

DESIGN EXCELLENCE COMPETITION MANUAL

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1. Introduction

- 1.1 Parramatta Local Environmental Plan 2023 (PLEP 2023) is the primary statutory document guiding growth and development in the City of Parramatta Council (CoPC) local government area. It establishes the threshold requirements for a competitive design process to be undertaken in parts of the local government area prior to the consideration of a development application. It also sets out the objectives of design excellence and matters that must be considered by the consent authority in determining whether development exhibits design excellence.
- 1.2 This Manual outlines the process, roles of the major parties, and procedures involved in carrying out the competitive design process under PLEP 2023, which is centred on an Invited Design Excellence Competition (Competition).
- 1.3 The Competition is carried out by the Proponent (the owner of the site or the body acting on behalf of the owner), in which at least three Entrants are invited to make design submissions to a Jury, who may recommend a preferred submission to CoPC as having the potential to achieve design excellence.
- 1.4 The process for development subject to a Design Excellence Competition broadly comprises three phases that must be successfully completed:
 - The pre-Competition phase, in which the conditions of the site and its opportunities and constraints are established through the necessary studies, an Architectural Reference Design is completed, and a Design Excellence Competition Brief (Brief) is prepared and endorsed by CoPC.
 - The Competition phase, resulting in a preferred submission selected by the Jury as exhibiting the potential to achieve design excellence.
 - The post-Competition phase, which encompasses design development of the preferred submission, progress through planning applications and construction, all of which are monitored to ensure design integrity is maintained throughout the project to physical completion.

2. Roles and Obligations of the Major Parties

2.1. The Major Parties

The major parties involved in the Competition are:

- The Proponent
- The Competition Manager
- The pre-Competition Consultants
- The Competition Entrants
- The Competition Jury
- The Competition Consultants
- City of Parramatta Council

2.2. The Proponent

2.2.1. The Proponent is the party who undertakes the Competition.

2.2.2. The Proponent must conduct the Competition in accordance with this Manual.

2.2.3. The Proponent must engage a Competition Manager to manage the Competition on its behalf.

2.2.4. Except as described in this Manual, the Proponent must have no contact with the Jury members, Entrants, consent authority, or CoPC in relation to the Competition, from the time of the Brief endorsement until the issue of the final Jury Report. If CoPC becomes aware that contact has been made in relation to the Competition by the Proponent with any of these bodies, the Competition may be terminated.

2.2.5. The Proponent must fully fund all aspects of the Competition, including, but not limited to, remuneration of the Competition Manager, Entrants, Consultants, Jury members, CoPC application fees, and funding design

integrity processes over the life of the project.

2.3. The Competition Manager

2.3.1. The Competition Manager is an independent professional with relevant experience who manages the Competition process on behalf of the Proponent in accordance with this Manual.

2.3.2. The role of the Competition Manager includes:

- Engagement with CoPC throughout the process.
- Programming and managing the work required for the pre-Competition phase, including the necessary site studies and reports, Site and Context Analysis and Reference Design, nomination of Entrants and the Proponent's Jury nominee, appointment of Consultants, and preparation of the Brief.
- Managing the Competition phase, including project managing the process, receiving and responding to Entrant questions, receiving and checking Entrant submissions for compliance with requirements, and compiling the Jury Report.

2.4. The Pre-Competition Consultants

2.4.1. The Pre-Competition Consultants are commissioned by the Proponent to carry out the site investigation work, including the survey drawings and other necessary reports, such as a heritage study, flood impact assessment, traffic study, arboriculture study.

2.4.2. An architect and urban designer, not being one of the future Entrants, is commissioned to carry out a Site and Context Analysis and an Architectural Reference Design, developed with CoPC input and agreed to by CoPC prior to the preparation and submission of a brief.

2.5. The Competition Entrants

2.5.1. At least three Entrants must be invited to enter the Competition by the Proponent.

- 2.5.2. Each Entrant must be a person, corporation or firm registered as an architect in accordance with the NSW Architects Act 2003 or, in the case of interstate or overseas Entrants, eligible for registration.
- 2.5.3. Entrants can include professionals supporting the lead architect, such as urban designers, smaller emerging architects, landscape architects, or heritage architects.
- 2.5.4. Lead firms are encouraged to partner with specialist architects to design the street wall and ground floor, the detailed design of which are central to the objectives for built form in the Parramatta Development Control Plan 2023.
- 2.5.5. Where a team participating in the Competition includes overseas firms, that team must be led by an Australian firm. If that team is the successful Entrant, then both the Australian firm and overseas firm must be commissioned for the duration of the project.
- 2.5.6. All Entrants must have demonstrated experience in projects of a similar nature, scale and capital investment value.
- 2.5.7. Entrants must prepare a submission in accordance with the Brief and submission requirements.
- 2.5.8. Entrants must conduct all communication throughout the Competition only through the Competition Manager. No contact must be made with the Jury or Proponent directly.
- 2.5.9. Entrants must have no contact with each other in relation to the Competition from the time of being invited until the issue of the final Jury Report.

2.6. The Competition Jury

- 2.6.1. The Jury is responsible for recommending a preferred Competition submission to CoPC as having the potential to achieve design excellence, and providing advice if requested by CoPC through the post-Competition phase.

- 2.6.2. The Jury comprises three members, with one juror each nominated by the Proponent, the Government Architect of New South Wales (GANSW), and CoPC.
- 2.6.3. Jury members must be registered architects with urban design expertise and substantial knowledge and skill in reviewing large scale city buildings and quality architectural projects.
- 2.6.4. Jury members must not communicate with Entrants in relation to this Competition. All communication must be through the Competition Manager.
- 2.6.5. Jury members must have no pecuniary interest in the development or potential conflict of interest in the role, and are not to comprise any CoPC Councillors or staff members with an approval role in the CoPC development assessment process.
- 2.6.6. If one of the Jurors has to withdraw prior to the completion of the competition process, another Juror of equivalent credentials must be appointed by whoever originally appointed that Juror.
- 2.6.7. The Jury Chair must be the GANSW nominee, unless otherwise decided by a consensus of all the Jurors.
- 2.6.8. The Jury must represent the public interest, be impartial, and commit the necessary time to the process.
- 2.6.9. In accepting a position on the Jury, the Jurors agree to:
- have no contact with any of the Entrants in relation to the Competition from the time of their appointment until the completion of the process, other than during presentations of the proposals.
 - abide by the requirements of the Brief and this Manual.
 - inspect the site as required.
 - familiarise themselves with the applicable planning controls, including the Parramatta Development Control Plan 2023, in particular Sections 9.1-9.4 of Part 9, which set out fundamental principles, objectives and controls, both numeric and qualitative, for the development of the city

centre in framing the public domain as well scaled and comfortable places for pedestrians.

- thoroughly review all the Competition entries and Consultant advice before the presentations.
- consider advice provided by CoPC and Competition Consultants.
- evaluate entries promptly in accordance with the programme.
- refrain from introducing considerations contrary to those described in the Brief or the statutory framework.
- select a preferred entry by majority and submit a Jury report to the Competition Manager within three weeks after the Competition presentations.
- provide advice if requested to CoPC at any time in the post-competition design integrity phase.

2.7. The Competition Consultants

2.7.1. Competition Consultants must be appointed by the Proponent:

- to establish the construction budget to be included in the Brief.
- to provide assistance to Entrants during the Competition in accordance with this Manual.
- to provide construction cost estimates of Entrant's submissions.
- to report on planning compliance of Entrant's submissions.
- to provide advice on structure and buildability of Entrant's submissions.
- to provide advice on any other relevant aspect of the Competition and site.

2.7.2. Independent Consultants may be appointed by CoPC:

- to review the Proponent's budget construction cost to be included in the Brief.
- to conduct peer reviews of Entrants' submissions and Competition Consultant reports (e.g. wind, ESD).

2.7.3. All of the above Competition Consultant reports and reviews must be made available to the Jury.

2.7.4. The Competition Consultants are bound to secrecy for the length of the Competition and are not to exclude any Entrants in their assistance or reviews.

2.8. City of Parramatta Council

2.8.1. CoPC are involved through all stages of the Competition, which includes:

- Initial advice on the Competition process at the inception meeting.
- Feedback and guidance during the pre-Competition phase on the necessary site investigations, Site and Context Analysis and Architectural Reference Design.
- Review and endorsement of the Brief.
- Relevant CoPC staff attending as observers during induction, mid-point reviews and Jury presentations.
- Attending Jury briefing sessions discussing any planning and technical reviews or peer reviews related to entry proposals.
- Initial feedback on the Jury preferred submission in the post-Competition phase.
- Advice to CoPC Development and Traffic Services Unit (DTSU) if required at design integrity reviews.

3. The Pre-Competition Phase

3.1. Principal Stages

- 3.1.1. A thorough and well-considered carrying out of the work involved in the pre-Competition phase is essential to ensure that the Competition itself provides a sound basis for post-Competition design development and for minimising planning risk and delays in later stages of the process.
- 3.1.2. This phase broadly consists of completing the necessary site investigations, followed by a Site and Context Analysis and Architectural Reference Design, leading to the preparation of the Competition Brief and its endorsement by CoPC.
- 3.1.3. The following sections set out the sequential steps to be carried out in this process.

3.2. Preliminary Enquiry and Consultation

- 3.2.1. The Proponent (or its representative) must contact CoPC Design Excellence Team Leader to commence the project and for guidance regarding the overall process.
- 3.2.2. CoPC Design Excellence Competition Manual and associated documents must be consulted by the Proponent. They can be found on Council's website or issued upon request.
- 3.2.3. An inception meeting must be arranged with CoPC Design Excellence team to discuss the intended proposal for the site, outline the process, and obtain advice on CoPC expectations for completing the pre-Competition phase.
- 3.2.4. No specific date for the commencement of the Competition will be accepted by CoPC during this phase and none will be set until the pre-Competition inception phase is satisfactorily completed.

3.3. Site Investigations

- 3.3.1. The necessary site investigations and reports must be commissioned by the Proponent and carried out by the pre-Competition Consultants. These include the site survey plans and reports on any other relevant site conditions and constraints, such as traffic, flood risk, wind impact, heritage, etc. The CoPC Design Competition Information Checklist sets out minimum information guidelines for this work.

3.4. Context and Site Analysis, Architectural Reference Design

- 3.4.1. A Context and Site Analysis (including a Streetscape Analysis), and an Architectural Reference Design informed by the relevant planning framework must be carried out by an experienced architect and urban designer who is not an Entrant involved in the Competition. This work is commissioned by the Proponent and developed with CoPC input. The CoPC Design Competition Information Checklist sets out the minimum guidelines for this work.
- 3.4.2. The Architectural Reference Design is a diagrammatic design. It must respond to the opportunities and constraints of the site, take account of the supporting studies and reports, and satisfy the Proponent's functional brief and the applicable planning framework. Insofar as can be ascertained from its diagrammatic nature, it must be capable of satisfying the non-numeric, qualitative objectives and controls in the Parramatta DCP 2023.
- 3.4.3. Once the above site investigations and a draft Context and Site Analysis and Architectural Reference Design have been prepared in accordance with CoPC guidelines, the Competition Manager must arrange a briefing meeting for CoPC. The meeting must be arranged by contacting Council's Design Excellence Team Leader.
- 3.4.4. No draft Brief is to be submitted at this stage. Only the site studies and reports, Context and Site Analysis and Architectural Reference Design must be tabled.

- 3.4.5. Following the briefing meeting, consideration of the material by CoPC will be carried out and the Competition Manager will be informed in writing within three weeks of any additional work required. This process may involve several iterations.
- 3.4.6. When the above material has been agreed with CoPC, the Proponent will be advised in writing that the Design Competition Brief may be submitted.

3.5. Design Competition Brief

- 3.5.1. A draft Brief must be prepared using the CoPC Brief Template and submitted in accordance with the Design Competition Application Form and Design Competition Information Checklist.
- 3.5.2. The draft Brief along with all supporting documentation, pre-Competition Consultant studies and reports must be submitted to CoPC for review.
- 3.5.3. The draft Brief must include nominated Jury members and proposed Entrants for endorsement by CoPC to ensure requirements are satisfied.
- 3.5.4. Council will commence and complete internal referrals and inform the proponent in writing within three weeks on any amendments or additional information required. The applicant will then submit a revised brief taking account of Council's recommendations. As necessary, this process may involve several iterations.
- 3.5.5. At the satisfactory completion of this process, and after a review of the final Brief as amended has been completed by CoPC Design Excellence team, the Executive Director of City Planning and Design will forward a letter of endorsement to the Competition Manager.

3.6. Competition Fees

- 3.6.1. In accordance with Council's fees and charges schedule, for individual buildings the Proponent must pay an application fee of \$15,000 (excl. GST) per entrant to CoPC for administrative costs associated with the Competition. Proposals that include multiple buildings for larger sites may

attract a higher administration fee. The Proponent must confirm the fee for the Competition with CoPC. CoPC will invoice the Proponent for this fee at the time of submission of the draft Brief for Council review, prior to endorsement, in accordance with the provisions of this Manual.

3.7. Entrant Invitations and Fee Proposals

- 3.7.1. The Competition Manager must send each Entrant's signed template invitation letter to CoPC, which includes the Declaration that accepts the terms, conditions and procedures governing the Competition as set out in the Brief and attachments.

- 3.7.2. The Competition Manager must ensure that all Entrants have agreed fee proposals in place for full services as required by this Manual should they be nominated as the Jury's preferred submission.

4. The Competition Phase

4.1. Principal Stages

The Competition phase broadly involves the following stages:

- The issue of the endorsed Brief to the Entrants and Jurors.
- Separate induction meetings for Entrants and Jurors.
- A mid-point review of Entrants' work.
- Receiving and checking Entrants' submissions.
- Advice from Competition Consultants on submissions.
- Advice from CoPC Consultant peer reviews.
- Jury briefing prior to presentations without the Entrants.
- Jury presentations by Entrants.
- Jury deliberations and the issue of the Jury Report.

4.2. Competition Management

4.2.1. The process must be arranged and co-ordinated by the Competition Manager on behalf of the Proponent.

4.2.2. All communication throughout the Competition must only be directed to the Competition Manager. No contact must be made by the Entrants, Proponent or CoPC with the Jury members or between themselves.

4.3. Disqualification

4.3.1. Proposals that breach competition procedures may be disqualified by the Jury, in particular where:

- the submission is received after the lodgement date identified in the Brief.
- the submission is not in accordance with the requirements of the Brief.
- an Entrant is found to be ineligible.

- an Entrant may reasonably be expected to have an unfair advantage through access to privileged information.
- an Entrant attempts to influence the decision of the Jury.

The Competition Manager may confer with the Jury in relation to a possible disqualification, but the Jury will determine any disqualifications by a majority decision.

4.4. Commencement

- 4.4.1. The Competition commences when the endorsed Brief is issued to Entrants and Jurors by the Competition Manager.
- 4.4.2. Any amendments to the Brief must be endorsed by CoPC and issued to all Entrants at the same time with an explanation of the amendments made. The Jury must also be notified of all amendments.

4.5. Induction Meetings

- 4.5.1. Separate induction meetings for both the Jury and Entrants must be held at the outset of the Competition programme. Observers of the Proponent and CoPC may attend.

4.6. Entrant Questions

- 4.6.1. Entrants must submit any questions during the Competition period in writing to the Competition Manager. Responses must be compiled cumulatively and sent to all Entrants and CoPC at the same time without revealing the source of the questions.

4.7. Competition Consultants

- 4.7.1. The Proponent must make the Competition Consultants available to each Entrant to provide advice up to a maximum of four hours, per discipline, per Entrant.
- 4.7.2. All requests from Entrants for advice from the Competition Consultants must be made to the Competition Manager.

4.8. Mid-Point Review

- 4.8.1. A review must be held in the middle of the Competition period to monitor the progress of each Entrant's proposal.
- 4.8.2. Feedback must be provided by the Competition Manager and Competition Consultants to each Entrant to encourage their final submissions to adequately satisfy all the requirements of the Brief.
- 4.8.3. Observers of the Proponent and CoPC may attend, but the Jury must not attend the mid-point review.

4.9. Payment of Entrants

- 4.9.1. The Proponent must ensure that all Entrants are paid before the submission date.
- 4.9.2. The Competition Manager must confirm in writing to CoPC at least three weeks prior to the allocated date of the Jury presentation, that the Entrants' submissions have been received and are compliant with submission requirements in the Brief, and that the Entrants have been paid in full.
- 4.9.3. CoPC reserves the right to postpone the date for the Jury presentations if the Proponent has not provided evidence, to the satisfaction of the Competition Manager, that the Entrants have been paid.

4.10. Lodgement of Submissions

- 4.10.1. Entrants' submissions must be lodged with the Competition Manager no later than the closing date and time in the Brief.
- 4.10.2. Submissions must include the signed Declaration Form issued with the invitation letter to Entrants, which act as their acceptance of the conditions and procedures governing the Competition.

4.10.3. The submissions must be forwarded to the CoPC Competition Co-ordinator in digital format along with all written confirmations noted in the above sections of this Manual at least fifteen working days prior to the allocated date of the Jury presentations.

4.11. Competition Consultants Advice

- 4.11.1. Each Entrant submission must be reviewed by the Competition Consultants and reported on in relation to cost, structure and buildability, planning compliance, environmental performance and any other relevant aspect of the Competition or site.
- 4.11.2. Each submission will be reviewed by the Proponent's nominated quantity surveyor. Draft concept plans for the purpose of undertaking these costings will be provided by Entrants by a specific date nominated by the Competition Manager.
- 4.11.3. Each submission will be reviewed by the Proponent's nominated structural engineer and construction experts to assess structure and buildability. The review must confirm that the structural proposal of each submission is sufficiently resolved to ensure that structural constraints will not compromise design outcomes at later stages of the project.
- 4.11.4. Each submission will be reviewed by the Proponent's nominated planning consultant. The Planning Assessment Report must:
- Describe the proposed development in detail and clarify all uses.
 - Identify the applicable planning framework in full.
 - Identify any non-compliances, both numeric and qualitative, with the planning controls.
- 4.11.5. Each submission and associated Competition Consultant reports may be reviewed by CoPC's independent consultants.
- 4.11.6. All Competition Consultant reviews must be forwarded to the CoPC Competition Co-ordinator in digital format at least ten working days prior to the allocated date of the Jury presentations.

4.12. Jury Review of Submissions and Site Inspection

- 4.12.1. A copy of the Entrants' submissions and Competition Consultant reviews must be distributed to the Jury members at least ten working days prior to the Jury presentations.
- 4.12.2. A copy of CoPC's independent Consultant peer reviews must be forwarded to the Competition Manager for distribution to the Jury at least three working days prior to the allocated Jury Presentation date.
- 4.12.3. A site inspection must be carried out by the Jury in this time, and the Jury must thoroughly review all the Entrant submissions, Competition Consultant reviews and CoPC Consultant peer reviews before the Jury presentations.

4.13. Jury Presentations

- 4.13.1. The Competition Manager must contact CoPC's Competition Co-ordinator to establish the presentation location, date and time.
- 4.13.2. Proponent and CoPC observers will be permitted to attend the presentations. CoPC may have a town planning representative and a design excellence representative in attendance.
- 4.13.3. The Competition Manager must prepare an agenda and time schedule for the meeting and issue it in advance before the presentation date to the Entrants, Jury, CoPC and observers.
- 4.13.4. The Competition Manager must ensure that an attendance sheet is filled out by all attendees at the presentations.
- 4.13.5. The Jury Chair must be the GANSW nominee, unless otherwise decided by a consensus of all the Jurors. The Chair must facilitate the meeting and ensure that proceedings are relevant, respectful and on time.
- 4.13.6. A Jury briefing session must be scheduled to allow any queries or clarifications to be provided to the Jury regarding the submissions, planning compliance, Competition Consultants reviews or CoPC Consultant peer reviews ahead of the Entrant presentations.

- 4.13.7. Each of the Entrants must separately present their proposal in person to the Jury. All presentation material must be drawn only from the Competition submission.
- 4.13.8. The presentation must be no longer than 30 minutes followed by questions from the Jury for a period of 20 minutes. A minimum break of 15 minutes must be allowed between presentations.
- 4.13.9. An allowance of 45 minutes for a Jury discussion after the presentations are complete must be included in the schedule. This discussion is to be attended by the Competition Manager and observers only. A longer time period for discussion may be scheduled in agreement with CoPC depending on the scale and complexity of submissions.
- 4.13.10. The Competition Manager must take notes during the presentations, questions, and discussions and distribute these to Jurors within 2 working days after the meeting.

4.14. Jury Deliberations and Jury Report

- 4.14.1. The Jury may:
- Nominate a preferred submission capable of achieving design excellence, with or without the recommendation for further design development.
 - Request further information from Entrants to assist them in their deliberations.
 - Request further advice from the Competition Consultants.
 - Recommend that none of the entries are capable of achieving design excellence and thus end the competition.
- 4.14.2. The Jury Chair must prepare a draft of the sections of the Jury Report template titled 'Review of Competition Entries' and 'Jury Recommendations' and circulate these to Jury members for their review, deliberation and comment. Final versions must be sent to the Competition Manager for inclusion in the Competition Jury Report within 20 working days after the Competition presentations.

- 4.14.3. The Competition Manager must incorporate these sections into the Jury Report template and send the final Jury Report to the Jury members for their endorsement and signatures.
- 4.14.4. On its receipt, the Competition Manager must issue the signed Jury Report to the Proponent, CoPC and all Entrants.
- 4.14.5. The Proponent, Competition Manager, observers and Jurors must maintain complete confidentiality in relation to all proposals received prior to the issue of the final Jury Report.
- 4.14.6. Media releases must not be issued by the Proponent until after receipt of the final Jury Report.

4.15. Copyright

- 4.15.1. Copyright for each submission will remain in the ownership of the original authors.
- 4.15.2. The Proponent and CoPC have the right to display, photograph or otherwise duplicate or record all submissions for publication, publicity or other such purposes. Any such reproductions must acknowledge the copyright owner and any further use of such designs must be negotiated between the parties.
- 4.15.3. Execution of the Declaration Form will be deemed as legal permission for the Proponent to publish the Entrants' designs. No compensation shall be payable for such reproduction or publication.

4.16. Appointment of Architect

- 4.16.1. The Proponent must appoint the architect and associated design firms of the preferred Competition submission as recommended by the Jury.
- 4.16.2. The architectural and associated design firm commissions must include:
- Preparation of the development application.
 - Preparation of any S4.5 application which modifies the design.

- Preparation of the Construction Certificate.
- Preparation of the contract documentation.
- Continuity during the construction phases through to the Occupation Certificate.

4.16.3. If in exceptional circumstances the architect of the preferred submission is unable to proceed with the commission, the Proponent will generally be required to undertake a new Competition unless CoPC agrees to a replacement architect, subject to the resolution of any copyright or intellectual property matters by the Proponent.

5. The Post-Competition Phase

5.1. Independence of Consent Authority

- 5.1.1. The recommendations of the Jury will not fetter the independence or discretion of CoPC or the consent authority in their assessment of any subsequent development application. As per the provisions of PLEP 2023, the consent authority will ultimately decide if a future development application achieves design excellence and if any bonus is applicable.
- 5.1.2. In the post-Competition phase, design integrity is monitored at various stages of the project until completion. This monitoring generally takes the form of reviews and advice to CoPC, which must be provided by the Jury or CoPC Design Excellence Team, or both, at the discretion of CoPC Development and Traffic Services Unit (DTSU).

5.2. Pre-lodgement Stage

- 5.2.1. After the issue of the Jury Report and before any design development work commences, the Proponent must arrange a pre-lodgement meeting with CoPC to receive initial feedback on the Jury's preferred submission. It is highly encouraged that follow-up pre-lodgement meetings are held with CoPC as design development progresses to the Development Application. This minimises potential disruptions and delays in the planning process to follow.

5.3. Design Integrity

- 5.3.1. To ensure that design integrity is maintained throughout the project until completion, the design must be reviewed at the following stages:
- During the pre-lodgement stage.
 - During the Development Application stage, when the following information must be provided:
 - Detail cross sections, partial plans and partial elevations through external walls, balconies and other key external details at 1:20 or 1:50 scale.

- A street wall elevation at 1:200 scale in context showing existing buildings on the block.
- A detailed street wall elevation at 1:100 scale showing immediately adjacent buildings accurately drawn.
- Sections through the street wall at 1:50 scale including the public domain.
- Detail street wall facade plans and sections at 1:20 scale, including ground floor active frontage and awning details.

These drawings must be fully annotated and nominate specific materials, finishes and colours, so that the external facades can be fully understood.

- Revised 3D photomontages.
- 3D Model in accordance with Council's requirements.
- During any Section 4.55 modification application which modifies the design.
- Prior to issue of each relevant Construction Certificate.
- Prior to issue of each relevant Occupation Certificate.

5.3.2. These reviews must be provided by the Jury or CoPC Design Excellence Team, or both, at the discretion of CoPC DTSU. The purpose of these reviews is to advise CoPC DTSU whether the design, at each stage, achieves the design excellence objectives as set out in PLEP 2023.