Mecone

Central Barangaroo

Design Excellence Strategy

PREPARED FOR

AQUALAND ON BEHALF OF INFRASTRUCTURE NSW

May 2025

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Mecone acknowledges the Traditional Custodians of the land on where this project is undertaken and across the Mecone offices that this report is prepared, paying respect to the Elders past and present. We recognise the ongoing connection of Aboriginal and Torres Strait Islander peoples to land, waters, and culture.

Project Director

James McBride Director

Contributors

Jack Ralph **Planner**

REVISION	REVISION DATE	STATUS	AUTHORISED: NAME & SIGNATURE
A	16/02/24	Draft	Jordan Faeghi
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* This document is for discussion purposes only unless signed and dated by the persons identified. This document has been reviewed by the Project Director.

Contact

Suite 1204b, Level 12, 179 Elizabeth Street Sydney, New South Wales 2000

info@mecone.com.au mecone.com.au

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1 Introduction

This Design Excellence Strategy (the **Strategy**) has been prepared by Mecone Group (**Mecone**) on behalf of the Central Barangaroo Developer.

This Strategy relates to Central Barangaroo Blocks 5, 6 and 7 of the approved Barangaroo Concept Plan (**MP06_0162**).

1.1 Aims of the Strategy

This Strategy establishes the framework, principles and procedures to facilitate design excellence for the mixeduse development featuring residential, retail, commercial and community land uses at Central Barangaroo (the **site**).

The Strategy will:

- 1. Deliver a world class design outcome that respects established design principles for the site,
- 2. Require the crafting of calm and finely resolved buildings that demonstrate fine grained diversity and variation, with a gentle but genuine distinction between the individual buildings, whilst working together to form a cohesive and activated urban place,
- Acknowledge the bespoke and unique nature of the project, including the various overlays of technical, planning and stakeholder considerations, contributing to an in-depth analysis of testing as the design progresses, and
- 4. Consider the importance of a highly coordinated and collaborative approach to design.

This Strategy has been prepared in accordance the design excellence provisions set out in Appendix 5 Part 3 clause 19 of *State Environmental Planning Policy (Precincts – Eastern Harbour City) 2021* (**PEHC SEPP**). This Strategy has also been prepared consistent with the Government Architect NSW (**GANSW**) *Design Competition Guidelines September 2023* (the **Guidelines**).

It outlines the proposed design excellence process and demonstrates how the Central Barangaroo Developer will deliver the highest standard of architectural, urban and landscape design to maintain Barangaroo's status as a world-class destination an exemplar of best practice urban renewal. This will ensure that design requirements for future State Significant Development Applications (**SSDAs**) are met.

This Strategy involves the direct appointment of highly experienced and eminent architects for the more prominent sites and emerging local architects for smaller sites. This will require the future submission of requests to waive the requirement under clause 19(3) of PEHC 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 1,500m², to enable this curatorial process to occur.

This Strategy is to be approved by the Secretary as part of the MP06_0162 MOD 9 approval, in addition to the following:

- 1. Approval of the architect/building distribution of international and local architects across the site, and
- 2. Formation of a State Design Review Panel (**SDRP**) with a dedicated panel approach, in accordance with the standard SDRP Terms of Reference to review the public domain and built form.



2 Planning Framework

2.1 Barangaroo Concept Plan (MP06_0162)

The Barangaroo Concept Plan was approved on 9 February 2007 under Part 3A of *the Environmental Planning and Assessment Act 1979* (**EP&A Act**). It has been modified several times since 2007.

The original Concept Plan was facilitated through an amendment to Schedule 3 of *State Environmental Planning Policy (Major Development) 2005* now consolidated into PEHC SEPP. The SEPP establishes the land use, height, gross floor area, design excellence and other provisions relating to the planning and development of Barangaroo.

The original Concept Plan included an Instrument of Approval, which functions as the consolidated conditions of consent for Barangaroo. Relevantly the Instrument of Approval includes Condition 'C2 Design Excellence' which sets out consideration for design excellence having regard to a comparison of the proposed development against the approved building envelope and Central Barangaroo Design Guidelines.

The Instrument of Approval also includes the Statement of Commitments (**SOCs**) which includes the commitment to prepare a Design Excellence Strategy as follows:

- 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.
- 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.

••• •••

- 5. The Design Excellence Strategy is to be submitted by the Working Group to the Barangaroo Planning Reference Group or 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 to the Barangaroo Delivery Authority on recommendations from the Working Group.
- 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.

2.2 Requirement for Design Excellence

Clause 19 of Appendix 5 of the PEHC SEPP sets out the requirements for new buildings to achieve design excellence 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 competitive design process is required to be held in relation to the building, as referred to in subsection (3), the results of the process.

(3) Consent must not be granted to the following development unless a competitive design process 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) Subsection (3) does not apply if the Secretary—

(a) certifies in writing that the development is one for which a competitive design process 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.

(5) In this clause—

competitive design process means a design competition held in accordance with the Design Competition Guidelines published by the Department in September 2023.

Design excellence is capable of being delivered via several methods. This Strategy proposes a curatorial approach for the detailed SSDA stages, as outlined in **Chapter 3**, that complies with the intent of the SEPP.

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

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

This Strategy outlines a process for each relevant SSDA that is intended to satisfy the requirement of clause 19(4) of the PEHC SEPP.



3 Design Excellence Process

3.1 Objectives

The objectives for Central Barangaroo are:

- Deliver a project that exhibits architectural variation, ensuring that the final built form presents an organic growth of the city, rather than a defined precinct. It is important that Central Barangaroo is seen as extending the architectural and built form qualities of Millers Point,
- Deliver an innovative, creative, and dynamic waterfront destination that is permeable and connected within the precinct and connected with the city,
- Ensure the delivery of design excellence in the planning, public domain and built form of the precinct, creating a diverse community of architectural expression within an overall coherent urban structure,
- Deliver diversity of products and uses integrating commercial, residential, retail, community, civic, cultural, hospitality and entertainment activities which contribute to a vibrant and active city,
- 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 place attractive to both locals and visitors, commensurate with its harbourside location and the significance of its historic and cultural heritage, and with Infrastructure NSW's Activation Framework,
- Deliver a balance of private and public benefit and amenity across the precinct,
- Deliver a culturally distinctive, locally relevant, and internationally and locally appealing canvas for appropriate facilities, experiences and public art,
- Ensure high levels of public attraction, operational serviceability, amenity, safety and security across the precinct and during staging, and
- Extend the principles and networks of the climate-positive promise in line with the 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.

These objectives are supported by a broader place vision for the site, as well as several place principles developed.

3.2 Design Excellence Approach

The need for the specialised approach to design excellence arises from the specific bespoke nature and characteristics of the Barangaroo site and proposed development. This Strategy adopts a **Curatorial Approach** for delivering design excellence.

A curatorial process is usually contemplated where the project is large and composed of several separate buildings set within a common ground plane.

The key advantage of this approach is that it allows the building on each site to be designed individually, but in conjunction with the development of designs for the rest of the precinct, with an overarching co-ordination in consultation with the NSW Government Architect. This will provide a balance between achieving a diversity of design approaches to individual buildings and maintaining overall precinct cohesion.

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.

A Design Competition approach would unreasonably constrain the opportunity to deliver an integrated, yet architecturally diverse, precinct in Central Barangaroo as a single competition for the whole precinct would risk excessive uniformity of design.



3.2.1 Site Allocation

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.

The site is split indicatively into seven distinct architect allocation areas:

- Site 1, Site 3 and Site 5 (International or Local but at least one Site must be Local) Situated adjacent to Harbour Park and Barangaroo Avenue,
- Site 2 (Local Architect) Situated in the northeastern portion of the site adjacent to Hickson Road,
- Site 4 (Local Architect) Situated in centrally adjacent to Hickson Road,
- Site 6 (Local Architect) Situated in the southeastern corner adjacent to Hickson Road and Hickson Park,
- Site 7 (Local Architect) Situated in the southwestern corner adjacent to Hickson Park and Barangaroo Avenue, and
- Public Domain (Site 8) Everything external between the design sites and within the site boundary.



FIGURE 1 – SITE DIVISION Source: SJB Architects





FIGURE 2 – BLOCK DIVISION Source: SJB Architects

Table 1 outlines the sites associated with each Block, and the allocation of these sites to various curatorial design excellence processes to be undertaken.

TABLE	1 – SITE	ALLOCATIO	N

BLOCK	SITE	APPROACH	ARCHITECT TYPE
Block 5	7	Curatorial	Local
Block 5	6	Curatorial	Local
Block 5	5	Curatorial	International or Local*
Block 6	4	Curatorial	Local
Block 6	3	Curatorial	International or Local*
Block 7	2	Curatorial	Local
Block 7	1	Curatorial	International or Local*
Landscape and Public Domain	8	Not applicable	Local

* Of Sites 1, 3 and 5, at least one Site must have a Local Architect as the Appointed Architect.



3.2.2 Landscape and Public Domain Designer

The Central Barangaroo Developer will appoint a public domain designer to work with the Appointed Architects to guide the quality and character of the public domain response for the site. This will ensure that each Design Site provides a cohesive and exemplar response to the public realm and wider site context including curation of the through-site links, plazas and interfaces with Hickson Park, Barangaroo Avenue and Hickson Road. The public domain designer will build on the Design Guidelines endorsed by the Concept Plan and prepare a broader Public Domain Strategy to be submitted with the future SSDAs on the site. The design of the public domain will commence first and guide the design direction of the built form.

4 Implementation of Strategy

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

GANSW 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.



 Table 2 provides an overview of the Central Barangaroo Design Excellence Strategy

TABLE 2 – DESIGN EXCELLENCE STRATEGY FRAMEWORK

PHASE	ESCRIPTION	
Phase 1 – Establishing Design Quality	 The Urban Design Report prepared by SJB identifies key design principles, objectives and controls for the site. 	
Framework	• Infrastructure NSW and the Central Barangaroo Developer prepare the Concept Plan (MP06_0162) MOD 9 and submit to DPHI for assessment and determination. The planning approval outlines building envelopes and site layout, and conditions for statutory compliance.	
	 Key design principles and objectives, including a response to Country, are included in the Design Guidelines. 	
	• A design excellence process is described in a design excellence strategy with the intent of satisfying the requirements of PEHC SEPP, Appendix 5, part 3, clause 19(4).	
Phase 2 – Curatorial Design Excellence Process	 A Curatorial Design Process will be undertaken for the built form and associated public domain for Blocks 5, 6 and 7. 	
	 Appointment of architects, of an outstanding reputation, in accordance with attributes identified by the Central Barangaroo Developer and agreed to by 	



PHASE

DESCRIPTION

		GANSW including specialists with expertise in Connecting/Designing with Country.
	•	Formation of a SDRP panel with a dedicated panel approach, in accordance with the standard SDRP Terms of Reference, to review the public domain and built form.
Phase 3 – Post Determination Design Review	•	Retention of the appointed architects to play a lead role throughout the design development, post-determination and construction process.
	٠	Design Integrity review by SDRP where required.
	•	Design integrity reporting to demonstrate that any variations to the design retains or improves design quality.

4.1 Phase 1 – Establishing Design Quality Framework

The Urban Design Report prepared by SJB and appended to the MOD 9 RTS application outlines the revised Design Guidelines, key objectives, vision and guidance for the precinct, and has been developed in close collaboration with the Central Barangaroo Developer. The Urban Design Report informs the proposed amendments to zoning and envelope controls and the Design Guidelines.

In addition, the PEHC SEPP amendment to modify the maps and written instrument provisions relating to land use zoning, height of buildings and gross floor area will further set the development framework and building envelopes for each block.

The Design Guidelines provide design guidance, strategies and controls to inform the detailed design of the development, including how future development will respond to Country.

This design excellence strategy forms part of the design quality framework and outlines a process that is intended to satisfy the requirements of PEHC SEPP Appendix 5, Part 3, clause19(4)(b) and produce design(s) capable of satisfying PEHC SEPP Appendix 5 Part 3, clause 19(4)(a).





Urban Design Report (SJB Architects) Establishes envelopes, spatial parameters, place principles for the site



Design Guidelines (SJB Architects) Additional design guidance and strategies to be considered at detailed development stages

4.2 Phase 2 – Curatorial Design Excellence Process

The design excellence process is detailed below.

4.2.1 Architect Selection Process

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,
- An outstanding reputation in architecture, to satisfy the requirements of the PEHC SEPP, Appendix 5, Part 3, clause 19(4)(b)(i),
- 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, and
- Able to integrate and drive design excellence.

4.2.2 Nominated Architects and Site Allocation

These architects have an outstanding reputation in architecture and are recipients of multiple major Australian and International architecture awards.

The architects will work closely with the Central Barangaroo Developer to ensure the delivery of design excellence outcomes for the Central Barangaroo commensurate with the wider precinct's role as a global destination. The Central Barangaroo Developer will appoint individual architects to selected sites based on these attributes.

Table 3 sets out the preferred architectural firms to participate in the design excellence process for buildings on each site within the precinct. The intent is for a minimum of five separate architectural firms to be appointed, across the 7 building sites in order to ensure diversity and quality. Preliminary discussions with the architects listed have begun.

Final selection of the architects will be at the discretion of the Central Barangaroo Developer provided the diversity of appointments outlined at **Table 1** is maintained. Should changes to the Strategy, or architect selection be required it is incumbent on the Central Barangaroo Developer to agree any such changes with the GANSW.

SHORTLISTED ARCHITECTS	BIOGRAPHY
International	
Herzog and de Meuron (CHE)	https://www.herzogdemeuron.com/projects/
Alison Brooks Architect (UK)	https://www.alisonbrooksarchitects.com/project_type/residential/
Caruso St John Architects (UK & CHE)	https://carusostjohn.com/projects/
David Chipperfield Architects (UK)	https://davidchipperfield.com/projects
Local	
SJB Architects	https://sjb.com.au/projects/?discipline=architecture
DBJ	https://durbachblockjaggers.com/projects/
Wardle	https://wardle.studio/projects/multi-residential/
Smart Design Studio	https://www.smartdesignstudio.com/

TABLE 3 – BUILDING, ARCHITECT AND PUBLIC REALM DESIGNER



SHORTLISTED ARCHITECTS	BIOGRAPHY
 CHROFI	https://www.chrofi.com/projects
 Architecture AND	https://architecture-and.au/projects
 Tribe Studio	https://www.tribestudio.com.au/
 EMBECE	https://embece.com.au/
 Sam Crawford Architect	https://samcrawfordarchitects.com.au/all-projects/
Local Landscape, Public Domain and Connecting/Designing for Country	
 Oculus	https://www.oculus.info/projects
 Cola	https://www.colastudio.com.au/projects
 Aspect	https://www.aspect-studios.com/projects

4.2.3 The Central Barangaroo State Design Review Process

Independent external design review will be provided by the NSW State Design Review Panel (SDRP). Panel membership may include up to two members of the INSW Design Excellence Advisory Panel (DEAP), who are also members of the SDRP panel pool. SDRP reviews are to be conducted in accordance with the State Design Review Panels standard terms of reference and coordinated with any internal design review(s) and workshop(s).

https://mcgregorcoxall.com/projects

The SDRP advice will include a statement outlining the project's potential to achieve design excellence, in addition to:

- the qualities and attributes that must be retained to achieve design excellence.
- areas that require further design development to achieve design excellence.
- any ongoing requirements of the design integrity process.

Advice from the SDRP will be submitted to the consent authority with each SSDA application and may inform the assessment of the planning application.

4.2.4 Indicative Process and Program

The design excellence process will be highly collaborative, iterative and constructive. The SDRP will review the proposed design(s) throughout the design process. The timing and frequency of the SDRP are to be tied to project milestones and agreed with GANSW in relation to the broader design program.

4.2.5 Design Roles

To achieve a high-quality outcome for a project of this scale and importance there will be several architectural contributors.

Project Design Lead and Masterplanner

McGregor Coxall

This role is tasked with briefing appointed architects as to the drivers of the urban design strategy.



The Project Design Lead role is to ensure that architectural detail developed for each site, and the landscape architecture developed for the public domain, proactively responds to the intent of the urban design strategy.

Further – if proposals seek to depart from the approved urban design framework it will be the role of the Project Design Lead to assess the potential for the framework to support any departure. If necessary, the Project Design Lead would make applications and representations to the consent authority for proposed departures in collaboration with individual teams (if necessary).

In addition to coordinating with external stakeholders, the Project Design Lead is responsible for organising and coordinating the broader design teams and their joint response to the site, including the integration of the spatial aspects of the site-wide response to Connecting with Country, guided by co-design with specialist Connecting/Designing with Country consultants. This involves supporting and developing the shared vision for the site – ensuring that the opportunities of the broader project are not forgotten as a result of individual teams focusing on discrete commissions.

Coordinating Architect

This role is fundamentally technical. The role of the coordinating architect is to ensure below ground and services coordination is achieved across the entire site and across all stages of the project - to ensure leverage of the broader project and to combat against duplication of services. The role will also ensure that applications to relevant consent authorities are coordinated.

During the construction phase of the project the Coordinating Architect is responsible for the documentation of all below ground works. In addition, the role involves coordinating and liaising with appointed architects – each charged with the documentation of their building(s) above ground level, to ensure a level of consistency and standardisation in the documentation and construction process.

Appointed Architect

The appointed architectural team are responsible for the design, documentation and delivery of the building on their assigned site(s). Each architect is required to respond to the client brief, develop a conceptual response to the site and work with the broader team of architects and consultants to ensure the delivery of a world class design project that meets the commercial brief, aligns with the urban design framework, and leverages place to celebrate the unique qualities of Sydney and Central Barangaroo. A high level of emphasis will be placed on the delivery of buildings that appropriately respond to the ground plane and the desired grain and texture of the future urban form.

Executive Architect

An Executive Architect is appointed in collaboration with an Appointed Architect to fulfill the documentation and delivery services should the appointed architect not be able to fulfill the requirements in-house. For clarity, it is assumed that an Executive Architect should only be required when an international architect is appointed who does not have a local office.

It is not intended that an Executive Architect would be appointed to document individual projects designed and delivered by local architects. This would only be considered in extreme circumstances where a local architect chooses not to document their own project.

The Executive Architect is locally based, has a strong understanding of local construction codes and requirements, and is able to fulfill site and meeting attendance requirements not able to be practically delivered by an international Appointed Architect.



4.3 Phase 3 – Post Determination Design Integrity and Review

Ongoing design review is a core feature of the process to ensure the elements identified as contributing to design excellence are maintained throughout the design development and construction phase. Any variation to the below, or as other design integrity matters arise, should be resolved in agreement with the Consent Authority and the SDRP Chair.

Engagement of the design team

The appointed architect will maintain a leadership role over design decisions until the completion of the project. The appointed architect will play a lead role in ensuring design quality is maintained throughout the design development process and will complete the following:

- Preparation, or oversight and final endorsement of, the architectural documentation for a SSDA for the design, including all required information to lodge with future SSDAs,
- Preparation, or oversight and final endorsement of, the design drawings for contract documentation,
- Presentation of the architectural design in meetings with the community, authorities and stakeholders, as required, and
- Continuity of design leadership through construction to occupation certificate.

Design integrity review by SDRP

Following determination, the SDRP will be reconvened to review whether the project retains design integrity as it is developed and if the key attributes noted in previous advice are retained or improved through the development of the design, and that areas noted as requiring further design refinement are appropriately addressed.

Reviews are to be undertaken at milestones agreed with the Consent Authority and GANSW and may include:

- Response to Submissions (RTS)
- Significant Design Modifications
- At the request of the Consent Authority
- To respond to Conditions of Consent

Design integrity report

Each meeting of the SDRP following the determination should be documented in a short design integrity report. The report should include a statement confirming that the design retains or improves upon the design qualities exhibited in the submission. The report should specify whether further SDRP sessions are recommended. Specific reference to advice and recommendations from earlier SDRP meetings should be made in each subsequent report to ensure all matters are addressed. Each report should be signed by the SDRP Chair.





mecone.com.au info@mecone.com.au 02 8667 8668