

Report to the Future Melbourne Committee**Agenda item 6.4****Design Excellence Program – Design Competition Guidelines****5 December 2023****Presenter:** Jocelyn Chiew, Director City Design**Purpose and background**

1. The purpose of this report is to seek Future Melbourne Committee (FMC) approval for the Community Engagement Summary (Attachment 2) and revised Design Competition Guidelines (Guidelines) (Attachment 3). If approved, the latter will proceed to publication and implementation.
2. The draft Guidelines were endorsed for community consultation by FMC on 21 March 2023. Community engagement commenced on 22 March 2023, for 7.5 weeks, closing 14 May 2023. The presentation (Attachment 4) summarises the issues raised in consultation and provides management's response.
3. The Guidelines are part of a suite of measures to ensure design excellence across the municipality. They seek to: influence the diversity of practices designing projects across the municipality, drive innovation, prioritise holistic and site responsive design that balances public and private interests, and enable investment and growth in the design talent pool of emerging, small and medium sized practices.
4. Design competitions are a tried and tested way to lift the quality of buildings and places, and expand the number and diversity of designers shaping the city. The Guidelines are informed by extensive research into existing competition models. 62 per cent of projects resulting from design competitions, undertaken during the period 2000 to 2017, won design awards in the City of Sydney. In Victoria, design competitions are typically used for significant civic or state-funded buildings only, and rarely on private sites and public spaces.
5. The Guidelines deliver on Major Initiative 22 - Design Excellence Program (recommendation 5) of the Council Plan 2021–25, which commits council to: 'Preparing a City of Melbourne competitive design policy and guidelines for voluntary competitions' and 'Exploring the pathways to integrating mandatory design competitions for strategic sites.'

Key issues

6. Community engagement on the draft Guidelines saw 700 visitors to the Participate Melbourne webpage, 270 report downloads, 13 survey responses and 5 submissions from planning and design practices and the Victorian Government. Contributors were a balance of industry and community. The Guidelines were also presented to the Design Excellence Advisory Committee.
7. Key sentiments are summarised as follows:
 - 7.1. The feedback was generally supportive of the design leadership and possible benefits of competitions. There is support for the proposed competition steps and scalable process.
 - 7.2. More certainty is needed about applicable sites, including a clear distinction between Victorian government and Council planning responsibilities and opportunities for collaboration.
 - 7.3. There is a need to ensure the model will eventually fit in the context of the Melbourne Planning Scheme, and include consideration for incentives. Respondents cautioned that design competitions should not encumber planning processes.
 - 7.4. A clear, simple and ethical process that is not onerous to design teams is required.
 - 7.5. There is support for a competition process that can be tailored to project/site scale, significance and complexity. The Guidelines require on-the-ground testing to instil confidence in the process.
8. Adjustments to the Guidelines respond to this feedback.
 - 8.1. The Guidelines are structured in three parts: advocacy, applicable sites and steps for endorsement supported by templates. Measures have been refined, including for Traditional Owner involvement, gender equity and sustainability.
 - 8.2. The Guidelines encourage the use of Council endorsed competitions on significant sites and projects where Council is the responsible authority, including:

- 8.2.1. Buildings to develop significant sites
- 8.2.2. Master plans to guide the future development of large sites or a series of sites
- 8.2.3. Public realm plans to guide streetscapes, parks and other public spaces
- 8.2.4. Design propositions to address urban challenges or underutilised sites.

- 8.3. The Guidelines are for now voluntary, cover two models of competition – design ideas and design concepts, and have clear and limited requirements and outputs.
 - 8.4. The Guidelines articulate a transparent and equitable process, including defined parameters for deliverables tied to fair remuneration and intellectual property. Early agreement on project deliverables will help to ensure that public and private interests are met.
 - 8.5. It is proposed that Council will lead with the first competitions on Council owned sites and projects. This approach is further outlined in the supporting presentation (Attachment 4). Identified projects will continue to undergo review to confirm suitability, funding and timing. Potential sites/projects include Kings Way Undercrofts, Queensbridge Square, 506 Elizabeth Street, Park master plans, Streetscape master plans.
9. As outlined in the FMC resolution of 3 October 2023, an assessment of possible impacts arising from the Victorian Government Housing Statement has concluded that this has no tangible impact on the Guidelines. The document has undergone further review by management, enabling stronger and clearer messaging.
10. Following approval, the Guidelines will proceed to publication and implementation. Potential planning scheme implementation options will be explored in parallel to applying the Guidelines on Council sites. These options will include planning policy triggers for significant sites, including sites or projects for mandatory use of competitions.

Recommendation from management

11. That the Future Melbourne Committee:
- 11.1. Approves the Community Engagement Summary (Attachment 2 of the report from management)
 - 11.2. Approves the revised Design Competition Guidelines (Attachment 3 of the report from management) to proceed to publication and implementation.
 - 11.3. Authorises the General Manager Property, Infrastructure and Design to make editorial changes, corrections, formatting and design necessary to finalise the Design Competition Guidelines prior to publication.

Attachments:

- 1. Supporting Attachment (Page 3 of 66)
- 2. Community Engagement Summary (Page 4 of 66)
- 3. Design Competition Guidelines (Page 7 of 66)
- 4. Design Competition Guidelines Presentation (Page 57 of 66)

Supporting Attachment

Legal

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

Finance

2. The Guidelines are funded by the Design Excellence Program. Operational costs associated with their implementation of potential design competitions will be covered by the 2023–24 operational budget and any project related costs involved will require an out of cycle bid where not covered by existing capital works budgets.

Conflict of interest

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

Health and Safety

4. No occupational health and safety issues or opportunities have been identified.

Stakeholder consultation

5. Targeted stakeholder consultation from property, design and planning representatives has informed the Guidelines. Community consultation on the draft Guidelines focused on testing the competition process. Feedback received has assisted in refining the draft Guidelines, and informing test sites. The submission of feedback was encouraged through the Participate Melbourne survey, via targeted emails to industry and social media posts. The survey provided an opportunity to provide direct feedback on the procedural instructions and templates outlined in the draft Guidelines. Detailed information can be found in the Community Engagement Summary.

Relation to Council policy

6. The recommendations are consistent with Major Initiative 22 of the Council Plan 2021–25 to 'Champion high quality development and public realm design through delivering the Design Excellence Program, including implementing the Design Excellence Advisory Committee for strategic planning work.'

Environmental sustainability

7. The Guidelines support environmental sustainability through processes that enable better design outcomes.

COMMUNITY ENGAGEMENT SUMMARY

DESIGN EXCELLENCE PROGRAM: DESIGN COMPETITION GUIDELINES

CONSULTATION SUMMARY

Project background

In early 2023, draft Design Competition Guidelines (the Guidelines) were endorsed to proceed to community engagement at Future Melbourne Committee (FMC) on Tuesday 21 March 2023.

Creating and formalising a guide for design competitions within the City of Melbourne is a key commitment of the Design Excellence Program 2019-30. This Program supports design excellence in several ways, including in establishing processes that enable design excellence. As part of the endorsement of the design excellence program Council committed to:

1. 'Preparing a City of Melbourne competitive design policy and guidelines for voluntary competitions'.
2. 'Exploring the pathways to integrating mandatory design competitions for strategic sites'.

The draft Guidelines follow through on the first of these commitments. The second is a subsequent stage.

The draft Guidelines outline an ethical and clear competition process to support architecturally diverse buildings and public realm in the City of Melbourne. Importantly, the Guidelines are intended to provide clear steps for a City of Melbourne endorsed competitive design process.

Consultation methodology

Community engagement on the draft Design Competition Guidelines focused on testing the competition process with industry and the community. Feedback received has assisted in refining the draft Guidelines, and informing test sites for the initiative on the ground.

Feedback was encouraged through the Participate Melbourne survey via targeted emails to industry and social media posts. The survey provided an opportunity to provide direct feedback on the procedural instructions and templates outlined in the draft Guidelines.

Consultation overview

Consultation was sought on the draft Guidelines following endorsement from Council at Future Melbourne Committee on Tuesday 21 March 2023. Using City of Melbourne's engagement platform, Participate Melbourne, feedback was collected via a survey that was live for more than seven weeks, from Wednesday 22 March to Sunday 14 May 2023.

During this time, the Participate Melbourne page received 700 visitors with a total of 273 Guidelines document downloads and 13 survey contributions. Five additional contributions were received from industry via email.

The engagement findings were overall supportive of the Guidelines as part of the Design Excellence Program 2019–30. Various suggestions were raised relating to procedural matters and possible implementation pathways. Key themes have been captured in this report.

COMMUNITY ENGAGEMENT SUMMARY

Engagement findings

In total, 13 survey responses and five additional contributions were received during the engagement period. The 13 survey contributions represented a relatively even industry make-up between developer, client, architect, planner, community member and/or member of the public. The five additional contributions were received from planning and design studios active in Melbourne, and Victorian Government.

A summary of the feedback can be categorised into the following key themes:

- Overall, the Design Excellence Program and the advocacy and leadership of the Guidelines was generally commended.
- The opportunity for pilot/trial competitions was well-received as a means to instil confidence in the process and adopt learnings before wider implementation and finalisation of the Guidelines.
- A general sentiment was also expressed in support of a more nuanced competitive model for Melbourne that differed from the City of Sydney model.
- There was broad support for the competition categorisations and scalability to allow for a tailored process according to scale, significance and complexity of sites/projects.
- Reservations around the potential pathway to mandatory competitions was also expressed. This includes matters regarding planning triggers, interface with existing state regulatory processes, serviceability, resourcing, incentives for the proponent, and the transition from voluntary to mandatory.

Suitable adjustments have been made to the Guidelines in response to feedback received. Specifically:

- Clarified that, for now, the guidelines support voluntary design competitions.
- Clarified that the Guidelines typically apply to selected City of Melbourne owned sites and sites where City of Melbourne is the Responsible Authority. It retains the possibility of collaborating with the Victorian Government on State managed sites.
- Simplified competition types from three to two, to cover design ideas and design concepts. This gives clear limits to the degree of design resolution requested and de-risks the process for participants by limiting deliverables.
- Clarified Jury selection and composition to achieve a balance of City of Melbourne and Proponent members.
- Other procedural adjustments relating to submission requirements and definitions - small, local and emerging firms, design integrity, and other matters.
- Other minor wording and graphic amendments to simplify and improve legibility.

The Guidelines have been updated to include:

- Aspiration for Traditional Owner involvement in both the design team and the competition process. Clear messaging about managing Traditional Owner's degree of involvement in response to priority projects and resourcing so as to avoid undue cultural load.

COMMUNITY ENGAGEMENT SUMMARY

- Aspiration for Traditional Owner or First Nations representation in competition juror or jury adviser roles.
- 15 per cent weighting for Indigenous Cultural considerations in the evaluation criteria and final decision.
- Sustainability and climate resilience objectives from City of Melbourne sustainability strategies.

In the voluntary phase, the use of the Guidelines is invited on a range of sites and projects to engender a systemic approach to design innovation, quality, diversity and investment.

Competitions can be established for various projects, including:

- **Buildings** to develop significant sites
- **Master plans** to guide the future development of large sites or a series of sites
- **Public realm plans** to guide streetscapes, parks and other public spaces
- **Design propositions** to address urban challenges or underutilised sites.



Design Excellence Program

Design Competition Guidelines

5 December 2023

Note:

This report will undergo graphic design if approved by Future Melbourne Committee

Acknowledgement of Country

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi-wurrung and Bunurong / Boon Wurrung peoples of the Kulin and pays respect to their Elders past and present. We acknowledge and honour the unbroken spiritual, cultural and political connection they have maintained to this unique place for more than 2000 generations.

We accept the invitation in the Uluru Statement from the Heart and are committed to walking together to build a better future.

Contents

Acknowledgement of Country	2
Purpose	4
How to use the Design Competition Guidelines.....	4
Introduction	5
A City of Design	5
Design Excellence Program.....	5
What is a design competition?	6
City of Melbourne support	6
Engagement with Traditional Owners	6
Part 1 – Inviting Design Excellence.....	8
1.1 Benefits of Participation	8
1.2 Eligible Sites and Projects.....	10
1.3 Competition model and process scalability	11
1.4 Council endorsed competitions	13
Part 2 – Instructions.....	15
2.1 Principles.....	15
2.2 Competition Process	18
2.4 Roles and Responsibilities.....	24
2.5 Other references	27
Part 3 – Resources and templates	29
3.1 Definitions	29
3.2 Process Overview	32
3.3 City of Melbourne – Strategic Sustainability Objectives	34
Template A: Competition Brief and Conditions	35
Template B: Response Schedules.....	40
Template C: Competition Report	44
Template D: Benefits Realisation Report.....	45
Template E: Memorandum of Understanding	46

Purpose

The Design Competition Guidelines are an invitation to create excellent design outcomes for significant and/or high-profile sites in the City of Melbourne. They support public and private development to achieve excellent design outcomes through a clear, coherent well-established competition process.

Underpinned by principles of excellence, equity, transparency and integrity, the Guidelines provide the procedural basis for City of Melbourne-endorsed design competitions. They have been developed in consultation with key industry stakeholders and build on the deep and rounded experience of the City's design experts.

The City of Melbourne looks forward to collaborating with site owners, developers and designers to continue shaping our outstanding built environment in Melbourne, for those who live, work and play here, and for the many visitors who enjoy our city each year.

How to use the Design Competition Guidelines

The Guidelines are structured in three parts:

- **Part 1 – Inviting Design Excellence** describes the benefits of competitions, explains where the Guidelines apply and provides an overview of the requirements for a competition to be endorsed by the City of Melbourne.

Go to this section to:

- Learn about how you can benefit from a design competition
- Check if your site or project is eligible for a Council endorsed design competition

- **Part 2 – Instructions** sets out the principles guiding the competition process, details each step of the process, and outlines the roles and responsibilities of all parties involved.

Go to this section to:

- Familiarise yourself with the principles and measures guiding all competitions
- Understand the steps in the process and associated activities
- Check the role and responsibilities of all involved

- **Part 3 – Resources and Templates** support a consistent, efficient and effective competition process that is fair for all participants.

Go to this section to:

- Find the definition of key terms used in the Guidelines
- Easily refer to the key roles and deliverables in each step, outlined in the Process Overview table
- Find the templates referenced in Part 2 and the Process Overview table

Introduction

A City of Design

Design Excellence is vital to the identity, culture and ongoing prosperity of Melbourne. High design quality in the built environment benefits residents, workers and visitors. This positively impacts Melbourne's liveability, attractiveness to talent and long-term economic performance.

Design competitions are an established mechanism for improving building design quality and innovation. This is particularly important for developments on large and/or prominent public sites.

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

- elevating design discussions and ensuring transparent decision making
- enabling early agreement on project deliverables for a full range of stakeholders
- ensuring meaningful Aboriginal peoples engagement from the very beginning of a project, and supporting this throughout the design and delivery stages
- providing equity of opportunity for design practices of all scales to work on city shaping projects

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

The guidelines will engender a consistent, systemic approach to design innovation, diversity and investment.



Design Excellence Program

The Design Competition Guidelines are part of the City of Melbourne's Design Excellence Program 2019-30. This is captured in Major Initiative 22 of the Council Plan 2021-25:

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

In this context, 'Design Excellence' refers to a demonstrated exceptional standard of urban design, architecture and landscape architecture.

The Design Excellence Program includes leadership, advocacy, design review, awards and design competitions.

Core to this program is the establishment and management of a Design Excellence Advisory Committee, Melbourne Design Review Panel and design competitions. This involves:

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

These Guidelines for voluntary design competitions form the first phase of this work. The second, later, phase is for development of planning policy, including potential mandatory competitions for identified sites. The Design Excellence Program 2019-30 identifies potential planning implementation pathways.

What is a design competition?

A design competition is a competitive process in which the proponent – a private or public site owner or developer – invites designers to submit a proposal for a precinct, site or building. A competition jury, comprising an independent panel of design professionals and project decision makers selects the successful design based on established evaluation criteria.

The terms of engagement, evaluation and appointment processes are identified in a competition brief and competition conditions. The jury is assisted in their assessment by a competition adviser and technical advisers, and jury recommendations are captured in a competition report.

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

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

City of Melbourne support

The City of Melbourne will support the full competition process by providing continuous and dedicated Design Excellence resourcing, including at the pre competition stage, advising on the competition brief and conditions and resourcing the competition advisory group.

Council's role and responsibilities are detailed in Part 2 – Instructions.

Engagement with Traditional Owners

The Guidelines embed a commitment to Designing with Country, including an aspiration for engagement and collaboration with Traditional Owners. Traditional Owners have expressed a desire to influence the representation of Aboriginal peoples and their cultures within the municipality.

Engagement with Traditional Owners needs careful consideration and management to avoid undue cultural load. The City of Melbourne will provide advice and facilitate the approach in consultation with Traditional Owners, considering ways to deliver positive outcomes for Country and available resources.

For each competition, Traditional Owners will decide whether to engage or opt out. In instances where Traditional Owners are not available, other Aboriginal peoples may be invited to be part of a competition in advisory or jury roles.

The Traditional Owners of the land governed by the City of Melbourne are the Wurundjeri Woi-wurrung and Bunurong Boon Wurrung peoples.

Part 1

Inviting Design Excellence

Part 1 – Inviting Design Excellence

1.1 Benefits of Participation

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

The overall benefits of a City of Melbourne endorsed competition include the following:

- Increased likelihood of design excellence through the establishment of agreed project requirements and deliverables prior to planning application
- Better balance of public and private interests
- A clearly defined, fair and ethical process
- Engagement with Aboriginal peoples from the start of the process
- A process that nurtures local, small and emerging design talent
- An opportunity to foster new relationships between proponents and designers
- Access to City of Melbourne design and technical experts

Stakeholder Benefits

Table 1 – Stakeholder Benefits

Benefits for Proponents
<p>Design Competitions can provide increased certainty for proponents through:</p> <ul style="list-style-type: none"> • Higher and more sustained return on investment as a result of better designed and more enduring buildings/landscapes/environs that are more attractive to investors and customers • Early engagement with City of Melbourne to align planning, design and commercial objectives • Testing of the brief and design proposals with design teams and technical advisers • Sampling different design teams and methodologies prior to contracting the successful team • Positive public and media engagement with the project
Benefits for the public
<p>Design Competitions can help shape better places for the public through:</p> <ul style="list-style-type: none"> • Better quality development that balances commercial interests with community needs as outlined in the competition brief • Delivering specific designs that contribute to the Melbourne context • Enabling design experts to inform the project brief and assessment of entries • Creating exemplary benchmarks for future development
Benefits for designers
<p>Competitions can advocate for excellent design and the services of local designers through:</p> <ul style="list-style-type: none"> • Improving equity of access to city-shaping projects • Elevating contemporary design ideas and innovation • Increasing visibility and public awareness of design • Establishing fair processes and expectations

<ul style="list-style-type: none"> Enabling diversification of design practices undertaking work on city shaping projects
<p>Benefits to the City of Melbourne</p>
<p>Competitions can provide more opportunity through:</p> <ul style="list-style-type: none"> Aligning the aspirations of proponents, public, designers and City of Melbourne Building resilience and robustness into the competition brief and design outcomes by incorporating existing plans and strategies Supporting a culture and understanding of Design Excellence Enhancing confidence in Melbourne’s design reputation Investing in and nurturing Melbourne’s existing and emerging design talent pool Engaging and building understanding of shared site aspirations with proponents

City of Melbourne support in pre planning pathway

Competitions enable Design Excellence through the early and ongoing collaboration of key project stakeholders, along with the definition of project deliverables and requirements at project initiation. This early upfront engagement occurs before the first point of contact with Council in the typical planning pathway.

The planning pathway that follows a design competition is potentially more efficient, provided the design development does not deviate significantly from the winning entry. This efficiency is a result of the likely reduction in rounds of Council feedback and the dedicated Council support post competition.

Well-run competitions have the potential to circumvent design issues often encountered by the City of Melbourne in planning applications that follow a typical pathway. These problems can often be traced back to a project’s inception. In a typical planning pathway, a high degree of design resolution is achieved before the first point of contact with City of Melbourne. At this point, the level of resolution means that it is often difficult and time-consuming to alter the scheme to achieve Design Excellence.

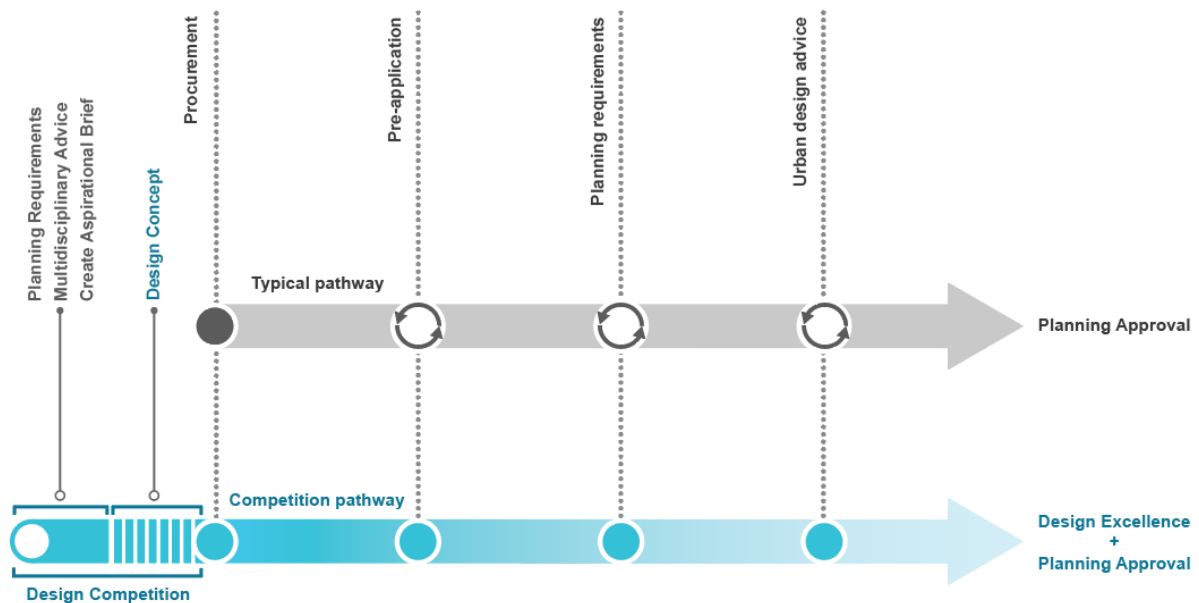


Figure 1 – Design competition pathway and typical pathway

1.2 Eligible Sites and Projects

In the voluntary phase we invite the use of the Guidelines on a range of sites and projects.

Competitions can be established for various projects, including:

- **Buildings** to develop significant sites
- **Master plans** to guide the future development of large sites or a series of sites
- **Public realm plans** to guide streetscapes, parks and other public spaces
- **Design propositions** to address urban challenges or underutilised sites.

Following the voluntary phase, eligible sites and projects will be identified with clear threshold requirements in the Melbourne Planning Scheme.

Where the Guidelines apply

The Guidelines apply to projects on **significant** sites in the City of Melbourne, including on:

- **Council owned sites**
- **Private sites and developments:**
 - with a total gross floor area that does not exceed 25,000 square metres
 - where Council is the responsible authority
 - where a competition process would be beneficial to the city.
- **Other significant sites:**
 - where a competition process would be beneficial to the city
 - where there is a relevant application requirement in the Melbourne Planning Scheme
 - as requested.

Where the Guidelines do not apply

The guidelines do not apply to sites and projects outside the municipality.

The Guidelines do not typically apply to sites and projects:

- With a total gross floor area that exceeds 25,000 square metres
- Where Council is not the responsible authority.

Site significance

The significance of a site is determined by multiple factors, including:

- Heritage and character
- Cultural significance
- Sensitive context
- Changing context
- Large site area
- Urban prominence

A site that meets one or more of these characteristics may benefit from a design competition. These site characteristics are understood as follows:

Table 2 – Site Characteristics

Site Characteristics	Description
Heritage and character	<ul style="list-style-type: none"> • Presence of a heritage structure on the site or adjacent.

	<ul style="list-style-type: none"> • Location within a heritage streetscape or an area of significant urban character.
Aboriginal cultural or historical significance	<ul style="list-style-type: none"> • Significant Aboriginal history or event. • Current significant cultural use.
Sensitive context	<ul style="list-style-type: none"> • Site with sensitive interfaces such as waterways. • Proximity to key public spaces such as public open space, stations and civic buildings.
Changing context	<ul style="list-style-type: none"> • Location within an urban renewal area. • Potential for adjacent development in the short term.
Large site area	<ul style="list-style-type: none"> • Large site area with the potential for the development to significantly change the area. • Potential for site consolidation.
Urban prominence	<ul style="list-style-type: none"> • Location important in the urban layout • Prominent corner sites • Civic use

State Government involvement

For sites where the Minister for Planning is the Responsible Authority, the Guidelines will not typically apply. The State may be involved in City of Melbourne's competition process where appropriate and subject to available resources. The Office of the Victorian Government Architect (OVGA), typically advises on the use of design competitions for the State.

1.3 Competition model and process scalability

These Guidelines are applicable to competitions of different scales and complexity.

They include two competition models – design ideas and design concepts. Each follows a similar general process. The difference relates to the purpose of the competition and degree of complexity, and therefore the number of stages and level of detail required in the competition process.

The competition process can be further tailored to suit both the purpose of the competition and the complexity of the proposed project, using the two models as a base. The different purposes include:

- Competitions that will explore wide-ranging design ideas with a high degree of freedom
- Competitions that will select the best design in response to a clear project brief on a specific site or sites.

Considerations in relation to complexity include project size, significance and level of design resolution required, along with constraints such as timeframes and financial matters.

For example, if the project complexity and required design resolution are both relatively high, the design concepts model will be the appropriate base, but the process may require additional stages and continue after the competition review. Conversely, if the project is less complex or a design idea only is required, the design ideas model with a limited number of stages will help simplify the process.

Competition scalability and flexibility are important so that the process is proportionate to the project complexity and required design resolution. Clear requirements also provide certainty for participants.

Requirements and processes are established in the competition brief, and remuneration and deliverables must be scaled accordingly.

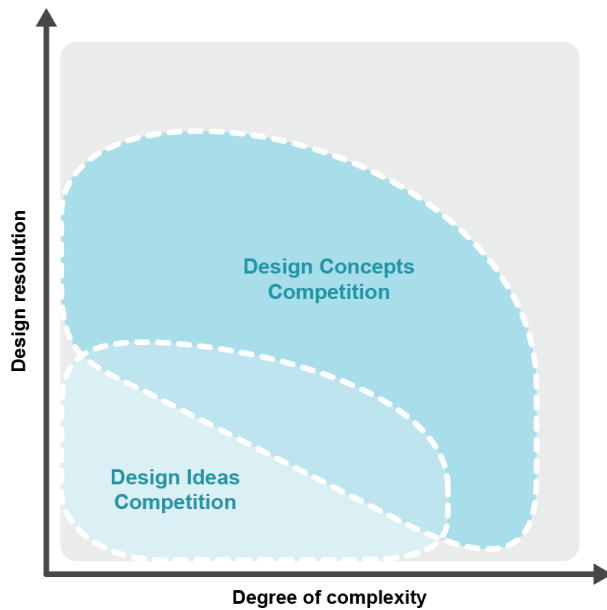


Figure 2 – Scalability and flexibility

The table outlines the two models in relation to the competition purpose, degree of complexity and design resolution.

Table 3 – Competition models

	Design Ideas Competition	Design Concepts Competition
Competition purpose	To explore wide-ranging design ideas with a high degree of freedom	To select the best design in response to a clear project brief on a specific site or sites
Design resolution	Design idea	Design concept
Submission requirements	Maximum 2 x A3 drawings Written response up to 1,300 words Refer Template B - Response Schedules for more information	Maximum 6 x A3 drawings Written response up to 1,900 words Refer Template B - Response Schedules for more information
Number of competition stages	1 - 2 stages (May be a single stage in Blind Competitions)	2 - 3 stages
Number of shortlisted entrants	up to 5	Up to 3
Number of jury members (including chair)	5	5
Competitor response period or as established in the Competition Brief	4 to 6 weeks	8 to 10 weeks
Approximate competition timeframe	Up to 3 months	4 to 7 months

1.4 Council endorsed competitions

City of Melbourne endorsement requires the satisfaction of the following requirements:

- The processes outlined in the Guidelines or as adapted in the City of Melbourne approved brief are demonstrably followed.
- The principles in the Guidelines have been addressed to the satisfaction of the City of Melbourne.
- A jury determines that design excellence has been achieved by the winning entry.

The endorsed competition report will accompany the eventual planning application for the project, pending minimal deviations from the jury-endorsed design idea or concept and briefed requirements.

Part 2

Instructions

Part 2 – Instructions

2.1 Principles

The principles ensure a transparent, equitable and ethical process. They describe how design competitions will be conducted and assessed.

The competition process must incorporate all principles to the satisfaction of City of Melbourne and the competition adviser, in order to be endorsed by Council.

Table 4 –Principles

Principles	• Actions	+ Measures
<p>Ensure visibility of design process</p> <p>Competition entries and process outcomes are transparent and publicly accessible.</p>	<ul style="list-style-type: none"> Publish or exhibit the shortlisted submission/s once winning designs have planning approval. <p>Refer: <u>Template C: Competition Report</u>.</p>	
<p>Balance private and public interests</p> <p>The jury composition balances proponent and public interests to ensure equitable design outcomes.</p>	<ul style="list-style-type: none"> Appointment of a City of Melbourne Jury Chair (to be selected from Management Leadership Team). <p>+ At least half the jury comprises City of Melbourne design experts, drawn from City Design, Design Excellence Advisory Committee and/or the Melbourne Design Review Panel.</p>	
<p>Champion diversity</p> <p>Entrant and jury compositions are informed by a thorough consideration of experience, culture, gender, ability and age, to ensure inclusive and amenable built outcomes.</p>	<ul style="list-style-type: none"> Undertake qualitative assessment of entrant diversity. <p>+ 40/40/20 gender balance on jury teams.</p> <p>Refer: <u>Template B: Response Schedules</u>.</p>	
<p>Sustainable development</p> <p>Design to mitigate the impacts of climate change and to help reach City of Melbourne’s zero emissions target by 2040.</p>	<p>+ 15% weighting for sustainability and innovation in final decision.</p>	
<p>Designing with Country</p> <p>Respect for, and collaboration with Traditional Owners and Aboriginal participants is at the forefront of the design competition process.</p>	<ul style="list-style-type: none"> Consider the potential for engagement and collaboration with Traditional Owners. Identify relevant Aboriginal cultural heritage and consider how cultural narratives will be supported. Consider how the project will affect Country and listen to any concerns by Traditional Owners. Aspiration for Traditional Owners engagement and collaboration. Undue 	

	<p>cultural load needs to be considered when establishing the competition brief.</p> <ul style="list-style-type: none"> • Traditional Owners involvement in the development of the brief and the competition process. • Aspiration for Aboriginal peoples or First Nations representation in jury and adviser roles. <p>+ 15% weighting for Traditional Owner and designing with Country considerations in the evaluation criteria.</p> <p>+ Number of Aboriginal peoples or First Nations representatives in jury and adviser roles.</p>
<p>Support local, emerging and small design practices</p> <p>Local, emerging and small design practices are recognised and supported, to futureproof Melbourne’s design talent pool and reputation as a globally leading city for Design Excellence.</p>	<p>+ Minimum 60% of shortlisted entrant teams comprised predominantly of local, emerging and/or small design practices.</p>
<p>Provide fair compensation</p> <p>Design practices are adequately compensated for their time, and submission requirements and deliverables are reasonable.</p>	<ul style="list-style-type: none"> • Adequate remuneration and reasonable submission requirements <p><u>Refer: Template A: Competition Brief and Conditions.</u></p> <ul style="list-style-type: none"> • Jury to disregard any submitted material beyond the stated requirements. <p><u>Refer: Template A: Competition Brief and Conditions.</u></p>
<p>Foster relationships</p> <p>The competition process supports relationship building and collaboration between the proponent, entrants and City of Melbourne.</p>	<ul style="list-style-type: none"> • Include and commit to points of contact for briefing, reviewing and collaboration. <p><u>Refer: Template A: Competition Brief and Conditions.</u></p>
<p>Outline key dates and milestones</p> <p>The proponent must outline clear timeframes and deliverables for all participants from competition outset, to provide certainty around commitment and resourcing.</p>	<ul style="list-style-type: none"> • Outline key dates and milestones <p><u>Refer: Template A: Competition Brief and Conditions.</u></p>
<p>Appropriate attribution and promotion</p> <p>All participants must appropriately attribute entrants and recognise and protect First Nations ideas, knowledge and Indigenous Cultural and</p>	<ul style="list-style-type: none"> • Ensure appropriate attribution in accordance with The Copyright Amendment (Moral Rights) Act 2000, which recognises and protects entrants’

<p>Intellectual Property (ICIP) rights. City of Melbourne to promote designs.</p>	<p>right of attribution, right to prevent false attribution and right of integrity.</p> <ul style="list-style-type: none"> • Ensure appropriate attribution and protection in accordance with Indigenous Cultural and Intellectual Property (ICIP) rights. + Proponents and entrants identify benefit from the promotion of competition results.
<p>Benefits realisation</p> <p>Design Excellence is upheld in the winning submission until end of construction. This is to ensure that the design idea/concept is not diminished in subsequent stages.</p>	<ul style="list-style-type: none"> • Undertake an assessment of the competition’s benefits. • Conduct design review at key stages in the project development to ensure that the developed design and quality of the built outcome accord with the design intent of the winning entry. <p>Refer Template <u>D – Benefits Realisation Report</u>.</p> <ul style="list-style-type: none"> + Benefits Realisation Report identifies that design excellence has been upheld in the built outcome.

2.2 Competition Process

Process overview

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

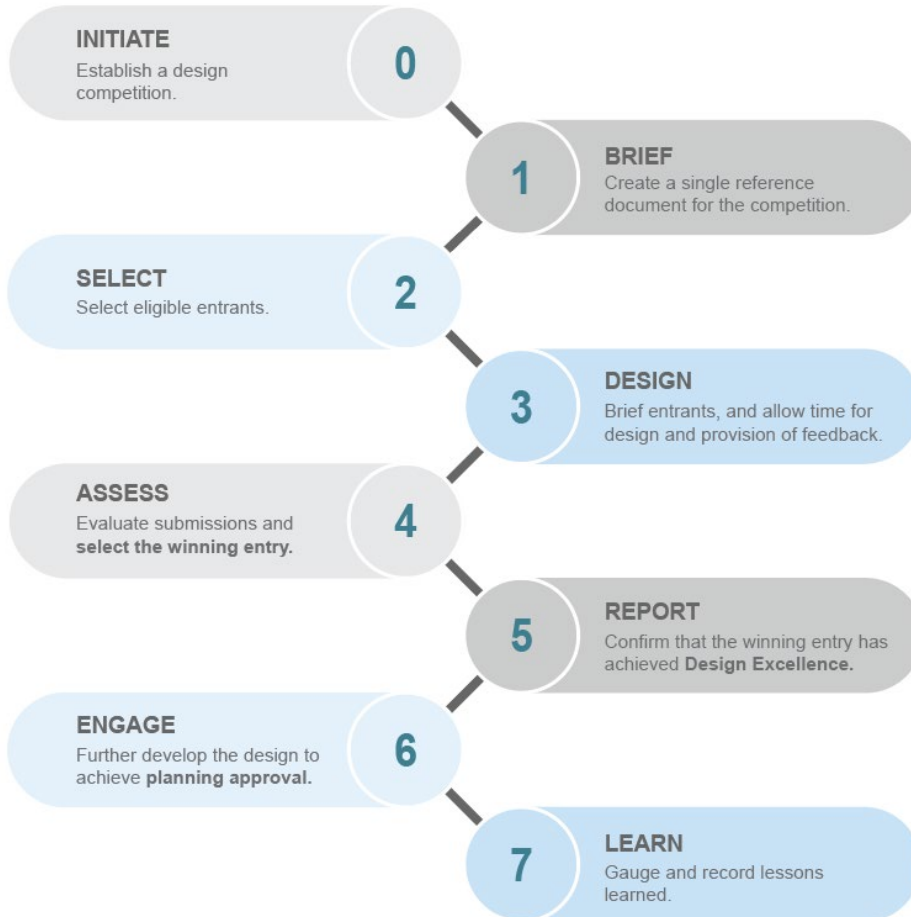


Figure 3 – Process Overview

The **steps** outline the pathway from competition establishment through to award, project delivery and benefits realisation. Each step is supported by:

- **Objectives** which define the aim of each step
- **Key activities** required to complete each step
- **Participants** responsible for each step
- **Templates** that are relevant for each step and support the consistent application of the Guidelines.

Steps

The steps and their objectives, key activities, participants and relevant templates are described in detail below. The Process Overview resource in Part 3 – Resources and Templates provides a summary of the process for reference by all participants.

0. Initiate

Proponents are invited to contact City of Melbourne to initiate a design competition. In some limited cases, proponents may be approached by Council with a recommendation to engage in a design competition. City of Melbourne can advise the proponent on whether a design competition is appropriate for the site and project.

Objectives

To commence discussions on establishing a design competition.

Key activities

- 0.1. **Initial discussion** with the City of Melbourne about the potential for a design competition, the process and next steps.

Participants

Proponent (lead) with City of Melbourne.

- 0.2. **Memorandum of Understanding:** between the proponent and City of Melbourne, ensures both parties are in agreement. It includes the obligations of the proponent and all participants engaged by the proponent (except for entrants and City of Melbourne employees) in terms of confidentiality, remuneration, and other relevant matters.

Participants

City of Melbourne (lead) with proponent

- 0.3. **Engage Competition Adviser:** Engage an appropriately qualified and experienced professional to act as the independent competition adviser.

Participants

Proponent (lead) with City of Melbourne.

- 0.4. **Competition Advisory Group:** For some competitions establish a competition advisory group to support the jury and competition adviser.

Participants

Adviser (lead) with City of Melbourne

Template

E – Memorandum of Understanding

1. Brief

The co-development of a **Competition Brief and Conditions** by the proponent, competition adviser and City of Melbourne, for endorsement by the City of Melbourne.

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

Objectives

To create a single reference document for the competition.

Key activities

- 1.1. **Co-develop brief** that captures the agreed competition purpose, project, vision, participants, process, site information, planning parameters, Traditional Owners considerations, submission requirements, evaluation criteria, and conditions.

Participants

Competition adviser (lead) with proponent and City of Melbourne.

- 1.2. **Approve brief:** A City of Melbourne agreement to the brief and conditions, such that the competition can begin. This approval is documented in an agreement. Approval of the brief is the first part of a City of Melbourne endorsed process.

Participants

City of Melbourne (lead) with Proponent, and Competition Adviser

Template

A – Competition Brief and Conditions

2. Select

The **Selection** of eligible and capable entrants via an open Expression of Interest (EOI).

The selection of shortlisted teams may occur in two ways – a named EOI or a blind EOI.

Objectives

To select eligible entrants.

Key activities

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

OR

Stage 1 EOI (Blind): A public invitation for design teams to register a de-identified EOI in the competition and provide a de-identified EOI submission in accordance with the Response Schedule criteria for Blind Competitions.

An initial qualitative assessment of the EOI is undertaken by the competition advisory group, against evaluation criteria as identified in competition brief and conditions.

The purpose of the EOI is to shortlist compelling project ideas, based on a limited high level submission which identifies the design idea and statement of project appreciation. In a blind EOI competitors' identities are suppressed in the submission and assessment.

Participants

City of Melbourne (lead) with competition adviser, and proponent

- 2.2. **Shortlist EOI Submissions:**

The shortlisting of eligible entrants in either EOI format is undertaken by the jury through a rigorous process using the agreed criteria in the brief and considering relevant technical adviser reports.

Participants

Jury (lead) with Competition Adviser and other relevant Advisers.

Template

B – Response Schedules

3. Design

The development of a **Design idea or Concept** in response to the brief and a submission in response to Request for Proposal.

Objectives

To brief shortlisted Entrants, allow time for design and the optional provision of feedback.

Key activities

- 3.1. **Briefing session:** This is an opportunity for entrants to clarify project and process questions, and for the proponent to share their aspirations and requirements. A site visit may also be included, alongside introductions to technical advisers, who are experts in the project's functional requirements.

Participants

Competition Adviser (lead) with City of Melbourne, proponent and entrants.

- 3.2. **Stage 2 RFP:** A select invitation for entrants to provide a submission in accordance with Template A: Competition Brief and Conditions and Template B: Response Schedule.

Participants

City of Melbourne (lead) with competition adviser and proponent.

- 3.3. **Optional - Provide Feedback on Interim designs:** For three stage competitions, this is an opportunity for the proponent to provide feedback to entrants on Stage 2 submissions.

Participants

Competition Adviser (lead) with proponent and City of Melbourne.

Template

B – Response Schedules

4. Assess

The **Evaluation** of submissions to determine an entrant shortlist (if applicable) and/or winning entry. The completion of an interview and / or presentation in the case of a shortlist, to identify a winning entry.

Objectives

To evaluate submissions and select the winning entry.

Key activities

- 4.1. **Assess RFP submissions and proceed to item 4.2 Stage 3 Interviews:** The Jury assesses the RFP submissions against the evaluation criteria in the Competition Brief and Conditions.

OR

Proceed to item 4.3 Identify Winning Entry

Participants

Jury (lead) with competition adviser and relevant other advisers.

- 4.2. **Stage 3 Interviews**

Presentation of the RFP submission by the entrant to the jury. This is convened by the

competition adviser and administered by City of Melbourne. This is part of the assessment and an opportunity to ask questions and clarify any issues.

Participants

City of Melbourne (lead) with competition adviser and proponent.

- 4.3. **Identify Winning Entry** The jury selects the winning entry. The proponent must accept this choice. The competition adviser supports the jury to record the relative merits of each entry. The competition adviser can use this to inform the competition report and to provide feedback to unsuccessful teams.

Participants

Jury (lead) with competition adviser and relevant other advisers.

Template

B – Response Schedules

5. Report

The completion of a **Competition Report** and confirmation that the winning entry achieves Design Excellence.

Objectives

To identify the successful entrant and document that Design Excellence has been achieved.

Key activities

5.1. **Complete the Competition Report**

A report that documents the jury's decision based on Evaluation Criteria established in the Competition Brief and Conditions.

Participants

Jury (lead) with competition adviser.

5.2. **Endorse the Competition**

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

Participants

City of Melbourne (lead) with competition adviser.

5.3. **Exhibit Submissions and Jury Citations**

A public announcement of the winning entrant, and recognition and exhibition of shortlisted entrants' submissions and suitable excerpts from the jury report. The timing of the exhibition is after planning approval of the winning entry or after an orderly period of time.

Participants

City of Melbourne (lead) with competition adviser, jury, entrants.

Template

C – Competition Report

6. Engage

Engagement of the successful entrant by the proponent to further develop the winning entry for lodgement to Planning.

Objectives

To further develop the design to achieve planning approval.

Key activities

6.1. Engage Entrant

A formal engagement of the winning entrant by the proponent to work towards planning approval, and to maintain design integrity. Competitions provide the opportunity to foster new relationships (between proponent and designer) and ensure that design integrity is carried forward through the engagement of the winning entrant to deliver the design.

Participants

Proponent (lead) with City of Melbourne.

6.2. Co-ordinate further touchpoints

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

Participants

City of Melbourne (lead) with successful entrant, proponent.

Template

No templates required in this step.

7. Learn

The development of a **Benefits Realisation Report** by the City of Melbourne.

Objectives

To gauge and record lessons learned.

Key activities

7.1. Review and record benefits

Feedback or operational changes that improve the competition process will be embraced to ensure an excellent process. This will include desktop design review of winning schemes post competition, and during the planning pathway to ensure design integrity is maintained.

Participants

City of Melbourne (lead) with successful entrant, proponent, competition adviser.

Template

D – Benefits Realisation Report

2.4 Roles and Responsibilities

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

Direct participants

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

Proponent

The proponent typically initiates the competition process. They are typically the owner or developer of the site and will often also be the owner or operator of the completed project.

Key obligations include:

- Ensuring suitable remuneration to entrant, jury members and advisers, relative to the time and effort required
- Engaging a competition adviser to oversee and manage the competition process
- Accepting the jury's selection of a winner
- Ensuring no interference or influence with the jury process and decision
- Engaging the winning entrant for subsequent development of the competition concept, acknowledging that proceeding to contract is always at the discretion of the proponent
- Providing project information to enable a fully informed response to the site and competition brief. Minimum requirements are as follows:
 - Topographic and feature survey
 - Land title, any easements or other encumbrances
 - Cultural management plan identifying approach to Traditional Owners engagement.
 - DWG files
 - Other surveys and studies – heritage, hydraulic, soil, etc., that may assist the development of an informed response.
- Ensuring confidentiality of entrants and submissions.

Competition adviser

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

Key obligations include:

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

City of Melbourne

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

Key obligations include:

- Providing continuous and dedicated Design Excellence resourcing across the various competition steps.
- Ensuring design integrity is upheld post-competition.
- Co-developing and approving the brief.
- Collaborating with statutory planners to communicate relevant policy parameters in the competition brief.
- Providing advice on the Traditional Owners engagement approach.
- Approving the competition brief at launch and Endorsing the competition report once the winning entrant has been selected, provided all competition conditions and evaluation criteria are met.
- Reviewing and adapting the Guidelines as necessary, as a consequence of evaluating live competition processes, fairness and transparency to improve and optimise the process.

Jury

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

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

The jury chair is responsible for convening the jury, conducting the assessment according to the process and conditions, and producing a jury-endorsed competition report, with the assistance of the competition adviser.

Key obligations include:

- Declaring any conflicts of interest upfront
- Ensuring independence and confidentiality are maintained
- Having appropriate design expertise
- Assessing entries in accordance with the timeframes.
- Chairing Jury meetings and report production

Entrant

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

Key obligations include:

- Submitting entry material as per submission requirements in the competition brief, with no additional outputs
- Complying with the competition conditions
- Providing feedback to the City of Melbourne on their experience.

Supporting participants

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

Competition advisory group

For some competitions, a Competition Advisory Group (CAG) may be appointed to assist the adviser and jury in their obligations. The CAG will normally comprise the competition adviser and one or two

City of Melbourne representatives. The competition adviser, City of Melbourne or the proponent may recommend establishing a CAG.

Technical advisers

Technical advisers provide specific expertise on the functional requirements of the project on behalf of the proponent. Technical advisers may inform the competition brief, or provide feedback on Submissions to the Jury. Key activities technical advisers may support include:

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

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

Traditional Owners

The Traditional Owner groups with the closest connection to the municipality are the Wurundjeri Woi-wurrung and Bunurong Boon Wurrung language groups of the Kulin. These Traditional Owner groups may be consulted if their resources permit engagement.

The City of Melbourne will provide guidance on a sustainable approach to Traditional Owners engagement.

Probity adviser

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

The competition adviser, in agreement with the proponent and City of Melbourne, may choose to appoint a probity adviser to oversee the integrity of the process and mitigate conduct risks.

Public engagement

A public announcement of the competition registration process aids transparency, helps to generate attention for the project and attract entrants. Likewise, announcing and/or exhibiting schemes at the end of the competition helps provide transparency and celebrates the design ideas generated. This is to be coordinated by the competition adviser with City of Melbourne support. Relevant key activities for public engagement include:

- 2.1 Registration and EOI
- 5.3 Exhibition

Industry bodies

The following institutes and industry groups can provide expertise, and provide professional advice, resources and guidance to inform a competition process:

- Australian Institute of Architects (AIA)
- Australian Institute of Landscape Architects (AILA)
- Planning Institute of Australia (PIA)

- Property Council Australia (PCA)
- Urban Design Institute of Australia (UDIA)
- Urban Design Forum (UDF)
- Other partnerships

2.5 Other references

The following documents are useful references:

- Australian Institute of Architects' Design Competitions Policy
- Office of the Victorian Government Architect's Architecture Design Competitions – A Guide for Government.

Part 3

Resources and Templates

The following resources support the process and steps outlined in Part 2:

- 3.1. Definitions
- 3.2. Process overview
- 3.3. City of Melbourne – Strategic Sustainability Objectives

The following templates support the steps outlined in Part 2:

- A. Competition brief and conditions
- B. Response schedules
- C. Competition report
- D. Benefits realisation report
- E. Memorandum of understanding

Part 3 – Resources and templates

3.1 Definitions

Key terms used in the document are defined as follows:

Adviser, competition

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

Adviser, probity

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

Adviser, technical

Technical advisers provide specific expertise on the functional requirements of the project on behalf of the proponent.

Authorised representative

The sole point of contact between the entrant and competition adviser.

Competition advisory group (CAG)

For some competitions, Council or the competition adviser may recommend a competition advisory group be established to assist the jury in their deliberations. The CAG will normally comprise the competition adviser and one or two City of Melbourne representatives.

Competitions, blind

In a blind competition, the identity of entrants is suppressed and revealed only after the jury's selection of a winning entry. Blind competitions help provide a sense of assurance to entrants that submissions will be assessed equitably and on merit alone.

Competitions, named

In a named competition, the identity of entrants is known by the jury.

Competition brief and conditions

A document that articulates key information about the competition purpose and process; project ambition, background and scope; and conditions applicable to all entrants.

Refer: Template A - Competition Brief and Conditions.

Competition report

A report that documents the jury's decision based on the evaluation criteria established in the competition brief and conditions.

Refer: Template C - Competition Report

Competition model

These guidelines describe two competition models – Design Ideas or Design Concepts. These outline different processes that can be adapted according to the project scale, site, significance and complexity.

Design integrity

Design integrity refers to maintaining the core design ideas and quality throughout the development and realisation of the project. This is achieved by continued engagement between the successful entrant, the proponent and the City of Melbourne post competition. This continuity helps maintain Design Excellence as the design is further developed for planning approval.

Designer

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

Design competition

A design competition is a competitive process in which a private or public site owner or developer ('the proponent') invites designers (the 'entrant') to submit a design proposal for a precinct, site or building. An independent panel of design professionals and project decision

makers (the 'jury') will select the successful design based on an agreed set of evaluation criteria.

Design excellence

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

Designing with Country

A process undertaken with Traditional Owners to ensure projects are guided by Aboriginal community and recognised knowledge holders.

Emerging practice

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

Endorsement

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

Entrant

The entrant is a designer participating in the design competition through the entry of a submission. Entrants must be registered design professionals in the State of Victoria, where applicable.

Entry

Refer *Submission*.

Evaluation criteria

Evaluation criteria establish how design excellence will be measured. They provide the basis for the jury to assess and score entrants' submissions.

Guidelines, the

The Design Competition Guidelines (the Guidelines) outline the process for conducting a design competition for significant and/or high profile sites in the municipality. The Guidelines apply to both public and private development. They provide the procedural basis for a City of Melbourne endorsed design competition.

Independent design expert

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

Jury

Competition entries are assessed by an expert jury comprising of the proponent, City of Melbourne and independent design experts. The jury selects the best design proposal and team (in the context of a named competition) based on established evaluation criteria.

Local practice / designer

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

Master plan

A plan that provides an overall description of the design or development concept of a large site, a series of sites or an open space. It may include the description of the built form, urban design, uses and activities, landscape, and movement and access. A master plan provides the necessary guidance for a cohesive detailed design and implementation.

Melbourne Design Review Panel (MDRP)

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

Planning Approval

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

Proponent

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

Responsible authority

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

Submission

The submission is a design idea or concept developed in response to the Competition Brief and Conditions and submitted in accordance with the Response Schedule.

Refer: Template A - Competition Brief and

Conditions; Template B – Response Schedules

Successful entrant

The successful entrant is the author of the winning entry, as selected by the jury.

Small practice

A small practice is an architecture and/or design firm employing between 5 to 15 people.

Winning entry

The winning entry is that which has been selected by the jury as best meeting the competition’s evaluation criteria. The winning entry is produced by the successful entrant.

3.2 Process Overview

The table below summarises the process and key activities, obligations and deliverables for all participants.

Table 5 – Process Overview

Step	Objective	Key Activity	Participants	Template
Pre Competition				
0 Initiate	To establish a design competition.	0.1 Initial discussion	Proponent (lead) with City of Melbourne.	E – Memorandum of Understanding
		0.2 Memorandum of Understanding	City of Melbourne (lead) with Proponent.	
		0.3 Engage competition adviser	Proponent (lead) with City of Melbourne.	
		0.4 Establish a Competition advisory group	Adviser (recommendation) with City of Melbourne	
1 Brief	To create a single reference document for the competition	1.1 Co-develop brief and conditions	Competition adviser (lead) with proponent, and City of Melbourne	A – Competition Brief and Conditions
		1.2 Approve brief and conditions	City of Melbourne (lead) with proponent, and competition adviser	
Competition				
2 Select	To select eligible entrants	2.1 Stage 1 EOI	City of Melbourne (lead) with competition adviser, and proponent	B – Response Schedules
		2.2 Shortlist EOI Submissions	Jury (lead) with competition adviser and relevant other advisers	
3 Design	To brief entrants, allow time for design and the optional provision of feedback	3.1 Briefing session	Competition adviser (lead) with City of Melbourne, Proponent and Entrants	B – Response Schedules
		3.2 Stage 2 RFP	City of Melbourne (lead) with Competition Adviser and Proponent	
		3.3 Optional – provide feedback on interim designs	Competition adviser (lead) with proponent, City of Melbourne	
4 Assess	To evaluate submissions and select the winning entry	4.1 Shortlist RFP submissions and proceed to item 4.2 OR determine winning entry and proceed to item 5.1	Jury (lead) with competition adviser and relevant other advisers	B – Response Schedules
		4.2 Stage 3 interviews	City of Melbourne (lead) with competition adviser and proponent	
		4.3 Identify winning entry	Jury (lead) with competition adviser and relevant other advisers	

5 Report	To identify the successful entrant and design Excellence has been achieved.	5.1 Complete the competition report	Jury (lead) with competition adviser	C – Competition Report
		5.2 Endorse the competition	City of Melbourne (lead) with competition adviser	
		5.3 Exhibit submissions and jury citations	City of Melbourne (lead) with competition adviser, jury, entrants	
Post Competition				
6 Engage	To further develop the design to achieve planning approval.	6.1 Engage entrant	Proponent (lead) with City of Melbourne	
		6.2 Coordinate further touchpoints	City of Melbourne (lead) with successful entrant, proponent	
7 Learn	To gauge and record lessons learned	7.1 Assess and Record benefits	City of Melbourne (lead) with successful entrant, proponent, competition adviser	D – Benefits Realisation Report

3.3 City of Melbourne – Strategic Sustainability Objectives

This document lists the key sustainability and climate resilience objectives outlined within City of Melbourne’s sustainability strategies.

These objectives are intended to assist designers to embed climate change resilience and sustainability into the design of new assets including parks, buildings, roads, infrastructure and drainage.

Table 6 – Strategic Sustainability Objectives

City of Melbourne Strategy	Objectives
Climate Adaptation and Resilience	<ul style="list-style-type: none"> • Reduce vulnerability to climate change impacts including: <ul style="list-style-type: none"> ○ Temperatures and extreme heat ○ Greater storm intensity, including heavy rainfall, flooding and wind ○ Sea level rise ○ Reduced rainfall and drought
Integrated Water Management	<ul style="list-style-type: none"> • Decrease potable water use and increase alternative water sources • Improve stormwater quality • Increase surface permeability • Reduce flooding risk
Urban forest, ecology and green infrastructure	<ul style="list-style-type: none"> • Improve ecosystem health • Protect and enhance habitat and biodiversity • Increase the quantity, quality and distribution of vegetation cover • Build a resilient urban forest that can tolerate and continue to thrive in future climatic extremes
Transport	<ul style="list-style-type: none"> • Support mode transition to sustainable options (e.g. walking, cycling, public transport) • Reduce transport related greenhouse gas emissions • Reduce disruption to the transport network by climate change impacts
Operational emissions reduction	<ul style="list-style-type: none"> • Reduce energy use through improved efficiency • Transition to all-electric systems and appliances • Maximise renewable generation on site
Embodied Carbon	<ul style="list-style-type: none"> • Minimise material volumes during pre-design and design phase • Reduce embodied carbon in material choice and the construction process • Maximise the lifetime of assets and asset components
Resource recovery and circular economy	<ul style="list-style-type: none"> • Increase the proportion of resources diverted from landfill • Increase the use of recycled and recyclable products • Increase the reuse of existing materials and assets

Template A: Competition Brief and Conditions

Competition brief

The Competition

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

The Site and Project

Background	[Provide information on the project background and key considerations that are considered essential to an acceptable design response. 200 words]
Vision	[Insert the project vision – what does the project aspire to achieve? 200 words.]
Site context	[CoM: Insert site and planning context, having reference to all relevant strategies, plans and overlays. 500 words.] [CoM: Insert site context, having reference to urban character, surrounding built form and the aspirations for the precinct as detailed in the City of Melbourne’s City Spatial Plan, particularly the relevant ‘Change by place’ section. 150 words.]
Designing with Country	[CoM: Insert traditional owner group, and known information about the site’s significance.]
Design objectives	[CoM: Insert the design objectives specific to the site and project, including: <i>1. Promote creative architectural and urban design proposals that achieve Design Excellence</i> <i>2. Design ideas and proposals that support civic improvement and public good.</i> <i>3. Complement the City of Melbourne’s public realm infrastructure and amenities.</i> 300 words.]
Planning objectives	[CoM: Insert the planning objectives specific to the site, including: <i>1. Comply with the Melbourne Planning Scheme as it applies to the site.</i> <i>2. Justify any instances of non-compliance with a discretionary provision against the objectives and strategic direction of the relevant planning control.</i> <i>3. (Specific planning objectives for the site).</i> <i>4. Complement the City of Melbourne’s strategies and policies</i> (description of relevant strategic and policy objectives). <i>Without contradicting planning objective 1 above, it is noted that the clauses of the Melbourne Planning Scheme that apply to the site are</i> (list all clauses by number and title).

	<i>It is further noted that the key planning controls that establish the preferred building envelope for the site include (description of key planning controls).]</i>
Commercial objectives	<p>[Competition adviser: Insert commercial objectives, including: key considerations such as:</p> <ul style="list-style-type: none"> • stance towards net lettable area • floor plate requirements • uses and percentage of each use • staging and configuration requirements • plant, parking, servicing and access • estimated project budget and construction costs • construction methodology. <p>300 words.]</p>
Scope	[Insert spatial scope and extent, key technical matters, key functional requirements and reference design as appropriate to the submission requirements]
Budget	[Insert the project budget and any exclusions]
Program	[Insert the project program]
Key Challenges	[Insert any specific project challenges. 300 words]

Competition Milestones

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

Key Contacts

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

Evaluation Criteria

The Evaluation Criteria establishes how Design Excellence will be measured. The Evaluation Criteria also establishes the basis for which all members of the Jury assess and score an Entrant's capability. Suggested criteria and weightings are listed below. These may be fine-tuned by the Proponent to respond to the project or site features, to the satisfaction of the City of Melbourne prior to the competition. The assessment criteria are underpinned by the potential to achieve Design Excellence.

Criteria	Weighting
1. Project appreciation a written, site specific response to the project brief, including site context.	15%
2. Experience, capability and composition of team (including specific role within partnerships).	15%
3. Design proposal illustrated submission that clearly responds to the Competition Purpose, Project Vision and Scope.	30%
4. Proposed Delivery Methodology a written, site specific response which draws together the design proposal, project program and key challenges.	10%
5. Sustainability and Innovation a written response outlining how the project delivers on sustainability objectives (see <i>Resource 3.3 – City of Melbourne Strategic Sustainability Objectives</i>), and an innovative design, process and/or outcome for Melbourne.	15%
6. Designing with Country a written response articulating the extent to which the project responds to best practice design for Aboriginal people's engagement.	15%

Competition Conditions

Eligibility

1. This competition is run by Melbourne City Council (**Council**) in conjunction with [insert Proponents name and ABN] (**Proponent**).
2. Entrants must be registered design professionals in the State of Victoria.
3. If the competition requires a lead consultant architect, the Entrant must be a practising architect, architectural company or architectural partnership within Australia, registered as an architect in Victoria, Australia pursuant to the *Architects Act 1991 (Vic)*.
4. Each Entrant must submit a Submission that adheres to all specifications outlined in the Competition Brief.
5. Entrants may be required to enter into confidentiality arrangements with Council and/or the Proponent in order to receive detailed specifications as outlined in the Competition Brief.
6. There will be [insert number of winners] winning Submission (**Winner**) selected by the panel appointed by Council and the Proponent (**Jury**) from the shortlisted entries. The Winner will receive [insert prize/remuneration details here]
7. All shortlisted Entrants/Winner will be invited to attend [insert details of any awards ceremony or event or announcement –or delete this clause if not used].
8. The Jury will judge the Submissions based on the criteria contained in the Competition Brief, and choose the Winner/s based on those that have the most merit. The decision of the Jury is final and no correspondence or discussions will be entered into.
9. The Jury must announce a decision within two months of the final presentation. Jury Citations, along with Submissions, will be available for public viewing.
10. Entrants warrant that they have created the Submission and the Submission is original and does not infringe the copyright, moral rights or other rights of any third party. If a Submission is based on another work, appropriate approval must be sourced and attached to the entry form.
11. If a winning Submission is deemed not to comply with these conditions of entry, or is found to infringe any rights (including, without limitation, any intellectual property rights) of a third party, the Submission will be discarded and the award will be given to the Entrant who Submitted the next best valid Submission as determined by the Jury in their absolute discretion.
12. Incomplete, illegible or incorrect Submissions; Submissions received after the closing date; or Submissions which breach any law or infringe any third party rights, including intellectual property rights, will not be eligible to win.
13. The Council and/or Proponent may, in their sole discretion, disqualify an Entrant from, and prohibit further participation in this competition by, any person (including without limitation a Winner) who infringes any rights (including, without limitation, any intellectual property rights) of a third party, tampers with or benefits from any tampering with the entry or voting process or with the operation of the competition or acts in violation of these conditions, or behaves in a manner which may diminish the good name or reputation of the Council or Proponent or any of their related bodies corporate, or the agencies or companies associated with this competition or is contrary to law.
14. Entrants grant to the Council and the Proponent on submission of their Submission a royalty free, perpetual, non-exclusive and irrevocable licence to use, reproduce and communicate to the public the Submission for the purposes of the Competition and for the Council's advertising and marketing purposes. The Council and the Proponent will respect the Entrants moral right of attribution in the Submission.
15. The Winner/s will not be entitled to any further remuneration as a result of the parties' use of the Winner's Submission.

16. The Winner/s will be contacted from [insert date], and their name will be published on the [insert relevant website for publication].
17. If for any reason any aspect of this competition is not capable of running as planned, including due to any cause beyond the control of the Council and the Proponent, the Council may in its sole discretion cancel, terminate, modify or suspend the competition.
18. Council may collect personal information about entrants to include them in the competition and does so in accordance with the City of Melbourne's [Privacy Policy](#).

Template B: Response Schedules

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

Stage 1 – Entrant Registration and EOI

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

- Are eligible to compete
- Have an authorised representative, to be the sole point of contact between the entrant and competition adviser
- Can ask questions and seek clarification
- Receive a Registration Number, to be used to identify their submission

Entrants must be registered design professionals in the State of Victoria or partnered with such.

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

Stage 1 - EOI Entrant Response

Proposed team	[Insert names of participating practices. Any display of the submission will be attributed to this group.]
Authorised representative	[Insert name and contact details of the primary point of contact for the team.]
Proof of professional registration	[Identify relevant registrations, including registration numbers and expiry dates.]
Questions or clarifications	[Identify any questions you might have about the competition or project.]
Compliance	[Identify how your team will deliver on compliance of the offer with the following: <ul style="list-style-type: none"> • Gender Equity Act 2020: [Insert response, 150 words] • UN Sustainable Development Goals: [Insert response, 150 words] • City of Melbourne Innovate Reconciliation Action Plan 2021-23: [Insert response, 150 words]
Relevant experience, capability	[Identify relevant project experience, project budget, and relevant design awards]
Design idea	Blind competitions only: [Provide a drawing or drawings that articulate the design idea: <ul style="list-style-type: none"> • 1 indicative site plan and section • 1 perspective sketch / render / collage • 1 indicative section • 1-3 drawings or diagrams
Project Appreciation	Blind competitions only: [Insert statement identifying how the design idea delivers on the competition brief, how stakeholder consultation will be

	approached and key considerations for the site, constructability / deliverability.
Date Received	[City of Melbourne to complete.] TT:TT, DD Month Year
Eligibility	[Competition Adviser to complete.] Y/N
Registration Number	[City of Melbourne to complete.] XXX

Variations

For blind competitions that are considered 'Ideas', the process may cease at the conclusion of stage one. Alternatively, an Ideas Competition may continue to stage two to obtain a more developed idea that is informed by an anonymous briefing with the proponent.

Stage 2 - Request for Proposal (RFP)

The Stage 2 Request for Proposal (RFP) is used to invite the design idea or concept and to either shortlist entrants in the context of a three-stage design competition, or to identify a winning entry for a two-stage competition.

Stage 2 - RFP Entrant Response

	Evaluation Criteria	Design Ideas Competition	Design Concept Competition	Weighting
1	Project appreciation A written, site specific response to the project brief, including site context.	200 words	500 words	15%
2	Statement of capability	500 words	500 words	15%
3	Design proposal An illustrated response to the competition purpose, project vision and scope including addressing sustainability measures.	Design idea <ul style="list-style-type: none"> 1 site plan at 1:1000 / 1:2000 1 perspective sketch / render / collage 1 indicative section 1-3 diagrams 	High level concept <ul style="list-style-type: none"> Context response and street interface 1 site plan at 1:1000 / 1:2000 Ground level floor plan at 1:200 2 perspective sketch / render / collage 1-2 sections 1-8 diagrams High level summary of quantities or cost estimate 	30%
		Exclusions: The following are not for inclusion unless additional remuneration, adequate to cover the cost of development is provided for each: <ul style="list-style-type: none"> Physical model Flythrough Photorealistic renders 		
4	Proposed delivery methodology A written, site specific response that draws together	200 words	300 words	10%

	the design proposal, project program and key challenges.			
5	Sustainability and innovation A written response outlining how the project delivers on sustainability objectives (see <i>Resource 3.3 – City of Melbourne Strategic Sustainability Objectives</i>), and an innovative design, process and/or outcome for Melbourne.	200 words	300 words	15%
6	Designing with Country A written response articulating the extent to which the project responds to Aboriginal people's engagement.	200 words	300 words	15%
	Total allowances	Maximum 2 x A3 drawings Written response totalling 1,300 words	Maximum 6 x A3 drawings Written response totalling 1,900 words	
	Other requirements	Minimum 10 pt. font with 1.15 line spacing, no further information allowed.		

Stage 3 – Interview

Stage 3 is an optional interview to assess shortlisted submissions and determine a winning entrant. Note, stage 3 is not an option for blind competitions.

Stage 3 – Interview entrant response

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

Criteria	Weighting
1. Project appreciation	25%
2. Design methodology	30%
3. Demonstrated team	10%
4. Innovation and corporate responsibility	20%
5. Resourcing	15%
total	100%

RFP Entrant Response – Interview presentation

Project appreciation	Understanding and interpretation of the project including coverage of sustainability measures Methodology for design development [2 slides]
Design methodology	Approach to project design and delivery [4 slides]

Demonstrated team	Relevant past projects [1-2 slides]
Innovation and corporate responsibility	Approach to Innovation, Inclusion, First Nations engagement and Gender Equity [2-3 slides]
Resourcing	key personnel, team structure, key personnel, percentage allocations of time [2 slides]

Template C: Competition Report

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

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

1. Overview	[Summary of process undertaken including jury membership. 300 words]
2. Stage 1 EOI Assessment	[Compile EOI Entrant Submissions and note all compliant and non-compliant Entrants.]
3. Stage 2 RFP Shortlisted entrants*	[Identify the shortlisted Entrants and provide a max. 500-word assessment for each submission. For two stage competitions, identify the winning entry or successful entrant and provide a max. 500-word citation.]
4. Stage 3 Interview assessment	[Provide a max. 100-word assessment for each submission. For two stage competitions, identify the winning entry or successful entrant and provide a max. 100-word citation]
Signatures	[Insert signatures and names of all jurors]

*These elements of the report will be made publicly available

Template D: Benefits Realisation Report

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

City of Melbourne to complete

Short term	[One month post completion of the competition, procedural learnings and feedback]
Medium term	[At Planning Application, evaluate the extent to which Design Excellence has been maintained.]
Long term	[At End of Construction, evaluate the extent to which Design Excellence has been maintained.]
Name, Signature, Date	[City of Melbourne officer to complete]

Template E: Memorandum of Understanding**Memorandum of Partnership****DESIGN COMPETITION**

MEMORANDUM OF PARTNERSHIP dated the day of 2023

BETWEEN

Melbourne City Council of Town Hall 90 Swanston Street, Melbourne (**Council**)

and

[insert full legal name and ABN of other party] of [address of other party] (**Proponent**)

1. Introduction

Design Excellence is vital to the identity, culture and ongoing prosperity of Melbourne. A well designed and high quality built environment benefits residents, workers and visitors, which affects Melbourne's liveability, attractiveness to talent and long term economic performance.

Council have implemented design competitions as a mechanism for improving building design quality and innovation: in particular for developments on large and/or prominent public sites. Council invites site owners, developers and designers to collaborate with the City of Melbourne, on excellent design outcomes for significant and/or high profile sites in the municipality.

The Proponent has contacted Council as they wish to utilise Council's design competition mechanism (**Competition**) to determine a suitable proposal for [insert address and details of proposal and site] (**Project**). To do this, the parties will work on a detailed document outlining the steps of the Competition (**Competition Brief**) which will be circulated to selected registered designers and design firms (**Entrants**). The Entrants will then submit a design idea or concept in response to this Competition Brief (**Submission**). Submissions are assessed by an expert panel comprising members of the Proponent, Council and independent design experts (**Jury**).

The purpose of this Memorandum of Partnership (**MOP**) is to provide a general framework for ongoing cooperation between the parties in the planning, development and delivery of the design competition for the Project.

The parties anticipate that, while this MOP is not intended to establish a binding contractual relationship between them, it will facilitate the establishment of a working relationship between them leading to the conduct of collaborative activities to achieve the goals of the Competition.

Where an activity may give rise to obligations between the parties, a separate agreement (whether binding or not) may be entered into for that activity.

2. Term

This MOP will take effect on the date set out above and will continue until [insert date or final milestone] (**Term**).

The parties agree to review the operation of this MOP one year after the date of its signing and at least once per year thereafter.

3. Goals and Obligations

3.1. During the Term, the parties agree to:

- 3.1.1. work together to create a Competition Brief that will inform the Competition;
- 3.1.2. agree to do all things outlined in the Competition Brief and the Design Competition Guidelines (**Guidelines**) (Attachment 1) to further the Competition, including but not limited to;
 - completing any tasks, services, deliverables attributed to it;
 - meeting obligations promptly and carefully; and
 - exercising all due care, skill and judgement in an efficient and professional manner.

3.2. During the Term, Council agrees to:

- 3.2.1. Support the competition process, observe proceedings, and provide expert input at key steps.
- 3.2.2. Provide continuous and dedicated Design Excellence resourcing across the various competition steps.
- 3.2.3. Co-develop and approve the brief.
- 3.2.4. Collaborate with statutory planners to communicate relevant policy parameters in the competition brief.
- 3.2.5. Provide advice on the Traditional Owners engagement approach.
- 3.2.6. Approve the competition brief at launch.
- 3.2.7. Endorse the competition report once the winning entrant has been selected, provided all competition conditions and evaluation criteria are met.
- 3.2.8. Ensure design integrity is upheld post-competition.

3.3. During the Term, the Proponent agrees to:

- 3.3.1. promptly notify and disclose to the Council any conflict of interest affecting it, its personnel or subcontractors, that may impact on the performance of the Proponent's obligations with respect to the Competition;
- 3.3.2. pay the Entrants any remuneration/prize money agreed upon and published in the Competition Brief;
- 3.3.3. engage the Jury in line with the relevant make-up outlined in the Guidelines and Competition Brief, and pay Jury members and any relevant advisers the amount agreed upon in writing with Council;
- 3.3.4. abide by all decisions of the Jury with regards to the assessment of Submissions;
- 3.3.5. engage the Entrant responsible for the winning Submission (as decided by the Jury) to further develop the winning for planning lodgement (if proceeding with the Project);
- 3.3.6. not approach or speak to the media regarding the Competition without Council approval; and
- 3.3.7. not publish the Submissions, or any part of the Submissions prior to any official Council endorsed media announcement.

4. Support of Parties

The parties acknowledge and support the Competition and further acknowledge and agree that they will work in a co-operative manner with the common intention of achieving the Competition goals in accordance with the principles described in this MOP.

5. Confidentiality

Each party shall only use another party's confidential information which is communicated to it in connection with this MOP for the purpose for which it was communicated or with the permission of the communicating party.

For the avoidance of doubt, this clause 5 applies to confidential information provided by Entrants in Submissions in response to the Competition Brief (and if deemed suitable the Proponent may be required to enter into confidentiality arrangements in order to receive detailed specifications as provided under the Competition Brief).

6. Intellectual Property

Nothing in this MOP alters or affects the ownership of any intellectual property which is communicated by one party to another.

The parties agree to respect the Entrant's moral right of attribution in the Submission, and will not infringe the copyright of the Entrant with regards to any material contained in the Submission. At all times the parties will abide by the licence granted by the Entrant contained in the Competition Conditions (Attachment 2), and will not use any Submissions for any purposes outside those expressly detailed in the Competition Brief, without further engagement of the Entrant/s.

7. Use of Name and Logo

No party shall use the name of another party as an endorsement, or another party's logo (or any variation thereof), without first obtaining the relevant party's written consent.

8. Openness between the Parties

The parties acknowledge that they have a mutual interest in the successful planning, development and delivery of the Competition. Nevertheless, it is recognised that the views and objectives of the parties may not always coincide. The parties will work openly and constructively to resolve any differences which emerge.

The parties will aim, wherever possible, to share information relevant to the Competition with each other. In the normal course of events, the parties will work on the assumption that information should be freely exchanged, including contractual obligations with any third parties as they pertain to the Competition.

9. Third parties

Where part of the Competition is to be undertaken by a person who is not an employee of a party then the party retaining that person's services must ensure that that person is obliged to comply with the terms and intention of this MOP, the Guidelines and the Competition Brief.

10. Standards of Performance

All obligations under this MOP (and any agreement resulting from this MOP) shall be performed in a manner protective of and consistent with all parties' reputations for excellence and integrity in their respective areas of operation.

The parties agree to create a positive, safe environment which is free from harassment, discrimination and bullying in all matters relating to the Competition, and agree to follow the steps in the Competition Brief and the Guidelines.

Any Submission provided to the Proponent is provided on an "as is" basis, use of which is undertaken at the Proponent's own risk and Council do not make any warranties (express or implied) in relation to the functionality and performance of the Submission and its fitness for purpose.

11. Representatives of the Parties

The parties have each nominated representatives who are responsible for any consultation and monitoring required under this MOP and to whom all notices and the communications are to be sent. These representatives are:

COUNCIL

Name

Title [insert title]
Melbourne City Council

Address Town Hall, 90 Swanston Street, Melbourne, VIC 3000

Proponent

Name

Title [insert title]
[insert name of organisation]

Address [insert address of organisation]

12. Legal Effect of this MOP

No partnership or joint venture is created by this MOP, and no party can commit another financially or otherwise to third parties.

13. Termination

Either party may exit this MOP by providing at least 8 weeks written notice to the other parties.

If the Proponent terminates under this clause 13, it agrees to honour any commitments and payments due under the Competition Brief.

Council may terminate this MOP immediately if the Proponent does not abide by any terms of the Competition Brief, the Guidelines, or acts in a way that may seriously affect the reputation or public standing of either itself or Council.

EXECUTED

SIGNED by [insert name and title] for and on behalf
of the **MELBOURNE CITY COUNCIL**
under an instrument of delegation dated
[insert date] in the presence of:

.....
Witness

SIGNED by [insert name, title and organisation name] in the presence of:

.....
Witness

Design Competition Guidelines

FMC: 5 December 2023
Presenter: Jocelyn Chiew
DM: #17080367

Image: Federation Square by LAB Architecture Studio and Bates Smart



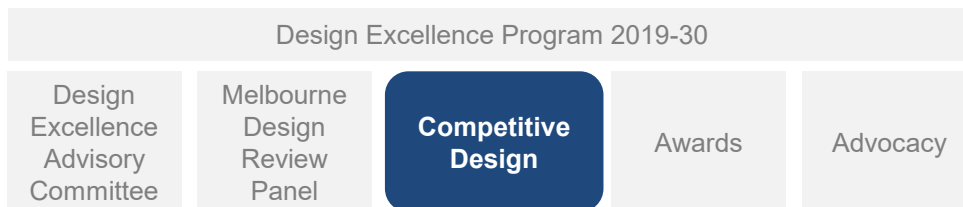
Major Initiative 22:

Design Competition Guidelines are a key commitment of the Design Excellence Program 2019-30 as follows:

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

The purpose of this item is to:

- 1. Approve the Community Engagement Summary**
- 2. Approve the revised Design Competition Guidelines to proceed to publication and implementation**



Key Activities

21 March 2023

FMC approved the draft Design Competition Guidelines to proceed to community engagement

22 March to 14 May 2023

Community Consultation and Targeted Stakeholder Engagement

3 October 2023

FMC deferred to enable consideration against Victorian Housing Statement

5 December 2023

FMC

Melbourne's reputation as a globally leading city requires ongoing investment. Design Competitions address the following key issues:

Limited design diversity

- Private developers enlist the same architects - 5 of 290 architecture practices account for 25 per cent of planning applications, concentrated on large sites.

Inconsistent design innovation

- Low competition for work results in lower drive for innovation and a singular architectural expression evidenced by a glazing-dominated skyline of gold and blue.

Commercially driven designs

- Yield is central in design briefs instead of site challenges that require design solutions
- Need to balance commercial viability with design excellence upstream in the design process

Growing need to increase industry capacity

- Projected growth in renewal precincts such as Docklands, Macaulay, Arden and West Melbourne requires investment and growth in emerging, small and medium sized design practices to meet demand.

Design Competitions are a tried and tested way to lift the quality of a city’s buildings and places, and expand the number and diversity of designers shaping the city ¹

No. of design competitions

City of Sydney

10 on average per year

NSW*

20 on average per year where NSW Government is the consent authority

Copenhagen

22 currently for urban renewal precincts

Design competitions are used by leading international agencies, universities, governments and manufacturers to showcase design, identify innovations, and lift brand recognition, and build stronger connections to community.

In 2000, **City of Sydney** adopted a mandatory competitive design process for major developments. Between 2000 and 2017, 46 proposals covered by Sydney’s Competitive Design Policy were granted approval.² Of the 26 projects completed by the start of 2018:

62%
had won major industry awards¹

50%
had won State or National architecture awards¹

1. Freestone, R., Davison, G. and Hu, R. 2019, *Designing the Global City: Design Excellence, Competitions and the Remaking of Central Sydney*, Springer Nature, Singapore.
 2. Freestone, R. et al. 2015, 'The Regulation of Excellence: Design Competitions in Sydney', *State of Australian Cities Conference*.

Community engagement ran for 7.5 weeks from 22 March to 14 May 2023

via Participate Melbourne, targeted emails, social media and stakeholder briefings.

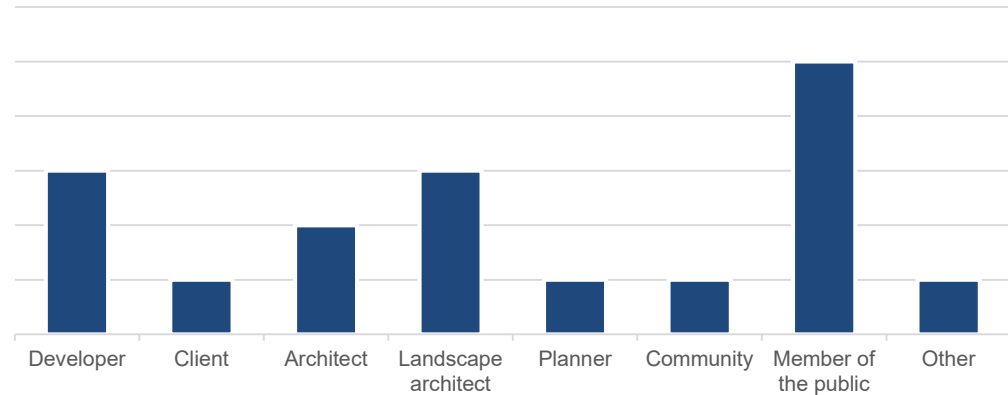
700 visitors to PM page

273 document downloads

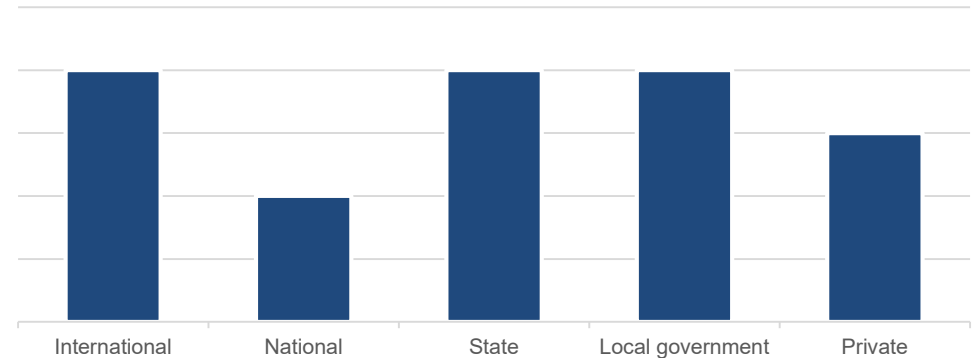
13 survey responses

5 submissions from Melbourne planning and design practices, and Victorian Government

Contributors were a balance of **industry and community/public**.



Contributors had experience with **design competitions in a range of settings**.



50 per cent of contributors had **previous experience with mandatory competitions in New South Wales**.

Theme	Community Feedback	Adjustments to Report
1. Ambition and structure	<ul style="list-style-type: none"> • Generally supportive of the design leadership and possible benefits of competitions. • There is support for the proposed competition steps and scalable process. 	<ul style="list-style-type: none"> • The Guidelines are structured in three parts: advocacy, applicable sites and steps for endorsement supported by templates. • Measures have been introduced, including for Traditional Owner involvement, gender equity and sustainability.
2. Relevant sites	<ul style="list-style-type: none"> • More certainty is needed about applicable sites, including a clear distinction between Victorian government and Council planning responsibilities. 	<ul style="list-style-type: none"> • The Guidelines encourage the use of Council endorsed competitions on significant sites and projects where Council is the responsible authority, including: buildings, master plans, public realm plans, design propositions
3. Voluntary participation	<ul style="list-style-type: none"> • Ensure the model will eventually fit in the context of the Melbourne Planning Scheme, consider incentives. • Design competitions should not encumber planning processes. 	<ul style="list-style-type: none"> • The Guidelines are for now voluntary, cover two models of competition – design ideas and design concepts, and have clear and limited requirements and outputs.
4. Ethics	<ul style="list-style-type: none"> • A clear, simple and ethical process that is not onerous to design teams is required. 	<ul style="list-style-type: none"> • The Guidelines articulate a transparent and equitable process, including defined parameters for deliverables tied to fair remuneration and intellectual property. • Early agreement on project deliverables will help to ensure that public and private interests are met.
5. First competitions	<ul style="list-style-type: none"> • There is support for a competition process that can be tailored to project/ site scale, significance and complexity. The Guidelines require on-the-ground testing to instil confidence in the process. 	<ul style="list-style-type: none"> • Council will lead with the first competitions on Council owned sites and projects.

The first competitions testing the Guidelines are proposed for the following sites and projects – these will be confirmed in next steps

Buildings

to develop significant sites

- Maintenance and Renewal Works
- Capital Works
- Other government or privately owned sites by agreement

Master Plans

to guide the future development of large sites or a series of sites

- Macaulay Precinct
- City North Innovation District

Public Realm Plans

to guide streetscapes, parks and other public spaces

- Underutilised public realm in need of revitalisation
- Docklands Open Space

Design Propositions

to address urban challenges or underutilised sites

- Undercroft adaptation
- Rooftop adaptation
- Adaptive reuse

Potential sites/projects include:

- Kings Way Undercrofts
- Queensbridge Square
- 506 Elizabeth Street, Melbourne
- Park master plans
- Streetscape master plans



- Map opportunities
- Targeted meetings with CoM project sponsors on potential sites/projects
- Draft Communications and Engagement Plan
- Revised report

FMC
5 Dec

- Publication and graphic design
- Confirm first sites/projects

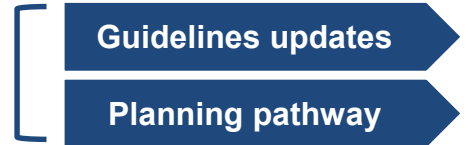
- Guidelines launched Q3
- Timeline confirmed for announcement of first sites/projects

- MOU signed with project partners
- Competitions for first sites/projects commence



- Implement Communications and Engagement Plan
- Participate Melbourne update
- Targeted stakeholder engagement

Longer term work streams



That the Future Melbourne Committee:

- 1. Approves the Community Engagement Summary**
- 2. Approves the revised Design Competition Guidelines to proceed to publication and implementation.**
- 3. Authorises the General Manager Property, Infrastructure and Design to make editorial changes, corrections, formatting and design necessary to finalise the Design Competition Guidelines prior to publication.**



CITY OF MELBOURNE

MELBOURNE.VIC.GOV.AU

© City of Melbourne

Image: Beulah International competition entry - The Lanescraper,
designed by BIG and Fender Katsalidis Architects