

# GOVERNMENT ARCHITECT NEW SOUTH WALES

9<sup>th</sup> March 2022

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A/ Director, Place Making  
and Property  
Sydney Metro – Western  
Sydney Airport

**PROJECT:** Sydney Metro  
**RE:** Terms of Reference for the Sydney Metro Design Review  
Panel (Western Sydney Airport line and Metro West)

Dear ██████████

Please be advised that the Terms of Reference for the Sydney Metro Design Review Panel (Western Sydney Airport line and Metro West) were endorsed by Government Architect NSW on 4th March 2022, as attached to this letter.

These Terms of Reference meet the requirements of the Department of Planning and Environment condition of approval E71.

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██████████  
**Director of Design Excellence**  
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Attachment: Sydney Metro Design Review Panel (Western Sydney Airport line and Metro West) V 1.0

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# Sydney Metro Design Review Panel Terms of Reference

[ IMS/iCentral ref TBC]

Sydney Metro Integrated Management System (IMS)

<b>Applicable to:</b>	Western Sydney Airport Line and Metro West
<b>Document Owner:</b>	Director, Place Making and Precinct Activation
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## Document history

Version	Date of approval	Notes
1.0	4 March 2022	Endorsed by GANSW

## Table of contents

<b>Document history .....</b>	<b>2</b>
<b>1. Purpose and scope .....</b>	<b>5</b>
1.1. Sydney Metro Vision .....	6
1.2. DRP Scope .....	6
1.3. Sydney Metro Design Objectives .....	6
<b>2. Governance .....</b>	<b>7</b>
2.1. Relationships.....	7
2.2. Authority .....	7
<b>3. Roles &amp; Responsibilities .....</b>	<b>8</b>
3.1. Chair.....	8
3.2. Panel Members .....	9
3.3. Panel Advisor .....	10
3.4. Panel Coordinator .....	10
3.5. Invitees .....	11
<b>4. Meetings &amp; Advice .....</b>	<b>11</b>
4.1. Panel and Quorum .....	11
4.2. Frequency and location.....	12
<b>4.2.1. Design Development Schedule.....</b>	<b>12</b>
4.3. Agenda .....	12
4.4. Records of Advice .....	12
4.5. Tenure.....	13
4.6. Confidentiality and Conflicts of Interest .....	13
4.7. Panel remuneration.....	13
<b>5. Cessation Arrangements.....</b>	<b>13</b>
<b>6. Related documents and references .....</b>	<b>13</b>
<b>7. Superseded documents .....</b>	<b>14</b>
<b>Appendix A – Terminology for Record Keeping .....</b>	<b>15</b>

Figures

Figure 1: Sydney Metro	5
Figure 2: Relationship between DRP, GANSW and Sydney Metro	7
Figure 3: DRP structure	8

Tables

Table 1: Sydney Metro Design Objectives .....	7
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The DRP is established as part of Sydney Metro's approach to design excellence and to respond to conditions of approval for the Sydney Metro Western Sydney Airport Line (SSI 10051).



## 1.1. Sydney Metro Vision



### Vision

**“ Transforming Sydney with a new world class metro ”**

Sydney Metro’s mission is to deliver a world class, connected metro, which will provide more choice to customers and opportunities for our communities now and in the future.

Sydney Metro is also a unique opportunity to demonstrate an exemplary approach to integrated transport, land use planning, urban design and development.

Quality architecture, good urban design and a user friendly and inter-connected transport system are critical to ensuring that the Sydney Metro project meets customer needs and expectations and maximises its city shaping potential and broader urban benefits.

## 1.2. DRP Scope

The Sydney Metro Design Review Panel is established to:

- Provide independent expert advice and recommendations for consideration in the design development of stations and interchange areas, ancillary facilities and associated integrated station and precinct development.
- Review and endorse design integrity at key stages of the project.
- Support the achievement of the Sydney Metro Design Objectives and ensure quality design processes and outcomes
- Review and endorse updates to relevant project specific design guidelines.
- Satisfy design excellence objectives and requirements of planning approval conditions.
- Ensure that design excellence qualities of approved or awarded schemes are maintained.

## 1.3. Sydney Metro Design Objectives

To help meet Sydney Metro’s vision to transform Sydney with a world-class Metro, five design objectives have been identified to guide decision making and the design process. A design principle is prescribed to each design objective, describing the intention of the objective for the design of stations, station precincts and the wider metro corridor. Each objective aligns with Government Architect NSW’s *Better Placed*, as show in the table provided below:

Table 1: Sydney Metro Design Objectives

Design Objective	Relevant Better Placed objectives
<b>Objective 1: Ensure an easy customer experience</b>	Objective 4: Better for people – safe, comfortable and liveable Objective 5: Better working – functional, efficient and fit for purpose
<b>Objective 2: Be part of a fully integrated transport system</b>	Objective 5: Better working – functional, efficient and fit for purpose
<b>Objective 3: Be a catalyst for positive change</b>	Objective 7: Better look and feel – engaging, inviting and attractive Objective 6: Better value – creating and adding value
<b>Objective 4: Be responsive to distinct contexts and communities</b>	Objective 1: Better fit – contextual, local and of its place Objective 3: Better for community – inclusive, diverse and connected
<b>Objective 5: Deliver an enduring and sustainable legacy for Sydney</b>	Objective 2: Better performance – sustainable, adaptable and durable Objective 6: Better value – creating and adding value

## 2. Governance

### 2.1. Relationships

The relationship between the DRP, Sydney Metro and the Government Architect NSW (Chair) is shown in Figure 2 below.

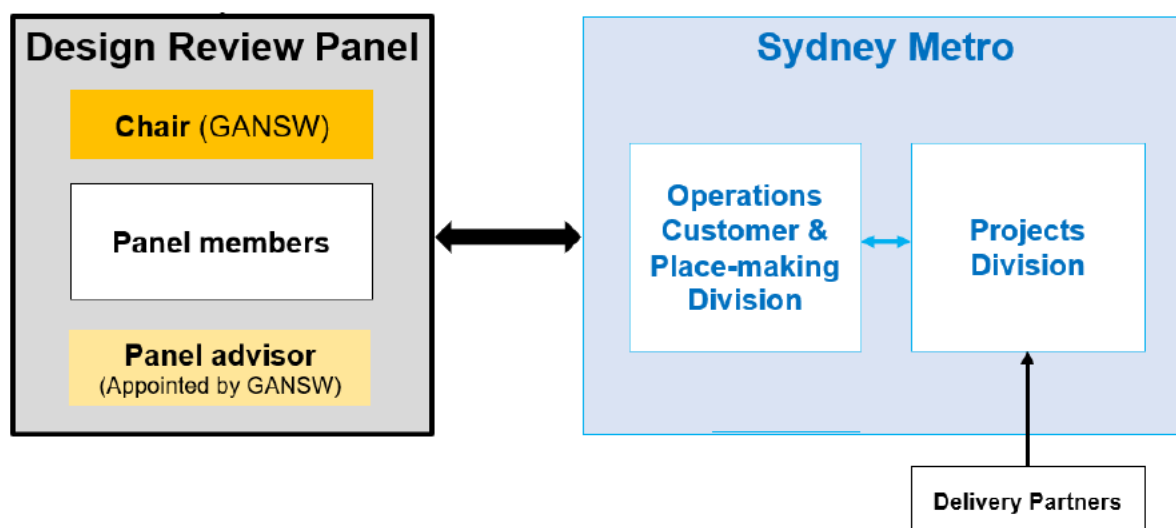


Figure 2: Relationship between DRP, GANSW and Sydney Metro

### 2.2. Authority

The authority of the DRP is as follows:



- The DRP is advisory and its recommendations are not binding on Sydney Metro.
- The DRP cannot authorise any expenditure, works or consultancies.
- The DRP does not have authority to vary the scope of works or project briefs and must consider budget limitations and project/program constraints as advised by Sydney Metro when providing advice.

The advice of the DRP must also be consistent with any planning approval relevant to the project being reviewed.

Sydney Metro's Deputy Executive Director, Place-making and Property (Operations Customer & Place-making Division) is authorised to resolve operational and management issues as required.

### 3. Roles & Responsibilities

The Chair and the Panel members of the DRP are supported by an independent Panel Advisor appointed by GANSW and a Sydney Metro Panel Coordinator (refer Figure 3). As required, the DRP may also seek the advice of special advisors and external stakeholder representatives. The roles and responsibilities of each are outlined below.

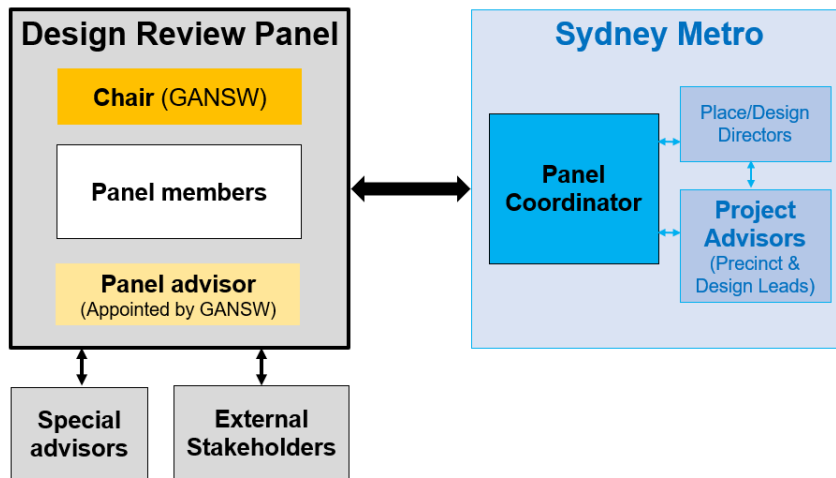


Figure 3: DRP Structure

#### 3.1. Chair

DRP meetings are chaired by the NSW Government Architect or their nominee. In the event of their absence, the Chair may nominate an Alternative Chair from the regular Panel members.

The responsibilities of the DRP Chair include:

- Chair meetings and facilitate effective participation of Panel members, special advisors and other invitees, in accordance with the terms contained in this document.
- Clarify and summarise comments and recommendations from Panel members, and subsequently provide advice to Sydney Metro, informed by the Panel's expertise.
- Respond to feedback from Panel members and Sydney Metro Panel Coordinator.
- Review and finalise records of advice.

The Chair may issue directions to the Panel advisor to ensure the proper functions and integrity of the DRP. This may include but is not limited to program, agenda and structure of advice.

### 3.2. Panel Members

The responsibilities of Panel members are to:

- Review material circulated prior to the meeting.
- Provide independent advice and recommendations to the Chair regarding design quality and potential design refinements and improvements as appropriate.
- Review, critique and advise on the application of project specific design guidelines to key design elements, including but not limited to:
  - place making
  - activation
  - heritage
  - urban design
  - streetscape / public domain
  - architecture
  - landscape architecture
- Provide advice that reflects best practice sustainability design measures and Objectives for Good Design as defined by 'Better Placed – an integrated design policy for the built environment of NSW (GANSW July 2017).
- Provide consistent quality advice that reflects GANSW's eleven principles of good design review: independent; accountable; expert; advisory; accessible; proportionate; timely; objective; for public benefit; improves quality; and consistent<sup>1</sup>.
- Reflect the Sydney Metro values of safety and wellbeing, collaboration, integrity, innovation, excellence and achievement.

<sup>1</sup> NSW State Design Review Panel Terms of Reference – Version 3, GANSW (2020)

On occasions, individual members of the DRP may be requested to advise on specific items relating to their field of expertise, subject to the discretion of the Chair.

### 3.3. Panel Advisor

The Government Architect NSW will appoint an appropriately qualified and experienced Panel advisor. An alternate Panel advisor may also be appointed to attend where the Panel advisor is absent or unavailable. The responsibilities of the Panel advisor are to:

- Review briefing material in advance of meetings.
- Liaise with the Chair and Panel Coordinator to determine when the advice of special advisors and external stakeholder representatives should be sought.
- Attend DRP meetings and provide support to the Chair and Panel members.
- Record Panel recommendations and distribute draft records of advice amongst Panel members for review (where required by the Chair).
- Issue records of advice to Panel Coordinator for technical review and distribution.
- Review Panel related content to Design Integrity Reports prepared by the Panel Coordinator.
- Ensure records of advice include a record of attendance and any Panel member Conflicts of Interest.

To ensure continuity of advice, changes to the appointment of the Panel advisor must be undertaken in consultation with Sydney Metro.

### 3.4. Panel Coordinator

Sydney Metro will appoint a Panel Coordinator as the primary point of contact between Sydney Metro and each DRP, and to provide support to the Chair and Panel advisor. The responsibilities of the Panel Coordinator are to:

- Confirm meeting agendas in consultation with the Panel advisor, including when the advice of special advisors and external stakeholder representatives should be sought.
- Issue meeting invitations to all relevant parties.
- Organise and maintain the design review calendar.
- Conduct DRP briefings.
- Issue briefing packs to the Panel, special advisors and external stakeholder representatives when required a minimum of 5 working days prior to meetings.
- Distribute records of advice issued by the Panel Advisor.
- Maintain a Design Integrity Tracking Register, to record DRP advice and recommendations, and the project design response, including justification when the advice is not adopted, where possible.
- Maintain a Conflicts of Interest register.

### 3.5. SM Project Advisor

- Liaise with Panel Coordinator in relation to briefing material in advance of meetings, as required.
- Advise design teams on content and presentation formats.
- Prepare and present panel pre-briefings, including summary of matters covered at previous meeting(s), stakeholder views and outline advice sought on key issues to be addressed.

### 3.6. Invitees

Special advisors and external stakeholders may be invited periodically to participate in DRP meetings to advise on local issues and design outcomes as they relate to matters of interest. The Chair will liaise with the Panel advisor and Panel Coordinator to identify relevant meetings to which invitees may be asked to attend.

Invitees may be asked to provide a short presentation of relevant background, contextual information or advice on specific matters relevant to the DRP's scope, and may be asked to provide clarification or respond to questions from the DRP during deliberations, at the discretion of the Chair.

The Chair may request that Sydney Metro appoint special advisors to provide independent expert advice to the Panel, with expertise in relevant fields including, but not limited to the following:

- Aboriginal cultural heritage and cultural values
- Sustainability
- Active transport
- Non-Aboriginal cultural heritage
- Customer experience/ community integration

Invitees will receive two weeks' notice, where possible, and will be briefed by the Panel Coordinator and relevant project members prior to the relevant meeting. All invitees will be subject to the same confidentiality and conflict of interest requirements as Panel members.

## 4. Meetings & Advice

### 4.1. Panel and Quorum

Panel members are nominated by GANSW in consultation with Sydney Metro and comprise suitably qualified, experienced and independent professionals in the following fields:

- Architecture.
- Urban design.
- Landscape Architecture.

Three (3) members (inclusive of the Chair) are required to constitute a quorum. If the Chair is unavailable, they may nominate an Alternative Chair from amongst the regular Panel members.

#### 4.2. Frequency and location

Panel meetings will be held up to twice per month, as required to meet specific project requirements. Where possible, Panel members will be given two (2) weeks notice should any extraordinary meeting be required.

Meetings will be held via video conference on Microsoft Teams, at the Sydney Metro Office, located at Level 43, 680 George Street, Sydney, or as otherwise agreed by the Panel.

#### 4.3. Design Development Schedule

A design development schedule, including details of when particular elements of the detailed design are expected to be available for review by the DRP, will be maintained by the Panel Coordinator. The schedule will be updated every three months.

The Panel Coordinator is responsible for ensuring that all items required to be addressed can be reviewed and evaluated by the DRP in advance of key project milestones and in time to influence design outcomes.

#### 4.4. Agenda

An agenda and briefing pack will be distributed a minimum of three (3) business days prior to each meeting, to Panel members and any special advisors. Presenters may revise / update their presentations for the meeting recognising the need to optimise the advice and that design development can occur between submitting a draft presentation and the meeting.

Panel members will be expected to review material circulated prior to the meeting and to review and confirm records. The DRP is expected to provide verbal advice and comments at meetings. Deliberations are to occur during these presentations, unless a closed session is requested by the Chair.

Feedback from the deliberation will be summarised verbally by the Chair and recorded in the records of advice by the Panel Advisor. All discussions, including any material provided before, during or after the meeting, must be treated as confidential by Panel members and invitees.

Panel meetings, including video-conference meetings, must not be recorded.

#### 4.5. Records of Advice

Records of advice for each meeting will be taken by the Panel advisor and will comprise of:

- Records of attendance
- Updates to declared conflicts of interest
- Summary of advice and recommendations

Draft records of advice will be issued by the Panel advisor to the Chair for review and endorsement. The final record of advice will be issued to the Coordinator within five (5) business days of each meeting.

Records of advice may be required to be provided to the DPE to support planning approval processes.

All records of advice are confidential, unless where submitted to satisfy a condition of consent or development application.

## 4.6. Tenure

Panel membership will be reviewed in June 2023.

A Panel member wishing to resign from the Panel must do so in writing. Termination of a Panel member is subject to the agreement of the Chair and Panel Coordinator, and is to be notified to the GANSW.

## 4.7. Confidentiality and Conflicts of Interest

Information relating to Sydney Metro projects undertaking design review is communicated to attendees in the strictest of confidence. Panel members, the Panel advisor and DRP invitees will be required to sign a confidentiality agreements and conflict of interest statements prior to attendance at their first meeting.

Panel members and special advisors will be expected to abstain from reviewing any proposals for which they have tendered or been commissioned, or any proposals for which they intend to tender in the future.

Panel members must advise the Chair of any conflicts of interest, and these will be noted in records of advice. A conflict of interest register will be retained and updated as required by the Panel Coordinator .

## 4.8. Panel remuneration

Remuneration rates for Panel members will be consistent with the rates for State Design Review Panel (SDRP) members.

# 5. Cessation Arrangements

The DRP will continue to function until the detailed design process of the relevant projects is complete. The cessation of the DRP is to be confirmed in writing by GANSW and submitted to the Planning Secretary.

# 6. Related documents and references

### Related Documents and References

- Connecting With Country Draft Framework – Issue 1, GANSW (2020)
- NSW State Design Review Panel Terms of Reference – Version 5, GANSW (2021)
- Better Placed – An integrated design policy for the built environment of NSW, GANSW (2017)
- EIS: Sydney Metro - Westmead to The Bays and Sydney Concept and Stage 1

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| <ul style="list-style-type: none"><li>• EIS: Sydney Metro – Western Sydney Airport Line</li><li>• EIS: Sydney Metro – Western Sydney Airport Line, Appendix D, Design Guidelines</li></ul> |
| <ul style="list-style-type: none"><li>• Sydney Metro West Design Guidelines</li></ul>  |

## 7. Superseded documents

### Superseded Documents

There are no documents superseded as a result of this document.



## Appendix A – Terminology for Record Keeping

DAP record	Descriptor	Status in record	Further action by
ACCEPTS	The Panel <b>accepts</b> the design as presented with no qualifications	Closed (if final design)  Open (if there are further stages of design)	n/a
ACCEPTS WITH QUALIFICATION(S)	The Panel <b>accepts</b> the design as presented with qualification(s)  [qualifications(s) are described]	Closed  Open (if a further presentation to the Panel is requested to demonstrate how the qualifications are addressed)	Project Team
NOT SUPPORTED	The Panel <b>does not support</b> the design as presented with reasons identified	Open	Project Team
ENDORSED	The Panel <b>endorses</b> that <b>Design Excellence</b> has been achieved  or  Panel <b>endorses</b> that a <b>Condition of Approval</b> requirement has been achieved	Closed	n/a