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URBIS

CENTRAL BARANGAROO

DESIGN EXCELLENCE STRATEGY

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1. INTRODUCTION AND OVERVIEW

1.1. DESIGN EXCELLENCE STRATEGY

This Design Excellence Strategy (**Strategy**) proposed by the Central Barangaroo Developer (Aqualand) establishes the framework within which the Central Barangaroo Developer will achieve design excellence for a mixed-use development comprising residential, retail, commercial and community land uses at Central Barangaroo (**the site**).

This Strategy relates exclusively to the Central Barangaroo Blocks 5, 6 and 7 of the approved Barangaroo Concept Plan (**MP06_0162**). This Strategy accompanies a Section 75W application prepared for Infrastructure NSW to modify Concept Plan MP06_0162 (MOD 9).

The Central Barangaroo Developer is fully committed to achieving design excellence within the Central Barangaroo precinct, to deliver the highest standard of architectural, urban and landscape design and continue the exemplar urban design response along the western Sydney Harbour foreshore. The objective of the development is to create a fully integrated precinct whereby the individual uses, architecture, art and landscape combine to create a holistic experience for the surrounding community, visitors, its residents and occupants.

The Strategy for Central Barangaroo:

- Will deliver a world class design outcome that considers and respects the established design principles for the site.
- Will result in diversity in architecture to create interest, variety, and an activated precinct.
- Considers the specific bespoke nature and characteristics of the development, including the numerous technical, planning and stakeholder constraints, contributing to an extremely complex brief that requires an in-depth understanding, detailed interrogation and a reiterative process of testing as the design develops.
- Will allow the development to commence at the earliest possible time, ensuring the development can be completed quickly.
- Considers the importance of a highly coordinated and collaborative approach to design that enables the scheme to be composed by the team of aligned and sympathetic co-contributors, working both together and individually.
- Takes advantage of the already established Infrastructure NSW Design Excellence Advisory Panel (**Infrastructure NSW DEAP**) that will provide independent guidance and advice to ensure a rigorous process is followed, and that Design Excellence is achieved and maintained.

This Strategy has been prepared in accordance with the applicable design excellence provisions of clause 19 of Appendix 9 of the *State Environmental Planning Policy (State Significant Precincts) 2005 (Precincts SEPP)*.

The Strategy describes a process that will ensure that design excellence requirements for future State Significant Development Applications (**SSDAs**) at Central Barangaroo are met. The Strategy will involve the direct appointment of a select team of highly experienced, respected and regarded architects. This will consequently require the future submission of requests to waive the requirement under clause 19(3) of the Precinct SEPP to undertake a design competition for the erection of any new building greater than Reduced Level (RL) 57, or on a site of greater than 1,500 square metres, to enable this alternative process to occur.

In the event there is a need to change the architects or appoint additional architects as the stages progress, there is scope within this Strategy to do this, provided the objectives of the Design Strategy are met.

This Strategy is consistent with the objectives of the Government Architect NSW's *Better Placed Policy 2018* and the principles of the Government Architect NSW's *Draft Design Excellence Competition Guidelines 2018*.

It is requested that this Strategy is endorsed as part of the MOD 9 Application.

1.2. BACKGROUND TO BARANGAROO

1.2.1. Barangaroo Precinct

Barangaroo is a globally recognised 22-hectare urban renewal project located on the western harbour foreshore of Sydney's CBD. The redevelopment of Barangaroo is one of the most recognised waterfront urban renewal projects and seeks to regenerate a once neglected and inaccessible area of the city into a new iconic western city edge of buildings, headlands and parklands. Barangaroo's public domain will strengthen Sydney's status as a harbour city by embracing the harbour's greatest assets – its green headlands and public access to the foreshore. As Australia's first carbon neutral urban precinct, Barangaroo showcases world-class sustainability, whilst delivering extensive new foreshore public spaces on Sydney Harbour, international design excellence, the implementation of leading technologies and public art and cultural programs.

Barangaroo's mixed use development framework creates three connected precincts each with their own distinct character, known as *Barangaroo Reserve*, *Barangaroo South* and *Central Barangaroo* (as discussed in **Section 2.1**). The Sydney Metro Barangaroo Station (**Barangaroo Station**) is currently under construction and will significantly improve access for visitors, residents, workers and shoppers alike and transform how people arrive in Sydney CBD and on the harbour foreshore.

1.2.2. Planning Framework

The redevelopment of Barangaroo is guided by the Precincts SEPP and the Concept Plan for Barangaroo (MP 06_0162) which was approved in February 2007 by the then Minister for Planning under Part 3A of the *Environmental Planning and Assessment Act 1979 (EP&A Act)*. The Barangaroo Concept Plan creates a development framework of streets and development blocks that is delivering a dynamic mix of commercial, residential, tourist, retail, community and cultural uses, whilst ensuring the dedication of 50% public open space on or close to the harbour foreshore.

The Barangaroo Concept Plan has since been modified ten times and is to be concluded with the submission of MOD 9. MOD 9 seeks consent for modifications to the approved Barangaroo Concept Plan MP06_0162 (as modified) in relation to Central Barangaroo and Barangaroo Reserve. Specifically, this will result in modification to the Concept Plan for Blocks 5, 6 and 7, revision to the Statement of Commitments, and amendment to the Precincts SEPP as it applies to Barangaroo.

The intent is to provide a built form and density within an iconic harbourside location that is commensurate with Sydney's identity as a global city and will ensure the future built form of the site responds to the strategic site location and opportunity to suitably integrate land use and transport and enhance the public benefits of the precinct. MOD 9 also seeks to ensure the proposed built form creates an appropriately scaled visual transition between the natural setting and scale of Barangaroo Reserve, to the bustling, high rise central business district scale of Barangaroo South.

1.2.3. Requirement for Design Excellence

This Strategy has been prepared in accordance with the applicable design excellence provisions of clause 19 of Appendix 9 of the Precincts SEPP as follows:

- (1) *Consent must not be granted to development involving the erection of a new building or external alterations to an existing building unless the consent authority has considered whether the proposed building exhibits design excellence.*
- (2) *In considering whether the proposed building exhibits design excellence, the consent authority must have regard to the following matters—*
 - (a) *whether a high standard of architectural design, materials and detailing appropriate to the building type and location will be achieved,*
 - (b) *whether the form and external appearance of the building will improve the quality and amenity of the public domain,*
 - (c) *whether the building will meet sustainable design principles in terms of sunlight, natural ventilation, wind, reflectivity, visual and acoustic privacy, safety and security and resource, energy and water efficiency,*

(d) if a design competition is required to be held in relation to the building, as referred to in subclause (3), the results of the competition.

- (3) Consent must not be granted to the following development unless a design competition has been held in relation to the proposed development—
- (a) the erection of a new building that will be greater than Reduced Level (RL) 57,
 - (b) the erection of a new building on a site of greater than 1,500 square metres.
- (4) Subclause (3) does not apply if the Secretary—
- (a) certifies in writing that the development is one for which an architectural design competition is not required because of the excellence of the proposed design for the development concerned, and
 - (b) is satisfied that—
 - (i) the architect responsible for the proposed design has an outstanding reputation in architecture, and
 - (ii) necessary arrangements have been made to ensure that the proposed design is carried through to the completion of the development concerned.

This Strategy has been developed to ensure future development on the site exhibits design excellence and achieves a high standard of architectural design, materials and detailing appropriate to the building type and location.

Future SSDAs will need to be accompanied by requests to waive the requirement under clause 19(3) of the Precinct SEPP to undertake a design competition for the erection of any new building greater than Reduced Level (RL) 57, or on a site of greater than 1,500 square metres, to enable this alternative process to occur. This Strategy ensures that the Secretary will be able to be satisfied in the future (for each relevant future SSDA) that design excellence will be able to be achieved and that the pre-conditions in clause 19(4) of the Precincts SEPP will be able to be met. This is discussed further in **Section 5** of this Strategy.

1.2.4. Compliance with Statement of Commitments

This Strategy has also been prepared in accordance with the amended Statement of Commitments for Central Barangaroo MOD 9 (MP06_0162), as outlined in **Table 1**.

Table 1 Design Excellence Strategy Commitments

Commitment	Compliance with Commitment
1. A Design Excellence Strategy that clearly articulates a process to achieve quality in both the private built form and the detailed design of the public domain (streets, pedestrian connections, parks and squares) is to be prepared.	This Strategy identifies the process to achieve design excellence on the site.
2. The Design Excellence Strategy may include the preparation of site-specific design guidelines, articulate a process(es) for the conduct of design competitions for major developments and the design of public open spaces, and/or establish a competitive process for individual development sites.	This Strategy establishes the design excellence process for individual development blocks within the site. Site specific design Guidelines for built form, streets, parks and public spaces have been developed by Hassell and are included in the Urban Design Report submitted in the MOD 9 application.
5. The Design Excellence Strategy is to be submitted by the Working Group to the Barangaroo Planning Reference Group of the equivalent body. The Barangaroo Planning Reference Group or equivalent body will report to the IPCC on relevant matters as recommended by the proponent team and the Working Group. The Proponent will report	The Central Barangaroo Developer will demonstrate compliance with this condition following submission of the Strategy. It is noted that the established Infrastructure NSW DEAP will provide independent guidance and advice to

Commitment	Compliance with Commitment
<i>to the Barangaroo Delivery Authority on recommendations from the Working Group.</i>	ensure a rigorous process is followed and that Design Excellence is achieved and maintained.
<i>6. Following endorsement, the Design Excellence Strategy is to be made publicly available in a manner to be determined by the Barangaroo Planning Reference Group or equivalent body.</i>	The Central Barangaroo Developer will demonstrate compliance with this condition following endorsement of the Strategy.

2. SITE AND SURROUNDS

2.1. SITE DESCRIPTION

The Barangaroo precinct comprises a total land holding of approximately 22ha and is located on the north-western edge of the Sydney CBD within the City of Sydney Local Government Area (**LGA**). Barangaroo runs north-south between Hickson Road and the western foreshore of Sydney Harbour, connecting the north-west edge of the city's business centre with the historic and cultural precincts of Millers Point and Walsh Bay.

The Barangaroo precinct is divided into three distinct developable areas:

- Barangaroo South (approx. 7.5 hectares) – comprising a six-hectare foreshore parkland.
- Barangaroo Reserve (approx. 6.1 hectares) – a commercial and residential precinct featuring world class dining, retail, and premium waterfront office space.
- Central Barangaroo (approx. 5.2 hectares) - the final precinct within Barangaroo to be realised, proposed as a dynamic mixed-use foreshore precinct that draws together and integrates high quality foreshore public spaces with city living, next generation workspace, community and cultural uses, a shopping and dining precinct, and Barangaroo Station.

This Strategy relates exclusively to the Central Barangaroo, which is located at Lot 52 DP 1213772. The site is owned by the NSW State Government through Infrastructure NSW to ensure the development is delivered in a coordinated and financially responsible manner as provided for in the *Barangaroo Act 2009*.

Within the Central Barangaroo site, this Strategy relates to Blocks 5, 6 and 7 as follows:

- **Block 5** is bound by Hickson Road to the east, Block 6 to the north, and the public open space to the west. The total area of Block 5 is approximately 1.14 ha.
- **Block 6** is bound by Hickson Road to the east, Block 7 to the north, and the public open space to the west. The total area of Block 6 is approximately 0.543 ha.
- **Block 7** is bound by Hickson Road to the east, the harbour foreshore to the north, and the public open space to the west. The total area of Block 7 is approximately 0.623 ha.

The location of Central Barangaroo is illustrated in **Figure 1** and the identification of the development blocks is illustrated in **Figure 2**.

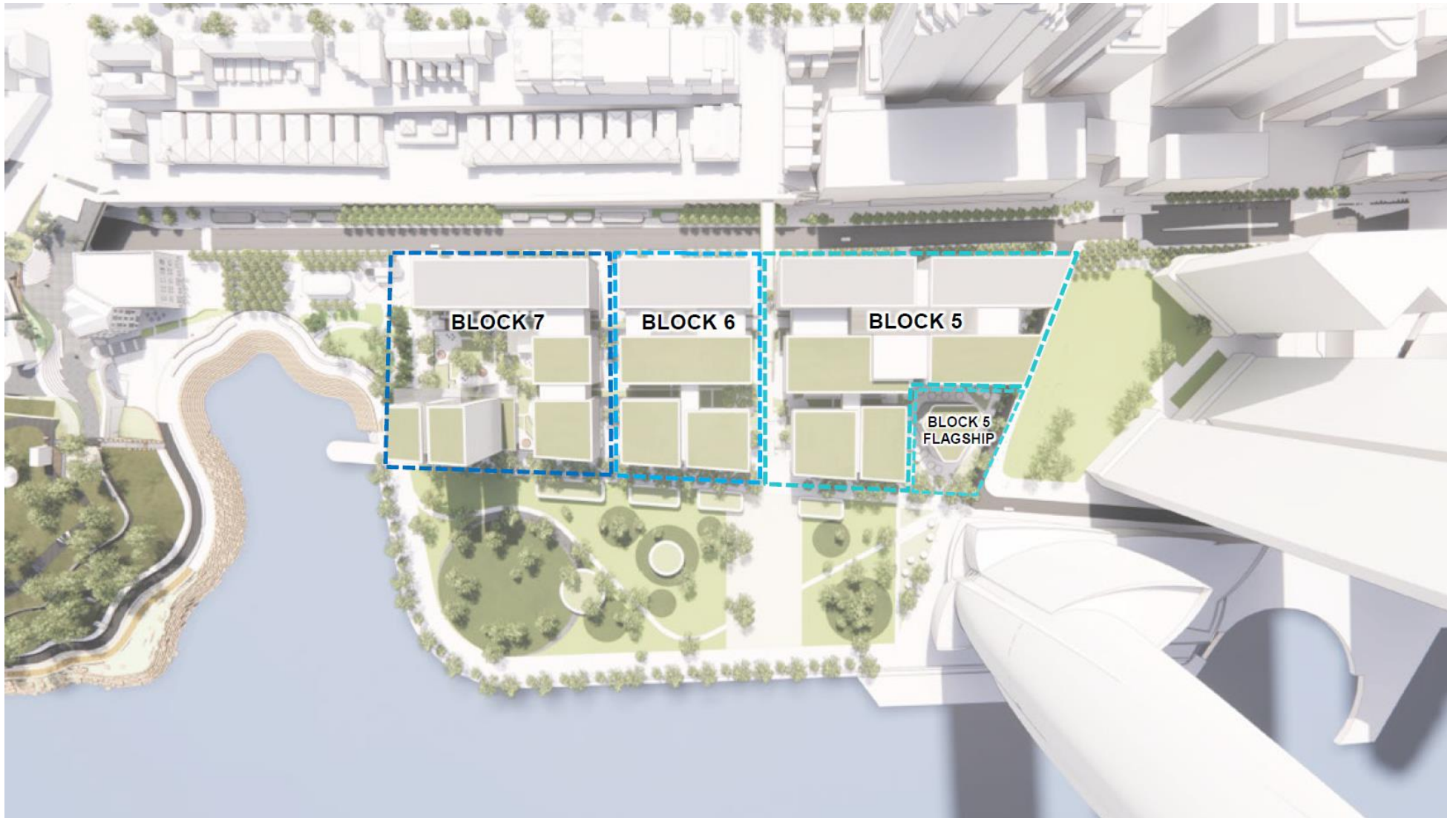
Figure 1 Central Barangaroo in the regional context



Source: Infrastructure NSW

These areas are identified in **Figure 2** overleaf.

Figure 2 Identification of Central Barangaroo blocks



Source: Hassell and Aqualand

2.2. SITE SURROUNDS

Current land uses in the immediate vicinity of the site are diverse, including large commercial premises, restaurant, cafes, terrace housing and residential high-rises, and public parks. Existing and future land uses in proximity to the site are as follows:

- **North:** Barangaroo Reserve is located to the north of the site, providing 6ha of open space adjacent to Sydney Harbour. Construction of Barangaroo Reserve commenced in May 2012 and was completed in August 2015. Barangaroo Reserve features more than 10,000 sandstone blocks along the foreshore, which were extracted from beneath the Cutaway and the underground car park.
- **East:** To the immediate east of the site is Hickson Road, the northerly continuation of Sussex Street. Hickson Road provides a clear interface between the development of the Barangaroo precinct and the heritage character of Millers Point above. Millers Point contains many of Sydney's heritage listed building related to the area's maritime history, including small workers cottages, grand Edwardian terraces, stately homes and apartment blocks. Barangaroo Station is currently being constructed beneath Hickson Road. Further east is Observatory Hill, a State Significant heritage item.
- **South:** To the south is Barangaroo South, a mixed-use neighbourhood which accommodates completed and approved commercial office buildings, residential apartments, shops, cafes, restaurants, a resort hotel and gaming facilities, and community uses, as well as public open space and transport infrastructure. Development within the southern precinct include:
 - The Renzo Piano designed residential towers located within Block 4A and Block 4B of Barangaroo South which will comprise three residential buildings known collectively as 'One Sydney Harbour'. The development consists of Building R4B (a 60-storey residential building comprising 297 apartments), Building R4A (a 72-storey residential building comprising 327 apartments) and Building R5 (a 29-storey mixed use building). The One Sydney Harbour towers are currently under construction.
 - The International Towers (Towers One, Two and Three) comprise three commercial office buildings up to a maximum of 51-storeys in height. The towers were designed by Rogers Stirk Harbour + Partners and were completed in 2016.
 - The Crown Sydney Hotel Resort is a 71-storey mixed-use hotel located on the northern boundary of Barangaroo South. The towers were designed by UK Architect Wilkinson Eyre and completed in 2020, and accommodates a hotel, restaurants, bars and a luxury spa.
 - A development application for the construction of a public pavilion and other associated works known as 'Pier Pavilion' located at Watermans Cove was lodged in April 2021 to the City of Sydney Council. The Pier Pavilion is the result of a two-stage design competition and designed by SPRESSER and Peter Besley.
- **West:** To the west of the site is the waters of Darling Harbour, and beyond this Pyrmont and Balmain East.

3. CENTRAL BARANGAROO VISION

3.1. OVERVIEW

Central Barangaroo is proposed as a dynamic mixed-use foreshore precinct that draws together and integrates high quality foreshore public spaces with city living, next generation workspace, community and cultural uses, a bustling shopping and dining precinct, all easily connected to Sydney’s new metro network.

As Barangaroo’s keystone project, Central Barangaroo will complete the sweep of city and foreshore experiences along the western waterfront of Sydney’s CBD to become the vibrant civic and community heart of Barangaroo.

Barangaroo Station will significantly improve access for visitors, residents, workers and shoppers alike and transform how people arrive in Sydney CBD and on the harbour foreshore. Central Barangaroo will connect seamlessly to the new metro station and create the new place to arrive in and experience the city.

Central Barangaroo comprises the remaining development Blocks 5, 6 and 7 of the approved Barangaroo Concept Plan. The built form seeks to create an appropriately scaled visual transition between the natural setting and scale of Barangaroo Reserve to the bustling, high rise central business district scale of Barangaroo South. Ultimately the precinct will be crafted and bespoke with elements of surprise and delight, and will have a sophisticated, creative, relaxed and ambient environment.

The indicative vision for Central Barangaroo is illustrated in **Figure 3**.

Figure 3 Indicative Vision of Central Barangaroo



Source: Hassell

3.2. PRECINCT OBJECTIVES

In the context of the Barangaroo precinct, the overall key objectives for Central Barangaroo are to:

- Deliver an innovative, creative and dynamic waterfront destination that is permeable and connected within the precinct and connected with the city, and is civic and urbane in nature;
- Create a multi-layered experience, connecting Barangaroo Station with the public and private uses above;
- Ensure the delivery of design excellence in the planning and built form of the precinct, creating a diverse community of architectural expression within an overall coherent urban structure – where the spaces between buildings are as important as the buildings themselves;
- Deliver diversity of products and uses integrating commercial, residential, retail, community, education, civic, cultural and entertainment activities which contribute to a vibrant and active identity, and need to be integrated in a very considered way;
- Create and deliver a public domain that is distinct, unique and innovative and allows for range of passive and active outdoor spaces and uses that together create a new iconic visitor attraction, consistent with the Infrastructure NSW's Activation Framework;
- Deliver a balance of financial return and public benefit and amenity across the precinct;
- Deliver a culturally distinctive, locally relevant, and internationally appealing canvas for appropriate facilities, experiences and public art;
- Deliver a materiality which promotes a sense of place and acknowledges the site's location between the oldest and newest parts of the city and connects the historic precinct to the north and the new development at Barangaroo South to the south;
- Ensure high levels of public attraction, operational serviceability, amenity, and security across the precinct and during staging; and
- Extend the principles and networks of the climate positive promise in line with current world's best practice to deliver a whole of Barangaroo outcome and create projects that respond visibly to the sustainable needs of people and the planet.

3.3. CORE PRINCIPLES

The core principles for the design and development of Central Barangaroo will give effect to the precinct objectives previously outlined and include:

- Ensuring the delivery of 50% of Barangaroo as public open space, is maintained;
- Development to occur generally within existing development zones, footprints and with moderated height controls;
- Provision of alternate sites outside the development zone for the future delivery of a cultural venue;
- Connection and integration with adjacent precincts;
- A high level of flexibility allowing the range of uses to evolve over time;
- Contribution to the existing Barangaroo sustainability targets;
- Design excellence in the Master Plan framework that provides opportunities for design excellence in development of built form and public domain outcomes;
- Ensuring appropriate commercial returns are delivered to the NSW Government across the Barangaroo project; and
- Consideration of effective staged opening and operation of completed development parcels.

These principles have since been reviewed in response to ongoing changes in planning and transport infrastructure within the City and wider Western Harbour, as well as community and stakeholder consultation activities and consideration of impacts to ensure the principles remain relevant and responsive to the evolving urban morphology of the surrounding area.

MOD 9 largely reaffirms these principles and as illustrated in the indicative photomontage prepared by Hassell (**Figure 3**) interprets these principles into a concept scheme. The development of this concept scheme has undertaken a lengthy and iterative design testing and review process, to ensure the established principles are carried through and design excellence is achieved and maintained.

4. DESIGN EXCELLENCE PROCESS

4.1. KEY OBJECTIVE

The objective is to create a fully integrated, vibrant and immersive precinct whereby the uses, architecture, art and landscape combine to create a holistic experience for residents, office workers and the public. This will require a coordinated and cooperative approach to design led by a master architect.

In order to create true diversity and interest, the Strategy proposes that a team of multiple architects will be engaged that will work closely together to craft a bespoke and unique development. Whilst diversity in architecture is key, the design needs to be tied together in harmony via unifying themes or elements which will be agreed and implemented by the team of architects. This will require a highly coordinated and cooperative approach to design. The appointed team therefore must comprise of an aligned and sympathetic group of co-contributors, working both together and individually.

The architects must be experts in context, materiality and placemaking with a proven track record in high quality lower scale buildings and civic spaces. They must also share a common approach to design and be compatible in terms of design language and style and have a genuine willingness to work together to craft the scheme in every aspect. The design process needs to be incredibly well considered and will need time to develop the scheme to its full potential.

4.2. A HISTORY OF DESIGN REVIEW FOR CENTRAL BARANGAROO

This Strategy builds upon the extensive history of design development and review processes undertaken for the Central Barangaroo precinct since project inception. The Central Barangaroo Developer recognises the importance and beneficial role that competitive design review has on design excellence outcomes sought by relevant authorities and expected by the public within such a significant precinct. A brief summary of the history of design review for the Central Barangaroo precinct is outlined as follows:

- In May 2011, the NSW Premier announced that an independent review (**the Sussex Penn Review**) of compliance with the planning approval processes (and decision making in relation to such processes) would be undertaken in relation to Barangaroo. A key outcome of the Sussex Penn Review was the establishment of the Barangaroo Delivery Authority Design Review Panel (**BDA DRP**) to guide all design decisions influencing the precinct's development and provide independent design excellence advice on significant planning applications as required.
- In January 2013, Infrastructure NSW engaged a collaborative design team led by SOM to develop the Central Barangaroo Master Plan Framework (**SOM Framework**). The SOM Framework (2015) established a structure of key urban and civic elements for Central Barangaroo, including development massing, pedestrian connectors, a street network, development blocks and public domain.
- Over the next period, countless iterations were tested and explored, seeking to establish the best outcome for Central Barangaroo. This included revisions of the SOM Framework in both 2015 and 2020. With certain principles being fixed, the revisions respond to the ongoing changes in planning and transport infrastructure within the City and wider Western Harbour, as well as community and stakeholder consultation activities and consideration of impacts. It is noted that the key objectives and principles were largely re-affirmed during these reviews, with key changes resulting to the built form and public domain outcomes, as well as connectivity and access throughout the precinct.
- The Central Barangaroo Developer appointed Hassell as the lead architect to complete the overall built form and landscape design concept, reference design and Urban Design Report for the MOD 9 application. Hassell has sought to implement the design principles and objectives of the SOM Framework into these documents to facilitate a continuation of the design review process and ensure the integrity of the Central Barangaroo concept is retained.
- During this time, Hassell has worked collaboratively with the Central Barangaroo Developer and has responded to presentations to the Infrastructure NSW DEAP (which has since replaced the functions of the former BDA DRP).

The above process demonstrates a commitment to embedding the design excellence and design review process throughout the life of the project.

4.3. CREATING A UNIQUE DEVELOPMENT

This Strategy is the outcome of a considered review of a range of design excellence process options by the Central Barangaroo Developer, which include:

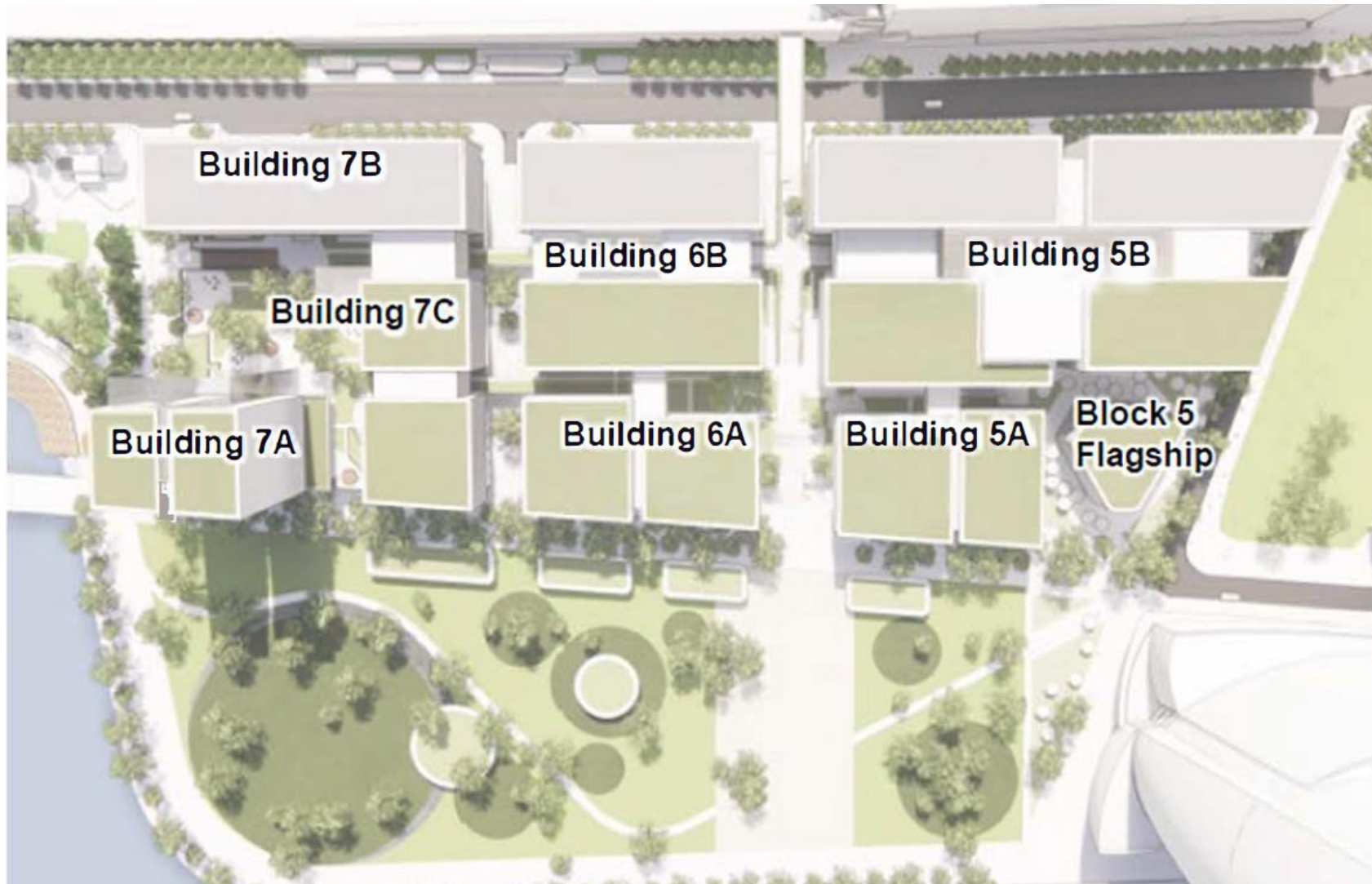
1. International design competition
2. Architect selection process by Expression of Interest
3. Nominate a team of collaborating architects for the built form, retail fit-out, streets and public domain for Blocks 5, 6 and 7.

The need for the specialised approach to design excellence arises from the specific bespoke nature and characteristics of the development. A key objective of the Strategy is to deliver a diverse community of architectural expression within an overall coherent urban structure within a time efficient manner to meet the accelerated construction period for the precinct.

Other considerations include:

- The need for the scheme to be an extremely well-considered composition, tied together with unifying themes and elements, which would require a team of aligned and sympathetic co-contributors, working both together and individually.
- A desire to leverage local knowledge and supports local talent, practices and jobs.
- The numerous technical, planning and stakeholder constraints, contributing to an extremely complex brief that requires an in-depth understanding, detailed interrogation and a reiterative process of testing as the design develops.
- The necessity to compose the public spaces between the buildings, including the integration of landscaping, art and active uses.
- The already established Infrastructure NSW DEAP will provide independent guidance and advice to ensure a rigorous process is followed, to achieve design excellence.
- The desire to complete the development as soon as possible.
- The challenges presented by COVID-19, in particular, restrictions on international travel.
- The impact of the design requirements outlined in the recently implemented *Design & Building Practitioners Act 2000*.
- Key design features and design requirements specific to each block, as outlined in **Table 2** and illustrated in **Figure 4**.

Figure 4 Identification of Central Barangaroo blocks and buildings referred to in Table 2



Source: Aqualand

Table 2 Preliminary Design Brief per Block and Building

Block	Building	Building Type	Defining Features	Design Strategy
Block 5	Building 5A	Premium Office	Civic quality gateway building. Must relate to the park and create a sense of place. Must enhance activity and vibrancy of the spaces surrounding it. Backdrop to entertainment/cultural use of the park.	Buildings 5A & 6A to be designed as a pair by two separate architects in close collaboration.
	Building 5B	Premium Office (Atrium)	Civic quality gateway. Must form a strong civic edge to Hickson Road. Best in class office building. Interior to be world class. Strong relationship with Building 6B and Hickson Park.	Buildings 5B & 6B to be designed by two separate architects in close collaboration.
	Flagship Building	Flagship Retail	Iconic building that creates a gateway to Harbour Park and Central Barangaroo.	Scentre Group as Lead Architect in collaboration with the above ground team of architects.
	Ground floor retail and public realm interface		The ground plane will be activated through integration of the public realm with active street frontages that provide a canvas for leading and evolving retail trends.	Scentre Group as Lead Architect in collaboration with the above ground team of architects.
Block 6	Building 6A	Premium Office	Sister building to 5A. Civic quality gateway building. Must relate to the park and create a sense of place. Must enhance activity and vibrancy of the spaces surrounding it. Backdrop to entertainment in the park.	Buildings 5A & 6A to be designed as a pair by two separate architects in close collaboration.
	Building 6B	Premium Office (Atrium)	Cultural heart of the development. Cornerstone building. Must form a strong civic edge to Hickson Road. Best in class office building. Interior to be world class. Strong relationship with Buildings 5B, 6A and 7B.	Buildings 5B & 6B to be designed separately by two separate architects in close collaboration. Cornerstone building that links Blocks 5 and 7 and ties all surrounding buildings together.

Block	Building	Building Type	Defining Features	Design Strategy
	Ground floor retail and public realm interface		The ground plane will be activated through integration of the public realm with active street frontages that provide a canvas for leading and evolving retail trends.	Scentre Group as Lead Architect in collaboration with the above ground team of architects.
Block 7	Building 7A	Premium Residential Tower	A dignified world class building that exhibits an inherent quality that sets it apart from other buildings. Must be unique, iconic yet timeless. Act as a marker of the precinct and Barangaroo Station. Must display exceptional quality. Materiality important and must differentiate itself from the Crown Sydney Hotel Resort and One Sydney Harbour towers.	Buildings 7A, 7B, 7C, & Level 1 terrace to be designed as composition by single architect.
	Building 7B	Campus office or residential	Civic quality gateway building. Must contribute to the Hickson Road streetscape as well as the Level 1 Terrace. Human scale and materiality that enhances a sense of place. Attractive courtyard design to underpin the active uses and create a destination.	Buildings 7A, 7B, 7C, & Level 1 terrace to be designed as composition by single architect.
	Building 7C	Campus office or residential	Civic quality building overlooking Foreshore Park. Must relate to the park and create a sense of place. Must enhance activity and vibrancy of the spaces surrounding it, particularly the Level 1 terrace. Human scale and materiality that enhances a sense of place. Attractive courtyard design to underpin the active uses and create a destination.	Buildings 7A, 7B, 7C, & Level 1 terrace to be designed as composition by single architect.
	Ground floor retail and public realm interface		The ground plane will be activated through integration of the public realm with active street frontages that provide a canvas for leading and evolving retail trends.	Scentre Group as Lead Architect in collaboration with the above ground team of architects.

Block	Building	Building Type	Defining Features	Design Strategy
Harbour Park	A small pavilion structure	Food and beverage	Small civic quality retail pavilion. Embedded into the landscape of Harbour Park. Must contribute to the vibrancy of Barangaroo Ave and Nawi Cove foreshore. Functional, discrete, beautiful and enduring.	Pavilion to be subject of a separate future Design Excellence process in collaboration with Scentre Group.

5. IMPLEMENTATION OF STRATEGY OBJECTIVES

The Strategy for Central Barangaroo builds upon the extensive history of the project and seeks to maintain a collaborative and comprehensive process of design excellence through to the completion of the project.

The NSW Government Architect defines design excellence as the overall design quality and excellence of a final building or project, as well as the structured process undertaken to achieve design quality. This Strategy seeks to embed design excellence within each phase of the sequential process, to ensure the final response is an exemplar of architectural, urban and landscape design.

The three key phases and actions of the Strategy is outlined below and further described in **Table 3**.

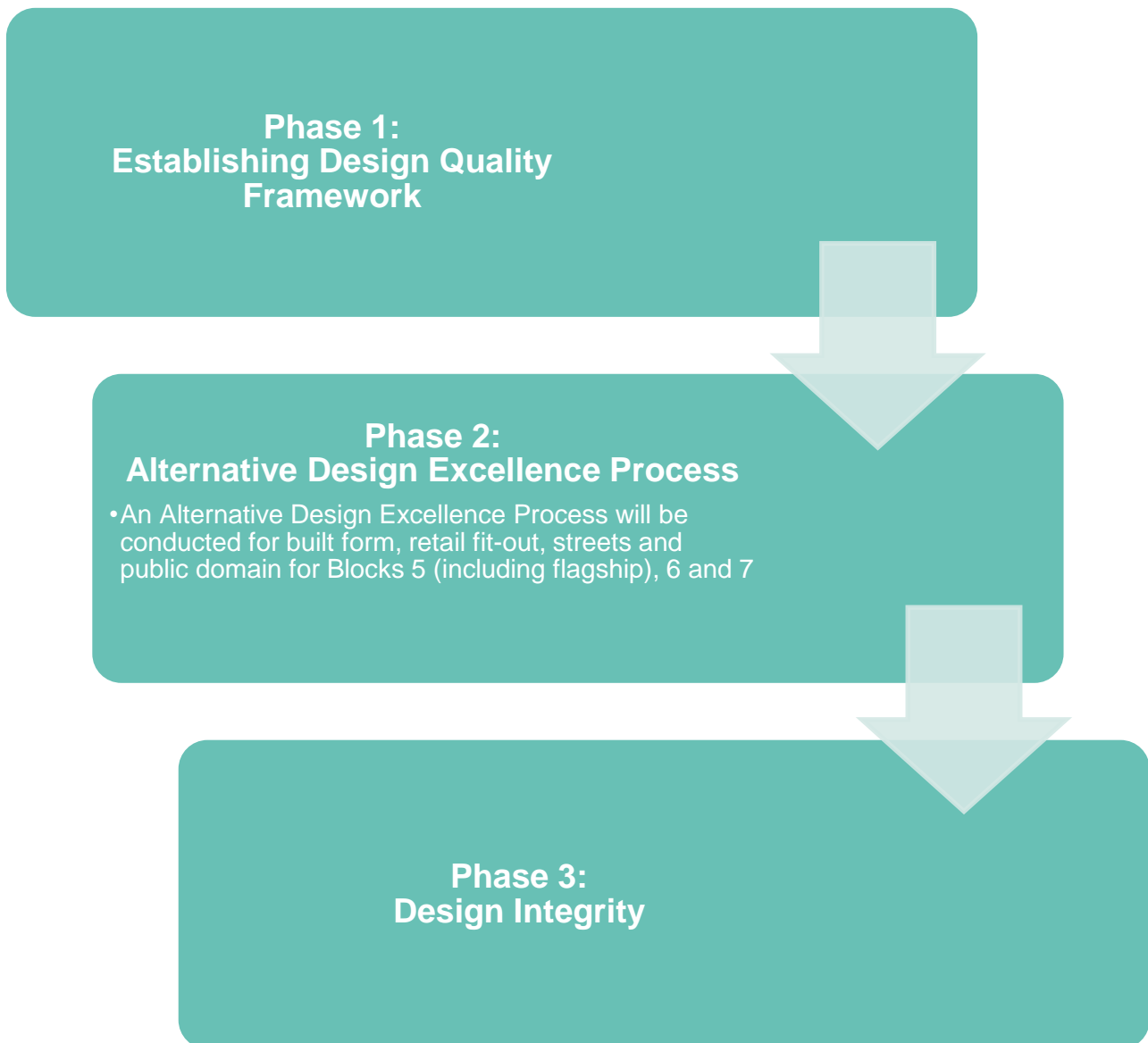


Table 3 Overview of Central Barangaroo Design Excellence Strategy

Phase	Description
<p><u>Phase 1</u></p> <p>Establishing Design Quality Framework</p>	<ul style="list-style-type: none"> ▪ The Urban Design Report prepared by Hassell identifies key design principles, objectives and controls for the site. ▪ Infrastructure NSW and the Central Barangaroo Developer prepare the Concept Plan (MP06_0162) MOD 9 and submit to DPIE for assessment and determination. The planning approval outlines building envelopes and site layout, and conditions for statutory compliance. ▪ Regular review by Infrastructure NSW DEAP.
<p><u>Phase 2</u></p> <p>Alternative Design Excellence Processes</p>	<ul style="list-style-type: none"> ▪ An Alternative Design Process will be undertaken for the built form, retail fit-out, streets and associated public domain for Blocks 5, 6 and 7. ▪ Appointment of nominated architects in accordance with attributes identified by the Central Barangaroo Developer. ▪ Infrastructure NSW DEAP meets with design teams to provide guidance and advice to improve the design quality of the submission. ▪ Formal reviews of the design are conducted by the Infrastructure NSW DEAP at key phases of design (Concept Design, Schematic Design and Developed Design). This allows for ongoing engagement during this process and for the architects to work closely with the Infrastructure NSW DEAP to progressively consider and integrate the feedback provided.
<p><u>Phase 3</u></p> <p>Design Integrity</p>	<ul style="list-style-type: none"> ▪ Retention of the nominated architects to play a lead role throughout the design development, post-determination and construction process. ▪ The Infrastructure NSW DEAP will review the application during design development until lodgement of the application, as well as throughout the assessment of the application in response to any design amendments and recommendations proposed by relevant authorities. Significant design changes throughout the DA process will be referred back to the Infrastructure NSW DEAP

6. PHASE 1: ESTABLISHING DESIGN QUALITY FRAMEWORK

Central Barangaroo has an extensive history of design development, with a number of stakeholders working for some time to establish the expectations for design excellence as outlined in **Section 4.2**.

The SOM Framework provides direction for design quality in the precinct and establishes a structure of key urban and civic elements for Central Barangaroo, including development massing, pedestrian connectors, a street network, development blocks and public domain. Flexibility is retained to allow for the evolution of the urban design principles during Phase 2 and Phase 3 of the design excellence process, and to invite creativity in the architectural responses to the site.

The Urban Design Report prepared by Hassell and appended to the MOD 9 application outlines the revised Design Guidelines, key objectives, vision and design guidance for the precinct, and has been developed in close collaboration with the Central Barangaroo Developer and the Infrastructure NSW DEAP.

In addition, MOD 9 and the concurrent Precinct SEPP amendment to amend the maps and written instrument provisions relating to land use zoning, height of buildings and gross floor area will further set the development concept and building envelopes for each block. These built form parameters in addition to the revised Design Guidelines will define a robust framework within which the design excellence process will be undertaken.

7. PHASE 2: DESIGN EXCELLENCE PROCESS

The Central Barangaroo precinct requires a specialised and robust alternative to a traditional architectural design competition to achieve the key objectives for the precinct, and to provide an appropriate response to the bespoke nature and characteristics of the development.

An alternative approach is required and appropriate to deliver a diversity of architectural expression whilst achieving a united design response throughout the precinct. This will promote a superior design outcome by aligning scope with strengths and capabilities, allowing individual expression to evolve under a shared architectural vision to create a cohesive master-planned precinct.

7.1. IDENTIFICATION OF PROCESSES

The Central Barangaroo Developer proposes to undertake an Alternative Design Excellence Process for the built form, retail fit-out, streets and associated public domain for Block 5, Block 6 and Block 7. The Alternative Design Excellence Process will include:

- Selection of high-quality teams of architects with deep knowledge and extensive experience in the delivery of major mixed-use development that achieve design excellence. The selected teams have an outstanding reputation in architecture and have been selected in accordance with the attributes developed by the Central Barangaroo Developer identified in **Section 7.1.1**.
- The selected team will comprise of an aligned and sympathetic group of co-contributors, working both together and individually, to ensure a highly coordinated and cooperative approach to design. The teams are identified in **Section 7.1.2**
- A Design Review Process by the Infrastructure NSW DEAP. The Infrastructure NSW DEAP is an established panel which comprises a diverse group of representatives with expertise in design and the built environment and will have an ongoing review role throughout the design development, as discussed in **Section 7.1.3**.

7.1.1. Architect Selection Process

A nominated team of architectural and landscape architecture firms are required to achieve the strategy objectives and drive diverse and interesting architecture whilst at the same time considering the broader composition to create a scheme that is exceptionally well considered and in harmony. As the design progresses, the team will also lead the design of the spaces between the buildings and the integration of art, landscaping, active uses to create curated spaces that are wonderful, vibrant and experiential.

The following attributes are identified by the Central Barangaroo Developer as critical to achieving this objective:

- True leadership qualities – able to motivate and get the best out of the design team.
- Highly intellectual and able to create, develop and articulate progressive ideas, strategies, approaches and concepts that create unique outcomes whilst underpinning the success of the development.
- Experienced, respected and highly regarded.
- Extensive portfolio of successful and highly regarded works of timeless civic quality.
- Smaller established reputable practices, whereby the founders, principals and partners of the practices and actively involved in every phase of the design process.
- Genuine willingness to collaborate to compose a scheme of diversity and interest.
- Able to craft unique, timeless buildings and public spaces.
- Know how to create a sense of place – integration of landscape and architecture.
- Able to integrate and drive design excellence.

The architect selection process commenced with the identification of a long list of architects that met the above criteria. In total, 30 architectural practices were initially considered ranging from large established international practices to small local emerging architects. The architects were assessed based on their

expertise, capability and suitability to the development vision and objectives and then allocated to specific components of the development.

The next step involved the detailed investigation, review and assess of various required compatibilities associated with:

- Willingness to work together in collaboration.
- Design philosophy and approach.
- Architectural style and language.
- Materiality.

Following extensive consultation and reviews with key projects stakeholders, the design strategy was finalised, resulting in the endorsement of the following team:

- Durbach, Block Jagers Architects
- Smart Design Studio
- John Wardle Architects
- David Chipperfield Architects
- Hassell Architects
- Scentre Group

These architects have an outstanding reputation in architecture and are recipients of multiple major Australian and International architecture awards. Biographies of these bios are provided at **Appendix A**.

The architects will work closely with the Central Barangaroo Developer to ensure the delivery of an excellent design outcome for the Central Barangaroo precinct. The Central Barangaroo Developer has appointed individual architects to selected precincts and buildings based on these attributes, as discussed in the following subsection.

In the event there is a need to change the architects or appoint additional architects as the stages progress, there is scope within this Strategy to do this, provided the above objectives and identified attributes can still be met.

7.1.2. Appointment of Nominated Architectural Teams

Table 4 outlines the type, number and sequencing of process phases across the development blocks within the whole of site and the nomination of the recommended architect identified in accordance with the attributes identified previously. This is further illustrated in **Figure 5** which illustrates the nomination of architects across the Central Barangaroo site.

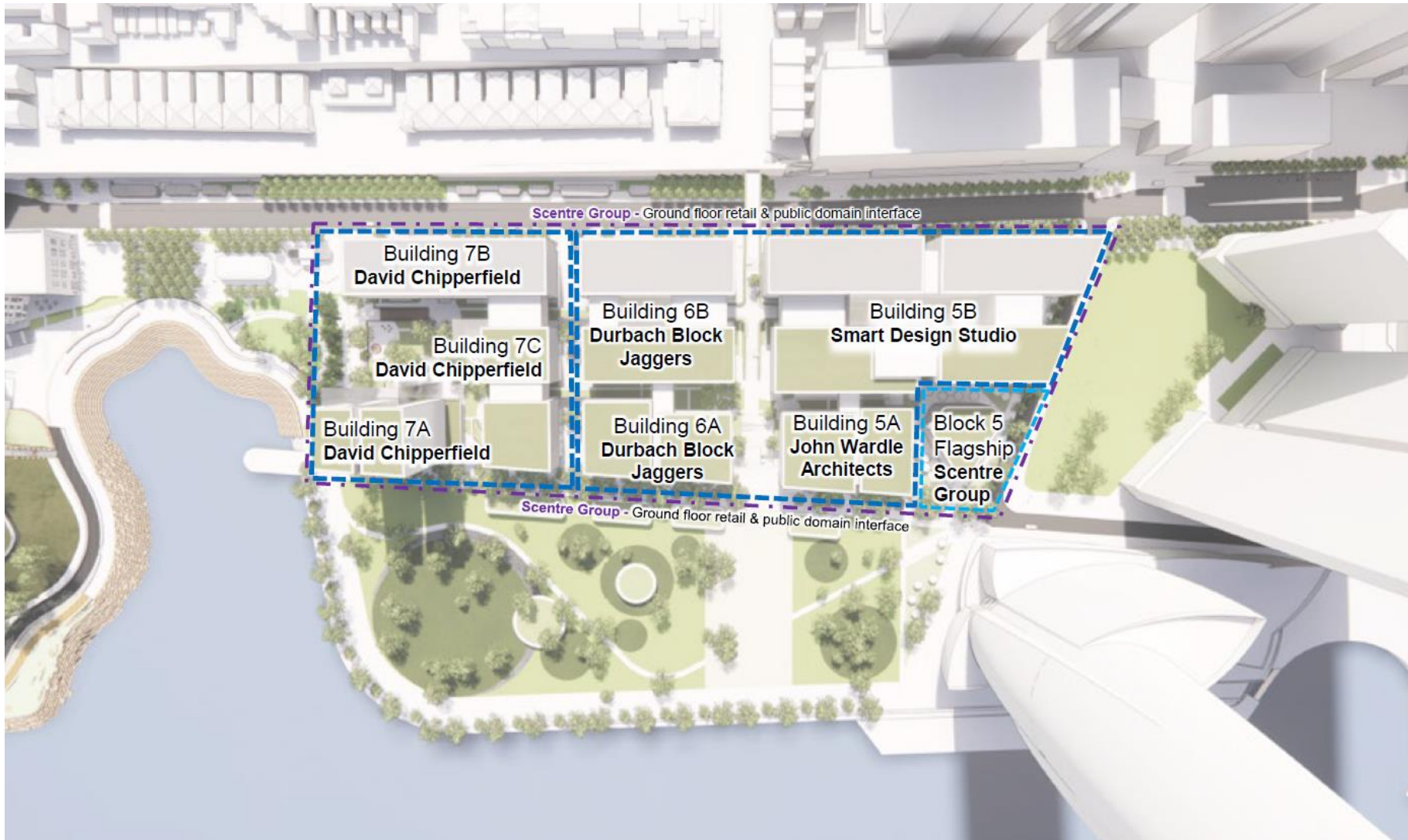
Table 4 The Strategy

Competitive Process Phase	Block	Type of Design Process	Recommended Architect
1A	Blocks 5 and 6 buildings and associated upper public domain (Level 1 and above)	Alternative Design Excellence Process	Durbach Block Jagers, John Wardle Architects, Smart Design Studio Landscape architect for upper public domain to be selected.
1B	Blocks 5 and 6 ground floor envelopes	Alternative Design Excellence Process	Scentre Group in collaboration with Durbach Block Jagers, John Wardle Architects, Smart Design Studio
2A	Block 7 buildings and associated upper public domain (Level 1 and above)	Alternative Design Excellence Process	David Chipperfield Architects Landscape architect for upper public domain to be selected.
2B	Block 7 ground floor envelope	Alternative Design Excellence Process	Scentre Group in collaboration with David Chipperfield Architects
3	Block 5 flagship building	Alternative Design Excellence Process	Scentre Group in collaboration with Durbach Block Jagers, John Wardle Architects, Smart Design Studio
4	Streets, footpaths and associated ground plane public domain (excluding Harbour Park)	Alternative Design Excellence Process	Hassell – Landscape Architecture
5	Retail design and fit-out Blocks 5, 6 and 7	Alternative Design Excellence Process	Scentre Group

The Strategy will be conducted in accordance with the following:

- The design of the basement shell (design by Central Barangaroo Developer) is excluded from the design excellence process.
- Phases are to be coordinated to ensure the integration of individual development blocks to achieve whole of site planning and overall design excellence.

Figure 5 Identification of Design Excellence Strategy for Central Barangaroo blocks and buildings



Source: Hassell and Aqualand

7.1.3. Design Review Process

The Infrastructure NSW DEAP is a significant component of the Central Barangaroo design excellence process and will ensure design excellence is achieved. The Infrastructure NSW DEAP will support and measure the achievement of design excellence within the precinct.

The Infrastructure NSW DEAP will provide independent guidance and advice to ensure a rigorous process is followed. The current members of the panel are Bob Nation AM, Keith Cottier of Allen Jack + Cottier, Karl Fender of Fender Katsalidis Architects, Oi Choong of Context, Kim Crestani of Order Architects, Isabelle Toland of Aileen Sage Architects and Dick Nugent of Conybeare Morrison.

The Infrastructure NSW DEAP will:

- Offer independent, impartial advice and guidance on the design to achieve the best built outcome for stakeholders and the public.
- Ensure the process benefits from expert and objective design expertise.
- Comprise a panel of at least five members of a diverse group of independent and highly qualified design professionals with expertise in design and the built environment.
- Have an elected panel Chair with expertise in architecture and urban design and be a recognised advocate of design excellence in NSW.
- Review and provide regular feedback on the detailed design of the proposal up to lodgement of the SSDA. This will allow the Infrastructure NSW DEAP to interact and provide input early in the design process, to provide a meaningfully contribution to the design as it emerges.
- Meet prior to the lodgement of the SSDA. Where required, subsequent meetings will be held post-lodgement of the SSDA.
- Maintain a record of minutes and scheduled action items from each meeting, with minutes/ action items circulated and agreed to following each meeting.
- Prepare a Design Excellence Statement that identifies the elements of the proposed scheme which contribute to design excellence in accordance with clause 19 of the State Significant Precincts SEPP. The Design Excellence Statement is to be submitted with the subsequent SSDA.

7.2. RATIONALE FOR ALTERNATIVE DESIGN EXCELLENCE PROCESS

The proposed Alternative Design Excellence Process is the most suitable method of achieving design excellence in Central Barangaroo. It is the best approach to respond to the unique, complex and highly restricted nature of the Central Barangaroo built form and design guidelines and will achieve a coordinated design outcome across the precinct.

In relation to the unique site-specific characteristics of Central Barangaroo, this process provides a superior means of achieving design excellence as:

- It considers the specific bespoke nature and characteristics of the development. Central Barangaroo is a complex and highly integrated precinct with a very specific building envelope in response to a very constrained brief, driven by:
 - The preservation of sensitive views and sightlines.
 - Limited opportunity to significantly alter massing and form proposed within the current MOD 9, as MOD 9 will be setting the amended and latest planning controls for the site.
 - The need to provide a sensitive interface between Barangaroo Station and Block 7, which requires a detailed understanding of the site nuances.
 - Three individually detailed briefs which will limit the opportunity for alternative locations for malls, cores, column grids, transfer structures etc.
 - Consideration of basement ramps, loading docks and central plant locations.

An architectural design competition within this extremely constrained brief would therefore result in a competition that applies primarily to the façade ‘skin’ of the blocks with limited scope for exploration by the architectural teams. This is considered unnecessarily restrictive that would degrade the purpose and diversity of outcomes of the competition for all involved. This complexity may also be difficult for the architect to fully appreciate and respond meaningfully to during the limited competition timeframe, which may result in inferior design development outcomes on the site.

- Design Competitions take approximately 6-9 months to complete. An Alternative Design Excellence Process is time efficient as it allows for early appointment of architects. Early engagement of architects also allows for upfront consideration major commercial tenants requirements, which will underpin the success of the development.
- Early engagement of architects allows for a collaborative and co-ordinated design process, as the Architects, Infrastructure NSW, Central Barangaroo Developer and key stakeholders will be able to work together to create a true composition which guarantees delivery of a world class outcome.
- The recommended architects identified in **Table 4** have an outstanding reputation in architecture and are of a stature and competency to undertake a development of this size and significance, as discussed further in **Appendix A**. All are recipients of multiple major Australian and international architecture awards and have an extensive portfolio of successful and highly regarded works of timeless civic quality.
- The iterative design review process will embed positive creative tension through collaboration and comprehensive review of the design by the Infrastructure NSW DEAP as the design develops and as part of each SSDA.
- Necessary arrangements are proposed to ensure that the proposed design is carried through to the completion of the development concerned. Refer to further discussion in **Section 8**.
- The proposed approach of a Design Review Panel has previously proved successful for State and precinct-level projects and has been adopted throughout the Sydney Metro OSD projects. The Government Architect NSW’s *Better Placed Policy 2018* supports the use of Design Review Panels for large projects of significance and is an efficient way to improve design quality and create better places. The establishment of a Design Review Panel is evident at a state level for specific projects such as:
 - The Sydney Metro Design Review Panel
 - The Sydney Olympic Park Design Review Panel
 - The Sydney Opera House Design Advisory Panel

- Barangaroo Delivery Authority Design Review Panel (for Barangaroo South)
- The Alternative Design Excellence Process is consistent with precedents established for other significant projects including the following applications within the Barangaroo precinct:
 - Barangaroo International Towers including C3 Commercial Building (MP11_0044-Mod-3), C4 Commercial Building (MP10_0025-Mod-5) and C5 Commercial Building (MP10_0227-Mod-3), designed by Rogers Stirk Harbour and Partners.
 - Residential Building R8 'Anadara' designed by FJMT and Residential Building R9 'Alexander' designed by PTW (MP11_0002-Mod-1).
- This Alternative Design Excellence Process is also consistent with other recent major city shaping projects, including the Sydney Metro Martin Place Over Station Development (SSD17_8351) and Victoria Cross (SSD-10294).

In summary, the requirement for an architectural design competition would unreasonably constrain the opportunity to deliver an integrated yet architecturally diverse precinct in Central Barangaroo. It would also undermine and diminish the robust design review and development process previously undertaken for the precinct, jeopardising the critical significance and complexity of the Central Barangaroo precinct.

Future SSDAs will therefore be accompanied by requests to waive the requirement under clause 19(3) of the Precinct SEPP to undertake a design competition for the erection of any new building greater than Reduced Level (RL) 57, or on a site of greater than 1,500 square metres, to enable this alternative process to occur.

8. PHASE 3: DESIGN INTEGRITY

Design integrity is essential to ensure the elements identified as contributing to design excellence are maintained throughout the design development and construction phase.

The nominated architect as identified in **Section 7.1.2** will maintain a leadership role over design decisions until the completion of the project. The nominated architect will play a lead role in ensuring design integrity is maintained throughout the design development process and will complete the following:

- Preparation of the architectural documentation for a SSDA for the design, including all required information to lodge with the SSDA;
- Prepare the design drawings for contract documentation;
- Presentation of the architectural design in meetings with the community, authorities and stakeholders, as required; and
- Maintain continuity during the construction phases to the completion of the project.

Where there are significant changes to the design required, the proposal will be referred back to the Infrastructure NSW DEAP for review and sign off. The Infrastructure NSW DEAP will review the application during design development until lodgement of the application, as well as throughout the assessment of the application in response to any design amendments and recommendations proposed by relevant authorities.

9. CLIMATE POSITIVE AND SUSTAINABLE DESIGN

The vision for Central Barangaroo is to deliver a globally recognised exemplar sustainable urban precinct through implementing a range of environmental and social initiatives. A strong commitment to environmental sustainability is a key tenant of the precinct and will be guided by the Central Barangaroo Sustainability Strategy (**CENSuS**) prepared by Cundall and submitted within the MOD 9 application which provides an overarching framework for all sustainability aspects of the precinct.

Central Barangaroo will achieve third party certification using the following rating tools:

- Green Star Buildings
- Green Star Communities
- NABERS Energy for Offices (base building)

Consideration of these above third party rating tools will be required for the competitive processes where relevant, and will be carried through competition phase, design development, construction and through to completion of the project.

APPENDIX A – ARCHITECT BIOGRAPHIES

John Wardle Architects



John Wardle Architects is internationally renowned for making extraordinary buildings and places that matter. The team work across Australia and internationally from our two studios in Melbourne and Sydney.

The practice is a large collaborative environment where every project has a range of creative, technical and strategic contributions from a diverse team of architects and interior designers within JWA. JWA retain the creative energy of a small studio, pinning work up, and exploring new territory. JWA are inclusive, and always curious to understand another's point of view.

In 2018, JWA was awarded the National AIA Award for Educational Architecture and Interior Architecture, the RIBA Award for International Excellence and the Dezeen Award for Best House Interior. JWA has twice been recognised with the prestigious Sir Zelman Cowen Award for best public building in Australia in 2002 and 2006. JWA have twice received Robin Boyd Awards for best residential project in Australia. JWA has also won two Victorian Architecture Medals.

Smart Design Studio



Smart Design Studio, founded in 1997, has a reputation as a multi-disciplinary design studio of excellence. With a diverse range of design projects -master-planning for new urban centres, public projects, commercial, cultural and retail spaces, multi-unit residential developments and private residences -Smart Design Studio produces buildings and interiors of elegant simplicity, a quality which unites our portfolio across differences in scale.

At Smart Design Studio our architecture is inspired by pure Modernism but believe not that “form follows function” so much as “form has a function.” Our forty-five plus team all design with rigour, but we find that applying layers of significance, embedding hidden meaning and building up surface texture adds poetry to the finished design, be that of a multi-storey building or the interior of a private home.

Smart Design Studio has been the recipient of numerous national and state architecture awards including the National Award for Residential Architecture – Multiple Housing, the National Emil Sodersten Award for Interior Architecture, Milo Dunphy Award for Sustainable Architecture, Sir Arthur G Stephenson for Commercial Architecture and the Aaron Bolot Award for Residential Architecture – Multiple Housing.

Durbach Block Jiggers



Neil Durbach, Camilla Block and David Jiggers are the directors of Durbach Block Jiggers Architects. As codirectors for over twenty years, we work together seamlessly across all stages of our projects. Our skills are both companionable and complementary. We move across roles, to cover the necessary, anticipate the unknowns and invent the new. We are hands-on creative architects, not executives. We all draw, document and model our projects at all scales, from broad site strategies to handrail details and everything in between.

Our permanent team of twelve is dedicated to making beautiful buildings together with our clients. We are not wedded to a style or type of architecture. Our work has been awarded across all building types, including commercial, residential, heritage, urban design and institutional.

The office has experience in projects that have complex client groups and needs. We have many years working with existing buildings, sensitive or highly visible contexts, heritage or otherwise, in a respectful and poetic manner. We aim for an architecture that is both confident and courteous. Environmentally Sustainable Design principles permeate the logic of durable design in siting, landscaping, management of services and detail design.

We believe that longevity is more likely in a building that is well loved. Durbach Block Jiggers Architects is committed to searching for the possibilities of architecture itself - its power and poetry; its pleasure and necessity.

David Chipperfield Architects



David Chipperfield's work is characterised by meticulous attention to the concept and details of every project, and a relentless focus on refining design ideas to arrive at a solution which is architecturally, socially, and intellectually coherent.

David Chipperfield Architects has won more than 100 international awards and citations for design excellence, including the RIBA Stirling Prize in 2007 for The Museum of Modern Literature in Marbach, Germany, and both the Miesvander Rohe Award (European Union Prize for Contemporary Architecture) and the Deutscher Architekturpreis in 2011 for the Neues Museum, Berlin.

David Chipperfield was Professor of Architecture at the Staatliche Akademieder Bildenden Künste, Stuttgart from 1995 to 2001 and Norman R.Foster Visiting Professor of Architectural Design at Yale University in 2011, and he has taught and lectured world wide at schools of architecture in Austria, Italy, Switzerland, the United Kingdom, and the United States. In 2012 David Chipperfield curated the 13th International Architecture Exhibition of the Venice Biennale.

HASELL

Our vision is to design the world's best places, places people love. We have been awarded the Lloyd Rees

Award for Urban Design three years running - for the transformation of Darling Harbour, our master plan of the new neighbourhood of Harold Park and earlier this year, the precinct planning of the new Metro Northwest.

We see landscape architecture as a powerful tool for meeting vital social, environmental and commercial needs – and for creating natural, sustainable places people love. Quality parks, squares and open green spaces, linked by streets, cycle paths all contribute to the character and liveability of urban places. These green spaces cool environments, improve air and water quality, mitigate flooding and support biodiversity –providing sanctuary for people and sustaining urban ecosystems.

From planning, consultation and design to delivery, monitoring and review –our extensive public realm expertise is reflected in the diversity of our award winning portfolio.

Awards include -

- Green Square Library Plaza, Sydney, Australia; 2020 The Property Council of Australia
- Darling Harbour Live, Sydney, Australia; 2019 International Federation of Landscape Architects
- Summer Hill Flour Mills, Sydney, Australia; 2019 Australian Urban Design Awards: Winner of Built Projects
- Coal Loader, Sydney, Australia; 2019 Australian Institute of Landscape Architects



Scentre Group



Scentre Group owns and operates 42 Westfield Living Centres across Australia and New Zealand with the core purpose of creating extraordinary places, connecting and enriching communities.

As a sustainable business with a long-term ownership model, Scentre Group are best placed to achieve design excellence throughout the project lifecycle. Playing an integral role in ensuring the success of Central Barangaroo with unequalled experience in the roles of owner/developer, designer/buildler and operator.

Our award-winning in-house Design Team assembles many recognised talents and creative leaders in the field. We provide design services, from conceptual master planning, architectural, interiors, building services engineering, to construction design documentation. What results is a powerful opportunity to integrate all the design disciplines across the full design continuum, increasing the potential to unlock greater innovation and value. This integration of disciplines also ensures greater control and efficiency throughout the entire design process.

In collaboration with industry experts Scentre Group has designed and delivered world class mixed-use destinations combining premium retail, commercial office and public realm at Westfield Sydney (NSW). High end urban retail precincts connected to major transit interchanges at Westfield Paramatta (NSW) and Garden City (QLD). Global best practice dining and leisure precincts seamlessly integrated with curated public space at Westfield Chermside (QLD) and adaptive re-use of heritage retail into world class commercial, retail and residential tower at 101 Castlereagh currently under construction.

DISCLAIMER

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