT

DATE 17.05.2022

May 10 2022 – Meeting 3

Date	10 May 2022
Time	5:30pm – 7:30pm (2 hours)
Venue	Community Hub at the Dock
Attendees	Deputy Lord Mayor Nicholas Reece (Chair), Councillor Rohan Leppert (Deputy Chair), Alison Leighton (Deputy CEO), Evan Counsel (General Manager Strategy, Planning and Climate Change), Jocelyn Chiew (Director City Design), Jill Garner, Matthew York, Danni Hunter, Professor Julie Willis, Georgia Birks, Dr Ben Milbourne, Robyn Pollock, Lara Brown, Daniel Ong, Nivedita Ravindran
Guests	Councillor Jamal Hakim, Niall Cunningham (Development Victoria), Dou Zhang (Sasaki Associates), Sophie Handley (Director, City Strategy)
Apologies	Romilly Madew, Rob Adams, Karl Fender, Professor Martyn Hook, Bill Krotiris
Design Excellence Team	Bronwen Hamilton, Danielle Jewson, Joonmo Ai, Libbie Hind
Presentations	DEAC meeting 3 presentation

Discussion summary

Docklands – Vision and Opportunities

- DEAC members and guests were guided on a short walking tour in Docklands. The Design Excellence team and Niall Cunningham (Development Victoria) provided an overview of key developments and challenges in Docklands, particularly within the Harbour Esplanade and Stadium precincts.
- The Chair facilitated a break-out group discussion to identify short, medium, and long term opportunities for activation, public realm improvements, and partnerships in Docklands.
- A representation from each group provided a summary of discussion. The Committee identified Harbour Esplanade and the connection to water as a key opportunity. It also highlighted the role of Moonee Ponds Creek and the Greenline as a future connector to and from Docklands, and encouraged the celebration of Melbourne's Maritime culture and heritage in future activation opportunities.
- A detailed summary of the exercise has been collated and circulated separately by the Design Excellence Team.

City in Focus: Shanghai

- A presentation on urban renewal projects in Shanghai was provided by Dou Zhang, Director of Sasaki Associates in Shanghai. Ms. Zhang provided an overview of the urban renewal experience in Shanghai, including examples of Xintiandi and the Taipingqiao precinct. She provided valuable insight into a number of Sasaki Associates projects, touching on a range of relevant DEAC themes and topics such as river revitalisation, ecological restoration of industrial sites, and adaptive reuse of infrastructure.
- Key lessons and reflections are captured in the City in Focus Snapshot: Shanghai.

Past and Upcoming Events

- The Chair provided a summary of events in the past months which included four (4) Mtalk events, five (5) Design Week events, and the Design Excellence Soiree.
- The Undercroft Spaces Tour on July 22 will explore over 100km of undercroft spaces in Melbourne.
- City Design are planning to host tours and events as part of Open House Melbourne in July.

Actions	Responsibility
1. Prepare a summary document of the Docklands discussion to present at the upcoming Docklands Summit.	<i>Design Excellence team, complete</i>
2. Prepare a City in Focus Snapshot for Shanghai	<i>Design Excellence team, complete</i>
3. Prepare a review of Sydney for the next 'City in Focus' discussion and identify potential guests for invitation.	<i>Design Excellence team, draft</i>
4. Focus on Undercroft Spaces as a key agenda item for DEAC Meeting 4.	<i>Design Excellence team, complete</i>
Actions from previous meetings	
5. A follow-up discussion on design competitions - incentives and planning controls, is to be confirmed for a future meeting.	<i>Design Excellence team</i>

DEAC DISCUSSION REPORT

DATE 09.08.2022

Meeting 4

Date	9 August 2022
Time	5:30pm – 7:30pm (2 hours)
Venue	Town Hall Commons
Attendees	Evan Counsel (Chair), Jocelyn Chiew (Deputy Chair), Councillor Rohan Leppert, Rob Adams, Jill Garner, Danni Hunter, Professor Julie Willis, Georgia Birks, Dr Ben Milbourne, Robyn Pollock, Lara Brown, Daniel Ong, Nivedita Ravindran Online: Professor Martyn Hook, Matthew York
Guests	Mel Bright (Director, Studio Bright), Philip Thalys (Founding Principal, Hill Thalys Architecture + Urban Projects)
Apologies	Deputy Lord Mayor Nicholas Reece, Alison Leighton (Deputy CEO), Romilly Madew, Bill Krotiris, Karl Fender
Design Excellence Team	Bronwen Hamilton, Danielle Jewson, Lavanya Arulanandam
Presentations	DEAC meeting 4 presentation, guest presentations

Undercroft Spaces Tour

- On 22 July, an Undercrofts Tour was held to visit undercroft spaces within Melbourne and neighbouring municipalities. Sites included City Road Southbank, Westgate Freeway Southbank, Burnley Boulderling Wall, Coburg to Moreland level crossing removal, and Macaulay City Link undercrofts. Attendees comprised members of the Design Excellence Advisory Committee (DEAC) and Melbourne Design Review Panel as well as guest presenters from City Design, City Strategy, Victorian Climbing Club and Tract Consultants.
- Subsequent to the tour, on 24 July, an article was published in The Age titled, [‘Push to transform the ‘desolate’ spaces beneath Melbourne’s roads and rail’](#). This article brought public attention to the emerging design opportunities for Melbourne’s underutilised undercroft spaces.

Discussion summary

Undercroft Spaces in Melbourne

- The Acting Chair thanked committee members for participating in the Visioning Undercroft Spaces Tour and noted the importance of leveraging the expertise of DEAC, given the complexities and opportunities for design innovation on such sites in Melbourne.
- The committee noted that the tour and sharing of benchmark projects, highlighted key design and delivery considerations. It was noted that structural conditions, including height, typology, materiality and orientation, influence the potential use and future function of undercrofts. While retrofit for open space is a key opportunity, built program could also be considered to accommodate indoor recreational facilities or other community use in constrained locations. BFI Southbank, London was identified as an example for its delivery of a cinema.

- The committee also flagged the opportunity for other underutilised spaces in the city to be explored for alternative uses, such as road medians and reserves. Southbank Boulevard is a recent example where road space was reappropriated in a neighbourhood with limited access to open space.
- The committee acknowledged the need to ensure the future planning and design of transport infrastructure avoids the delivery of further unplanned undercroft spaces in the city.

City in Focus: Sydney

- Melissa Bright, Director of Studio Bright, delivered a presentation on the role of Sydney's Design Excellence Policy in providing opportunities for emerging practices to be involved in central city high rise developments. Quay Quarter Lanes was an example where Studio Bright were invited by the developer to submit for the design of one building in a broader precinct. A design brief informed by a precinct masterplan and design guidelines, set clear parameters for public art, ground plane permeability, massing and heritage. The ambition of this policy is to enable a diverse mix of practices to shape large or significant sites. Another benefit of competitive processes is to enable smaller practices to establish partnerships and build capacity.
- Philip Thalís, Founding Principal of Hill Thalís Architecture + Urban Projects and former City of Sydney Councillor, delivered a presentation on the legacy of competitive design processes in Sydney. Philip highlighted the distinction between Object vs Fabric in architecture, where there can be a tendency for 'flashy' projects to be selected which have insufficient focus on the context of the city. The presentation also recognised Sydney's heritage floor space scheme as a highly beneficial city-shaping tool. The policy allows heritage site owners to receive floor space when seeking approval for conservation works, or as part of a development that includes heritage forms. The awarded heritage floor space, can then be sold to another site and the money raised offsets the cost of conserving the heritage item. Philip also highlighted the importance of crafting and curating public space as a fundamental asset of successful urban renewal precincts.
- The committee discussion and reflections from the City in Focus on Sydney are captured in the Snapshot.

Design Excellence Program Update

- The Acting Deputy Chair provided a recap of recent Open House Melbourne tours curated and hosted by City Design.
- The Acting Deputy Chair also provided an update on the Melbourne Design Review Panel Pilot program and emerging Draft Design Competition Guidelines.

Actions	Responsibility
1. Prepare a City in Focus Snapshot for Sydney and identify the next City in Focus with the Chair including nominate potential guests for invitation.	<i>Design Excellence team, in-progress</i>
2. Prepare papers to support a 12 month update of DEAC at FMC in December 2022.	<i>Design Excellence team, in-progress</i>
Actions from previous meetings	
3. A follow-up discussion on design competitions. DEAC members are invited to contact the Director of City Design to engage further on design excellence policies and processes.	<i>Design Excellence team, complete</i>

CITY IN FOCUS SNAPSHOT: BARCELONA

DESIGN EXCELLENCE ADVISORY COMMITTEE
MEETING 2: 8 FEBRUARY 2022



PREPARED BY CITY DESIGN
FEBRUARY 2022

DEAC City in Focus

The City in Focus was established by The Chair of the Design Excellence Advisory Committee (DEAC) at the inaugural meeting in October 2021. The purpose is to explore benchmark projects of an international city to reflect on cross-cultural opportunities for Melbourne.

The City in Focus an on-going agenda item for DEAC. This paper is a snapshot of the discussion and recommendations from The Committee.

Focus City: Barcelona

In this DEAC meeting, the focus was on Barcelona's renewal precincts. One of the largest urban renewal precincts in the city is the 22@ Innovation district, located north of the Gothic Quarter. This precinct includes several waterfront developments including former Olympic Village and The Forum.

22@ Innovation District is a major project led by Barcelona City Council. The renewal precinct comprises the transformation of the historic cotton district into a new knowledge centre.

Planning for the Innovation District began in 2000 and the delivery is ongoing. The scale of the renewal precinct is extensive, comprising 200 hectares of privately owned land (approximately 250 city blocks).

The precinct retains the classic 100m x 100m urban structure, stitched together with adjacent districts, albeit with a transition in height and scale of new buildings.



Key precincts & places in Barcelona

The precinct is characterised by prominent skyscrapers, university buildings and research facilities. It is known as the heart of the knowledge economy and the driver of the Smart City initiative in Barcelona, by the city council.

Other projects presented included the Can Batllo district, where bottom-up developments have been delivered in recent years. These buildings adopt a restrained architectural approach, utilising rich materials and textures and merging new with heritage forms. An example of successful adaptive reuse developments which celebrate the existing character of the precinct is Coopolis by Lacol. Another project by Lacol, is a co-operative housing development, utilising lightweight, cost-efficient construction, while not compromising material warmth and tactility. This development demonstrated a strong emphasis on quality and flexibility of communal spaces.

It was noted that many parallels could be drawn with Melbourne, in managing an balance of heritage and new development to achieve a vibrant and diverse precinct that is underpinned by a unique character.

Additional Background: The Deputy Chair prepared a report to the Future Melbourne Committee in October 2017, as part of a CoM led delegation to several European cities including the 22@ Innovation District in Barcelona. The report can be viewed [here](#) (refer to pages 12-15).

Summary of Discussion

Heritage

- The Committee acknowledged that Barcelona has delivered high quality developments where heritage buildings are retained and contribute to the identity of the precinct. Many successful places comprise a mix of old and new buildings to create excitement and diversity, as demonstrated in Melbourne's, fine-grained Hoddle Grid.
- It was also noted that while heritage protection is important in distinguishing a precinct's identity, in the context of Melbourne's urban renewal areas, heritage buildings are of a distinct typology when compared to the central city. These heritage buildings are typically warehouses, often built with low-cost materials and construction methods. In some cases, a limited amount of building fabric can be retained. Another consideration was that heritage buildings were not designed for pedestrians. In comparison to Barcelona, the scale of heritage correlates with pedestrian activity at the street level.
- The Committee highlighted the opportunity for urban renewal areas to offer higher densities and mix of activities to alleviate the pressure on the Hoddle Grid, where significant heritage fabric exists. Sydney was noted as a city with examples of heritage buildings that are voluntarily retained by developers and provide a legacy back to the city. The Committee queried if a similar approach could be incentivised for landowners in Melbourne.
- The Committee also noted that there are successful recent developments in Melbourne where heritage buildings have been retained adjacent to new high rise buildings and public open space. This includes Wesley Place and 80 Collins Street.

Character

- The Committee noted that much of the success of Barcelona's urban renewal areas relates to the distinct character of each precinct, strengthened by precinct names. Similar debates in Melbourne have occurred where this idea is considered positive to enhance the unique identity of places.
- The Committee noted that it is critical for urban renewal areas to prioritise place by establishing a clearly defined character ambitions and avoid a homogeneous approach to new development. Barcelona

and Hong Kong were noted as places which achieve distinct character outcomes through the density and mix of land uses.

- The Committee asked, what makes Melbourne distinct when considering change in the urban renewal areas? The Hoddle Grid is a critical benchmark comprising, the small, walkable blocks, activated lanes and arcades as well as the early planning restrictions limiting building height to 40m.
- In Barcelona, there is a long history of design celebration and clarity on the valued features of the city, including block structure and street rhythm of street layout, which continue to drive built outcomes in the long term.
- In the context of Arden, Macaulay and Fishermans Bend, a key character attribute is the strong waterway edges. Opportunity exists to reimagine the role of these systems as important social and environmental assets, which drive the character of interfacing spaces and buildings.



Heritage Adaption: Coopolis, Can Batllo (Lacol, 2018)



Heritage Adaption: La Comunal espai cooperatiu, En Blanco (Lacol, 2018)

Public Realm and Open Space

- The Committee noted that the distribution and quality of open space and public realm to service communities is a partnership between Council and developers given the changing demand for retail, workplaces and education.
- The delivery of new laneways and spaces for pedestrians is considered a key priority for Council in urban renewal areas given the traditional broad urban blocks. QV and Munro Developments in the Hoddle Grid were both noted as good examples of privately owned public laneways and open spaces.
- Successful places are constantly evolving and consider the layering of different communities. This is particularly relevant in the context of urban renewal areas where the availability of open space is limited, and those spaces must be highly versatile to cater to diverse needs.

Transport and Infrastructure

- A high quality public transport network and an efficient active transport network was noted as a critical component of creating desirable places for people to live and work. The success of the precincts relies on public infrastructure being delivered in advance of private development. This includes schools, open spaces and community facilities. The delivery of this infrastructure also brings confidence to the private sector, to entice investment and high quality development.
- The Committee noted that high quality development outcomes should include precinct-based approaches, established by the delivery authority, to consolidate waste, energy and parking.



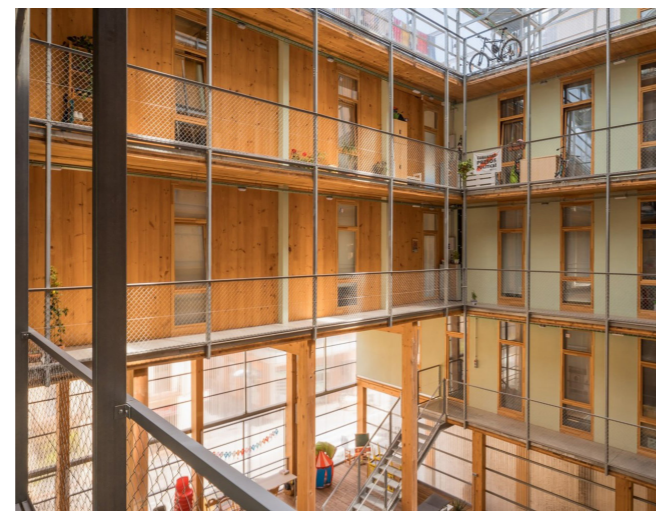
Commercial Development & open space 22@ Innovation District

Partnerships and Development Authorities

- The Committee acknowledged that the delivery of successful precincts requires sustained development activity, investment and partnerships over a 20 year period. This is not only demonstrated in Barcelona, but also Docklands in Melbourne.
- They also noted the importance of partnerships with industry, institutions and state government in the planning and delivery of successful urban renewal areas. Across the world, these precincts comprising business clusters into an agglomerated environment, are often driven by 'knowledge workers'.
- Barangaroo in Sydney was noted as a positive example where the delivery authority set ambitious, yet clear targets for Lend Lease to respond to, having regard to sustainability, built form controls and public realm quality.

Planning Policy

- The Committee noted that Barcelona's urban renewal areas utilise a similar structure to Melbourne. The City Authority has jurisdiction over a set of principles and a local development authority (with interface to the 'State' of Catalonia) manages the delivery of the precincts against the principles.
- The Committee noted that the municipal government in Barcelona undertake frequent review of the policy settings for the 22@ Innovation District. This includes review of developments influenced by the policy settings to determine if these policies are achieving desired outcomes or if amendments are required. This determination to be active in assessing policy settings is considered a commendable planning approach.



Co-op Housing Development: La Borda, Can Batllo (Lacol, 2019)

DEAC Recommendations

Heritage & Development

1. Identify policies, guidelines or incentives that enable protection of significant heritage buildings in the central city and urban renewal areas.
2. Consider the role and impact of urban renewal areas in accommodating development densities that may offset reduced densities in the central city.

Character

3. Establish clear guidance on preferred and distinct character outcomes for new development having regard to existing valued qualities and best-practice new developments.
4. Consider the naming of precincts early in the process to assist in the delivery of distinct character outcomes.

Partnerships

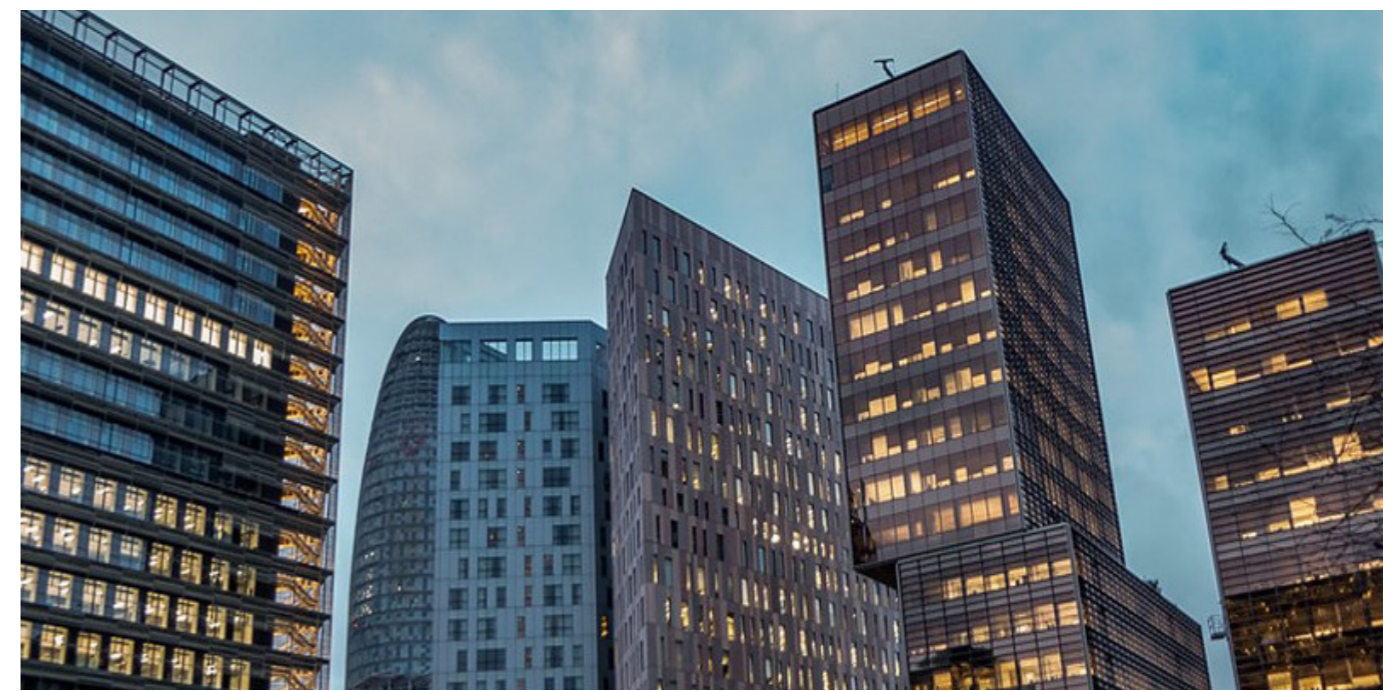
5. Identify innovative ways for the City to foster successful long-term partnerships with major employers and different levels of government to aid in the delivery of vibrant and diverse precincts.

Planning Policy

6. Establish processes to review planning policies and development controls as Urban Renewal Areas are planned and delivered.
7. The review should measure the success of project outcomes including private development, public realm and open spaces.
8. The review process should enable updates and amendments to planning policy to acknowledge changing development trends, community needs, environmental considerations or other precinct pressures.

Future City in Focus Discussions

9. Identify the governance processes which have enabled planning and development decision making.
10. Consider the planning tools that have resulted in successful and distinct character outcomes, where existing valued characters were retained and celebrate.
11. Identify key principles from each city that can be applied to Melbourne's Urban Renewal Areas.



High rise development in 22@ Innovation District

CITY IN FOCUS SNAPSHOT: SHANGHAI

DESIGN EXCELLENCE ADVISORY COMMITTEE
MEETING 3: 10 MAY 2022



PREPARED BY CITY DESIGN
MAY 2022
DRAFT

DEAC City in Focus

The City in Focus was established by The Chair of the Design Excellence Advisory Committee (DEAC) at the inaugural meeting in October 2021. The purpose is to explore benchmark projects of an international city to reflect on cross-cultural opportunities for Melbourne.

The City in Focus an on-going agenda item for DEAC. This paper is a snapshot of the discussion and recommendations from The Committee.

Focus City: Shanghai

In this DEAC meeting, the focus was on urban renewal precincts in Shanghai. Ms Dou Zhang, Associate Director at Sasaki Associates (Shanghai Office) presented to the committee on four projects including several by Sasaki Associates as well as an earlier urban renewal project that set a precedent for future development in the city.

Xintiandi + Taipingqiao (1996 - present)

The Xintiandi area is located in the neighbourhood of Taipingqiao within the Luwan District of Shanghai. It was developed by Shui On Land, according to a master plan, approved by the Shanghai Municipal Government in 1997. It was first neighborhood in the city to follow a new approach of urban regeneration, where commercial development is delivered while preserving the traditional “Shikumen” style of architecture and neighborhood structure known as “Lilong”.

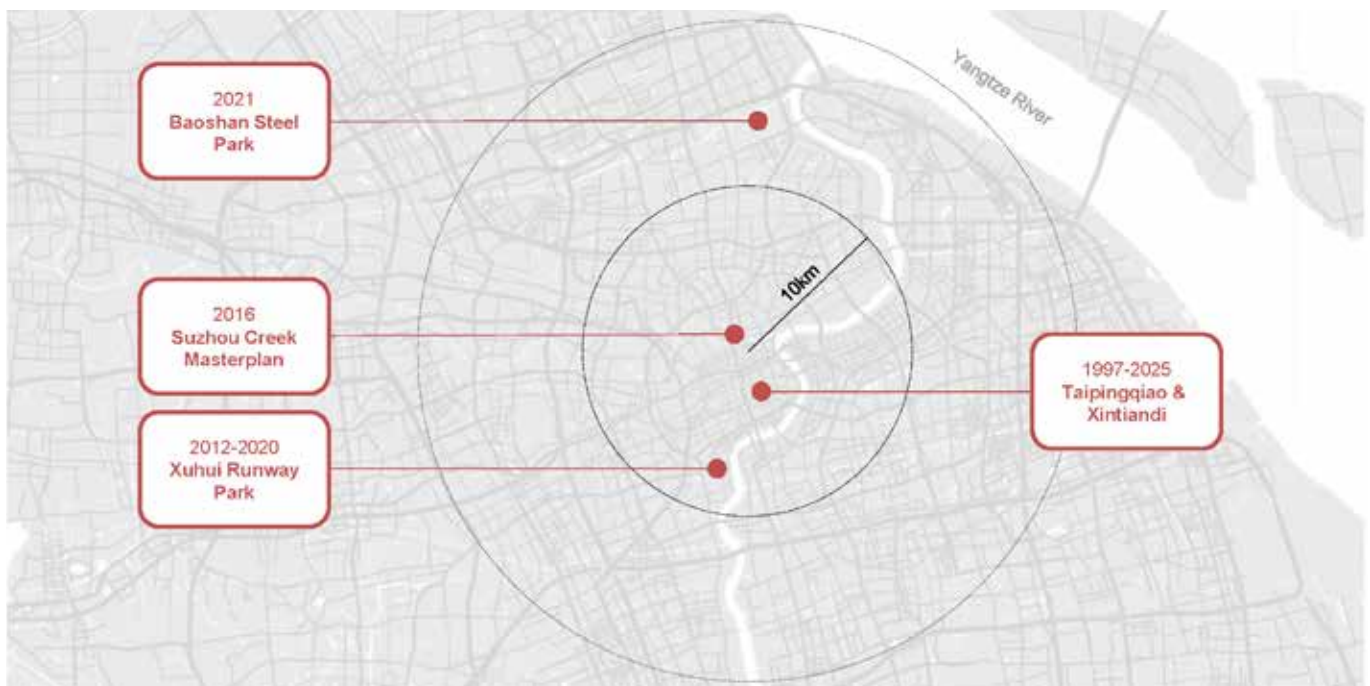
Overall, the redevelopment of the Taipingqiao area is considered to be successful. At the same time, it revealed a common issue in many urban regeneration projects. Although some of the original buildings are still standing, the community is vastly different. The original communities relocated over time, and were replaced by high-income families.

Suzhou Creek Masterplan

Suzhou Creek is integral to the history of Shanghai, shaping the development of the city throughout the 20th century. In 2016, Jing’An District of Shanghai hosted an international design competition for a masterplan of the creek’s Jing’An segment. Sasaki Associate’s scheme was the winning entry.

The project sought to improve the connectivity both along and across the creek, overcoming the physical and psychological divide. By uniting the river front into an artery of recreation, culture, and ecology, as a public resource for people. The project is envisages to reconnect neighbourhoods and create a network of experiences tied to a restored waterfront.

The masterplan proposed a series of new pocket parks, providing community-oriented open spaces and an enhanced sense of arrival to the precinct, complemented by new pedestrian bridges helping to connect river frontages on either side.



Key precincts & places in Shanghai

Commercial and cultural uses were proposed to open towards the waterfront promoting activation along the pedestrian edge. Historic warehouses such as the Fuxin Flour Mill and the Sihang Warehouse are proposed to be repurposed as cultural destinations.

Urban infill opportunities were identified at strategic locations, strengthening the waterfront's connection with underserved communities and inaccessible locations, as well as preserving the Linong neighbourhood structure. Discrete and strategic interventions were proposed to transform the precinct into a new mixed-use destination while retaining the original character.

Baoshan Steel Park

This project comprised the re-use and revitalisation of a 102 hectare former stainless steel plant. The site was highly complex comprising heritage buildings, contaminated soil, limited vegetation and large quantities of left-behind heavy equipment. The site is surrounded by low-income communities with limited community infrastructure and set within a vehicle dominated environment.

Sasaki Associates prepared a masterplan as part of a design competition. The plan proposed an urban structure that builds on the original manufacturing processes and built fabric, enhanced by a new adaptive landscape. Pedestrian paths are proposed to connect to the park precincts, adapted from the original production clusters. These paths are located on-ground and through elevated conveyor systems. New public buildings are to be repurposed from existing structures and will anchor programs from surrounding open spaces.

The project has adopted 3 major strategies

1. Restore Site's Environmental Value: The design proposed a process of soil remediation with wetlands and near-natural forest restoration.
2. Preserve its Unique Culture: The design preserves and retrofits existing industrial buildings and objects into new community spaces and activities.
3. Create the Main Urban Axis: The design limits cross-streets over the park and weaves a holistic public realm network to provide a linear corridor of recreation ecology.



New development & heritage in Xintiandi district (KPF)



Suho Creek Masterplan (Sasaki Associates)



Suho Creek Masterplan (Sasaki Associates)



Baoshan Steel Park (Sasaki Associates)

Xuhui Runway Park

This project comprised the transformation of a historic airport runway into a linear park and streetscape. The project sought to reflect on the site's aviation and industrial history through a contemporary design response.

The design mimics the alignment of a runway, creating diverse linear spaces for recreation and movement by organizing the site into one interconnected sequence. Diverse spatial experiences are created by applying different materials, scales, topography, and programs.

The layout of Yunjin Road contributes to a compact urban district by limiting the number of vehicle lanes and promoting public transit. Designated bike lanes are integrated into the street section, facilitating an efficient commute between destinations.

A sunken garden is carved between the park's subway station and neighbouring development, improving the walkability to and from public transport while providing additional commercial frontages to enable more revenue for the park to support its operation and maintenance costs.

This project received SITES Gold certification from The Sustainable SITES Initiative, making it the first project on mainland China to receive this certification.

Summary of Discussion

The Committee noted:

1. Shanghai renewal projects provides excellent examples of strong connectivity between the urban environment and major waterways.
2. The significant variance in population between Melbourne and Shanghai, presents unique challenges for the activation of urban renewal precincts.
3. There are notable political and governance differences between Shanghai and Melbourne which impact on investment and built outcomes.
4. The restoration and remediation of former industrial sites into thriving community and ecological precincts is a highly relevant precedent for Melbourne.
5. The projects demonstrate the importance of green-led urban renewal and reinforce the importance of the Greenline project for Melbourne. There are many public realm interventions that could be adapted to the context.
6. Successful urban renewal precincts takes time to meet their full potential as thriving places. Having an agreed vision to allow development and continued investment in the public realm, community infrastructure and commercial development is critical.



Xuhui Runway Park (Sasaki Associates)

CITY IN FOCUS SNAPSHOT: SYDNEY

DESIGN EXCELLENCE ADVISORY COMMITTEE
MEETING 4: 9 AUGUST 2022



PREPARED BY CITY DESIGN
AUGUST 2022

DEAC City in Focus

The City in Focus was established by The Chair of the Design Excellence Advisory Committee (DEAC) at the inaugural meeting in October 2021. The purpose is to explore benchmark projects of an international city to reflect on cross-cultural opportunities for Melbourne.

The City in Focus an on-going agenda item for DEAC. This paper is a snapshot of the discussion and recommendations from The Committee.

Focus City: Sydney

In this DEAC meeting, the focus was on the experience of Sydney's Design Excellence Policy in practice and the legacy of design excellence processes across the city's major urban renewal precincts. The guests for this session included Mel Bright, Director of Studio Bright based in Melbourne and Philip Thalís, Principal of Hill Thalís Architecture + Urban Projects and former City of Sydney Councillor.

Design Excellence in Practice - Mel Bright

Since its inception in 2006, Studio Bright has designed award-winning houses that demonstrate strong connection to character and place, including Bright House, 8 Yard House, Ruckers Hill House and Garden Wall House.

Mel Bright spoke of her ambition to design a public toilet as a way for her emerging practice to engage with public architecture while being low cost and low risk. She acknowledged the

opportunity that the Sydney's Design Excellence Program afforded a practice like Bright Studio to be involved in large scale Central City projects.

In framing the discussion for design competitions, Mel highlighted the foundations of Design Excellence in Sydney as noted by NSW Government Architect:

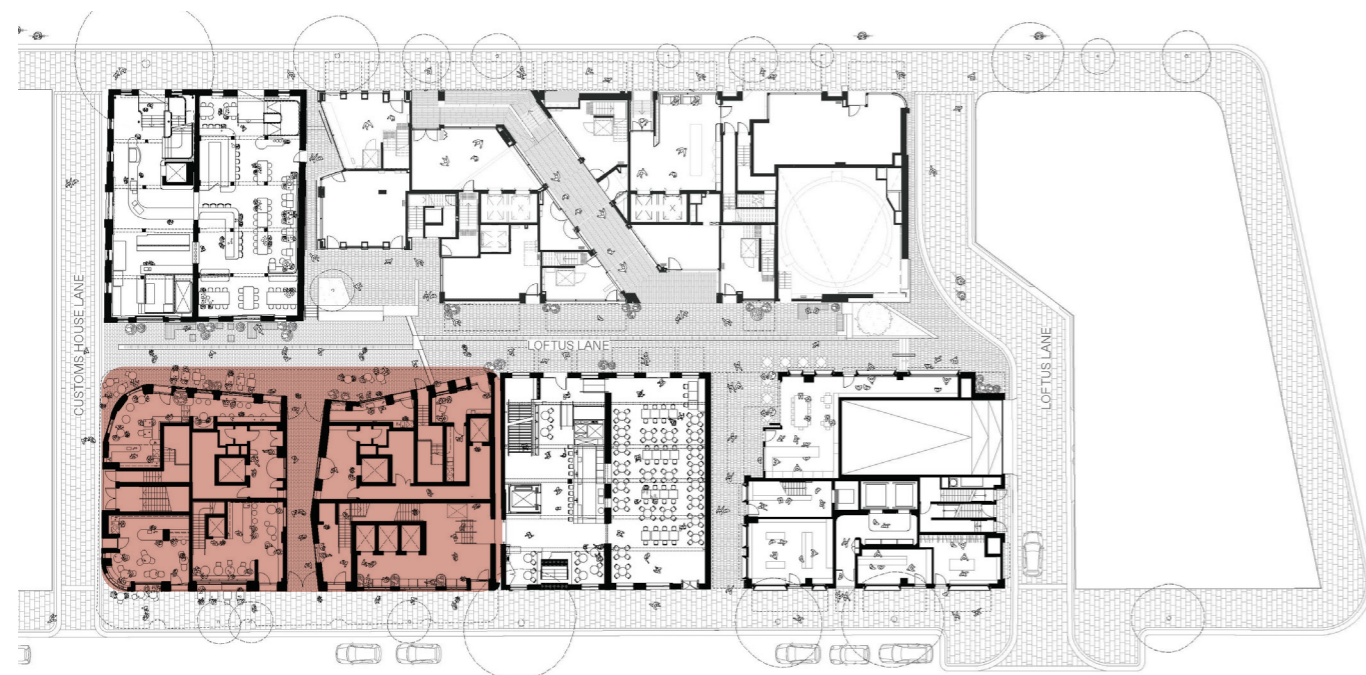
"The competitive process was aimed at both listing the design quality of significant buildings and diversifying the field of architectural practices engaged in their design."

Mel emphasised the need for cities to have clear 'enforceable rules' which establish incentives to consider additional floor space (uplift) and enable developers to take on successful competitive design processes. In the case of Sydney, the Sydney Local Environmental Plan 2012 allows for the granting of additional height or floor space up to 10% of the permissible development where a competitive design processes is undertaken.

Quay Quarter Lane (Sydney)

Studio Bright was invited to submit the design for one of the sites within the Young and Loftus precinct owned by AMP as part of an 'invited' competitive design alternatives process.

A Masterplan and Design Guidelines for the precinct informed a design brief for the competition. The Masterplan set high aspirations for public art, ground plane permeability, massing and heritage considerations.



Quay Quarter Lanes - Developer AMP

The floor space ratio (FSR) for the development was transferred from an adjacent site to enable a precinct based outcome. The overall, building mass and height were capped to allow for sunlight access to the adjacent Macquarie Park.

In collaboration with landscape architects Aspect Studios, the design focused on the quality of laneways and arcades and the textural qualities of materials to activate the ground plane, drawing on the experience of Melbourne's valued laneway culture. The building's scale, colour, and materiality also sought to complement the adjacent heritage building.

In 2022, 8 Loftus Street won 3 NSW Architecture Awards for urban design, multiple housing and the Lord Mayor's prize, recognizing design excellence for an emerging practice. Mel reflected that another benefit of the competitive processes is to enable smaller practices to establish partnerships with larger practices and developers to and build capacity and ability to translate design principles to larger projects.



Quay Quarter Lanes (8 Loftus Street) by Bright Studio. Image Credit: Rory Gardiner

Legacy of Design Excellence - Philip Thalís

Philip Thalís provided an overview Sydney's Design Excellence Policy and his experience as a former Councillor at the City of Sydney and practicing architect / practice owner.

Competitive Design Policy Overview

Sydney's Competitive Design Policy is enshrined in the City of Sydney's planning scheme. It establishes requirements for competitions on major sites: above 55m in the city centre and above 25m for Greater Green Square. Jury Chairs are selected from the Sydney Design Advisory Panel (DAP) which is an independent panel of experts providing design review advice on development applications. The jury panel is comprised of half proponent nominees and half City of Sydney nominees.

The competitive design process includes a Stage 1DA (reference design) prior to the launch of competitions with allowance for only minor variations. This ensures that the competition entry schemes are closely aligned with building envelope, height, and massing agreed upon with the Responsible Authority.

Object vs Fabric

Philip highlighted the distinction between Object vs Fabric in architecture, where there can be a tendency for 'flashy' projects to be selected by juries which have insufficient focus on the context of the city or place. Sydney also faces a challenge where large, renowned international architects are awarded projects through high profile competitive design processes. These practices are well equipped to manage projects of a large scale but do not always dedicate the right resources to prepare high quality design outcomes. Green Square was noted as having its own model for design competitions, and has resulted in a number of winning entries that were considered not to demonstrate 'design excellence'. Philip contends that the existing competitive design process does not allow for a 'stop button' when submissions are not achieving design excellence and a review or reset is required.

Culture of City Making

Philip acknowledged that Public Authorities are a great proponent of the shape of the city and are critical in enabling high quality outcomes in both the public and private realm. Urban culture is broader than planning or architecture and often, development is wrongly seen as a main dynamic of city. The long term thinking about the city in policy and placemaking is important.



City of Sydney Development Activity - Barangaroo Central. Image credit: City of Sydney



City of Sydney Development Activity - Barangaroo Central. Image credit: City of Sydney

Philip commended Melbourne's recent Hoddle Grid Heritage Review through Amendment C387, including new precincts and individual heritage places for protection. He noted Sydney's Heritage Floor Space Transfer policy as a highly beneficial city-shaping tool which allows surplus floor space that cannot be otherwise realised on heritage sites, used on other sites in the city to protect the integrity of valued heritage buildings. This also mitigates cantilevered structures over heritage buildings, a common built form response in Melbourne.

A key planning and design challenge for Sydney is facilitating the delivery high quality streets and public spaces in urban renewal precincts. Existing planning controls do not always enable the protection of public spaces identified through masterplan or planning processes and some precincts have experienced diluted public realm outcomes as a result.

Philip noted that 'Public space is where the city comes together. It's really important that this is crafted and curated'. This is reinforced through Hill Thalys 2006 winning competition entry for East Darling Harbour, where public open space was the fundamental driver of the spatial plan.

Summary of Discussion

The Committee noted:

1. Design culture and city making is a long term project and requires commitment from public authorities including State Government and Local Government.
2. Competitions can produce high quality design outcomes, but can also result in flashy 'objects' rather than contextual and highly crafted buildings embedded within the city fabric. Design quality is not assured through a competitive design process as evident in some of Sydney's larger urban renewal developments.
3. Developers and design teams have noted concerns with competitive design processes. This includes matters relating to financial compensation, expectation of submission requirements, and perceived advantages for larger practices. These concerns, amongst others, should be adequately considered.
4. The Sydney competitive design model, includes a 10% floor area uplift to cover the costs of a competition. This approach could be explored for Melbourne in the long term however may present challenges due to significant differences in state planning policy.
5. Universities in Victoria demonstrate many excellent examples of high quality buildings and campuses through competitive design processes and the subsequent engagement of diverse design teams.
6. In Europe, competitions are often mandated for public buildings. The opportunity exists to consider the role of competitive design for relevant City of Melbourne projects for public buildings and spaces.



Green Square. Image from presentation by Philip Thalys.



CITY OF MELBOURNE



REIMAGING UNDERCROFT SPACES TOUR

DESIGN EXCELLENCE ADVISORY COMMITTEE

22 JULY, 2022



Prepared by City Design

1 City Road Northern Undercroft

City of Melbourne



Project Description

The City Road Northern Undercroft project will deliver new flexible community spaces in the Kings Way undercroft north of Queensbridge Street. Proposed uses include a bouldering wall, skate-able surfaces, and a multi-purpose play space catering to a range of age groups. This new public space will also integrate furniture, lighting, trees, and WSUD measures to transform an underutilised area to a vibrant community destination.

Relevant Strategies, Plans & Actions

Council Plan 2021-25 Major Initiative 47:
 “As part the City Road Master Plan, the City of Melbourne will design and deliver the upgrades to the City Road Northern Undercroft by end of 2023-2024.”

Council Plan 2021-25 Major Initiative 16:
 “Increase public open space with focus on areas of greatest need, such as Southbank and emerging urban renewal areas.”

City Road Master Plan Action 2:
 “Activate kings way undercroft as a community space”

<https://participate.melbourne.vic.gov.au/city-road>

Municipality: City of Melbourne
Project Status: Concept Design Phase
Year: 22-23 Capital Works Program
Landowner: Department of Transport



City Road Northern Undercroft Park - Concept sketch

2 City Road Southern Undercroft

City of Melbourne



Project Description

The City Road Southern Undercroft of Kings Way has been developed into a fully fenced dog off leash area, complete with a custom dog drinking fountain, furniture for dogs and dog owners to enjoy, new lighting, new trees and garden bed areas.

The park also sits adjacent to Boyd Park and Community Hub, Moray Street protected bike lanes and benefits from a new footpath providing direct access to the tram stop.

The project aims to improve the amenity of the site and provide valuable spaces for pet-owners in the local community.

Relevant Strategies, Plans & Actions

Council Plan 2021-25 Major Initiative 47:
 “As part the City Road Master Plan, the City of Melbourne will design and deliver the upgrades to the City Road Northern Undercroft by end of 2023-2024.”

City Road Master Plan Action 2:
 “Activate kings way undercroft as a community space”

<https://participate.melbourne.vic.gov.au/city-road>

Municipality: City of Melbourne
Project Status: Completed
Year: 2022
Landowner: Department of Transport



City Road Southern Undercroft Off Leash Dog Park

3 West Gate Freeway

City of Melbourne



Municipality: City of Melbourne
Project Status: Structure Plan / Uncommitted
Landowner: Department of Transport

Project Description

The conversion of the West Gate Freeway undercroft for public open space is identified in several strategies for Southbank.

The entire length of the undercroft area is Crown land and the majority is leased to car park operators. The clearance to overhead structures varies from 12 to 15 meters and the wide spacing of piers enables reasonable access to light and shelter.

There is currently no commitment to deliver open space in this location. Opportunity exists to engage with developers and landowners of major sites that interface with the freeway to explore the feasibility of staging revitalisation over time.

Relevant Strategies, Plans & Actions

Southbank Structure Plan 2010

Open Space Recommendation 1: Deliver Southbank Plan through City of Melbourne capital works program and in conjunction with DPCD.

Land Use Recommendation 6: Convert the undercroft of the M1 into a linear urban parkland.

Southbank Plan 2006

Project 5: An off-street cycling and walking route linking a series of open spaces including recreational facilities such as a skate park and netball or tennis courts, and enhanced streetscapes linking Southbank and South Melbourne below the Westgate Freeway.



Extract from Southbank Plan 2006 - Indicative sketch concept of freeway undercroft revitalisation



Figure 61 Proposed open space network
 Extract from Southbank Structure Plan 2010 - Proposed Open Space Network



Extract from Southbank Plan 2006 - Photomontages of potential new open space & cycle paths

Images: Natasha Morgan

4 Burnley Bouldering Wall

Victorian Climbing Club (VCC)



Municipality: City of Yarra
Project Status: Completed (2006)
Landowner: Transurban

Project Description

In 2003 Transurban and Parks Victoria partnered with the Victorian Climbing Club (VCC) to establish a location for a climbing wall at McConchie Reserve in Burnley.

Transurban funded the construction of the wall. VCC oversaw project management and construction on site, and continues to play a significant role in the ongoing maintenance of the facilities.

The site sits adjacent to the Main Yarra Trail, approximately 3 km from the city and in close proximity to Burnley train station.



Burnley Bouldering Wall in action

5 Macaulay Undercroft

City of Melbourne



Municipality: City of Melbourne
Project Status: Strategic Plan / Uncommitted
Landowner: VicTrack

Project Description

The CityLink undercroft, runs east of Moonee Ponds Creek and at the interface with the urban renewal areas of Arden and Macaulay.

Moonee Ponds Creek has an important social and environmental role to play and presents significant revitalisation opportunities to better connect and support the growing communities east and west of the Creek.

The vision for Moonee Ponds Creek as identified in the Strategic Opportunities Plan is to establish a diverse network of connected open spaces to cater to a rapidly-growing population.

VicTrack is the nominal land owner for large portions of land along the Creek including the undercroft. The creek itself is owned by Melbourne Water.

Relevant Strategies, Plans & Actions

Moonee Ponds Creek Strategic Opportunities Plan

Moonee Ponds Creek Civic Overflow Route: Create an overflow creek pathway behind the levee that connects Racecourse and Macaulay Roads.



Moonee Ponds Creek Strategic Opportunities Plan

6 Bell to Moreland

Level Crossing Removal Project / Tract Consultants



Photo by Robyn Oliver

Municipality: City of Moreland
Catalyst: Level Crossing Removal Project
Project Status: Completed (2022)
Landowner: VicTrack

Project Description

As part of the Bell to Moreland Level Crossing Removal Project, a section of the Upfield Shared Use Path was upgraded and brand-new community open spaces created, including half basketball courts, table tennis tables, skate and parkour areas, playgrounds, exercise equipment and a dog park.

The project has delivered improved east-west connections, sustainable landscaping, additional bike parking and new station car parking.



Photo by Robyn Oliver

Tract Consultants (Landscape Architects)

Advocacy for a single row of central piers, minimised the structure's footprint and enabled the space for a dedicated cycle path as well as a separated pedestrian path. Signage and wayfinding were integrated with the piers, to reduce clutter and to curate a colourful celebration of place.

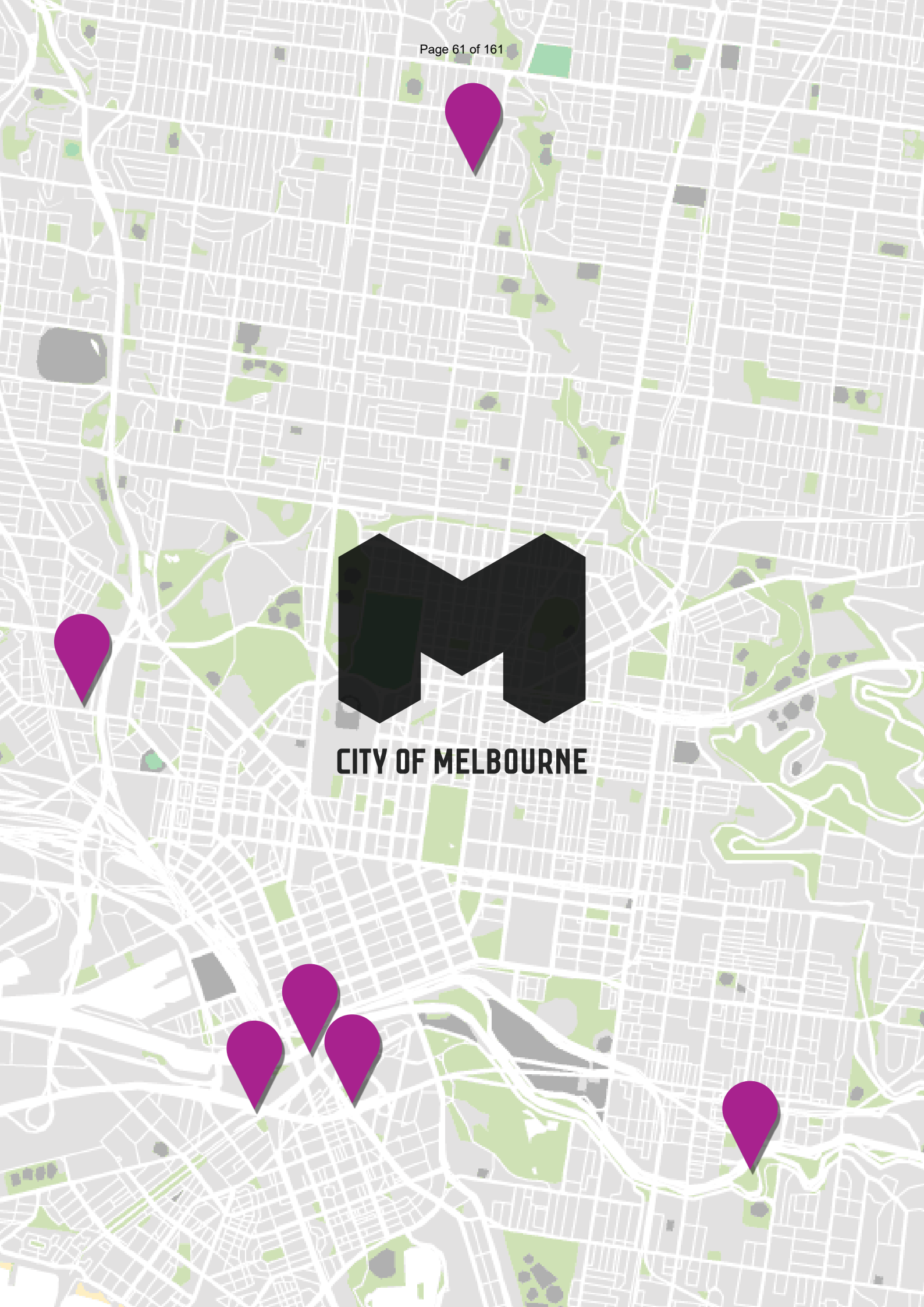
Increased space allows for a series of new recreation areas - two new playgrounds, fitness stations, a dog park and active recreation facilities including basketball courts and urban play spaces that make the train line a destination in itself. This new network of activity nodes offers a welcome respite for the growing population, servicing the community at a time when open space for local walks, picnics and hangouts is of utmost importance.

Partnership with Heritage Victoria guided the refurbishment of the heritage stations for future reuse as a community or café space. The buildings have been integrated with the surrounding landscape, through Victorian-era planting. The original station platforms have been retained, utilised as seating at Coburg station, and as sunken garden bed containing original rail tracks at Moreland.

<https://tract.com.au/projects/bell-to-moreland/>



Plan for Bell to Moreland (Tract Consultants)



CITY OF MELBOURNE



Design Excellence Advisory Committee

Terms of reference 2021-2025

Contents

01 Introduction	3
Key objectives	3
02 Scope of advice	4
03 Membership	5
Appointment	6
04 Role and responsibilities	7
Code of Conduct	7
Conflict of Interest	7
05 Meetings	8
Council support for members	8
Review of Terms of Reference.....	8
06 Confidentiality	9

Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Owners of the land, the Wurundjeri Woi-wurrung and Bunurong Boon Wurrung peoples of the Eastern Kulin and pays respect to their Elders past, present and emerging. We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi-wurrung and Bunurong Boon Wurrung peoples of the Eastern Kulin and pays respect to their Elders past, present and emerging.

We acknowledge and honour the unbroken spiritual, cultural and political connection the Wurundjeri, Bunurong, Dja Dja Wurrung, Taungurung and Wadawurrung peoples of the Eastern Kulin have to this unique place for more than 2000 generations.

We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

01 Introduction

The City of Melbourne's Design Excellence Program (the Program) demonstrates a long term commitment to elevating design quality and fostering a culture of excellence in the built environment. The Program includes a range of short, medium, and long-term initiatives to optimise design literacy and collaboration. These initiatives are categorised under the key themes of leadership, advocacy, design review and design competitions.

The Design Excellence Advisory Committee is a key initiative under the leadership category, providing a platform for community, industry, and academia to engage with a range of design challenges and opportunities in the City.

Key Objectives

The Design Excellence Committee will advise Council on the development and implementation of the Design Excellence Program, as well as providing valuable community discussion on Council projects and topical city design issues. It is envisioned as an informal forum for debate and a platform to support and build relationships with key Australian and International design champions and programs. The key objectives of this Committee include:

- **Provide advice on the implementation of the Design Excellence Program.**
- **Ensure Council strategies and projects prioritise Design Excellence.**
- **Promote design excellence in industry and the broader community.**
- **Explore opportunities for increased collaboration with the design and development industry and academia.**
- **Engage in Melbourne-based debates and events relating to design culture.**
- **Strengthen local and international awareness of City of Melbourne capabilities and achievements in design.**

02 Scope

The City of Melbourne's Design Excellence Advisory Committee will serve as an informal advisory and advocacy forum. It will not participate in any decision-making processes or formal design review of Council projects.

The scope of advice will include discussions regarding:

- Refinement, delivery timing and future directions of the Design Excellence Program and its components.
- Council strategies and projects as they relate to design leadership, advocacy, and communication.

The scope of advocacy will include:

- Share and build on existing events and forums that elevate design debate and the value of design, such as Open House Melbourne, Melbourne Design Week, MPavilion, etc.
- Support and build on the work of existing Institutes and industry bodies (e.g. Australian Institute of Architects (AIA), Australian Institute of Landscape Architects (AILA), Planning Institute of Australia (PIA), Property Council Australia (PCA), Urban Development Institute of Australia (UDIA) and others.
- Support and engage with institute and Council-led Awards programs, such as the Melbourne Awards.
- Identify opportunities for new partnerships across industry, academia, and the broader community.

03 Membership

The Committee will comprise of up to **eight (8) Technical Experts including one representative of the Office of Victorian Government Architect, and up to five (5) community members, a Committee Chair and Deputy Chair**. A detailed break-down of the Committee membership is as follows:

Technical Experts

- Experts in the fields of architecture, landscape architecture, urban design, urban planning, design communication, property, construction, and other relevant fields.
- Membership will reflect a balance of industry representatives (AIA, AILA, PIA, UDIA, etc.), practitioners and cultural organisations (Open House Melbourne, NGV, etc.) and academia.
- One member will be a representative of the Office of Victoria Government Architect and provide a State Government representative.

Community members

- Community members who comprise broad representation of residents and ratepayers of the City of Melbourne.

Committee Chair (1)

- Lead of the City of Melbourne City Planning Portfolio (or a delegated alternate chair).

Deputy Chair

- Lead of the City of Melbourne Heritage Portfolio (or a delegated alternate chair).

The panel will also include the following as full members:

- General Manager Strategy, Planning and Climate Change
- Director City Design
- Director City Strategy
- City Architect

City Design officers will also assist the committee where required.

Technical Advisers may be invited to participate in specific discussions at the discretion of the Committee. All Councillors will have a standing invitation to attend meetings of the Design Excellence Advisory Committee.

Appointment

Technical Experts will be nominated via a select invitation process based on the recommendations of Council's Director City Design and the City Architect.

Community members will be appointed via a public application process.

The appointment of panel members will be made by the General Manager Strategy, Planning and Climate Change. Councillors will be notified of these recommendations and provided the opportunity to request referral to Council prior to formal appointment.

Committee membership must be made in accordance with the Diversity Policy and represent a broad cross-section of the community. For the purposes of the Policy, diversity includes gender, age, ethnicity and cultural background. Under section 12 of the *Equal Opportunity Act 2010*, a dedicated Aboriginal membership has been considered to support Aboriginal representation on the Committee.

Members will be appointed for a period of two (2) years. Members may seek re-appointment for a further two (2) years with the maximum term being four (4) years.

Any member who fails to attend a minimum of 50% of quarterly meetings per year will be deemed to have resigned.

04 Role and responsibilities

The shared and individual responsibilities of Committee members are as follows:

Chair

- Conduct meetings in a fair, timely and ethical manner.

Deputy Chair

- Conduct meetings in the absence of the Chair.

Director City Design

- Confirm meeting agenda and items.
- Support Committee members to fully engage in issues on the table by providing information and research findings in a timely and accessible manner.

Technical Experts, community members and Technical Advisers

- To be fully prepared for meetings, individual pre-reading of agendas and attachments.
- To agree to participate in a collaborative meeting format.
- To bring local knowledge, technical expertise, and broad community experience to the table.
- To consider and raise issues, proposals and ideas.
- To provide informed advice and guidance.

Shared roles and responsibilities

- All members will be able to raise any issues and problems and have them dealt with in an honest, respectful and open manner.
- All members will be given equal opportunity to participate in Committee discussions.

Support

- The Design Excellence team will keep minutes and provide administrative support, including the setting up of meeting agenda and items. The Design Excellence team will circulate the agenda and all relevant materials to members in a timely and accessible manner.
- Council administrative support will schedule and cater for meetings.

Code of Conduct

In performing the role of a member, a committee member must adhere to City of Melbourne's Code of Conduct (refer separate document).

Conflict of Interest

In the event of a conflict of interest arising for any member of the Panel, the matter must be immediately tabled and the member must abstain from any dialogue in relation to that matter.

05 Meetings

The Design Excellence Advisory Committee will meet four (4) times annually. Additional meetings may be scheduled if required.

Meetings will be held at the Town Hall on 90-130 Swanston Street between 5.30pm – 7.30pm on a week day. Light refreshments/supper will be provided.

Virtual meetings will be held in the case where a face-to-face meeting is not possible. Further details will be provided to members in advance.

Council support for committee members

The Committee will operate on a voluntary basis.

Council will provide interpreters, carers, and any other requirements (as advised) to support members to attend and participate in meetings.

Resources, including printed materials, will be provided (if required) by Council.

Review of Terms of Reference

A review of the Design Excellence Advisory Committee Terms of Reference will be undertaken every four (4) years or sooner if needed.

Insurance

Members of the Committee will be covered under the Council's insurance program and will not be responsible for any cost or liability incurred by Council as a consequence of Council acting on the advice of the Committee.

Expenses

No member of the Committee will incur any expense in relation to his or her activities as a member of the Committee, without the prior approval of Council's nominated officer.

06 Confidentiality

Members are expected to comply with the confidential information provision contained within Sections 3(1) and 125 of the *Local Government Act 2020*.

Members must treat information they receive as confidential unless otherwise advised. The documents presented to the Design Excellence Advisory Committee will often be in draft format and are not intended for distribution.

Members must not use confidential information other than for the purpose of performing their function as a member of the Design Excellence Advisory Committee.

Public comment

Where Committee members are invited to provide public comment, they will need to ensure they engage with the City of Melbourne beforehand, to ensure alignment with Council's position. Failure to provide an opportunity for review would mean that the committee member would be in breach of their role.

The Melbourne Design Review Panel – 12 month pilot report

Major Initiative 22 – Design Excellence Program

Melbourne Design Review Panel 12 month pilot report

Summary and Purpose

The following report provides an overview of the Melbourne Design Review Panel (MDRP) 12 month pilot program (the pilot), extending from October 2021 – October 2022.

The purpose of this report is to provide a detailed summary of the pilot activities, outputs and value and any recommended adjustments for an ongoing MDRP.

This report supports a briefing paper to Council that recommends that the MDRP be endorsed as an ongoing program, with an updated MDRP Terms of Reference (TOR).

In summary:

- The MDRP has been established with clear terms of reference, governance and expert panellists in line with best practice design review.
- 12 significant projects were reviewed by MDRP, increasing the high quality design reviews of major projects within the municipality and complementing other review processes.
- Feedback surveys and testimonials from participants attest to the value and impact of the MDRP as an effective process that builds design capability and improves design outcomes.
- Operational improvements have been identified, requiring updates to the MDRP TOR. MDRP governing documents are proposed to be reviewed and updated as required every four years. Updates to the TOR are also needed to reflect the shift from a pilot to an ongoing program, City of Melbourne organisational changes and an increase in expert panel members to 15.

Background

The MDRP is a key component of the Design Excellence Program, which is a Major Initiative in the Council Plan 2021-25, and defined as follows: *'Champion high quality development and public realm design through delivering the Design Excellence Program, including implementing the MDRP and the DEAC for strategic planning work.'*

The MDRP is an expert advisory group whose role includes the provision of formal design advice on development applications within the City of Melbourne, as well as Council-led capital works, planning and public domain strategies and policies.

Scope and methodology

Reporting on the pilot is provided in four sections:

- Pilot program implementation
- Projects, improvements and approvals
- Stakeholder sentiment
- Recommendations

Program actions referenced in this report are derived from the following:

- Council endorsed Design Excellence Program report (November 2019)
- Design Excellence Program Major Initiative (MI22) listed within the Council Plan 2021-25
- Melbourne Design Review Panel Terms of Reference: Pilot Program 2021-22

Discussion**1. Pilot program implementation**

Implementation of the pilot was achieved through the following actions.

Actions from council endorsed Design Excellence Program report (November 2019)

- Establish panel infrastructure including Terms of Reference and panel selection criteria.
- Select expert, independent panel members through a public tender and undertake a pilot program.
- Work with the Office of the Victorian Government Architect (OVGA) to strengthen the Victorian Design Review Panel (VDRP) process and ensure any new panel provides a complementary role.
- Review lessons from pilot and assess options for a long term permanent panel process.

Establishment of panel infrastructure

The following milestones and endorsements occurred.

Completed

6 Jul 2021	<ul style="list-style-type: none"> • The Melbourne Design Review Panel Terms of Reference Pilot Program 2021-22 and Code of Conduct July 2021 is endorsed by FMC. • FMC authorises the Deputy CEO to make minor editorial changes to Melbourne Design Review Panel Terms of Reference and Code of Conduct as required.
5 Oct 2021	<ul style="list-style-type: none"> • FMC notes the updated Melbourne Design Review Panel (MDRP) Terms of Reference 2021-22 Pilot Program. • FMC notes the appointment of members to MDRP by the Chair MDRP (Deputy CEO) following an expression of interest process.
12 Oct 2021	<ul style="list-style-type: none"> • MDRP Launch & Induction session with panel members
Nov 2021 – Oct 2022	<ul style="list-style-type: none"> • Bi-monthly MDRP meetings held
21 Oct 2022	<ul style="list-style-type: none"> • ELT endorses the continuance of MDRP services, additional to the 12-month pilot, for the period December 2022 to June 2023 inclusive.

Underway	
Nov 22 – Jan 23	<ul style="list-style-type: none"> Review of 12 Month Pilot Period (Oct 2021-22)
Mar 2023	<ul style="list-style-type: none"> FMC endorsement for an ongoing MDRP program is sought, with an updated MDRP Terms of Reference.

Panel members

Panel members were selected in a robust process chaired by the Director City Design, with a panel comprising of the Deputy CEO, City Architect, and Design Manager.

- Panellists were selected following an open EOI process and panel deliberations, undertaken in accordance with prescribed selection criteria. The latter addressed capability, suitability, overall mix of skillset and diversity. Forty four (44) applications were received for MDRP expert members.
- Eleven (11) expert panellists from the fields of architecture, urban design or landscape architecture were selected.
- Sixteen (16) technical experts were selected, from fields such as heritage, education, sustainability / environmental design, universal design, development feasibility and transport, to be appointed on a sessional basis.
- 91 per cent of expert panellists, and 31 per cent of technical experts were engaged for meetings. Evidence shows that panel members with capability in Architecture or Urban Design were the most relevant and in demand for the projects reviewed.
- Technical experts with practising architectural capability were also highly engaged. This reinforces that the primary skillset needed in the ongoing program are built environment professionals, and that this skill set needs to be bolstered by an increase in panel numbers.
- The majority of expert panel members have an advisory or academic role in addition to experience in practice.

See appendices A. Panellists for further detail

OVGA engagement

- During this period, monthly meetings with OVGA occurred to ensure process alignment with the Victorian Design Review Panel (VDRP) review of major development applications. This maintained clear planning jurisdiction and prevented overlapping advice on significant projects.
- Additional to this, a number of OVGA members observed MDRP meetings in the interests of knowledge share around process.

Review lessons from the pilot

- Section 3 of this report outlines learnings from the pilot
- Section 4 outlines recommendations for a long term permanent panel process

2. Projects, improvements and approvals

The MDRP established a regular pattern of meetings and responded to consistent demand for design review of significant projects. The choice of projects were carefully considered to ensure that design

impact was possible and relevant to the project stage. The panel briefing process supported the panel and ensured accurate understanding of planning constraints and key areas for design improvements.

The following section outlines projects reviewed, project improvements and the impact on planning approval. This section reviews the outputs and impacts against the agreed actions in the Design Excellence Program.

The following program actions are demonstrated within this section:

- **The Design Excellence Program Major Initiative (MI22) listed within the Council Plan 2021-25.**
- **Conduct bi-monthly meetings (minimum of five MDRP meetings completed)**
- **Increase number of design reviews of major projects**

To report on the value of MDRP review of projects, the following has also been reviewed:

- **Planning outcomes**
- **Design improvements**

Meetings overview

- Six bi-monthly meetings were held over the period of the 12 month pilot program.
- 12 locally significant projects were reviewed, spanning the Central City, South Yarra, Southbank, Carlton, and urban renewal areas such as Macaulay and Arden (see diagram 1).
- Projects reviewed were deemed locally significant by Council's City Design and Statutory Planning officers due to scale, proposed use, or proximity to significant heritage buildings, public spaces or established cultural precincts, and endorsed by the MDRP Chair and Deputy Chair.

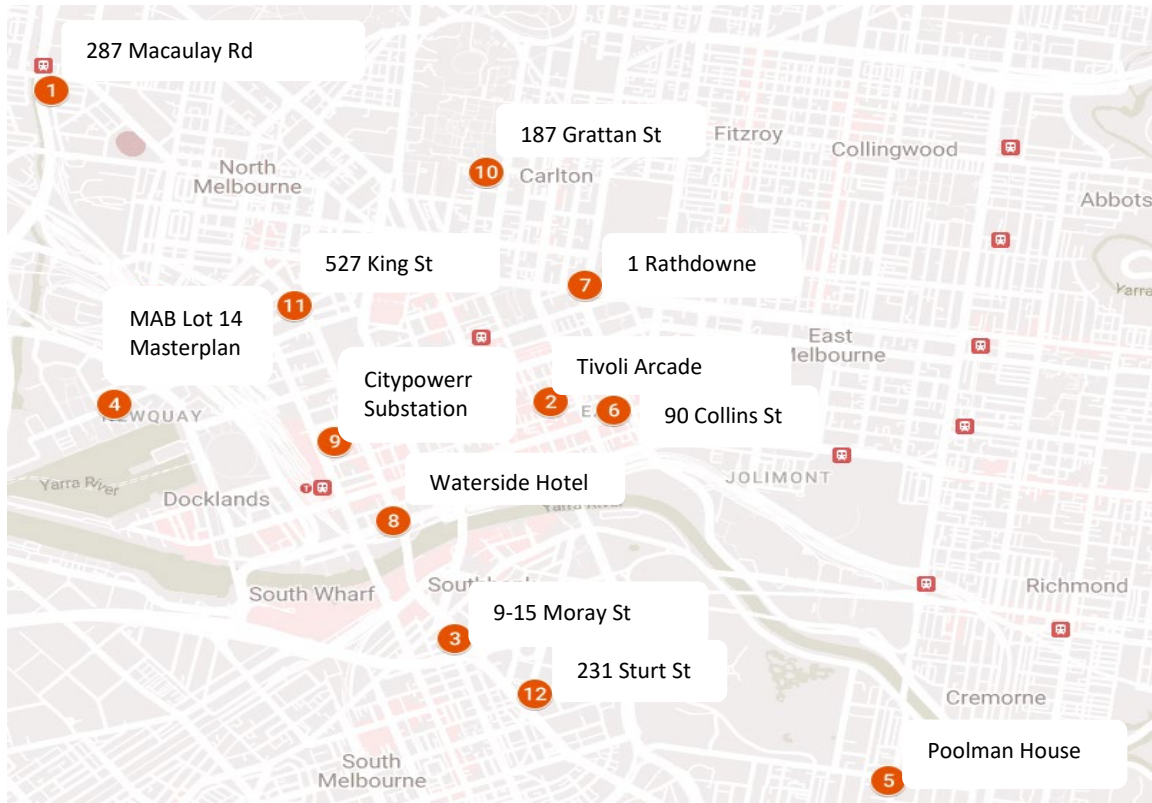


Diagram 1: 12 locally significant projects were selected for additional design investment through review by the Melbourne Design Review Panel during the pilot.

Number of design reviews of major projects within the City of Melbourne

The MDRP has had effective oversight and review of major projects which are impactful to Melbourne's valued context, but not of State significance. The MDRP was established to ensure design excellence on major projects. The pilot established a formal design review process for projects of local significance and complements other statutory approval processes as demonstrated below:

- Over the period of the pilot, 12 projects were reviewed by the MDRP. The MDRP complements other design advice as part of statutory planning approval processes. For example, City Design provided design review of 299 planning applications. MDRP advice typically does not review projects where the Minister for Planning is the Responsible Authority. Five State significant projects in the Melbourne Municipality were reviewed through the OVGA's Victorian Design Review Panel in the period of the pilot. The MDRP has been carefully established so as not to overlap with other jurisdictions and give focussed advice to major projects.
- Projects selected for review typically emerge from the pre-application process, and the engagement between City Design and Strategy Planning and Climate Change. This has been an effective collaboration in review of major projects. Expanding this to enable earlier project engagement than pre-application is a key opportunity of an ongoing project pipeline.

Planning outcomes

The following provides a summary of the current planning status of projects which were reviewed by the MDRP. The impact of MDRP on the planning approvals was to facilitate and streamline approvals and identify where significant design issues prevented approval.

6 out of 12 projects reviewed have **planning approval after implementing MDRP advice**

2 out of 12 projects have not been approved due to planning non-compliance.

This is because design improvements were not demonstrated, or fundamental issues were identified during the review process enabling planners to push back on poor planning and design outcomes.

4 out of 12 projects are **undergoing further design work** following MDRP advice.

1 of these projects has proceeded to a second MDRP review, with demonstrated design improvements.

See appendices B. Planning outcomes for further detail

Design improvements

MDRP review resulted in significant design improvements in most projects. The following provides a summary of design improvements in projects reviewed by the MDRP, as assessed through urban design review provided by City Design as part of the statutory planning process:

10 out of 12 projects have **demonstrated design improvements** in the following areas:

- Design concept and presentation
- Quality of material selection and details
- Ground plane activation, safety and permeability
- Public art propositions and public realm improvements
- Changes in massing to better respond to context

See appendices C. Design improvements for further detail

Capital Value of projects

While design excellence is broadly considered valuable, it is difficult to translate this to a capital value. One method is to consider the value of design improvements as noted above as a proportion of the total value.

The estimated capital value of projects reviewed is \$600 million. If design improvement is translated into increased capital value, then a nominal 3 per cent improvement yields \$18 million for the municipality. The anticipated capital value of projects to be reviewed in 2023 is \$965 million.

More information on each project is provided at appendix B.

3. Stakeholder feedback

Feedback sought on various aspects of the MDRP affirms high value of the MDRP from the majority of stakeholders.

The following section outlines recorded stakeholder sentiment on program value.

The following program actions are demonstrated within this section:

- **Major Initiative 22: Design Excellence Program**

- **Positive customer experience and community sentiment survey results**

To report on the value of MDRP the following has also been reviewed:

Participant testimonials
Program team procedural observations

Feedback survey summary

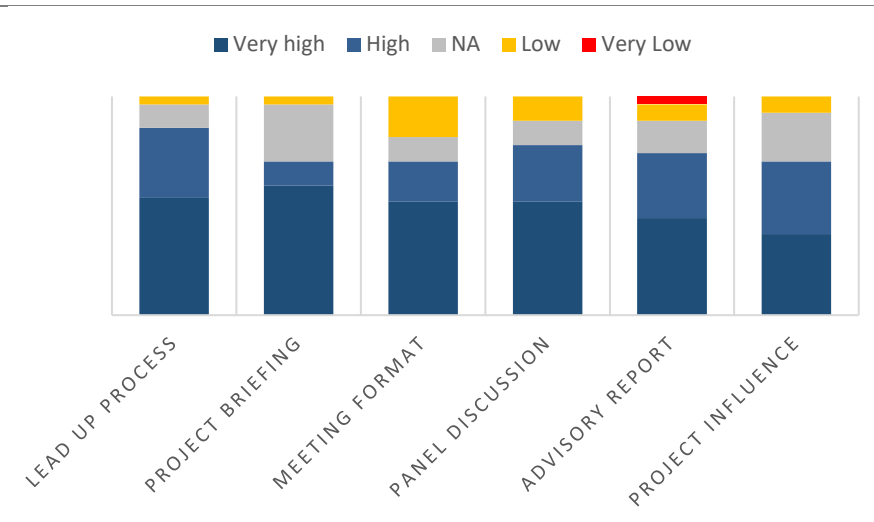
In September 2022, a feedback survey was sent to all proponents and stakeholders involved, with overall positive feedback received.

The feedback survey was conducted in September 2022, assessing various aspects of the MDRP program, regarding:

- **Lead-up process:** for designers and applicants, satisfaction with how the scheme was recruited and assistance with preparation for the panel session.
- **Project briefing:** for panel members, relating to background information and briefing prior to design presentation.
- **Meeting format:** for all, structure of meeting, length of presentation, opportunity to provide feedback and clarification.
- **Panel discussion:** for all, considered the clarity of information discussed and summary provided
- **Advisory Report:** for all, meaningful advice reflecting the tenor of the panel discussion
- **Project influence:** for designers and applicants, ability to use the advice the process to improve the design outcome

The survey received 27 responses, including from panellists, observers, project teams (owners and designers), and project team planners.

75 per cent of responses rated program components as high or very high.



See appendix D. Engagement Overview for further breakdown of feedback

Participant testimonials

Stakeholder testimonials were sought in December 2022, assessing various aspirations of the MDRP program, including:

Setting a high standard and new expectations from the development community

Enabling and developing new design champions within Council

Enabling innovation and design exploration by proponent teams

High quality expert panellists to provide robust design recommendations

A number of testimonials were received from stakeholders, including from panellists, observers, project teams (owners and designers), and project team planners.

“These open and frank discussions with proponents and the involvement of junior staff as observers provides an excellent framework for constant improvement and the building of trust between all participants.” – MDRP Technical Adviser

“The MDRP set a very high design standard for the development community. The panel were able to offer valuable, independent ‘free’ advice for developers and their design team.” – MDRP Expert Panellist

“I feel many of the design teams we presented to be supportive and appreciative of the feedback they were hearing. It was a valuable, additional layer of advice providing fresh perspective. I suspect this helped some of the Architects negotiate better design outcomes with their clients behind the scenes.” – MDRP Expert Panellist

“The stage of projects can often influence the ability to achieve certain standards and new expectations. It is often challenging to heavily influence an advanced project or projects with firm proponent views or reputable project teams. Having said that, the mere existence of the program, the desire and almost competitiveness of proponents wanting to be part of the program is elevating standards and raising the bar within the development industry.” – Julian Edwards, Director Building and Planning, City of Melbourne (acting Deputy Chair).

“Each project has had a different set of challenges and the panel has been able to adapt to provide advice that is meaningful and helpful to both the developer, the design team and Council Officers assessing the application. The advice pushes the project team to consider new ideas, refine and improve existing concepts and also provide a circuit breaker on applications where the proponent and Council Officers have unresolved issues.” – Marjorie Kennedy, Head of Statutory Planning, City of Melbourne

“Achieving excellent design outcomes requires a strong culture of design excellence which grows from a strong demand and clear expectations, and a shared understanding of the value of good design. MDRP’s role in setting high standards and communicating those through the collaborative panel review process contributes significantly to developing this culture and improving outcomes.” – Shelley Penn, MDRP Panellist

See appendices D. Engagement Overview for further detail

Program and team procedural observations and data

Program team observations were collected and recorded throughout the pilot. The following key procedural updates were recommended:

Targeted changes are proposed to the MDRP 12-Month Pilot Program Terms of Reference (TOR) to enable flexibility and clarity in roles, panel member engagements and processes.

Considered panel member updates are recommended to ensure the strength of advice provided is maintained to a high standard.

Minor updates to operational processes are to occur following Council endorsement within the parameters of the updated Terms of Reference to optimise program delivery.

Data collected on the gender equity of project teams indicated an imbalance. Of the 70 proponents who attended only 10 were women, which is equivalent to 14 per cent of teams. This catalysed a change to the terms of reference to strongly encourage equity in proponent teams.

4. Recommendations

This report includes feedback responses and testimonials that confirm that the MDRP has an important role in building design review capability, complementing the planning approval process, and ensuring Design Excellence is achieved in Melbourne's built environment. This is an important program that helps ensure that Melbourne's brand as an excellent design city is maintained.

- Council endorsement of an ongoing MDRP program is recommended.

Feedback and identified improvements in the pilot phase will inform the process and operation of the MDRP for ongoing improvement.

The following program updates are recommended to support an effective and efficient ongoing program:

- Minor changes are proposed to the MDRP TOR to enable flexibility and clarity in roles, engagements and processes to enable an efficient and effective ongoing program. Greater gender equity in proponent teams is also strongly encouraged. See Attachment 5. (DM #15956048)
- An expansion of the MDRP panel is proposed, to extend the current membership from 11 to 16.
- An Expression of Interest for new panellist is anticipated in October 2023 and panel composition may be slightly adjusted to include skill sets in most demand, including practicing architects. A new position for one invited specialist panel member per meeting is proposed at the discretion of the chair for targeted design excellence capability and access to emerging or awarded designers. Section 4 of the TOR states that the appointment of panel members will be made by the MDRP Chair based on recommendations by the City Architect and Director City Design. The TOR notes that member tenure will be for a period of two years.

APPENDICES

A. Panellists

- Eleven (11) expert panel members from the fields of architecture, urban design or landscape architecture were selected.

Panellist	Expertise
Jose Alfano	Architecture
Vanessa Bird	Architecture
Simone Bliss	Landscape Architecture
Rory Hyde	Architecture
Mark Jacques	Landscape Architecture
Simon McPherson	Urban Design
Professor Shane Murray	Architecture, Urban Design
Adjunct Professor Shelley Penn AM	Architecture, Urban Design
Amanda Roberts	Urban Design, Landscape Architecture
Jane Williams	Architecture
Louise Wright	Architecture

- Sixteen (16) technical expert panel members were selected, from fields such as heritage, education, sustainability/environmental design, universal design, development feasibility and transport, to be appointed as needed.

Technical expert	Expertise
Gavin Ashley	Sustainability
Tania Davidge	Community engagement
Will Fooks	Transport planning
Michael Frazzetto	Contextual design
Jim Gard'ner	Heritage
Kate Gray	Heritage
Lucinda Hartley	Data analytics
Mary Ann Jackson	Accessibility
Kathy Lazanas	Transport planning
Soren Luckins	Wayfinding / user experience
Anna Peters	Development feasibilities
Anne-Marie Pisani	Indigenous engagement
Ricky Ricardo	Communications
Sarah Slattery	Development feasibilities
Daniel Soussan	Planning
Johanna Trickett	Sustainability

B. Projects overview

During the pilot program, 12 projects were reviewed over six meetings. The following project data is derived from meeting records, briefing reports, and from the City of Melbourne Statutory Planning and City Design officers involved in project assessment and design review.

Applicant	Project typology and scale	Reason for review	Planning and design outcome	Estimated cost of works
Meeting 1 – 5 November 2021				
287 Macaulay Road, North Melbourne				
Client: Ruiyi Designer: Hayball	12 storey residential development with affordable housing allocation.	An inaugural proposal within the Arden Urban Renewal Area.	Applicant is working on a revised scheme in response to advice and recent changes to planning scheme controls under Amendment C407 (Arden). Ongoing	\$36,000,000
Tivoli Arcade, 235 Bourke Street, Melbourne				
Client: Futuro Capital Designer: Bates Smart	Refurbishment and extension to existing building.	Crucial precedent case for assessment against DDO1 (Urban Design Policy within the Central City)	The applicant improved materiality, street activation, and retained the through-block link (previously proposed for removal). Approved with works likely to commence in early 2023.	\$6,000,000
Meeting 2 – 3 December 2021				
9-15 Moray Street, Southbank				
Client: Sohrab Pty. Ltd. Designer: Hede Architects	22 storey commercial tower.	Adjacency to key council open space investments (Boyd Community Hub park, the Kingsway Undercroft Park, and Moray Street dog park.)	The applicant provided revised plans directly responding to the panel recommendations. Design issues resolved (Refusal due to Melbourne Water objection as flooding authority,	\$64,632,329

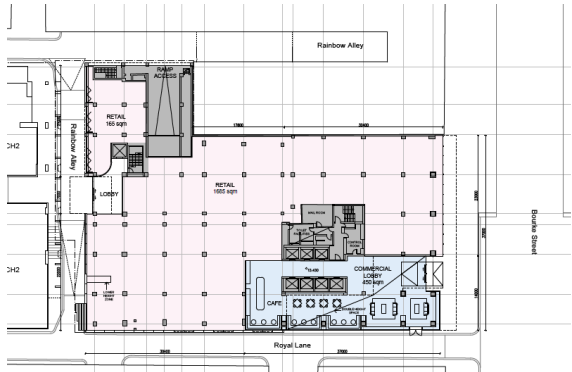
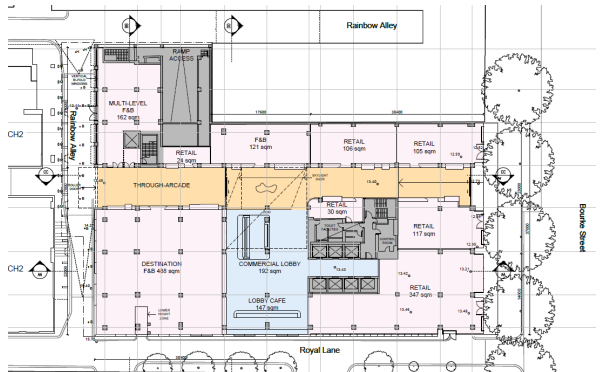
			appeal likely in 2023)	
396-416 Docklands Drive, Docklands (MAB, New Quay – Development Plan				
Client: MAB Corporation Designer: Ashton Raggatt McDougall (ARM)	Development plan including 6 towers (commercial, affordable housing, and build-to-rent).	A masterplan proposal covering a large site area, within New Quay precinct.	Amendment application submitted to DELWP and referred to Council on 27 October 2022 for review and comment (TPM-2022-23)	N/A
Meeting 3 - 11 Feb 2022				
Poolman House, 255 Domain Road, South Yarra				
Client: Trenerry Property Designer: Woods Bagot	Change of use to a hotel, as well as the addition of a three storey hotel building to the site.	Works to a locally significant heritage building (graded 'Significant', Heritage Places Inventory - May 2021)	The applicant provided revised plans directly responding to the panel recommendations. Not approved due to planning non-compliance.	\$12,500,000
90 Collins Street, Melbourne				
Client: Mirvac Designer: Fender Katsalidis	Refurbishment to the existing podium and 22 storey addition to an existing tower.	Significant scale - seeking floor area uplift above DDO10 controls. Works to a locally significant heritage building (graded 'Significant', Heritage Places Inventory - May 2021)	The applicant provided revised plans directly responding to the panel recommendations. The application is currently under assessment and will proceed to FMC1 on 7 February 2023	\$104,899,337
Meeting 4 - 1 April 2022				
1 Rathdowne Street, Carlton				
Client: Kingsland Timber Pty Ltd Designer: Bates Smart	Demolition of the existing Former Cancer Council building, and construction of a 14 storey residential building.	Opportunity to rejuvenate the currently derelict site.	The applicant submitted a proposal with no changes. Notice of Refusal issued due to planning non-compliance.	\$80,000,000
Waterside Hotel, 508-514 Flinders Street, Melbourne				
Client: Sand Hill Road	Refurbishment and four storey	Works to a locally significant	The applicant provided revised	TBC

Designer: Techne	addition to an existing heritage building.	heritage building (graded 'Significant', Heritage Places Inventory - May 2021)	plans directly responding to the panel recommendations. Ongoing, Advertising completed – likely to be supported. To proceed to FMC in Feb 2023	
Meeting 5 - 10 June 2022				
Citypower Substation, 620 - 648 Little Bourke Street				
Client: Mondib Group Designer: CHT Architects	24 storey residential hotel building addition to an existing heritage building.	Works to a locally significant heritage building (graded 'Significant', Heritage Places Inventory - May 2021)	The applicant provided revised plans directly responding to the panel recommendations. Ongoing	\$33,180,000
187 Grattan Street, Carlton				
Client: Journal Student Living Designer: Jackson Clements Burrows Architects	16 storey student accommodation building	Significant in scale – proposes to exceed the preferred height of the planning scheme, and amalgamates 4 sites. Works to a locally significant heritage building (graded 'Significant', Heritage Places Inventory - May 2021)	The applicant provided revised plans responding to a number of panel recommendations; however massing remains a concern. Ongoing – likely to be supported	\$68,900,000
Meeting 6 - 5 August 2022				
501 – 527 King Street, West Melbourne				
Client: Holder East King Pty Ltd Designer: Hayball	3 storey retail uses with two storey commercial tenancy above.	Inaugural project under new controls of West Melbourne Structure Plan. Adjacent to a significant open space (Eades Park).	The applicant has engaged with City Design to further guide design changes. Supported by FMC. Approval (Notice of Decision) issued with conditions influenced by MDRP advice.	\$40,000,000

231 Sturt Street, Southbank				
<p>Client: Bundy Enterprises Pty Ltd Designer: SJB Architecture</p>	<p>30 storey mixed-use hotel building, including gallery uses to the podium.</p>	<p>Significant scale - proposes to exceed the preferred height of the planning scheme. Within the culturally significant Arts Precinct.</p>	<p>An updated design addressing a number of MDRP recommendations was submitted for MDRP review Ongoing - this application has proceeded to a second MDRP review.</p>	<p>TBC</p>

C. Design Improvements

- The following is a desktop review of design improvements of selected projects reviewed by the Melbourne Design Review Panel, as assessed by City Design during the provision of advice as a referral authority.

Assessed by MDRP	Design improvements
<p>Tivoli Arcade, 235 Bourke Street, Melbourne</p>	
 <ul style="list-style-type: none"> Retain through-block connection to support precinct walkability 	<p>17.12.2021</p>  <ul style="list-style-type: none"> A finer-grained ground plane proposition, including a retained through-block link.
<p>9-15 Moray Street, Southbank</p>	



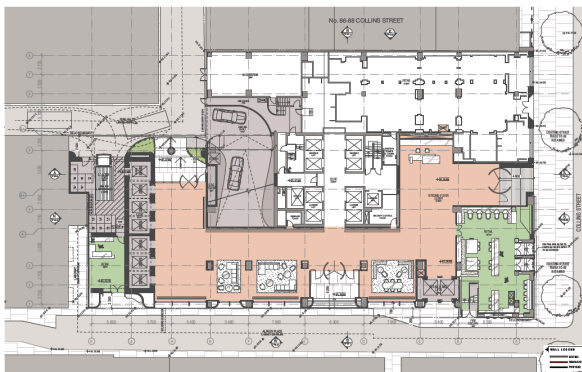
- Explore an improved public realm interface response, and a more singular and tectonic design response.

19.10.2022

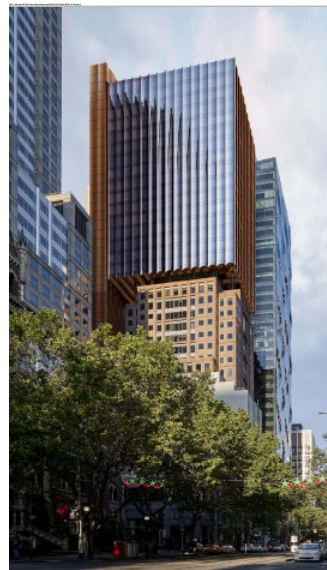
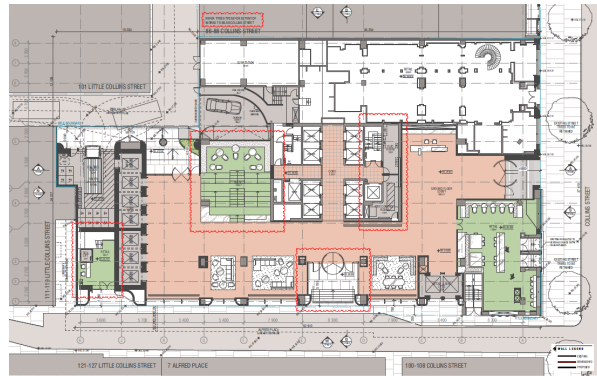



- Higher quality materials and a respectful heritage response is pursued.
- A public art commitment is made to improve ground plane quality within a constrained site with flooding overlays.

90 Collins Street, Melbourne

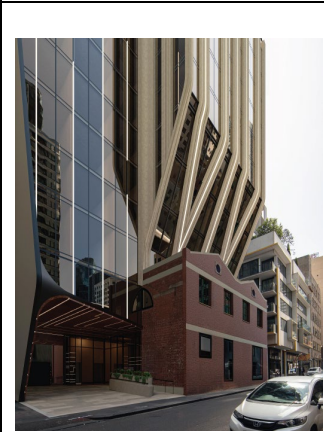



10.06.2022



	<ul style="list-style-type: none"> • Ground level activation and design presentation are improved. • A commitment to provide public realm improvements to Alfred Place is provided.
<ul style="list-style-type: none"> • Improve ground plane activation and permeability, and address the design presentation of the lift. 	

City Power Substation, 620 Little Bourke Street, Melbourne

	<p>15.11.2022</p>  <ul style="list-style-type: none"> • Vehicle entry from Little Bourke Street removed • More sympathetic massing in consideration of heritage context • Architectural design refined with further improvements encouraged by City Design team.
<ul style="list-style-type: none"> • The site layout and architectural response is encouraged to be more sympathetic to the streetscape, heritage forms and sustainable transport modes. 	

D. Engagement overview

Stakeholder feedback

- **4 March 2022** - An interim feedback session was held with panel members to enable iterative improvements. The following findings were recorded:

What is working well	What can be improved	Experience overview
<p>Management</p> <ul style="list-style-type: none"> • organised • well run / chaired • supportive and collaborative • respectful and productive • useful and well resourced <p>Structure</p> <ul style="list-style-type: none"> • clear process • project selection • time to discuss • mix of panel members • manageable timeframes 	<p>Meeting format</p> <ul style="list-style-type: none"> • In-person panels in lieu of Teams (retain screen presentation) <p>Touchpoints</p> <ul style="list-style-type: none"> • clear and timely briefing papers and advisory reports • accessibility of team for questions • in-meeting summaries <p>Closed briefing</p> <ul style="list-style-type: none"> • A slightly more focussed closed briefing • Slightly more time during closed briefing to discuss various opinions (if the case is complicated) • Making sure the mandate/scope for commentary is very clear <p>Project context</p> <ul style="list-style-type: none"> • It would be useful to understand more about the project's status in the planning process and where panel inputs fit in. • It would help if proponents could add working sketches or earlier design iterations to show how they've arrived at their proposal. 	<p>Purpose</p> <ul style="list-style-type: none"> • A good start and a worthy exercise. • A really important initiative and needs to be maintained <p>Methodology</p> <ul style="list-style-type: none"> • Very positive, collaborative, respectful and open discussion. • Keep going with focus on good processes, governance and transparency like this survey. <p>Projects</p> <ul style="list-style-type: none"> • The range of projects has been interesting with the quality of proponents very high. • It's interesting that the big projects in our city are usually by the old guard of tier one Architects. I'm looking forward to seeing the next generation of younger architects present

Already doing which remains valued	Short term actions implemented during pilot	Medium term actions to be considered for ongoing program
<ul style="list-style-type: none"> ▪ Dedicated support from council officers ▪ Briefing reminder to panellists three (3) days prior to the session ▪ Structured and comprehensive officer ‘closed briefing’ prior to meeting. ▪ Deputy Chair ‘check in’ during discussions to ensure all key matters are covered 	<ul style="list-style-type: none"> • Proponents to present design iterations and decisions that have informed the current proposition. • Two (2) observer places for proponent teams to include key project staff. • Extend time of closed briefing for very sensitive and/or complex projects • Record project particulars – project cost, size, location, typology and gender balance of presenters • Deputy Chair MDRP to host individual meetings with accessibility, development feasibility and sustainability advisors around how to better embed their particular expertise in MDRP activities • Explore a more diverse range of projects to MDRP, having consideration for scale, typology, proponent experience 	<ul style="list-style-type: none"> • CoM to consider the development of a Design Excellence scorecard which allows proponents to identify alignment with council goals, strategies and key deliverables.

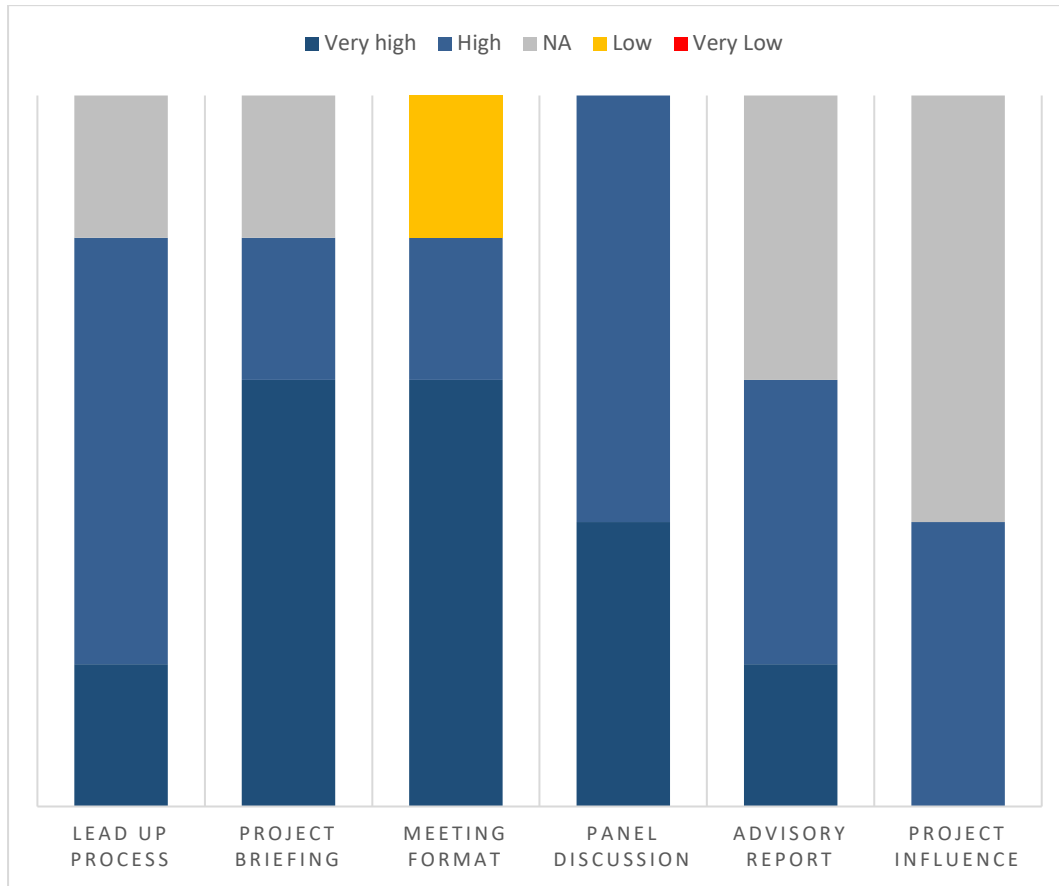
16 September 2022 - A feedback survey was distributed to all participants and stakeholders to gauge the reception and value of program. 27 survey responses were received, from meeting observers, panel members, project owners and project team planners. The following findings were recorded:

Meeting Observers (5 out of 27 respondents)

- Observers of meetings included representatives from the City of Melbourne, Development Victoria, The Department of Land Water and Planning (DELWP), and the Office of Victorian Government Architect (OVGA). Their role was to observe a panel meeting.

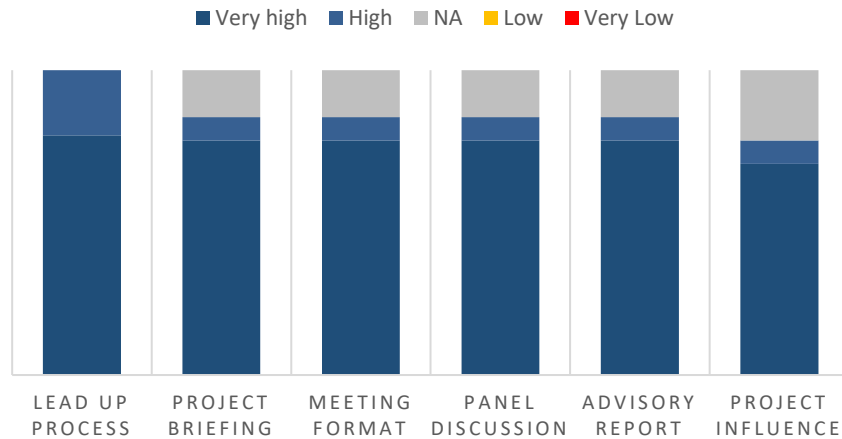
Attachment 5

The Melbourne Design Review Panel – 12 month pilot report



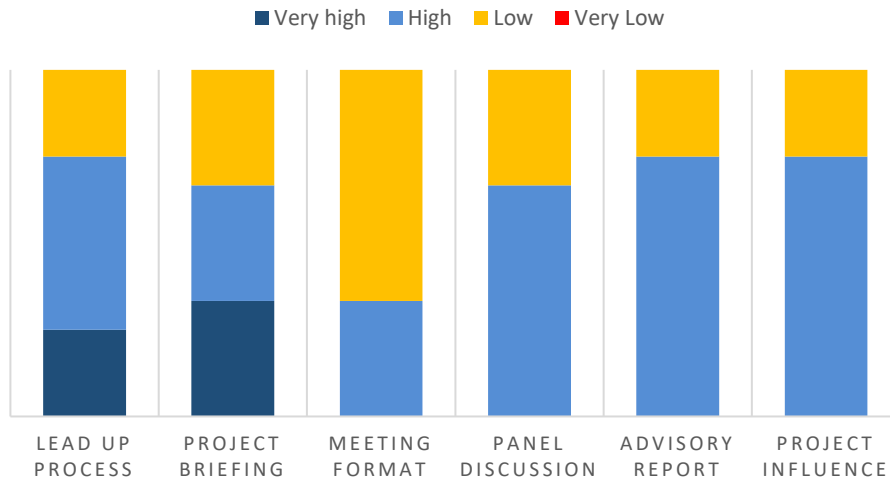
What is working well	What can be improved	Experience overview
<p>Meeting format</p> <ul style="list-style-type: none"> • Open, inviting and fair forum. • 40 minute panel discussion allows for deep exploration of issues. • Opportunity for designers to clarify panel queries and provide deeper insight into their ambitions and motivations. • Engaging format • Respectful and constructive advice, <p>Project briefing</p> <ul style="list-style-type: none"> • Very comprehensive and sets the scene well. <p>Set-up</p> <ul style="list-style-type: none"> • The set-up and technology ensured a good dynamic between panel, proponent and council staff. <p>Structure</p> <ul style="list-style-type: none"> • Conversation was kept productive and moving forward. • Panel members and participants were given equal opportunity to talk. • Interactive nature of the review was constructive 	<p>Project influence</p> <ul style="list-style-type: none"> • Additional MDRP touchpoints for highly significant or complex projects, i.e. a panel desktop review • Close the loop with all parties after planning stage. <p>Project briefing</p> <ul style="list-style-type: none"> • Insufficient time for project briefing. <p>Technology</p> <ul style="list-style-type: none"> • Acoustic challenges and privacy of the venue. <p>Advisory report</p> <ul style="list-style-type: none"> • Clarity and strength of advice in advisory report could be improved. • The positively / sensitively framed narrative result in ambiguity in interpretation or misunderstood significance of concern/advice raised. 	<p>Methodology</p> <ul style="list-style-type: none"> • An enjoyable, positive and supportive process • Essentially a team based approach looking for the best outcome. • Great program and initiative that should continue <p>Influence</p> <ul style="list-style-type: none"> • The program trial should continue to gain momentum and strengthen project influence and industry standing.

Panel Members (13 out of 27 survey respondents)



What is working well	What can be improved	Experience overview
<p>Induction</p> <ul style="list-style-type: none"> The lead-up process and on-boarding was excellent. <p>Project briefing</p> <ul style="list-style-type: none"> The support and pre-briefing by Council staff was extremely helpful and thorough. <p>Meeting format</p> <ul style="list-style-type: none"> The meeting format and open discussions with proponents worked well Meetings were well hosted, focused, and relevant. <p>Set-up</p> <ul style="list-style-type: none"> The meeting space was a good choice 	<p>Technical experts</p> <ul style="list-style-type: none"> Lack of role or involvement for a number of specialist subject matter experts following engagement. Engaging more technical experts could demonstrate City of Melbourne priority on robust data and evidence based approaches to design. <p>Project briefing</p> <ul style="list-style-type: none"> More time for project briefing and discussion. <p>Project influence</p> <ul style="list-style-type: none"> Follow up on what change were made to an application in response to MDRP recommendations. <p>General</p> <ul style="list-style-type: none"> Not much – it operated well. 	<p>Process</p> <ul style="list-style-type: none"> It was a rewarding experience.

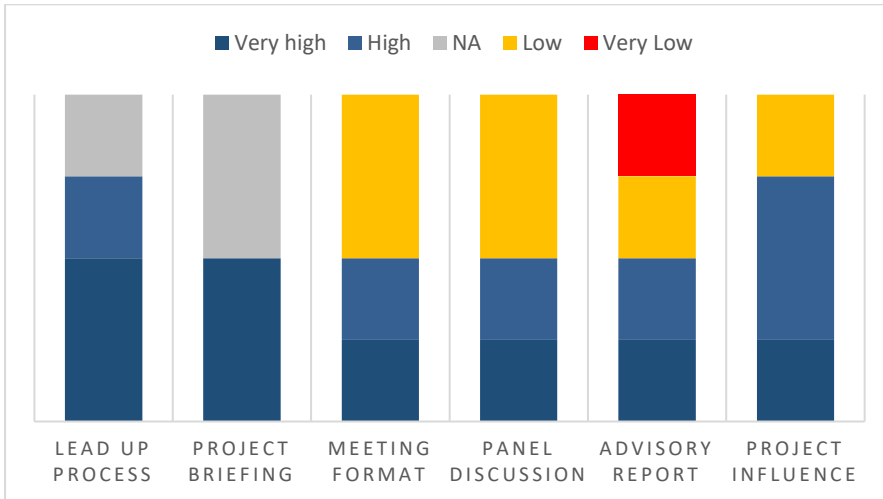
Project owners and designers (5 out of 27 survey respondents)



What is working well	What can be improved	Experience overview
<p>Meeting format</p> <ul style="list-style-type: none"> Room set-up and technology was well organised and helpful The structured Q&A format was well managed in terms of providing relevant feedback to the project team. <p>Advice</p> <ul style="list-style-type: none"> Good design feedback to improve the overall development <p>Advisory report</p> <ul style="list-style-type: none"> Very clear and timely advice 	<p>Lead-up process</p> <ul style="list-style-type: none"> Facilitate site visits <p>Panel</p> <ul style="list-style-type: none"> Higher quality practicing architects <p>Presentation</p> <ul style="list-style-type: none"> Presentation time provided is too short <p>Project influence</p> <ul style="list-style-type: none"> The MDRP should be earlier in the project process. In circumstances where a good design response departs from preferred planning controls, the MDRP should be able to formalise a position that the proponent can rely upon to limit risk to the project when suggested design changes are adopted. 	<p>Process</p> <ul style="list-style-type: none"> Would not participate again – no value add. Broadly speaking the project was received very well. It was valuable to hear a range of opinions about the proposal and what may be improved or refined. Those opinions, along with the report, we're reviewed and considered and had a bearing on the final submission. The process was well worthwhile from our point of view.

	<p>Advisory report</p> <ul style="list-style-type: none"> • A bit more clarity around what changes are required to make a project supportable 	
--	--	--

Project team planners (4 out of 27 survey respondents)



What is working well	What can be improved	Experience overview
<p>Lead-up process</p> <ul style="list-style-type: none"> • Working with City Design pre-meeting to make meeting arrangements. <p>Panel</p> <ul style="list-style-type: none"> • High-calibre professionals who have deeply considered the project and provide meaningful feedback • Several well-regarded and highly skilled designers from different disciplines to ask questions and to offer input. 	<p>Panel</p> <ul style="list-style-type: none"> • Lack of panel member expertise in ecologically sustainable design (ESD). • Ensure continuity of panel composition where a project is subject to more than one session. <p>Project briefing</p> <ul style="list-style-type: none"> • The panel should be give clear directions on what they are reviewing, to align with key issues raised by City Design. <p>Project influence</p> <ul style="list-style-type: none"> • Enable projects to be subject to more than one 	<p>Methodology</p> <ul style="list-style-type: none"> • A truly positive experience and great program that should be continued / expanded • Hope the program will continue on

<p>Advice</p> <ul style="list-style-type: none"> • Design and merits focussed – enabling the panel to think of what a project can bring to a site and location and what net community benefits can result. • Panel inputs are encouraging to project teams <p>Project influence</p> <ul style="list-style-type: none"> • Panel input will strongly and significantly influence the project. 	<p>review where necessary / desirable</p> <p>Chairing</p> <ul style="list-style-type: none"> • The chair should moderate discussion around recommendations outside of statutory requirements <p>Advice</p> <ul style="list-style-type: none"> • Several suggestions were not possible due to planning controls or requirements • More guidance on project potential in relation to planning. <p>Advisory report</p> <ul style="list-style-type: none"> • There should be an opportunity to review draft comments before formal comments are released. • Inconsistency between what was discussed in the panel session and what was reflected in formal written comments – i.e. differing views were not reflected. 	
---	---	--

Testimonials

Stakeholder testimonials were sought in December 2022, assessing various aspirations of the MDRP program.

Setting a high standard and new expectations for the development community

- *“I think the MDRP set a very high design standard for the development community. The panel were able to offer valuable, independent ‘free’ advice for developers and their design team.”* – Rob Adams, City Architect (panellist)
- *“These open and frank discussions with proponents and the involvement of junior staff as observers provides an excellent framework for constant improvement and the building of trust between all participants.”* – Michael Frazzetto, Director Six Degrees Architect (panellist)
- *“There has been a clear momentum in the program in a short time, is evident by the number of projects which are requesting at pre-application meetings and at lodgement to have the opportunity to present to MDRP.”* - Marjorie Kennedy, Head of Statutory Planning, City of Melbourne
- *“The MDRP successfully brings together planning, architectural, urban design and heritage considerations together so development proposals can be considered holistically and feedback provided to inform developers at an early stage.”* – Jim Gard’ner (Heritage Technical Expert)
- *“Achieving excellent design outcomes requires a strong culture of design excellence which grows from a strong demand and clear expectations, and a shared understanding of the value of good design. MDRP’s role in setting high standards and communicating those through the collaborative panel review process contributes significantly to developing this culture and improving outcomes.”* – Shelley Penn, MDRP Panellist
- *“Advice has been of a high standard, clear and concise.”* – Jamie Govenlock, Director at Urbis (Proponent team planner)

Developing new design champions within Council

- *“I’d be interested to hear more how the City of Melbourne design team received the panel’s feedback. It was interesting to read the summary reports to see how comments had been interpreted and relayed.”* – Rob Adams, City Architect (panellist)
- *“I recommend involving more design and planning staff as observers.”* – Michael Frazzetto, Director Six Degrees Architect (panellist)
- *“The MDRP program has been an invaluable resource to the Statutory Planning Team.”* - Marjorie Kennedy, Head of Statutory Planning, City of Melbourne.
- *“The Panel also provides an opportunity for Council Officers to learn from eminent and respected specialists how to use design language and lateral thinking. The panel also provides an opportunity for Council Planners to listen to specialists that are not often heard or included in the planning process, for example accessibility.”* – Marjorie Kennedy, Head of Statutory Planning, City of Melbourne
- *“The support and contributions made by City Councillors and City of Melbourne staff will help foster a culture of design appreciation and discussion.”* – Jim Gard’ner (Heritage Technical Expert)
- *“The open and collaborative MDRP panel process is a terrific forum that helps to communicate the value of good design and how it can be achieved through expert review and innovative approaches. It helps to raise awareness of the need for design quality and the understanding that it is always possible to improve outcomes, building new design champions within Council, and amongst other stakeholders.”* – Shelley Penn, MDRP Panellist

- *“The open and collaborative MDRP panel process is a terrific forum that helps to communicate the value of good design and how it can be achieved through expert review and innovative approaches. It helps to raise awareness of the need for design quality and the understanding that it is always possible to improve outcomes, building new design champions within Council, and amongst other stakeholders.”* – Jamie Govenlock, Director at Urbis (Proponent team planner)

Enabling innovation and design exploration by design teams

- *“I feel many of the design teams we presented to be supportive and appreciative of the feedback they were hearing. It was a valuable, additional layer of advice providing fresh perspective. I suspect this helped some of the Architects negotiate better design outcomes with their clients behind the scenes.”* – Rob Adams, City Architect (panellist)
- *“Don’t feel you have to sit within previous parameters. Encourage them to push the envelope to achieve better outcomes. Think beyond the actual proposal to the surrounding city context.”* – Michael Frazzetto, Director Six Degrees Architect (panellist)
- *“Each project has had a different set of challenges and the panel has been able to adapt to provide advice that is meaningful and helpful to both the developer, the design team and Council Officers assessing the application. The advice pushes the project team to consider new ideas, refine and improve existing concepts and also provide a circuit breaker on applications where the proponent and Council Officers have unresolved issues.”* – Marjorie Kennedy, Head of Statutory Planning, City of Melbourne
- *“Design teams can become too focused on the project at hand and the clients’ demands. The MDRP process allows the design teams to step outside these more narrow interests and explore ideas raised by the expert panellists and technical experts.”* – Jim Gard’ner (Heritage Technical Expert)
- *“The most capable design teams are fundamentally innovative - always searching for better solutions that effectively address the many and often conflicting challenges that projects present, while also bringing delight and contributing to the public realm. The MDRP panel process brings expert consideration that helps to identify key challenges and gives license to design teams to further explore excellent solutions that might otherwise have been missed.”* – Shelley Penn, MDRP Panellist
- *“In the projects i have been involved in with the panel, the advice has always included options as to how to address particular issues. The panel is also very flexible to achieve first class outcomes. The panel process is somewhat of a workshop process where open mindedness abounds. This is the opposite approach to the OVGA.”* – Jamie Govenlock, Director at Urbis (Proponent team planner)

Engaging high quality expert panellists to provide robust design recommendations

- *“Some of the discussions definitely became ‘robust’ but I feel the panel hearings were overwhelmingly professional, organized and positive.”* – Rob Adams, City Architect (panellist)
- *“Just ask. Most people are willing to help and provide advice.”* – Michael Frazzetto, Director Six Degrees Architect (panellist)
- *“The calibre of expert panellists is exemplary and the discussions raised help members challenge their own preconceptions and bias in approaching design excellence.”* – Jim Gard’ner (Heritage Technical Expert.
- *“Design review expertise is critical to fairly and objectively identify strengths, weakness and key challenges in proposed design solutions. Whereas taste in design is subjective, design quality is not. It can be judged with expert review and through recommendations that help advance the*

quality of outcomes - to better achieve project objectives while also contributing to public realm quality.” – Shelley Penn, MDRP Panellist

- “I was very happy to see Rob Adams on the Panel, the grandfather of modern Melbourne.” – Jamie Govenlock, Director at Urbis (Proponent team planner)

Program team procedural notes

Program team observations were collected and recorded throughout the pilot.

Topic	Recommendation
Session structure and curation	<ul style="list-style-type: none"> • Update agenda template to facilitate the following: <ul style="list-style-type: none"> ○ Closed briefing prior to each project being discussed ○ Discussion summary by Deputy Chair following panel meeting ○ Recommendations on Design Excellence to be prompted from each panellist • Council to allow more time in closed briefing for very sensitive and/or complex projects - adjustments to meeting agenda to be enabled on an as needs basis
Panel alignment with MDRP objectives / planning process	<ul style="list-style-type: none"> • Ensure the closed briefing is clear, and directly repeats ‘crucial matters for MDRP consideration’ section within the briefing report • Update council briefing template to highlight: <ul style="list-style-type: none"> ○ What panellists need to know to ensure alignment with planning and urban design review process ○ What are the issues faced by council officers ○ Discretionary and mandatory controls ○ Heritage policy, Urban Design Policy, etc. • Provide a brief email summary Chair 3 days before session, providing guidance on crucial matters to cover (key 4-5 points, note any sensitivities) • Chair to check back with council officers to ensure all key matters are covered to enable assessment
Richness and strength of advice	<ul style="list-style-type: none"> • Maintain minimum of four panellist for each session • Consider a reserved position for a technical expert for each meeting. • Prompt for clarifying questions during 10 minute Q&A component of agenda • Consolidate and align advice in advisory report to better align with project direction - to be signed-off by panellists. • Proponents to take panellists through the design iterations and decisions that have informed the current proposition – requested from proponents during project nomination
Roles and responsibilities	<ul style="list-style-type: none"> • Dedicated administrative support required for meeting preparation and facilitation. • Flexibility and clarification of key roles to be enabled through the Terms of Reference and internal protocol • Resourcing and sign-off processes to be amended to enable a viable ongoing program. • Need further flexibility in Chair and Deputy Chair role to enable frequency of meetings and flexibility of timing to suit project timelines

Project selection	<ul style="list-style-type: none"> • Strengthen internal council discourse to ensure a high diversity and mix of projects proceed to MDRP review, particular at early stage • Explore timelines and processes to better enable internal capital works projects to proceed to MDRP review. • 10 - 12 projects a year review is aimed for and viable; however, consistent internal resourcing and administrative support and timelines required. • Encourage permit applications to provide all the testing they have done to get them here – add it to their requirements.
Administrative support	<ul style="list-style-type: none"> • Emails and correspondence with proponent representatives, meeting setup and other support requires an ongoing role.
Panel member engagement	<ul style="list-style-type: none"> • Need further strength in practicing architects with experience on major projects • Meetings have been held by Deputy Chair MDRP with key technical experts, with improvements to utilising panel members with particular expertise to be considered.
Encouraging diversity and representation	<ul style="list-style-type: none"> • Council to provide two (2) observer places for proponent teams to include key project staff – requested from proponents during project nomination • Council to record project particulars – project cost, size, location, typology and presenters – information recorded and assessed to assist Council officers consider diversity during project section phase. • Council to consider bringing a more diverse range of projects to MDRP, having consideration for scale, typology, proponent experience – assessment of project



Melbourne Design Review Panel

Terms of Reference (ToR) 2023-2027

Contents

01 Introduction	3
Key objectives	3
02 Scope of advice	4
Project selection criteria	4
03 Panel process	5
04 Panel members	6
Appointment	6
05 Technical Experts	7
06 Key roles	8
Chair	8
Deputy Chair	8
07 Meetings and advice	9
Advice framework	9
08 Panel attendance and management	10
Proponent team	10
Additional attendees	10
Panel management	11
09 Confidentiality and interests	12
10 Financials	13
Appendices	14
a. Principles of Good Design Review	14

Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi-wurrung and Bunurong Boon Wurrung peoples of the Eastern Kulin and pays respect to their Elders past, present and emerging.

We acknowledge and honour the unbroken spiritual, cultural and political connection the Wurundjeri, Bunurong, Dja Wurrung, Taungurung and Wadawurrung peoples of the Eastern Kulin have to this unique place for more than 2000 generations. We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

01 Introduction

The City of Melbourne has a commitment to high quality design outcomes across the built environment, as supported by its Design Excellence Program. This Program is multifaceted, covering leadership, advocacy, design review and design competitions. It builds upon the focus on high quality urban design from Design Development Overlay 01 (DDO1) – Urban Design in Central Melbourne which seeks to establish minimum design standards. Parallel processes that support high quality design are needed to consistently improve built environment outcomes.

As part of the Design Excellence Program, the City of Melbourne established a Melbourne Design Review Panel (MDRP) to elevate design considerations within planning and procurement processes. The MDRP is an expert advisory group whose role is to provide independent, multidisciplinary design advice on specific proposals.

This document lays out the Terms of Reference for a four year MDRP program from July 2023 to July 2027, delivered and funded by the City of Melbourne.

Key objectives

The MDRP seeks to facilitate improved design and quality of the built environment through providing information, expert advice and clear recommendations. The key objectives of this Panel are to:

- **Reinforce Council's commitment to design excellence**
The City of Melbourne believes design is important to our City and the MDRP is a key mechanism for constructively raising the quality of design within the municipality.
- **Provide a robust and efficient review process**
Our goal is to ensure an effective and efficient process achieved through early project engagement with the Panel. The Panel can provide certainty for proponents by identifying problems that might otherwise lead to delays in planning approval and a positive review can also provide authorities with greater confidence in the proposal.
- **Maximise influence on city shaping projects**
This Panel will review major city shaping projects where the development's significance warrants the investment in this service and to further support the delivery of high quality places and outcomes for people.
- **Establish a resource with a complementary role**
This Panel will complement established design review processes, with the majority of significant planning applications continuing to be seen by the Office of the Victorian Government Architect's Victorian Design Review Panel (VDRP). There are clear distinctions between the purpose and scope of MDRP and VDRP in terms of their procedures, participants and relationship to the planning process.
- **Create a process that is equitable**
Proponent teams are strongly encouraged to be gender equitable, and to have cultural and intersectional diversity. A ratio of 40:40:20 men/women/other is requested.

02 Scope of advice

The scope of projects to be reviewed by the Panel will include locally significant development applications within the City of Melbourne (as defined below), alongside Council-led capital works, planning and public domain strategies and policies.

The Panel is not positioned to make decisions, but will offer impartial expert advice to project teams and decision-makers to enable the optimal design outcomes for reviewed schemes. In the instance of development applications where the Minister is the responsible authority, the Panel will assist Council in forming referral authority advice to State Government (Department of Transport and Planning) who will then distribute the council's referral authority advice to applicants.

The MDRP will not generally provide advice on projects that are considered by the Victorian Design Review Panel (VDRP). Exceptions to this will allow for the cross briefing of panels at MDRP and VDRP. Projects for review by MDRP will be selected using the criteria below. The MDRP Chair will have final sign off for project selection, whether they be Council projects or private developments being considered via the planning process.

Project selection criteria

Specifically the MDRP will review significant development proposals within the City of Melbourne, this may include consideration of projects that are informally or formally referred to Council by the Minister for Planning and as defined below:

1. Proposed development and applications across the municipality, which are any one of the following:

- a. Significant in terms of location, complexity, impact.
- b. Proposes demolition of a substantial portion of a heritage building graded 'significant' or a place listed on the Victorian Heritage Register.
- c. Sensitive in context such as:
 - Adjoining a place listed on the Victorian Heritage Register;
 - A significant public space; or
 - Major public infrastructure.
- d. Establishes a new benchmark or precedent (Urban Renewal areas, site-specific planning scheme amendments/Incorporated documents).
- e. Deemed by Planning to warrant a design review (challenging planning policy, anticipated by, or contrary to, a proposed major amendment to the MPS).
- f. Requested by the applicant, which the Chair agrees should be considered.

2. Capital works, as identified by City Design, which are any one of the following:

- a. Public realm or community architecture, landscape architecture, urban design and design integration of public art projects.

3. City of Melbourne planning and public domain policies/strategies.

03 Panel process

For projects to be reviewed by the MDRP, early engagement, ideally at concept design stage, is recommended. It is important that the MDRP see the proposal prior to formal planning lodgement because this is when changes can be made with minimal time and cost implications.

A number of iterative design reviews, from initial concept through to developed design stages can occur for each project. Specialist Panel or Chair input may also be sought at the planning permit conditions stage to ensure a high quality standard is maintained through to delivery.

The MDRP has been established in line with the Design Council's (UK) (formerly CABE) internationally recognised design review best practice guidance, including the Principles of Good Design Review (refer Appendix A).

04 Panel members

The MDRP comprises a core group of built environment experts). The panel are from the disciplines of architecture, landscape architecture and urban design, with depth and variety of industry experience and knowledge. Members must be registered with relevant professional bodies (in their home state), bound by respective codes of conduct, and experienced in offering objective and constructive design advice.

The role of the panel members is to act as impartial advisors providing information, expert advice and recommendations. Specific roles and responsibilities of each Panel member are:

- Ensure familiarity with the central Melbourne context and current planning practice (strategic and statutory).
- Fully prepare for meetings by undertaking site visits (where possible) and review briefing material prior to each review session.
- Abide by the MDRP code of conduct including declaring interests and maintaining confidentiality.
- Attend half day, panel meetings as scheduled by the Chair and participate in a collaborative meeting format.
- Provide informed advice that is unbiased and free of subjectivity.
- Contribute to finalising the advisory report consistent with meeting discussions. City of Melbourne will take responsibility for drafting the advisory report and the Panel are to review this within 2 days.
- Commit to availability for 90 percent of the meetings scheduled.

Appointment

The selection of panel members is through a public application. The appointment of panel members is made by the MDRP Chair, based on recommendations by the City Architect and Director City Design. Councillors will be notified of these recommendations and provided the opportunity to request referral to Council prior to formal appointment.

Panel positions are limited to 15 panel members. Tenure is for a period of two years. The City of Melbourne is not obliged to make any minimum payment to any panel member during that period of time. At the end of the tenure period, MDRP members may be invited to accept reappointment following review of performance and skills

Two positions on the panel are reserved for invited specialist design experts. These positions are for award winning practicing designers who have specific experience relevant to a project, but who cannot commit to an ongoing panel position. Invited specialist designers will be included in the panel at the discretion of the Chair.

The City of Melbourne made a pledge in 2015 to achieve gender balance at every forum and so this panel will strive to achieve 50:50 gender balance. Panel membership shall also be made in accordance with the Diversity Policy and represent a broad cross-section of the community. For the purposes of the Policy, diversity includes gender, age, ethnicity and cultural background.

05 Technical Experts

The City of Melbourne may engage with a pool of technical experts as required, where the complexity of a proposal warrants in-depth, specialist evaluation to support the Panel's consideration. Such areas of expertise could potentially relate to the following:

- Sustainability and Environmental Design
- Heritage
- Development Feasibility
- Structural Engineering
- Accessibility/Universal design
- Transport Planning
- Planning
- Public Art
- Aboriginal Cultural Heritage
- Communications
- Community Engagement

The selection and appointment of technical experts will follow the same open recruitment process as described for core panel members.

The roles and responsibilities of the Technical Experts are to:

- Fully prepare for meetings
- Actively participate in a collaborative meeting format
- Bring technical and evidence based research and experience to the table
- Consider and raise issues, proposals and ideas
- Provide expert advice and guidance in a timely manner
- Conduct themselves in a professional manner in all interactions including punctual attendance of meetings and positive communication.

06 Key roles

Chair

All meetings will be presided over by an effective chair who must have the ability to act fairly and impartially, integrate a range of views and draw a coherent conclusion for each panel session. The Chair will be responsible for managing meeting opening and closing proceedings and ensuring sessions stay focussed, relevant and on time. A key function of the role is ensuring that all Panelist are provided equity of opportunity to critique the proposal and inform the resultant report. In the instance the Chair is unavailable, these responsibilities will be undertaken by the Deputy Chair.

Specifically the roles and responsibilities of the Chair are to:

- Attend all panel sessions (where possible and appropriate).
- Facilitate a collaborative meeting format ensuring there is a balance of multiple voices.
- Confirm the Panel's advice and ensure recommendations are consistent with Panel discussions.
- Inform Council on the progress and outcomes of Panel work.
- Offer quality control over the process and co-opt additional support as required.

The role of Chair will be filled by the General Manager Strategy Planning and Climate Change.

Deputy Chair

The Director City Design or their nominee will fill the role of Deputy Chair. The Deputy Chair will stand in as Chair when required. Proxies for the role of Deputy Chair include Director Planning and Building, Director City Projects, Director City Strategy, and City Design Managers.

Specifically the roles and responsibilities of the Deputy Chair are to:

- Attend all panel sessions (where possible and appropriate).
- Approve all panel session agendas, design advice and other material for distribution.
- Coordinate with the VDRP to minimise overlap review of Ministerial development applications.
- Contribute governance advice where requested by the Chair.
- Approve advisory report for distribution.
- Nominate Design Principals to deputise for absent panellists.

City Architect

The City Architect or their nominee is a full member of the panel. They will use their design expertise, acumen and experience to take a lead role in focusing discussions, bringing context and background to appropriately position deliberation on items.

Specifically the roles and responsibilities of the City Architect

- Attend all panel sessions (where possible and appropriate)
- Support City Design in managing the Design Excellence Program
- Support the Chair and Deputy Chair to summarise recommendations.

07 Meetings and advice

Review sessions will be attended by up to five panel members, with potentially one Technical Expert, the Chair and Deputy Chair or their nominee (maximum eight members in total) with a quorum being a minimum of two panel members, the Deputy Chair and/or the Chair (minimum four members in total). The MDRP will convene for a half day once every two months or as requested by the Chair, during office hours. Separate panel sessions may be convened to address particular project requirements. All dates for the review sessions will be set in advance and held at Melbourne Town Hall or online where applicable.

Each project review session will be allocated up to 90 minutes for Council to provide a briefing, the lead designer to present the scheme and for the panel to discuss. Final advice and recommendations, as endorsed by the Chair, will be collectively drafted by Council officers, confirmed by Panel members and the relevant planner where development applications are considered, and distributed to the proponent team or consenting authority within seven working days of the review.

The format of each session will be as follows:

Project review session (nominally 90 minutes)	
Pre circulation of material (1 week prior)	Council Officers circulate summary project briefing, presentation and agenda to the Panel.
01 Closed briefing (10mins)	Provided by Council Officers outlining key matters for review, planning controls, development context and other relevant information. VDRP and DELWP may attend the briefing for an overlapping project
02 Project presentation (30mins)	Provided by proponent team, covering site and urban context response, planning response, ground floor plans, street elevations and summary response to Panel comments when receiving subsequent Panel review.
03 Brief Q & A (10mins)	Brief opportunity for proponent team to clarify any Panel member queries.
04 Group discussion (40mins)	Feedback from each Panel member, with the opportunity for proponent to provide a response.
05 Session Close (10mins)	Chair leads a high level roundup of comments provided.
Advisory Report (10 working days post session)	Council Officers responsible for drafting advice within 7 working days. Panel to review within 2 working days. Panel endorses the advice. Chair, City Architect and Deputy Chair approves the advice for issue. Council Officers issue the advisory report to Council project lead/responsible authority/project team within 10 working days

Advice framework

The Panel is to provide advice that will have due regard to any relevant local, state or national plans, policies and guidelines. Such documents are to be specified by the City of Melbourne when convening the Panel to review any project. Projects should provide an overview of budget, costs, programs, scope and risk parameters.

The formal written advisory report is not minutes of the panel meeting but a comprehensive synthesis of key matters discussed throughout. The advice should clearly communicate whether a proposal is supported and, as pertains, highlight strengths alongside a shortlist of fundamental flaws or opportunities that need addressing.

Advice on development applications will be framed, where appropriate, in accordance with the structure of the Central Melbourne Design Guide which mirrors the structure of Design and Development Overlay 1 (DDO1). The themes are structured in order of scale from the neighbourhood or precinct, down to building massing, interfaces and design detail. Framing the advice in accordance with performance based design principles will provide statutory weight to subjective components of design review.

08 Panel attendance and management

Proponent team

The lead architect or project designer will present the proponent's proposal to the Panel and up to five key members of the proponent team (including lead designer) are invited to the review session.

The drawing package, for pre-circulation, is to contain only the following:

1. Location plan
2. *Response to panel feedback (*for returning projects)
3. Contextual analysis
4. Explanatory diagrams/drawings to illustrate approach and concept
5. Supporting precedents/case studies
6. Design iterations or options
7. Concept plans
8. Streetscape elevations
9. Typical sections illustrating building / public realm relationships
10. Perspective views/renders inclusive of context

The presentation is to include the above information and be a maximum of 30 slides for commentary within a 30 minute time allowance.

Additional attendees

Council Officers

A key component of a successful session will be the briefing prepared by relevant Council Officers. The verbal briefing will consist of:

- The stage of the project.
- Overview of the site including history, current and future surrounding context.
- Planning or other controls, including any relevant amendments.
- Any concerns identified through internal referral pathways (e.g. heritage, stormwater, and traffic/parking).

Additional Council staff, relevant to the project, may attend a review session as observers.

Observing Officers

The Chair and Deputy Chair will nominate up to 3 staff members from architecture, landscape architecture, urban design and/or planning or high performing graduates within Council to attend review sessions as observers to nurture building and design knowledge and culture.

Councillors

Councillors to be invited to attend as observers with the approval of the Chair.

Key Stakeholders

Key stakeholders may also be invited to attend as observers and may be invited to brief the Panel on specific issues relating to their respective agencies, including but not limited to: the Department of Transport and Planning (Development Approval and Design team), the Office of the Victorian Government Architect, and representatives of other agencies as required.

Additional time may be allowed to address the above.

Panel management

The selection of projects to be reviewed by the MDRP is made by Council Planning and City Design Officers, in accordance with the selection criteria.

The decision on whether a project is to be reviewed by the MDRP is made by the Chair or Deputy Chair in consultation with City Design Officers in accordance with the Project Selection Criteria and upon recommendation by the relevant Director or General Manager.

The Chair will have final sign off for project selection, whether they be Council projects or development applications.

Panel coordination and administrative support would be performed by Council officers within the City Design Branch. Functions will include:

- Prepare the panel session agendas.
- Prepare panelist briefing presentation outlining relevant background information.
- Provide briefing to panel.
- Coordinate meetings and provide secretariat support to the Committee.
- Circulate briefing information to Panel members in a timely and accessible manner.
- Draft succinct written advice as an Advisory Report (2-3 pages max). Advice must be clearly expressed and is to follow the framework outlined on page 10.
- Organise the fees and payments for the MDRP (where applicable).
- Organise any additional information for the panel meetings.
- Provide specialist support to the Deputy Chair and Chair of the MDRP.
- Undertake additional meetings with senior stakeholders as required.

09 Confidentiality and interests

Conflict of Interest

In the event of a conflict of interest arising for any member of the Panel, the matter must be immediately tabled and the member must abstain from any dialogue in relation to that matter.

Confidential and sensitive information

Members are expected to comply with the confidential information provisions contained in Sections 3(1) and 125 of the *Local Government Act 2020*.

Members must treat information they receive as confidential unless otherwise advised. The documents presented to Panel will often be in draft format and not ready for wider community distribution.

Members must not use confidential information other than for the purpose of performing their function as a member of the MDRP.

Draft documents cannot be referred to or used in any grant applications, presentations or in the private or working roles of members.

Panel advice will remain confidential unless there is a public request for release or if the proposal, is to be considered by the Future Melbourne Committee at formal lodgement stage. Sensitive personal, business or commercial information will be taken into consideration in these circumstances.

Media

Panel members, including the Chair, Deputy Chair and City Architect, are not permitted to approach or speak to the media regarding projects considered by the Panel without the approval of the CEO. This includes conversations described as 'off the record'.

10 Financials

Panel member remuneration will be on a fixed fee basis, determined by the number of review sessions (maximum four reviews) they are required to attend. Remuneration will not be provided for induction or feedback sessions. The following fees exclude GST and include preparation time and travel costs (except in the case of remote or interstate panel members):

Panel member: Up to but not exceeding \$1,000 per half day

The MDRP will be fully subsidised by the City of Melbourne.

Appendices

a. Principles of Good Design Review

As accords with Design Council's (UK) principles and practice for Design review, the ten principles of this Panel can be summarised as follows:

1. Independent

The MDRP Panel acts as an independent entity to provide impartial advice which is not influenced by the client, the responsible authority or the design team and is based principally on the design quality.

2. Expert

The Panel must comprise of a diverse range of individual experts who are highly competent in their fields and can appraise schemes objectively.

3. Timely

Review takes place as early as possible in the life of a design, ideally at the conceptual options stage. Panel sessions are also short, focused and written feedback communicated within a week.

4. Advisory

The Panel does not make decisions, but offers objective advice to decision-makers that will lead to improvement of schemes reviewed.

5. Consistent

The MDRP will consist of the same core panel members (not rotating) to provide additional confidence and clarity.

6. Effective

A Council led panel process that is focussed and relevant to the planning scheme and applied only where projects are significant enough to warrant the investment needed to provide the service.

7. Clear

Panel discussion and written findings must be clearly expressed in language that can broadly understood and used.

8. Objective

The expert advice given by the Panel is not influenced by personal taste but is in accordance with reasoned, objective criteria and supported by sound principles of good practice and relevant built project examples.

9. Transparent

Panel members should be prepared for scrutiny of their work and be transparent about any potential conflicts of interest.

10. For public benefit

The MDRP will be focused on supporting the delivery of high quality places, particularly the achievement of optimal outcomes for the public environment of our City.



City of Melbourne

Design Excellence Program

DRAFT

Design Competition Guidelines

January 2023

Acknowledgement of Country

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi Wurrung and Bunurong Boon Wurrung peoples of the Eastern Kulin and pays respect to their Elders past, present and emerging.

We acknowledge and honour the unbroken spiritual, cultural and political connection the Wurundjeri, Bunurong, Dja Dja Wurrung, Taungurung and Wadawurrung peoples of the Eastern Kulin have to this unique place for more than 2000 generations.

We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

Contents

Acknowledgement of Country	2
Background	4
1. A City of Design	4
2. Purpose of the Guidelines.....	4
3. Guidelines Structure.....	4
4. Definitions	5
Part 1 – Inviting Design Excellence.....	9
1.1 Benefits of Participation	9
1.2 Implementing Design Competitions	11
1.3 Council Support.....	12
Part 2 – Instructions.....	14
2.1 Process	14
2.2 Steps and Key Activities.....	17
2.3 Applying the Guidelines	19
2.4 Roles and Requirements	21
Part 3 – Templates	26
Template A: Competition Brief and Conditions	26
Template B: Response Schedules.....	29
Template C: Competition Report	33
Template D: Benefits Realisation Report.....	34
Template E: Jury and Adviser Agreement	35
Template F: Code of Conduct.....	37
Template G: Conflict of Interest and Confidentiality Agreement.....	41

Background

1. A City of Design

Design Excellence is vital to the identity, culture and ongoing prosperity of Melbourne. Built environment of a high design quality benefits resident, worker and visitor experiences of the city. This influences and affects Melbourne's liveability, attractiveness to global talent and long term economic performance.

Design competitions are a globally established mechanism for improving design diversity, quality and innovation in the built environment, particularly for developments on large and/or prominent sites with considerable impact on public amenity, connectivity and the place experience.

Additionally, competitions help to nurture the broad design talent pool on which Melbourne's global reputation for design excellence relies, by:

- elevating and making transparent, design discussions and decision making
- enabling early agreement on project deliverables for a full range of stakeholders
- providing equity of opportunity for design practices of all scales, to work on city shaping projects

The current reliance on market forces to deliver projects in the built environment, has diminished opportunities for diverse local, emerging and small practices to participate in the delivery of city shaping projects. This limits opportunities for originality and innovation in design and therefore, opportunities for Melbourne to grow and maintain its global reputation for design excellence.

2. Purpose of the Guidelines

The draft Design Competition Guidelines (the Guidelines) are an invitation for site owners, developers and designers to collaborate with the City of Melbourne, on excellent design outcomes for significant and/or high profile sites in the municipality. The Guidelines apply to both public and private development.

The Guidelines also provide the procedural basis for a City of Melbourne endorsed design competition. Developed in consultation with targeted industry stakeholders, and building on the rounded experiences of the city's design experts, the Guidelines are underpinned by principles of equity, transparency and integrity.

3. Guidelines Structure

The Guidelines are structured in three parts:

- **Section 1 - Inviting Design Excellence** describes the benefits of competitions, and positions the Guidelines in a Melbourne context.
- **Section 2 - Instructions** provides an overview of the process and sets out the requirements for an endorsed City of Melbourne design competition.
- **Section 3 - Templates** support a consistent, efficient and effective competition process that is fair for all participants.

4. Definitions

Key terms used in the document are defined as follows:

Adviser, Competition

An appropriately qualified and experienced professional who will manage and undertake key competition activities on behalf of the Proponent in collaboration with the City of Melbourne.

Adviser, Probity

A Probity Adviser oversees the integrity of a competition process and is recommended for large, complex, unusual, contentious and/or high value projects to protect against perceived and actual risks associated with the conduct of direct participants.

Adviser, Technical

Technical Advisers provide specific expertise on the functional requirements of the project on behalf of the Proponent.

Client

Refer *Proponent*.

Competition Advisory Group (CAG)

For some competitions, it may be appropriate to have a Competition Advisory Group to assist the Jury in their deliberations. The CAG will normally comprise of the Competition Adviser and 1-2 City of Melbourne representatives.

Competitions, Blind

In a blind competition, the identity of Entrants is suppressed and revealed only upon the Jury's selection of a Winning Entry. Blind competitions can provide a sense of assurance to Entrants that Submissions will be assessed equitably and on merit alone.

Competitions, Named

In a named competition, the identity of Entrants is known.

Competition Brief and Conditions

A document that articulates key information about the competition purpose and process; project ambition, background and scope; and conditions applicable to all. Refer Template A - Competition Brief and Conditions.

Competition Report

A report that documents the Jury's decision in accordance with Template C - Competition Report based on Evaluation Criteria established in Competition Brief and Conditions.

Design Integrity

A continued engagement between the Successful Entrant, the Proponent and the City of Melbourne post competition. This continuity helps maintain Design Excellence as the design is further developed for planning approval.

Designer

A practising and/or research professional in the field of urban design, landscape design and/or architecture.

Design Competition

A design competition is a competitive process in which a private or public site owner or developer ('the Proponent') invites designers (the 'Entrant') to submit a design proposal for a precinct, site or building. An independent panel of design professionals and project decision makers (a 'Competition Jury') will select the successful design based on an agreed set of Evaluation Criteria.

Design Excellence

A City of Melbourne program and a design outcome - a demonstrated exceptional standard of architecture, landscape architecture and/or urban design.

Emerging Designer

A newly formed or small practice that is seeking to undertake larger and more complex projects.

Endorsement

Formal recognition from the City of Melbourne confirming that the competition process adheres to the procedural process set out in this document, and that the design outcome achieves Design Excellence.

Entrant

The Entrant is a Designer participating in the design competition through the entry of a Submission. Entrants must be registered design professionals in the State of Victoria.

Evaluation Criteria

Evaluation Criteria establish how Design Excellence will be measured, and provide the basis for which the Jury is to assess and score Entrants.

Guidelines, the

The draft Design Competition Guidelines (the Guidelines) are an invitation for site owners, developers and designers to collaborate with the City of Melbourne, on excellent design outcomes for significant and/or high profile sites in the municipality. The guidelines apply to both public and private development. They provide the procedural basis for a City of Melbourne endorsed design competition.

Independent Design Expert

An industry recognised expert in design, who is capable of providing sound, independent advice and Jury services to a competition.

Jury

Competition Submissions are assessed by an expert Jury comprising of the Proponent, City of Melbourne and Independent Design Experts. The Jury selects the best design proposal and team (in the context of a named competition) based on established Evaluation Criteria.

Local practice / designer

A practice or designer that originates from and is based in Melbourne, or who may have originated from elsewhere and has the majority of their staff based in Melbourne.

Melbourne Design Review Panel (MDRP)

The Melbourne Design Review Panel advises the City of Melbourne on ways to improve the design quality of new developments and city-shaping projects. The core panel membership comprises of internal and external experts from the fields of architecture, landscape architecture and urban design. Expert members have additional expertise on topics such as heritage, education, sustainability and environmental design, universal design,

development feasibility, transport, community engagement and Aboriginal cultural heritage.

Planning approval

A process of assessing that a proposed scheme complies with planning requirements including consideration of development envelope, proposed use and impacts to neighbouring land.

Proponent

The Proponent is a private or public site owner or developer who owns the project for which a competition is being held.

Referral Authority

The Referral Authority is the body responsible in providing comments to the Responsible Authority when they are assessing a planning application. The ultimate responsibility of planning approval rests with Responsible Authority, not the Referral Authority.

Responsible Authority

The Responsible Authority is the body responsible for the administration or enforcement of a planning scheme or a provision of a scheme. They are responsible for considering and determining planning permit applications and for ensuring compliance with the planning scheme, permit conditions and agreements.

Phase 1 - Invitation

The Guidelines support a phased implementation pathway for design competitions. Phase 1 - Invitation is a call for site owners, developers and designers to participate in a voluntary design competition with the City of Melbourne. This is expected to be piloted from 2023.

Phase 2 - Regulation

The Guidelines support a phased implementation pathway for design competitions. Phase 2 - Regulation of mandatory design competitions is anticipated to commence after completion and review of Phase 1, subject to Council approval. It is anticipated that lessons learned at Phase 1 – Invitation will inform the business case for Phase 2 – Regulation.

Submission

The Submission is a design idea or concept developed in response to Template A - Competition Brief and Conditions and submitted in accordance with Template B – Response Schedules.

Successful Entrant

The Successful Entrant is the author of the Winning Entry, as selected by the Jury.

Winning Entry

The Winning Entry is that which has been selected by the Jury as best meeting the competition's Evaluation Criteria. The Winning Entry is produced by the Successful Entrant.

Part 1

Inviting Design Excellence

Part 1 – Inviting Design Excellence

1.1 Benefits of Participation

Design Excellence Program



Figure 1 – Design Excellence Program

The Design Competition Guidelines are a deliverable of the City of Melbourne’s Design Excellence Program 2019-30 (the Program), which is captured in Major Initiative 22 of the Council Plan 2021-25 to:

‘Champion high quality development and public realm design through delivering the Design Excellence Program, including implementing the City of Melbourne Design Review Panel and a Design Excellence Committee for strategic planning work.’

In this context, ‘design excellence’ refers to a demonstrated exceptional standard of urban design, architecture and landscape architecture.

The Program covers leadership, advocacy, design review, awards and design competitions. Core to the program is the establishment and management of a Design Excellence Advisory Committee, Melbourne Design Review Panel and Design Competitions. With respect to the latter, the Program commits us to:

- ‘Preparing a City of Melbourne competitive design policy and guidelines for voluntary competitions.’
- ‘Exploring the pathways to integrating mandatory design competitions for strategic sites.’

Why is the City of Melbourne investing in design competitions?

A Design Competition is a competitive process in which a private or public site owner or developer (‘the Proponent’) invites designers (the ‘Entrant’) to submit a design proposal for a precinct, site or building. An independent panel of design professionals and project decision makers (a ‘Competition Jury’) will select the successful design based on an agreed set of Evaluation Criteria.

Design competitions offer an alternative procurement strategy. They invite and test design proposals and teams, for significant projects, prior to the commencement of a planning application process.

Well managed and equitable design competitions can lift the quality of a city’s built environment and strengthen its design talent pool – providing opportunities for local, established, emerging, small and sole practitioner practices, to undertake high-impact private and public design commissions, in a capital city context.

In such a process, an expert Jury, comprising of the Proponent (site/project owner) representative, council representatives and independent design experts, selects the best design proposal and team based on established Evaluation Criteria. The terms of engagement, evaluation and appointment are identified in a Competition Brief, Competition Conditions, Jury and Advisory Agreements and Code of Conduct. The Jury is assisted in their assessment by a Competition Adviser and Technical Advisers. The recommendations of the Jury are captured in a Competition Report.

Competition Benefits

Design competitions are a tried and tested way to competitively drive high quality design. Their application, on a variety of sites, both public and private, will help to ensure Melbourne's unique legacy as a globally leading design city, continues.

Benefits of a City of Melbourne endorsed competition include:

- Increased likelihood of design excellence due to the establishment of agreed project requirements and deliverables prior to planning application
- Better balance of public and private interests
- A clearly defined, fair and ethical process
- A process that nurtures local, small and emerging design talent
- Potential development uplift and expedited planning processes
- Access to City of Melbourne design and technical experts

The following table describes specific benefits for key stakeholders.

Table 1 – Stakeholder benefits

Benefits for Proponents
<p>Design Competitions can provide increased certainty for proponents through:</p> <ul style="list-style-type: none"> • Higher and more sustained return on investment as a result of a better designed and more enduring buildings/landscapes/environs that will sell faster and are more profitable. • Potential development uplift and enabled planning processes as outlined in the Competition Conditions • City of Melbourne endorsement of project deliverables and requirements through the Competition Brief • Testing of the brief and design proposals with design teams and Technical Advisers • Sampling different design teams and methodologies prior to contracting the successful team • Positive public and media engagement with the project
Benefits for the Public
<p>Design Competitions can help shape better places for the public through:</p> <ul style="list-style-type: none"> • Better quality development that balances commercial interests with community needs as outlined in the Competition Brief • Delivering designs that are specific and contributory to the Melbourne context • Enabling design experts to inform the Project Brief and Assessment of entries • Creating exemplary benchmarks for future development
Benefits for Designers
<p>Competitions can advocate for excellent design and the services of local designers through:</p> <ul style="list-style-type: none"> • Improving equity of access to city-shaping projects • Elevating contemporary design ideas and innovation • Increasing visibility and public awareness of design • Establishing fair processes and expectations • Enabling diversification of design practices undertaking work on city shaping projects

Benefits to the City of Melbourne
<p>Competitions can provide more opportunity through:</p> <ul style="list-style-type: none"> • Aligning the aspirations of proponents, public, designers and City of Melbourne • Build resilience and robustness into the Competition Brief and design outcomes by incorporating existing plans and strategies • Supporting a culture and understanding of Design Excellence • Enhancing confidence in Melbourne’s design reputation • Investing in and nurturing Melbourne’s design talent pool

1.2 Implementing Design Competitions

A Two Phase Implementation Pathway

The draft Design Competition Guidelines set out the process and requirements for a City of Melbourne endorsed competition process. These have been developed through research and in targeted consultation with industry. The Guidelines are intended for use by site owners, developers, designers and the City of Melbourne.

The Guidelines support a phased implementation pathway for design competitions:

- **Phase 1 - Invitation** to participate in voluntary design competitions (2023-4)
- **Phase 2 - Regulation** of mandatory design competitions (2024-5+ subject to Council approval)

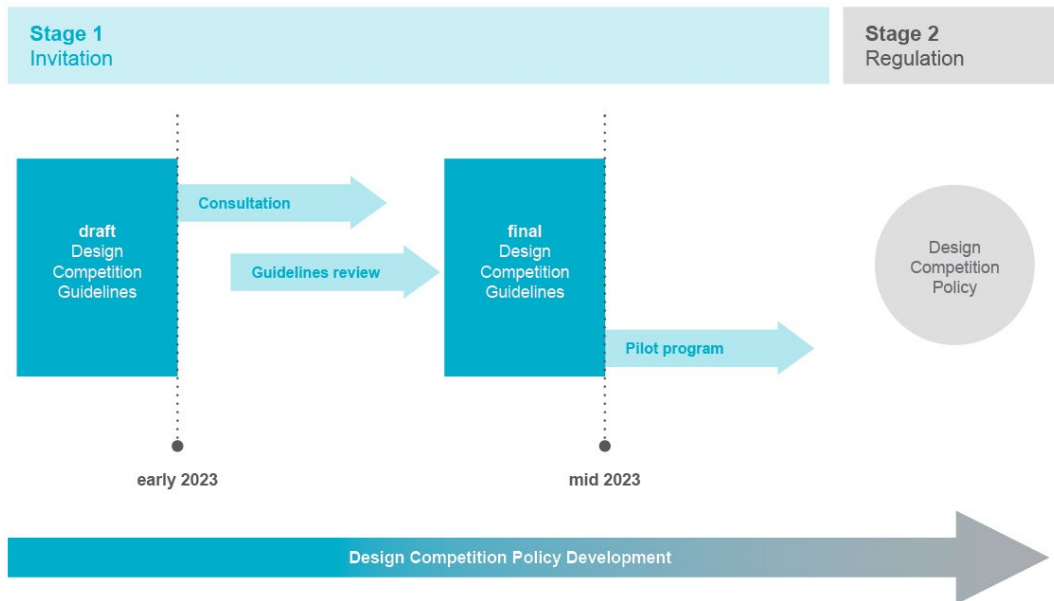


Figure 2 – Staging

It is anticipated that lessons learned at Phase 1 – *Invitation*, will inform the approach in Phase 2 – *Regulation*.

Project and Site Selection

The Guidelines apply to significant and/or prominent private and public developments in the City of Melbourne, including on:

- Council owned sites
- State managed sites
- Private sites where Council is the Responsible Authority
- Private sites where State Government is the Responsible Authority

In the context of Aboriginal truth telling and reconciliation, a Climate and Biodiversity Emergency, rapid population growth and densification, and diminishing opportunities for the provision of public open space, it is crucial that all developments in the City of Melbourne provide suitable public-facing social, environmental, cultural and economic benefits.

Eligible projects include buildings, landscapes and masterplans for significant and/or prominent sites. Project suitability is triggered by development scale, location, heritage impact, capital value and public realm impact or potential.

State Government involvement

For development where the Department of Transport and Planning (DTP) is the Responsible Authority and the City of Melbourne is a Referral Authority, the adoption of the Guidelines is welcomed. This may include sites where:

- The proposed development exceeds 25,000 m².
- The proposed development and use of land is on behalf of the Minister of the Crown.
- The site is the Melbourne Showgrounds or Flemington Racecourse.
- The proposal is on other specific sites where DTP is the Responsible Authority.

For design competitions on these sites, adaptations to the process such as the added involvement of the Office of the Victorian Government Architect and DTP representatives on the Jury would be appropriate.

1.3 Council Support

The City of Melbourne has dedicated design expertise to guide the use and execution of the Guidelines. City of Melbourne endorsement is possible on satisfaction of the following requirements:

- The processes outlined in the Guidelines are demonstrably followed.
- The procedural principles in the Guidelines have been addressed.
- A Jury determines that Design Excellence has been achieved by the Winning Entry.

It is envisaged that the endorsed Competition Report will comprise a part of the eventual planning application for the project, pending minimal deviations from the Jury-endorsed design idea or concept and briefed requirements.

Part 2

Instructions

Part 2 – Instructions

2.1 Process

Planning Pathway

Competitions enable Design Excellence through the early and ongoing collaboration of key project stakeholders, as well as the definition of project deliverables and requirements at project inception. This upfront alignment positions the project for an efficient planning pathway, provided Design Excellence is achieved.

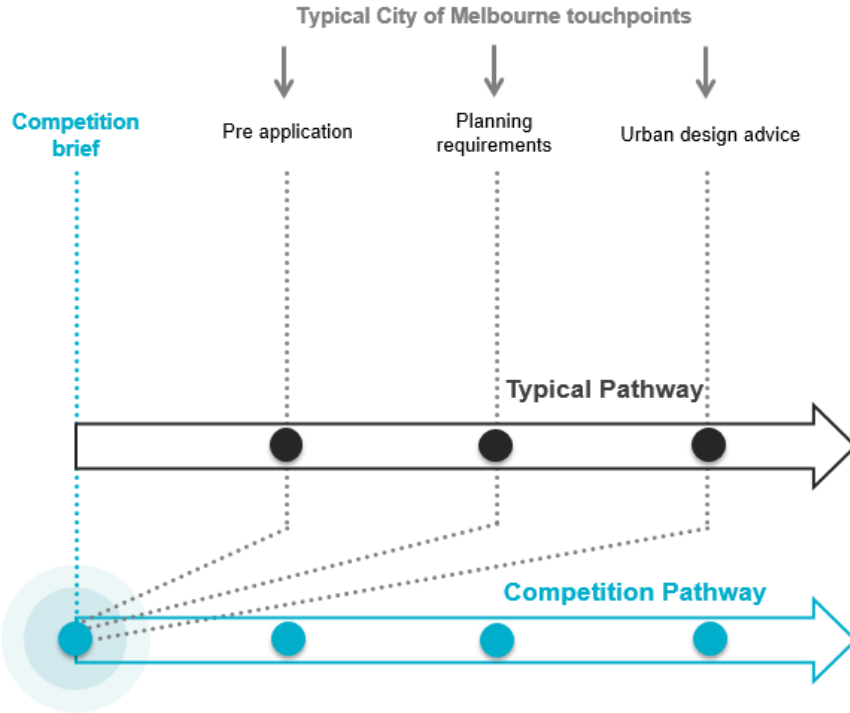


Figure 3 – Design Competition Pathway vs Typical Pathway

Procedural Principles

The following principles support a fair and ethical process.

Principle	Measure/s
<p>Ensure visibility of design process</p> <p>Competition entries and process outcomes are transparent and publicly accessible.</p>	<ul style="list-style-type: none"> Publish or exhibit the shortlisted submission/s, and <u>Template C: Competition Report</u>.
<p>Balance private and public interests</p> <p>The Jury composition balances proponent and public interests to ensure equitable design outcomes.</p>	<ul style="list-style-type: none"> Appointment of a City of Melbourne Jury Chair (to be selected from Management Leadership Team) Ensure at least 50 percent of the Jury comprises of City of Melbourne design experts.
<p>Champion diversity</p> <p>Entrant and Jury compositions are informed by a thorough consideration of experience, culture, gender, ability and age, to ensure inclusive and amenable built outcomes.</p>	<ul style="list-style-type: none"> Ensure 40/40/20 female/male/non binary gender balance on Jury teams. Undertake qualitative assessment of Entrant diversity through <u>Template B: Response Schedules</u>.
<p>Support local, emerging and small design practices</p> <p>Local, emerging and small design practices are recognised and supported, to futureproof Melbourne's design talent pool and reputation as a globally leading city for Design Excellence.</p>	<ul style="list-style-type: none"> Ensure at least 75 percent of shortlisted Entrant teams comprise predominantly of local, emerging and/or small design practices.
<p>Provide fair compensation</p> <p>Design practices are adequately compensated for their time, and Submission requirements and deliverables are reasonable.</p>	<ul style="list-style-type: none"> Ensure adequate remuneration and reasonable submission requirements as per <u>Template A: Competition Brief and Conditions</u>. The Jury should disregard any submitted material beyond the requirements outlined in <u>Template A: Competition Brief and Conditions</u>.
<p>Foster relationships</p> <p>The competition process supports relationship building and collaboration between the proponent, designer and City of Melbourne.</p>	<ul style="list-style-type: none"> Include touchpoints for briefing, reviewing and collaboration, outline and commit to these key touchpoints as specified in <u>Template A: Competition Brief and Conditions</u>.
<p>Outline key dates and milestones</p> <p>The proponent must outline clear timeframes and deliverables for all participants from competition outset, to provide certainty around commitment and resourcing.</p>	<ul style="list-style-type: none"> Outline key dates and milestones in <u>Template A: Competition Brief and Conditions</u>.

Competition Process and Endorsement

A City of Melbourne endorsed design competition comprises of the following steps and outputs.

1. The co-development of a Competition **Brief and Conditions** by the Proponent, Competition Adviser and City of Melbourne, for endorsement by the City of Melbourne
2. The **Selection** of eligible Entrants via an open Expression of Interest (competition stage one)
3. The development and submission of a **Design idea or concept** in response to a Request for Proposal (competition stage 2).
4. The **Evaluation** of Submissions to determine an Entrant Shortlist (if applicable) and/or Winning Entry. The completion of an Interview (competition stage 3) in the case of a Shortlist, to identify a Winning Entry.
5. The completion of a **Competition Report** and confirmation that the Winning Entry achieves Design Excellence.
6. **Engagement** of the Successful Entrant by the Proponent to further develop the Winning Entry for lodgement to Planning.
7. The development of a **Benefits Realisation Report** by the City of Melbourne.

Design Excellence Mechanisms

The following are set out in the process diagram and exist to ensure excellence in process and design:

- **Steps** outline the pathway from competition establishment through to award, project delivery and benefits realisation. These are supported by clear objectives.
- **Key Activities** and participants are clearly identified
- **Templates** support the consistent application of the Guidelines

Process Diagram

The below diagram summarises the process and establishes clear touchpoints, obligations and deliverables for all participants.

Step	Objective	Key Activity	Participants	Template
Pre Competition				
1 Brief	To create a single reference document for the competition	1.1 Co-develop Brief and Conditions	Competition Adviser (lead) with Proponent, and City of Melbourne	A – Competition Brief and Conditions
		1.2 Approve Brief and Conditions	City of Melbourne (lead) with Proponent, and Competition Adviser	
Competition				
2 Select	To select eligible Entrants	2.1 Stage 1 EOI	City of Melbourne (lead) with Competition Adviser, and Proponent	B – Response Schedules
		2.2 Shortlist EOI Submissions	Jury (lead) with Competition Adviser and relevant other Advisers	

3 Design	To brief Entrants, allow time for design and the optional provision of feedback	3.1 Briefing Session	Competition Adviser (lead) with City of Melbourne, Proponent and Entrants	B – Response Schedules
		3.2 Stage 2 RFP	City of Melbourne (lead) with Competition Adviser and Proponent	
		3.3 Optional - Provide Feedback on Interim designs	Competition Adviser (lead) with Proponent, City of Melbourne	
4 Assess	To evaluate Submissions and select the Winning Entry	4.1 Shortlist RFP Submissions and proceed to item 4.2 OR determine Winning Entry and proceed to item 5.1	Jury (lead) with Competition Adviser and relevant other Advisers	B – Response Schedules
		4.2 Stage 3 Interviews	City of Melbourne (lead) with Competition Adviser and Proponent	
		4.3 Identify Winning Entry	Jury (lead) with Competition Adviser and relevant other Advisers	
5 Report	To identify the Successful Entrant and document that Design Excellence has been achieved.	5.1 Complete the Competition Report	Jury (lead) with Competition Adviser	C – Competition Report
		5.2 Endorse the Competition	City of Melbourne (lead) with Competition Adviser	
		5.3 Exhibit Submissions and Jury Citations	City of Melbourne (lead) with Competition Adviser, Jury, Entrants	
Post Competition				
6 Engage	To further develop the design to achieve planning approval.	6.1 Engage Entrant	Proponent (lead) with City of Melbourne	
		6.2 Coordinate further touchpoints	City of Melbourne (lead) with Successful Entrant, Proponent	
7 Learn	To gauge and record lessons learned	7.1 Record Benefits	City of Melbourne (lead) with Successful Entrant, Proponent, Competition Adviser	D – Benefits Realisation Report

Figure 4 – Process overview

2.2 Steps and Key Activities

A description of the key activities are described as follows.

1. Brief

This document functions as a centralised resource for all participants throughout the competition.

- 1.1. **Co-develop brief:** Template A: Competition Brief and Conditions captures the competition purpose, participants, process, project, site information, submission requirements and key conditions.
- 1.2. **Approve brief:** A City of Melbourne agreement that Template A: Competition Brief and Conditions contains relevant and pertinent information, particularly in relation to the competition's purpose, site's planning parameters, project vision, submission requirements and the Evaluation Criteria such that the competition can begin.

2. Select

Two options exist for the selection of shortlisted teams: A named Expression of Interest (EOI) or a blind EOI

- 2.1. **Stage 1 EOI (Named):** A public invitation for design teams to register an Expression of Interest in the competition, and provide an EOI submission in accordance with Template B: Response Schedule.

The purpose of the EOI is to ensure eligibility to compete, based on a limited high level submission which identifies the Proposed Team, Relevant Experience, Capability and Task Appreciation with no allowance for design.

An initial qualitative assessment of the EOI is undertaken by the Competition Advisory Group, against pre-determined Evaluation Criteria as identified in Template A: Competition Brief and Conditions.

Stage 1 EOI (Blind): A public invitation for design teams to register an Expression of Interest in the competition, and provide an EOI submission in accordance with Template B: Response Schedule.

The purpose of the EOI is to shortlist compelling project ideas, based on a limited high level submission which identifies the Design Idea and statement of Task Appreciation. Competitor's identity is suppressed in the submission and assessment.

- 2.2. **Shortlist EOI Submissions:**

The shortlisting of eligible Entrants in either EOI is undertaken by the Jury in a rigorous process against agreed criteria in the Brief, and takes into consideration relevant Technical Adviser reports.

3. Design

- 3.1. **Briefing session:** This is an opportunity for Entrants to clarify project and process questions, and for the Proponent to share their aspirations and requirements. A site visit may also be complementary to this, alongside introductions to Technical Advisers, who are experts in the project's functional requirements.
- 3.2. **Stage 2 RFP:** A select invitation for Entrants to provide a submission in accordance with Template A: Competition Brief and Conditions and Template B: Response Schedule.
- 3.3. **Optional - Provide Feedback on Interim designs:** For three stage competitions, this is an opportunity for the Proponent to provide feedback to Entrants on Stage 2 submissions.

4. Assess

- 4.1. **Assess RFP Submissions and proceed to item 4.2 OR determine Winning Entry and proceed to item 5.1**

The Jury assesses the RFP submissions against rigorous evaluation criteria in Template A: Competition Brief and Conditions.

- 4.2. **Stage 3 Interviews**

Presentation of the RFP submission by the proponent team to the Jury. This is convened by the competition adviser and administered by City of Melbourne. This is part of the assessment and an opportunity to ask questions and clarify any issues.

- 4.3. **Identify Winning Entry**

The Jury selects the winning team and the proponent must accept this choice. The Adviser supports the Jury to record the relative merits of each team. The adviser can use this to inform the competition report and to provide feedback to unsuccessful teams.

5. Report

5.1. **Complete the Competition Report**

A report that documents the Jury's decision according to Template C: Competition Report based on Evaluation Criteria established in Template A: Competition Brief and Conditions.

5.2. **Endorse the Competition**

The City of Melbourne endorses the Competition to confirm that the Competition process has been followed, and that the winning scheme responds to Template A: Competition Brief and Conditions. This statement is included in the report.

5.3. **Exhibit Submissions and Jury Citations**

A public announcement of the Winning Entrant, as well as public recognition and exhibition of all Entrant submissions and suitable excerpts from the Jury Report.

6. Engage

6.1. **Engage Entrant**

A formal engagement of the Winning Entrant by the Proponent to work towards planning approval, and to maintain Design Integrity.

6.2. **Co-ordinate further touchpoints**

An opportunity for further touchpoints of the design's evolution, including a potential Melbourne Design Review Panel (MDRP) session. This is also an opportunity for City of Melbourne to receive feedback and optimise the competition process and outcomes.

7. Learn

7.1. **Record Benefits**

Feedback or operational changes that improve the competition process will be embraced to ensure an excellent process.

2.3 Applying the Guidelines

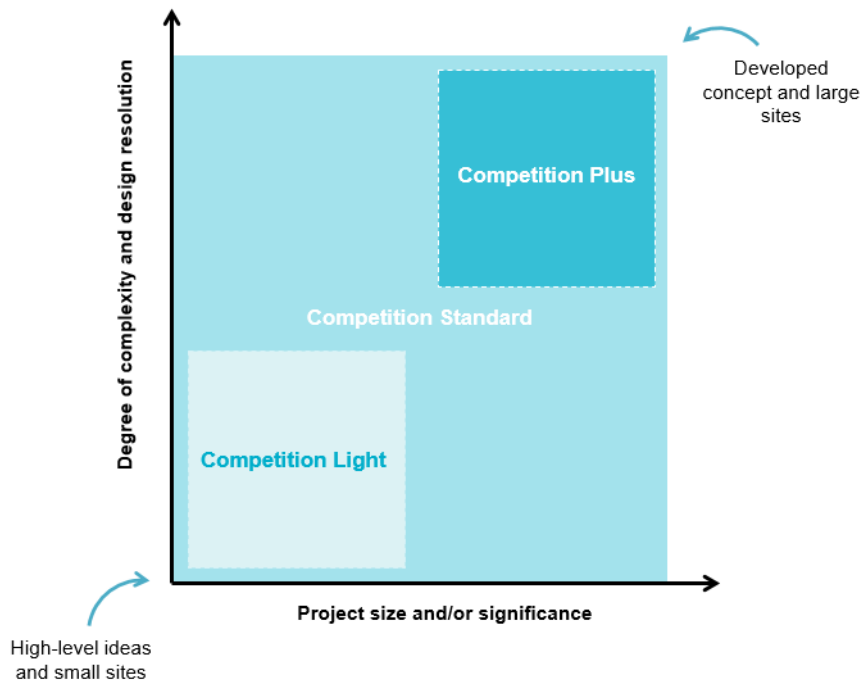
A competition process may need to be tailored in ways that are appropriate to the project size, significance and to the level of design resolution required. This is in addition to other contextual constraints including time and financial matters.

The City of Melbourne proposes one competition type (broadly following a two-staged selection process – EOI and RFP), with opportunities for key activities to either be expanded or bypassed to suit the competition purpose and project complexity. For example, if the project size and required design resolution are both relatively high, the process may require additional touchpoints, and continued post competition review. These will be established in the Competition Brief.

Conversely, if the site is small or a design idea only is required, reduced touchpoints could be applicable to accelerate the process. Remuneration and deliverables must be scaled accordingly.

The Copyright Amendment (Moral Rights) Act 2000 recognises and protects the rights of Architects as follows: the right of attribution, the right to prevent false attribution and the right of integrity.

Figure 5 – Procedural scalability and flexibility



The following table links the project size and required design resolution with suggested ranges to provide certainty for all participants.

Table 3 – Process flexibility

	Competition Light	Competition Standard	Competition Plus
Project scale / complexity	Small / Simple	Medium / Moderate	Large / Complex
Design resolution	Design idea	High level concept	Developed concept
No. of Competition Stages	1-2	2-3	3
Number of Shortlisted Entrants	up to 10	Up to 5	3 - 5
Number of Jury members (including chair)	5	5	7
Submission requirements	Maximum 2x A3 drawings Written response totalling 600 words Refer Attachment B - Response Schedules for more information	Maximum 4x A3 drawings Written response totalling 1,000 words Refer Attachment B - Response Schedules for more information	Maximum 6x A3 drawings Written response totalling 1,500 words Refer Attachment B - Response Schedules for more information
Competitor response period	3 - 4 weeks	5-6 weeks	7 - 9 weeks
Competition timeframe	Up to 3 months	4 to 7 months	8 to 10 months

2.4 Roles and Requirements

The organisation and delivery of a design competition requires the involvement of a number of direct participants and supporting groups.

Direct participants

Direct participants are the key contributors in any design competition. They shape and are responsible for the competition purpose, process and outcome. Their respective roles and key obligations are identified below. This serves as a high level checklist to ensure they are meeting their procedural requirements within a City of Melbourne endorsed competition.

Proponent

The proponent initiates the competition process. They are usually the owner or operator of the completed project.

Key obligations include:

- Ensuring suitable remuneration to Entrant, Jury members and Advisers, relative to the time and effort required
- Engaging a Competition Adviser to oversee and manage the competition process
- Proponent must accept the Jury's selection of a winner
- Ensuring no interference or influence with the Jury process and decision
- Engaging the winning Entrant for subsequent development of the competition concept acknowledging that proceeding to contract is always at the discretion of the proponent
- Providing project information to enable a fully informed response to the site and Competition Brief. Minimum requirements are as follows:
 - topographic and feature survey
 - land title, any easements or other encumbrances
 - cultural management plan
 - DWG files
 - Other surveys and studies – hydraulic, soil, etc., that may assist the development of an informed response.
- Managing confidentiality in the Intellectual Property of Entrants, and disclosing any conflicts of interest.

Competition Adviser

An appropriately qualified and experienced professional who will manage and undertake key competition activities on behalf of the Proponent in collaboration with the City of Melbourne.

Key obligations include:

- Undertaking the competition in accordance with the Guidelines
- Having relevant design review qualifications and competition experience
- Organising, coordinating and hosting key touchpoints
- Managing completion of templates
- Appointing a Jury (of correct number and composition) in collaboration with City of Melbourne.
- Being the independent 'bridge' between Entrants and Jury, between Jury and Proponent, and between Proponent and Entrants
- Producing a draft Jury Report for the Jury Chair to review and finalise with Jury members.

City of Melbourne

Design Excellence resources will provide support and expertise for a competition process. They will observe proceedings, input at key steps and evaluate outcomes.

Key obligations include:

- Providing continuous and dedicated Design Excellence resourcing across the various competition steps and for key touchpoints and to uphold Design Integrity post competition to support the proponent in seeking planning approval.
- Co-developing and approving the brief.
- Collaborating with statutory planners to communicate relevant policy parameters in the Competition Brief.
- Endorsing the competition at launch and again once the Winning Entrant has been selected, provided all Competition Conditions and Evaluation Criteria are met.
- Review and adapt the Guidelines as necessary, as a consequence of evaluating live competition processes, fairness and transparency to improve and optimise the process.

Jury

The Jury is responsible for assessing all entries, for qualitatively selecting shortlisted teams and making a final decision at the end of the competition. Jury members must:

- Independently score proposals using the Evaluation Criteria in the Competition Brief
- Meet to discuss aggregated scores
- Finalise consensus scores to achieve a ranking
- Contribute feedback for inclusion in the Competition Report
- Declare any conflicts of interest upfront
- Conduct assessment according to the process and conditions.

The Jury Chair is responsible for convening the Jury, conducting the assessment according to the process and conditions, and producing a Jury endorsed Competition Report, with the assistance of the Competition Adviser.

Key obligations include:

- Declare any conflicts of interest upfront
- Ensure independence and confidentiality are maintained
- Have appropriate design expertise
- Assess entries in accordance with the timeframes.

Entrant

An Entrant is a person or team who is participating in the design competition.

Key obligations include:

- Submitting entry material as per submission requirements in the Competition Brief, with no additional outputs
- Comply with the Competition Conditions, which set out the requirements of participation
- Provide feedback to the City of Melbourne on their experience.

Support participants

Supporting groups may need to be consulted, depending on the project's scale and required design resolution. Each supporting participant plays an important role in providing advice and supporting the competition process.

Competition Advisory Group

For some competitions, it may be appropriate to have a Competition Advisory Group to assist the Jury in their deliberations. The CAG will normally comprise of the Competition Adviser and 1-2 City of Melbourne representatives.

Technical Advisers

Technical Advisers provide specific expertise on the functional requirements of the project on behalf of the Proponent. Technical Advisers may inform the Competition Brief, or provide feedback on Submissions to the Jury. The Key Activities that Technical Advisers may support include:

- 1.1 Co-develop brief
- 3.1 Briefing session
- 3.2 Working period
- 4.1 Submission presentation
- 4.2 Assess submissions
- 5.1 Complete competition report

The extent of technical inputs will be commensurate with the level of technical response from Entrants, and the level of complexity of the competition and remuneration to Entrants.

Probity Adviser

Probity advisers oversee the integrity of a competition process and are recommended for large, complex, unusual, contentious and/or high value projects to protect against perceived and actual risks associated with the conduct of direct and supporting participants.

The Competition Adviser, in agreement with the Proponent and City of Melbourne, may choose to appoint a Probity Adviser to oversee the integrity of the process. While a Competition Adviser is equipped to ensure fair process, a probity adviser is recommended for large and complex sites to complement the Adviser and mitigate conduct risks.

Public engagement

A public announcement of the competition registration process can help to generate attention, likewise announcing and/or exhibiting schemes at the end of the competition can help provide transparency. This is to be coordinated by the Competition Adviser with City of Melbourne support. Relevant Key Activities for public engagement include:

- 2.1 Registration and EOI
- 5.3 Exhibition
- Existing planning application engagement.

Key institutes and industry bodies

The following groups can share knowledge, and provide independent advice and guidance:

- Australian Institute of Architects (AIA)
- Australian Institute of Landscape Architects (AILA)
- Department of Environment, Land, Water and Planning (DELWP)
- Office of Victorian Government Architect (OVGA)
- Planning Institute of Australia (PIA)
- Property Council Australia (PCA)
- Urban Design Institute of Australia (UDIA)
- Other partnerships

Part 3

Templates

The following templates support steps outlined in Part 2:

- A. Competition Brief and Conditions
- B. Entrant Registration and EOI
- C. Competition Report
- D. Benefits Realisation Report
- E. Jury and Advisory Agreements
- F. Code of Conduct
- G. Conflict of Interest and Confidentiality Agreement

Part 3 – Templates

Template A: Competition Brief and Conditions

Competition Brief

The Competition

Competition purpose	[Insert competition purpose including a clear definition of what is being sought, the opportunity on offer to Entrants, and the commitment that will be made to the Winning Entrant. 200 words.]
Remuneration	[Insert scale of remuneration including any Prize Money and/or commitment to commission the Successful Entrant. 150 words.]
Blind Competition	[Select Y/N] For blind competitions, Entrants must NOT include any identifying information in their Submission, which MUST adopt the Registration Number as the only identifier.

The Project

Background	[Provide information on the project background and key considerations that are considered essential to an acceptable design response, 200 words]
Vision	[Insert the project vision – what does the project aspire to deliver? 200 words.]
Site context	[CoM: Insert site and planning context, having reference to all relevant strategies, plans and overlays. 500 words.]
Scope	[Insert spatial scope and extent, key technical matters, key functional requirements and reference design as appropriate to the Submission requirements]
Budget	[Insert the project budget and any exclusions]
Program	[Insert the project program]
Key Challenges	[Insert any specific project challenges. 300 words]

Competition Milestones

Key competition dates	<ul style="list-style-type: none"> • Launch – DD Month Year • Stage 1 EOI assessment – DD Month Year • Stage 1 EOI notification/announcement – DD Month Year • Stage 2 RFP working period - DD Month to DD Month Year • Stage 2 RFP assessment – DD Month Year • Stage 2 RFP announcement – DD Month Year • Stage 3 Interview preparation period - DD Month to DD Month Year • Stage 3 Interview assessment – DD Month Year • Stage 3 Interview announcement – DD Month Year
-----------------------	---

Key Contacts

Competition Adviser	[Add Contact details]
City of Melbourne	[Add contact details for City Design member coordinating the competition]
Jury An integrated jury that balances diversity of gender, region, ability, age, culture and disciplinary focus.	<p>Competition Light and Standard:</p> <ul style="list-style-type: none"> • Jury Chair: [CoM to provide name and job title] • Jury member 1: [CoM to provide name and job title] • Jury member 2: [CoM to provide name and job title] • Jury member 3: [Proponent to provide name and job title] • Jury member 4: [Proponent to provide name and job title] <p>Competition Plus:</p> <p>The above and:</p> <ul style="list-style-type: none"> • DELWP Jury member: [DELWP to provide name and job title] • OVGA Jury member: [OVGA to provide name and job title]

Evaluation Criteria

The Evaluation Criteria establishes how Design Excellence will be measured. The Evaluation Criteria also establishes the basis for which all members of the Jury are to assess and score Entrants. Suggested criteria and weightings are listed below. These are to be fine-tuned by the Proponent in collaboration with the City of Melbourne.

Criteria	Weighting
1. Appreciation of Task a written, site specific response to the project brief, including site context	20%
2. Design Proposal illustrated submission that clearly responds to the Competition Purpose, Project Vision and Scope	40%
3. Proposed Delivery Methodology a written, site specific response which draws together the design proposal, project program and key challenges	15%
4. Innovation a written response outlining how the project delivers an innovative design, process and/or outcome for Melbourne	10%
5. Inclusion and Sustainability a written response articulating the extent to which the project responds to best practice design for inclusion and sustainability	15%

Competition Conditions

Integrity

- City of Melbourne will provide dedicated Design Excellence resources throughout the competition process, including pre and post competition.
- City of Melbourne will also formally evaluate the competition process and outcomes through Template D: Benefits Realisation to ensure continuous learning and adaptation of the process.
- The Proponent must accept the Jury's decision and formally engage only the Winning Entrant to further develop the design, acknowledging that proceeding to contract is always at the discretion of the Proponent.

Fees and remuneration

TBA Prize money must be appropriately scaled to recompense Entrants for the extent of work undertaken and separate from the rest of the fees of the Winning Entrant.

Eligibility

Entrants must be registered design professionals in the State of Victoria. If the competition requires a Lead Consultant Architect, the Entrant must be a practicing Architect, architectural company or architectural partnership within Australia, registered as an architect in Victoria, Australia pursuant to the Architects Act 1991 (Vic).

Disqualification

Submissions that fail to meet procedural and/or project objectives may be disqualified, including instances of:

- late submission
- non-compliance with planning controls
- non-compliance with submission requirements
- Entrant attempting to influence the Jury

The Competition Adviser and City of Melbourne will action and note with the Jury, any disqualifications.

Abandonment

If the Proponent chooses to abandon the competition, the Proponent must pay each Entrant a reasonable proportion of their fee, pro-rata honorarium proportionate to the stage at which the competition is abandoned.

Announcement

The Jury must announce a decision within four months of the final presentation. Jury Citations, along with Competition Submissions, will be available for public viewing.

Copyright

The Proponent and City of Melbourne are granted a licence by the Entrant, to use, edit, copy, sub-licence and reproduce the Submission in any way for the purposes of conducting the Design Competition, at no cost to the Proponent. In doing so the Proponent will not breach moral rights and copyright of others in relation to development of the Entrant's Submission.

Communication / questions

Entrants can submit questions at any time to the Competition Adviser. Answers to these questions will be consolidated, anonymised and distributed to all Entrant teams.

Template B: Response Schedules

The following template can be used to qualitatively assess and shortlist Entrants. This is to be accompanied by a completed Template A: Competition Brief and Conditions.

Stage 1 – Entrant Registration and EOI

To participate, prospective Entrants must first register their interest in the design competition. There is no design work undertaken in this stage. The purpose of the Registration and EOI is to ensure Entrants:

- Are eligible to compete
- Have an Authorised Representative, to be the sole point of contact between the Entrant and Competition Adviser
- Can ask questions and seek clarification
- Receive a Registration Number, to be used to identify their Submission

Entrants must be registered design professionals in the State of Victoria.

Where the Competition Adviser deems that a prospective Entrant has submitted an ineligible entry, the Competition Adviser will advise the prospective Entrant of any actions required to achieve eligibility. Following the conclusion of the process and upon closing of the EOI period, the Competition Adviser will advise the City of Melbourne and Proponent of any ineligible entries.

Stage 1 - EOI Entrant Response

Proposed Team	[Insert names of participating practices. Any display of the Submission will be attributed to this group.]
Authorised Representative	[Insert name and contact details of the primary point of contact for the team.]
Proof of Professional Registration	[Identify relevant registrations, including registration numbers and expiry dates.]
Questions or Clarifications	[Identify any questions you might have about the competition or project.]
Compliance	[Identify how your team will deliver on compliance of the offer with the following: <ul style="list-style-type: none"> • Gender Equity Act 2020: [Insert response, 50 words] • UN Sustainable Development Goals: [Insert response, 50 words] • <u>City of Melbourne Innovate Reconciliation Action Plan 2021-23</u>: [Insert response, 50 words]
Design Idea	Blind Competitions only: [Provide a drawing or drawings that articulate the design idea: <ul style="list-style-type: none"> • 1 indicative Site Plan • 1 Perspective Sketch / Render / Collage • 1-3 Diagrams
Task Appreciation	Blind Competitions only: [Insert statement identifying how the design idea delivers on the Competition Brief, how stakeholder consultation will be approached and key considerations for constructability / deliverability.

Date Received	[City of Melbourne to complete.] TT:TT, DD Month Year
Eligibility	[Competition Adviser to complete.] Y/N
Registration Number	[City of Melbourne to complete.] XXX

Variations

For Blind Competitions that are considered 'Light', the process may cease at the conclusion of stage one. Alternatively, a Competition Light may continue to obtain a more developed idea that is informed by an anonymous Briefing with the Proponent.

Stage 2 - Request for Proposal (RFP)

The Request for Proposal (RFP) is used to invite the design idea or concept and to either shortlist Entrants in the context of a three stage design competition, or to identify a Winning Entry for a two stage competition.

Stage 2 - RFP Entrant Response

	Evaluation Criteria	Competition Light	Competition Regular	Competition Plus	Weighting
1	Task Appreciation A written, site specific response to the project brief, including site context	200 words	325 words	500 words	20%
2	Design Proposal An illustrated response to the Competition Purpose, Project Vision and Scope	Design Idea <ul style="list-style-type: none"> 1 Site Plan at 1:1000 / 1:2000 1 Perspective Sketch / Render / Collage 1 Indicative Section 1-3 Diagrams 	High level Concept <ul style="list-style-type: none"> 1 Site Plan at 1:1000 / 1:2000 Ground Level Floor Plan at 1:200 2 Perspective Sketch / Render / Collage 1-2 Sections 1-5 Diagrams 	Developed Concept <ul style="list-style-type: none"> 1 Site Plan at 1:1000 / 1:2000 Ground & Typical Upper Level Floor Plans at 1:200 2 Perspective Sketch / Render / Collage 1-2 Sections 1-8 Diagrams High level summary of quantities or cost estimate 	40%
		Exclusions: The following are not for inclusion unless additional remuneration, adequate to cover the cost of development is provided for each item): <ul style="list-style-type: none"> Physical model Flythrough Photorealistic renders 			

3	Proposed Delivery Methodology A written, site specific response which draws together the design proposal, project program and key challenges	150 words	250 words	375 words	15%
4	Innovation A written response outlining how the project delivers an innovative design, process and/or outcome for Melbourne	100 words	175 words	250 words	10%
5	Inclusion and Sustainability A written response articulating the extent to which the project responds to best practice design for inclusion and sustainability	150 words	250 words	375 words	15%
	Total allowances	Maximum 2x A3 drawings Written response totalling 600 words	Maximum 4x A3 drawings Written response totalling 1,000 words	Maximum 6x A3 drawings Written response totalling 1,500 words	
	Other requirements	Minimum 10 pt. font with 1.15 line spacing, no further information allowed.			

Variations

Variations to the above include....

Stage 3 - Interview

Stage 3 is an optional interview to assess shortlisted submissions and determine a Winning Entrant. Stage 3 is not an option for Blind Competitions.

Stage 3 – Interview Entrant Response

Selection criteria are based on the following qualitative measures and weighting.

Criteria	Weighting
Task appreciation	25%
Design Methodology	30%
Capability	10%
Innovation & Corporate Responsibility	20%
Resourcing	15%
	total 100%

RFP Entrant Response – Interview presentation

Task appreciation	Understanding and interpretation of the project Methodology for design development [2 slides]
Design Methodology	Approach to project design and delivery [4 slides]
Capability	Relevant past projects [1-2 slides]
Innovation & Corporate Responsibility	Approach to Innovation, Indigenous Culture, Sustainability, Gender Equity [2-3 slides]
Resourcing	key personnel, team structure, key personnel, percentage allocations of time [2 slides]

Template C: Competition Report

The Jury must formally capture the rationale for their decision in accordance with the following structure. The assessment of designs must relate to the evaluation criteria established in Template A: Competition Brief and Conditions.

Individual Juror scorecards are to be attached to this report and marked 'Confidential'.

1. Overview	[Summary of process undertaken including Jury membership. 300 words]
2. Stage 1 EOI Assessment	[Compile EOI Entrant Submissions and note all compliant and non-compliant Entrants.]
3. Stage 2 RFP Shortlisted Entrants*	[Identify the shortlisted Entrants and provide a max. 100-word assessment for each Submission. For two stage competitions, identify the Winning Entry or Successful Entrant and provide a max. 100-word Citation.]
4. Stage 3 Interview Assessment	[Provide a max. 100-word assessment for each Submission. For two stage competitions, identify the Winning Entry or Successful Entrant and provide a max. 100-word Citation]

*These elements of the report will be made publicly available.

Template D: Benefits Realisation Report

This template is for City of Melbourne to record procedural learnings and competition outcomes during Phase 1 - Invitation. Alongside wider consultation and feedback, this template encourages continual monitoring and evaluation to inform ongoing refinement of the Guidelines.

City of Melbourne to complete

Short term	[One month post completion, procedural learnings and feedback]
Medium term	[Six months post competition, evaluate the extent to which Design Excellence has been maintained.]
Long term	[Long term, at Planning Application and End Construction, evaluate the extent to which Design Excellence has been maintained.]

Template E: Jury and Adviser Agreement

Guidelines Declaration

I _____ [insert full name] confirm I have read and understood the competition principles, requirements, timeframes and conditions as outlined in the guidelines and associated templates.

Name: _____

Signature: _____

Date: _____

Confidentiality Agreement and Declaration

I _____ [insert full name] confirm I have read and understood the Code of Conduct, and will ensure confidentiality is maintained as outlined below.

I understand that from time to time, information of a confidential nature, including agenda, minutes and other supporting material, may be tabled and/or discussed at meetings that may not be available to the public.

I will treat as secret and confidential all information and keep secure all associated documentation to which I have access as a result of my participation and will not disclose this information.

Conflict of Interest

In the event of a conflict of interest arising, the matter must be immediately tabled and the member must abstain from any dialogue in relation to that matter.

Confidential and sensitive information

Jury members and advisers are expected to comply with the confidential information provisions contained in Sections 3(1) and 125 of the Local Government Act 2020.

Jury members and advisers must treat information they receive as confidential unless otherwise advised.

Jury members and advisers must not use confidential information other than for the purpose of performing their function as a Jury member / adviser. Draft documents cannot be referred to or used in any grant applications, presentations or in the private or working roles of members.

Media

Jury members and advisers are not permitted to approach or speak to the media regarding projects or matters relating to projects without City of Melbourne approval. This includes conversations described as 'off the record'.

Name: _____

Signature: _____

Date: _____

Disclosable Interest Declaration

I, the undersigned, acknowledge and declare that:

- I have read and understood the Disclosable Interests Protocol
- To the best of my knowledge the interests I have detailed below (if any) all of the disclosable interests I have in any of the matters to be considered for this role;

Disclosable Interests	
Nature of Interest	Matter effected

Name: _____

Signature: _____

Date: _____

Template F: Code of Conduct

Note: A competition participant refers to Jury members, advisers, City of Melbourne personnel and other supporting participants as identified in the guidelines.

Foreword

At the City of Melbourne we set and uphold high ethical standards. As an organisation, we think not just about what we do but also how we do it through our people, the way we work and our customers' experience.

The rules and guidelines in this handbook give examples of how all competition participants are expected to behave, and provide the boundaries within which we must operate.

Council's vision is that Melbourne will be bold, inspirational and sustainable. It's therefore critical that we have a shared understanding of how we collectively work. The code provides instructions and advice as we work to make the difference for Melbourne and its people.

The code works in close harmony with our values and culture. A constructive culture is critical to realising our vision. Everyone plays a part in creating our culture at the City of Melbourne.

The code cannot describe every requirement or present all the details of our policies. Competition participants must use their own judgement in applying these rules and guidelines. It is up to you to seek information if you are unclear on any area of conduct.

What do you need to do?

1. Read it: please read this code and make sure you understand it. If there is anything you don't understand it is your responsibility to ask.
2. Agree to it: you must agree to abide by the code by signing and returning this document to Council.
3. Live it: we expect you to always work and behave in accordance with the code.

We encourage you to speak up if you see a potential breach of the code or if there is an opportunity to improve the ways we work.

Breaches of the code are a serious matter and can result in sanctions up to and removal from the competition proceedings.

Together, we can uphold and protect the high ethical standards we have set for ourselves and our organisation and achieve our vision of a leading organisation for a leading city.

Section 1: Understanding and using the Code

Why do we need a code of conduct?

The City of Melbourne serves the community and Council and aims to be a leading organization for a leading city. That's why it's important we provide the best possible service.

Competition participants should also respect and promote the human rights set out in the Victorian Charter of Human Rights and Responsibilities. This includes making recommendations consistent with human rights, and actively implementing, promoting and supporting human rights.

Competition participants should adhere to the code and not breach its principles.

City of Melbourne and/or the Competition Adviser will exercise judgement and action where a participant may need to be removed from competition proceedings due to poor conduct.

Disclosable Interest Protocol

The Disclosable Interest Protocol and Declaration applies to all Council' Advisory Bodies. The competition participants will comply with the Disclosable Interest Protocol and Declaration.

Section 2: Commitment to our people

Fairness, equity, diversity and inclusion

The City of Melbourne promotes inclusivity, diversity, fairness and equity. This means the differences between the ideas, aspirations and needs of people are considered and valued equally.

The principles

At the City of Melbourne, we recognise and embrace the diversity each person brings. Our aim is to create an environment of trust, mutual respect and appreciation where everyone is treated fairly and with respect, and has the opportunity to realise their full potential. Competition participants are encouraged to feel confident that the diversity of their experiences will be valued and supported, regardless of their gender, age, language, ethnicity, cultural background, ability, religious belief, identification as gay, lesbian, bisexual, transgender, intersex or queer (LGBTIQ), working style, educational level, work and life experiences, socio-economic background, opinions, job function, geographical location, marital status and family responsibilities.

Your responsibility

1. Value diversity and consider diversity in recommendations, program and policy advocacy.
2. Speak up if you see or hear things that are not in the spirit of our commitment to fairness, equity and inclusivity or if you are concerned about discriminatory behaviours.
3. Know the policies which guide behaviour, address gender inequality and challenge attitudes and behaviours around issues such as violence against women.

Workplace diversity and inclusion ensures everyone enjoys the opportunity for full participation. City of Melbourne supports the development and achievement of well-informed and culturally-appropriate business outcomes.

It also involves managing and recognising the value of individual differences in the workplace.

Diversity and inclusion are important because we value and embrace all contributions. Everyone is able to bring something unique due to different backgrounds, varying work and life experiences, and multiple perspectives. Collectively this makes us a better organisation.

What do we mean by ‘diversity’?

Diversity consists of all visible characteristics such as age, cultural diversity, ability, gender (as well as gender identity and gender expression), sexual orientation and language. It also includes characteristics such as education, caring responsibilities, socio-economic background, life experiences, opinions and working styles. Diversity recognises the characteristics of the whole person and treats all individuals, customers and the communities in which we operate – with fairness and respect.

What do we mean by ‘inclusion’?

Inclusion is the way our organisational culture, values and behaviours make a person feel welcomed, respected, valued and included. An inclusive environment draws on the unique differences of its people; where all people are treated fairly and respectfully with equal access to opportunities and resources. There are anti-discrimination and equal opportunity laws that support fairness, equity, diversity and inclusion. These laws apply to how we treat each other. It is your responsibility to be aware of the relevant laws and comply with them.

Ask yourself

- Am I being fair and respectful?
- Are my personal feelings, prejudices or preferences influencing my decisions?
- Am I using inclusive language?
- How will I respond if I witness behaviour that is not respectful?

Section 3: Harassment and bullying

Harassment occurs when someone engages in conduct that would make a reasonable person feel offended, humiliated or intimidated because of their age, race, religion, gender or gender expression, sexual orientation or some other attribute specified under anti-discrimination legislation.

The Principles

The City of Melbourne does not tolerate bullying or harassment. We do not tolerate any action, conduct or behaviour which is humiliating, intimidating or hostile. Bullying, harassment and discrimination may lead to removal from the Committee.

Your responsibility

1. Speak up and tell the person if you're upset by their actions or behaviour. Explain why and ask them to stop.
2. Report inappropriate behaviour.
3. We all have a responsibility to create a positive, safe environment which is free from harassment, discrimination and bullying.

Bullying is repeated, unreasonable behaviour directed toward an individual or group of individuals that creates a risk to health and safety. There is no place for harassment or bullying at the City of Melbourne. Not only does it go against our values, it is unlawful and breaches our policies. It is fundamental that we recognise and value the diversity of others, and ensure that City of Melbourne is free from discrimination, harassment and bullying.

Ask yourself

- Have I behaved in an intimidating or threatening manner?
- Have I made inappropriate jokes or comments?
- Have I distributed or displayed potentially offensive material? If I'm witnessing behaviour that goes against our values, do I need to step in and say something?
- Am I supporting a culture of inclusion?

What is bullying?

Bullying occurs when a person or group of people repeatedly act unreasonably towards an individual or a group.

Unreasonable behaviour includes victimising, humiliating, intimidating or threatening. Whether the behaviour would be considered as unreasonable is based on whether a reasonable person might see the behaviour as unreasonable in the circumstances. Bullying behaviour creates a risk to health and safety.

Examples of bullying include:

- behaving aggressively
- teasing or practical jokes
- pressuring someone to behave inappropriately
- excluding someone from work-related events
- unreasonable work demands.

Section 4: Drug and alcohol use and a smoke-free workplace

We're committed to ensuring that you're able to safely perform the requirements of your role as a competition participant.

The Principles

If you are affected by alcohol or drugs, you should partake in competition activities.

The possession or use of illegal drugs at any City of Melbourne location is strictly prohibited in line with the law.

Exposure to other people's smoke is a hazard. That's why it's important that City of Melbourne premises are smoke-free.

Your responsibility

1. Do not smoke or use an e-cigarette within any of our premises or vehicles, or within five metres of any entry point to our premises and vehicles.
2. Be aware of the impacts of your smoke drift on other people's health. Exposure to high levels of environmental tobacco smoke can increase the risk of heart disease by 50 to 60 per cent, as well as increasing the risk of stroke and nose and sinus cancer among non-smokers.
3. Do not litter. Protect our buildings and equipment through keeping them clean and discarding of cigarette butts appropriately.

Thank you for reading the Design Competition Code of Conduct. It provides you with acceptable standards of behaviour for the way we work. As a member of a City of Melbourne committee you are required to adhere to and uphold these standards.

Template G: Conflict of Interest and Confidentiality Agreement

Section 1: Obligation to disclose

Competition participant have an obligation to disclose:

- private interests that conflict or may be perceived to conflict in respect of matters under consideration (conflict of interest); or
- interests which may not give rise to a conflict of interest but may still give rise to a perception of bias.

For the purposes of this protocol, these interests are collectively described as Disclosable Interests.

In many instances, the only person immediately aware that a Disclosable Interest exists will be the person who has it. It is therefore the responsibility of that person to identify and disclose it.

Section 2: Conflict of interest

Competition participants have a conflict of interest in respect of a 'matter' if he or she has a direct interest or indirect interest in the matter to be considered.

2.1 How do I know if I have a direct interest in a matter?

A direct interest is an interest that directly applies to a person. It is an interest that is not just the result of a connection with another person, company or body

You have a direct interest in a matter if there is a reasonable likelihood that your benefits, obligations, opportunities or circumstances will be directly altered if the matter is decided in a particular way. This includes where:

- there is a reasonable likelihood, that you will receive a direct benefit or loss that can be measured in financial terms if the matter is decided in a particular way; or
- you have solely or together with members of your family, a controlling interest in a company or other body that has a direct interest in the matter.

2.2 How do I know if I have an indirect interest in a matter?

Indirect interests fall within the following six classes:

2.2.1. An indirect interest by Close Association

You have an indirect interest by close association in a matter if -

- a) a member of your family has a direct interest or an indirect interest in a matter; or
- b) a relative of yours has a direct interest in a matter; or
- c) a member of your household has a direct interest in a matter.

Family members include your spouse or domestic partner and any of the following who live with you:

- your son or daughter
- your brother or sister
- your father or mother

If a member of your family has any direct or indirect interest in a matter then you have a conflict of interest in that matter.

Relatives include all people who are related to you who are once or twice removed, even if they don't live with you. This includes:

- your spouse or domestic partner
- your son or daughter, brother or sister, father or mother
- your grandparent, grandchild, uncle, aunt, niece or nephew
- your step father, step mother or step child
- your in-laws (son, daughter, brother, sister, mother or father in-law)

If your relative has a direct interest in a matter, then you have a conflict of interest in that matter. However, unlike with family members, you don't have a conflict of interest if your relative only has an indirect interest.

Household member includes any person who lives with you or shares all or part of your residence. If a member of your household has a direct interest in a matter then you have a conflict of interest in that matter.

2.22. An indirect Financial Interest

You have an indirect financial interest in a matter if you or a member of your family are likely to receive a benefit or incur a loss, measurable in monetary terms, as a consequence of a benefit received or loss incurred by another person who has a direct or indirect interest in the matter.

This includes:

- if you have a beneficial interest in shares of a company or other body that has a direct interest in the matter (except if you and members of your family hold shares in a company or body that has a direct or indirect interest in a matter with a combined total value that does not exceed \$10,000 and the total value of issued shares of the company or body exceeds \$10 million);
- you are owed money from another person (not being an authorised deposit-taking institution such as a bank, building society or credit union) who has a direct interest in the matter.

2.23. An indirect interest because of a Conflicting Duty

You have an indirect interest in a matter because of a conflicting duty if -

- a) you are a manager or a member of a governing body of a company or body that has a direct interest in a matter;
- b) you are a partner, consultant, contractor, agent or employee of a person, company or body that has a direct interest in a matter;
- c) you are a trustee for a person who has a direct interest in a matter;

and in any of the above positions or roles, you dealt with the matter.

- d) you are engaged in other employment or unpaid activity with an organisation that has a direct interest in a matter

Other employment includes a second job, conducting a business, trade or profession.

2.24. An indirect interest because of Receipt of an Applicable Gift

An 'applicable gift' is a gift (including hospitality) valued at \$500 or more that was received in the previous five years. It includes multiple gifts from one source that have an aggregate value of \$500 or more. The gifts may be in the form of money, goods or services. When estimating the cost of a gift that is not in the form of money you should consider how much any other person would have to pay to purchase the gifted item or service.

You have an indirect interest in a matter if you have received an applicable gift, directly or indirectly, from -

- a. a person who has a direct interest in the matter; or
- b. a director, contractor, consultant, agent or employee of a person, company or body that the person knows has a direct interest in a matter; or
- c. a person who gives the applicable gift to you on behalf of a person, company or body that has a direct interest in the matter.

The following are not counted as “applicable gifts”:

- gifts received more than 12 months before you engaged in competition activities (even if received in the past five years)
- reasonable hospitality provided at a function or event you attended since engaging in competition activities

The hospitality exemption only applies if the hospitality was reasonable and you were attending the function or event in an official capacity as competition participant.

- In regard to the test of reasonableness, the hospitality must be of a standard and type that an independent observer would consider appropriate and not excessive.
- In regard to the “official capacity” test, it must clearly be your duty as a member of Council staff to attend the relevant function or event.

For example:

- If you are sent tickets worth over \$500 to a sporting event, but are not performing any Council competition duties the tickets would not be exempt hospitality.
- If you are formally representing your competition duties at an event, reasonable hospitality received at the function would be exempt.

Gifts received more than 12 months before engaging in competition activities are not counted.

2.25. An indirect interest due to being a Party to the Matter

You have an indirect interest in a matter if you or a member of your family have become an interested party by becoming a party to civil proceedings in relation to the matter.

This includes:

- being an applicant or respondent in a past or present court case
- being an applicant or respondent in a matter before a tribunal (such as VCAT).

There is no time limit on interests arising as a party to the matter.

2.26. An indirect interest due to Impact on Residential Amenity

You have an indirect interest in a matter if there is a reasonable likelihood that your residential amenity will be altered if the matter is decided in a particular way.

Note: your residential amenity can only be affected at a place where you live. Business premises or investment properties are not affected under this category.

2.3 General Exemptions

You do not have a conflict of interest in a matter if:

- the direct interest or indirect interest of the person is so remote or insignificant that the direct interest or indirect interest could not reasonably be regarded as capable of influencing any actions or decisions you make in relation to the matter; or
- the direct interest or indirect interest you hold is one held as a resident, ratepayer or voter and the interest is held in common with other residents, ratepayers or voters, and does not exceed the interests generally held by other residents, ratepayers, voters or people in a large class of persons; or
- you do not know the circumstances that give rise to the conflict of interest AND you would not be reasonably expected to know those circumstances.

Section 3: Other interests

Other interests may exist which are not a conflict of interest but which an objective observer would still consider might compromise the ability of the person to consider the matter impartially. These must also be disclosed.

Such other interests might include:

- previous employment or close working relationship with an organisation or persons with a direct interest
- close friendship or neighbour of a person having a direct or indirect interest
- a history of conflict or enmity with persons having a direct or indirect interest
- a personal obligation, allegiance or loyalty to an organisation or person having a direct or indirect interest

Section 4: Dealing with disclosable interests

4.1 Procedures

Where a competition participant perceives they have a Disclosable Interest the following process must be followed.

- a) The competition participant is required to notify the panel Chair of the existence of the Disclosable Interest, as soon as it is identified. In the event that the person making the disclosure is the Chairperson, the disclosure will be made to the Deputy Chairperson.
- b) Each competition participant is required to sign a Disclosable Interests and Confidentiality Declaration. The original of the completed Declaration is to be placed on the member's document files.
- c) To protect privacy, intimate information regarding the specific nature of the circumstances leading to the Disclosable Interest (romantic, sexual etc.) need not be divulged beyond that information which would reasonably be required in order to determine whether a Disclosable interest exists and the appropriate method of dealing with the interest.
 - (i) Once notified, the Chairperson must determine whether a Disclosable Interest exists. In assessing this issue, the Chairperson will also consider whether the particular interests or

personal circumstances of the person are likely to compromise, or are likely to be perceived as compromising, that person's ability to carry out his/her duties impartially.

- (ii) Once an assessment has been made, the Chairperson must notify the person of their decision.
- (iii) Where it has been decided that a Disclosable Interest exists, the Chairperson must either:
- (iv) authorise the person to continue his/her role in the matter and record the declaration of interest in the minutes of the panel meeting; or
- (v) remove the person from participation in the panel meeting.

4.2 Interests Precluding Participation in a Matter

Where the Disclosable Interest is also a conflict of interest, the Chairperson must not consider permitting the person's continuing participation on the panel.

Section 5: Protection from unfair consequences arising from disclosure

This protocol is developed to ensure Council's processes are transparent and meet the standards of accountability expected from the community. To this end, the aim is to encourage disclosure and an individual who discloses an interest can be assured they will not be the subject of unfair comment or treatment as a result.