

CIBSE 2024 ANZ SEMINAR SERIES

SESSION 5

IMPORTANCE OF CULTURE; BRIEFING TOOLS & SOFT SKILLS

Applying a Value Framework and the New Sydney Fish Market as a Case Study

AUGUST 2024



Introduction

1. Introduction
2. Familiar situations
3. What is a good return brief?
4. Applying a value framework
5. Case study – Sydney Fish Market



Michael Calcoen

MEng (Mechanical), CEng MCIBSE

Technical Director, Built Environment

michael.calcoen@mottmac.com

Some familiar situations...



Scenario 1



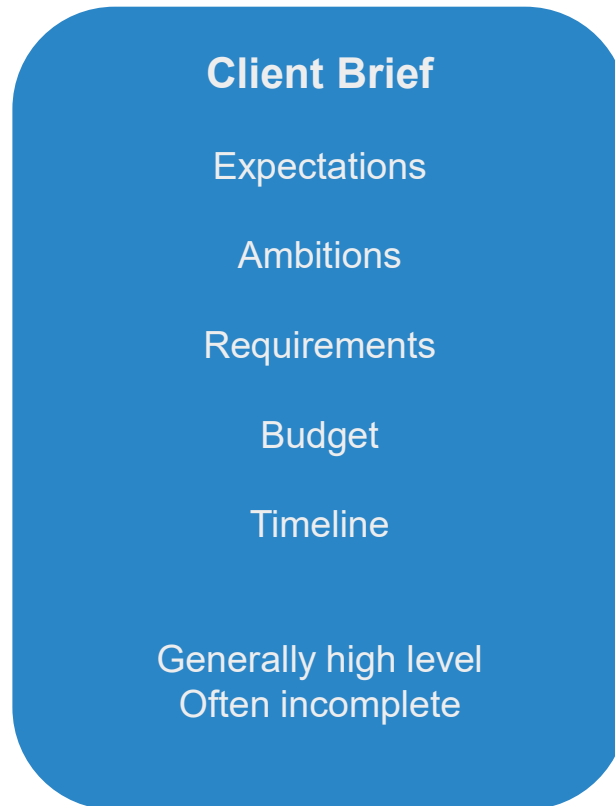
Scenario 2



Scenario 3

Attendee Poll: What scenario is most relevant to you currently?

What is a good return brief?

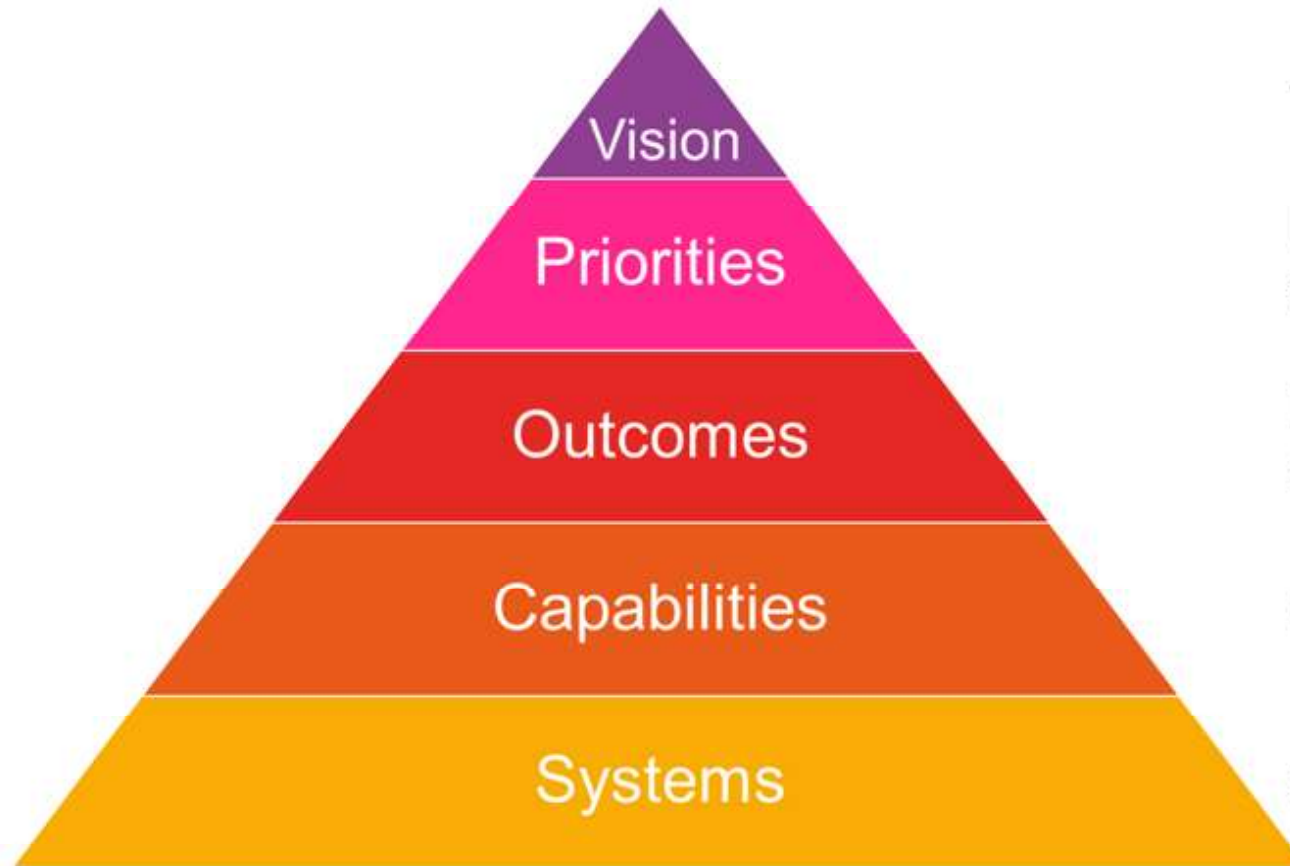


Good generally means:

Both sides have converged to a sufficient degree
Both sides are sufficiently understood by all parties
Requirements are traceable
Budget and timeline are achievable

Getting there is a process / evolution

Developing a Value Framework



The overarching objective of the project

Identified ways to achieve the vision – articulated goals

Measurable elements that support goal achievement

Conceptual solutions to deliver the outcomes

Specific systems that enable the capabilities

Where have I seen this before?

1. **Enterprise architecture**
Est. ~1989
2. **Human centred design**
Est. ~1958
3. **Design thinking**
Est. ~1963
4. **Operational models**
Est. ~1992
5. **Systems engineering**
Est. ~1950s



LUMA INSTITUTE™



Institute for
Human
Centered
Design



INTERACTION DESIGN
FOUNDATION



A Value Framework – Mott MacDonald EOS

E

xperience

O

perations

S

ustainability

~20 Outcomes

~20 Capabilities

~30 Systems

Unique	Convenient	Reliable	Energy Efficient	Towards Zero	Enjoyable	Efficient	Right-sized	Visible Reporting	Investable
Seamless	Safe	Adaptive	Renewables Generation	Leading Industry	Authentic	Comfortable	Technologically Advanced	Optimised	Well / Healthy
End of Trip	Activated Lobby	Systems Reliability	Security Control	Wellbeing	Food ordering	Promotions / Advertising	Flex Space Mgmt	Energy Generation	Healthy Building
Club Lounge	Building navigation	Utilisation Rates	Energy Consumption	Accessibility Services	Services ordering	Pop Up Events	Maintenance Costs	Waste Management	Transport Interchange
Tenant App		Access Control		Cybersecurity		Occupancy Tracking		Smart Metering	
LED Artwork		Wayfinding / Signage		Delivery Lockers		Club Lounge Systems		Lifts & Escalators	
Concierge		Wi-Fi		Car Park Mgmt		Flex Space Systems		EV Charging	
EOT Lockers		Public Address		Tenant / Landlord Systems Integration		Sensing & Data Systems		CCTV	
Hearing Augmentation		4G / 5G - DAS		Integrated Communications Network		Contractor Sign-In		BMS Optimisation	

~100 – 200+ interface requirements spanning 10-15 trade contractors

Are our outcomes sufficiently supported by capabilities and systems?

How does this help?

**Links the
project
aspirations to
the design
specifics**

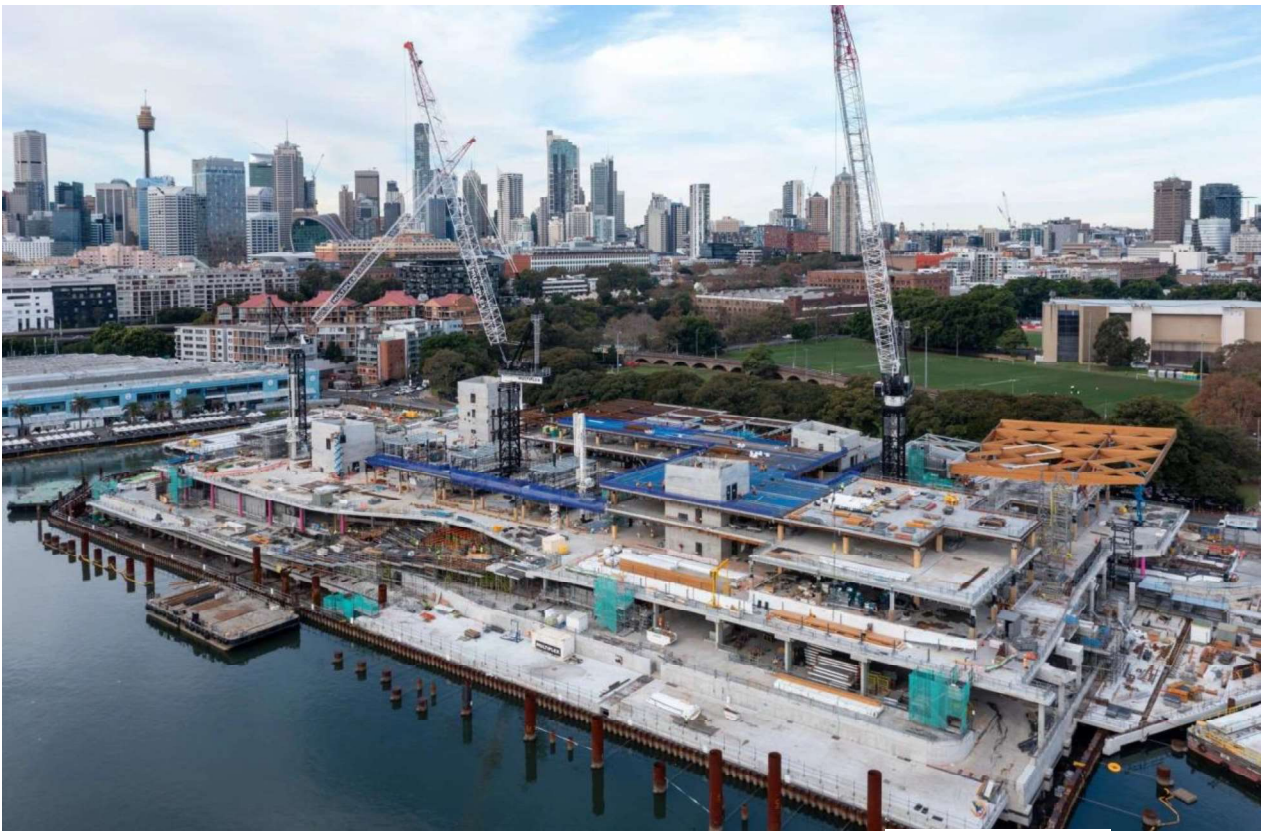
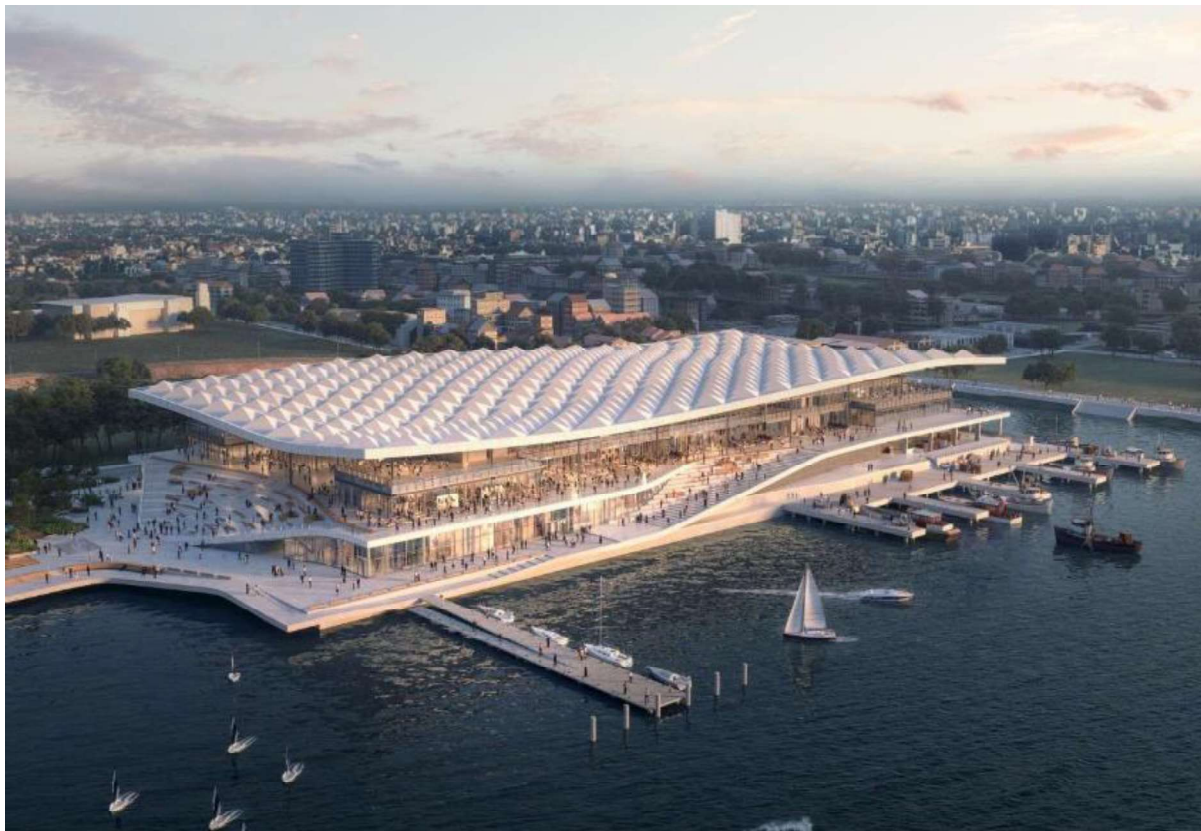
**A structured
method
focused on
achieving
specific
outcomes**

**Value-
centric
rather than
technology
or systems-
centric**

**Approach
can be
tailored to
the project**

**Improves
contractual
rigour to drive
outcomes**

The New Sydney Fish Market – Case Study



Project Delivery
Agency



Contractor

MULTIPLEX

Operator / Users



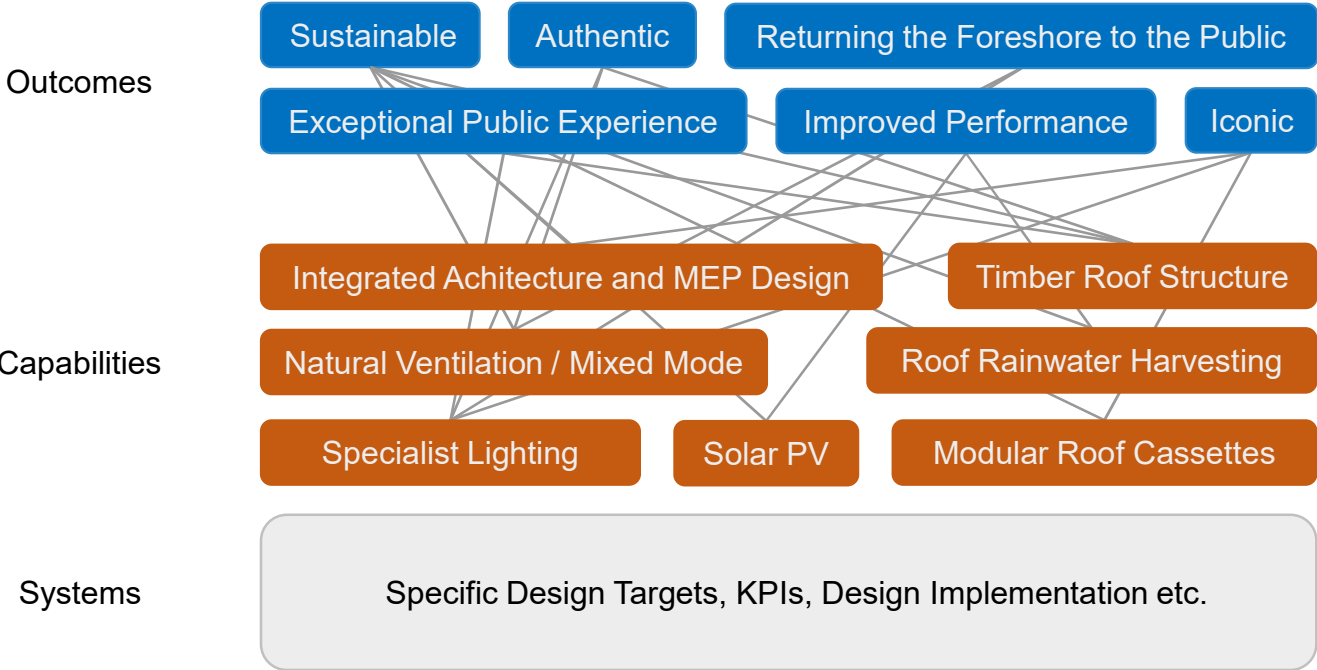
Architects



An Example - The New Sydney Fish Market

Vision	Experience		Operations		Sustainability	
Outcomes	E2 Enhanced Tourist Destination	EO1 Improved Night-time activity	O3 Job Creation	OS14 Strong Economic Benefits	S9 Sustainable	ES8 Rejuvenated
	E7 Authentic	EO4 Beating Heart of NSW Seafood Industry	O6 Create High Value Service Jobs			ES15 Strong Social Benefits
	E11 Iconic		O16 Technologically Advanced			ES19 Democratised Space
	E12 Unique		O17 Improved Performance / Functions			EOS10 Complements Surrounding Amenities
	E21 Returning the foreshore to public	EO5 Double No. of Visitors over 10 years				EOS18 Precinct Catalyst
		EO13 Safe & Vibrant				
		EO20 Safe Public & Industry Integration				
Capabilities	C1 Seamless Wireless (O16, O17)	C7 End of Trip Lockers (EO13, ES8, EO4, O17)	C12 Dynamic Wayfinding (EOS18, EO20, EOS10, EO13)	C17 Public Art Support (EOS18, EO13, EO1, E12, E11, E2)	C21 Utility Metering (Ice, Water, Thermal, Elec) (O17, S9)	
	C2 EFT & ATM Support (O17)	C8 Controlling & Monitoring Systems (S9, EO4, O17, O16)	C13 Monitoring & Dispute Resolution (EO4, O16, O17)	C18 Sustainable capabilities (S9, O17, ES8, ES15, EOS18))	C22 Power Load Prioritisation (O17, O16, EO4)	
	C3 Radio Comms for SFM Staff (O16, O17)	C9 Managing & Optimising Systems (S9, O17)	C14 Visitor Experience (EO13, EOS10, EO4, EO1, E2)	C19 Provide Building Access (O16, O17, EO13)	C23 Movement Tracking (O17, O16, EO4)	
	C4 TV Reception (None)	C10 Crate Mgmt (EO4, O16, O17)	C15 Auction Process Support (AV) (EO4, O17, O16)	C20 Material Handling Processes (O16, O17, EO4, EO20)		
	C5 Dual Purpose Car Park (O17, ES19, EO20)	C11 ANPR (EO20, EO13, O16)	C16 Meeting & Event Support (AV) (OS14, O17, O16)			
	C6 Smart Parking Mgmt (EO1, O17, ES19, EO20)					

The New Sydney Fish Market – Case Study

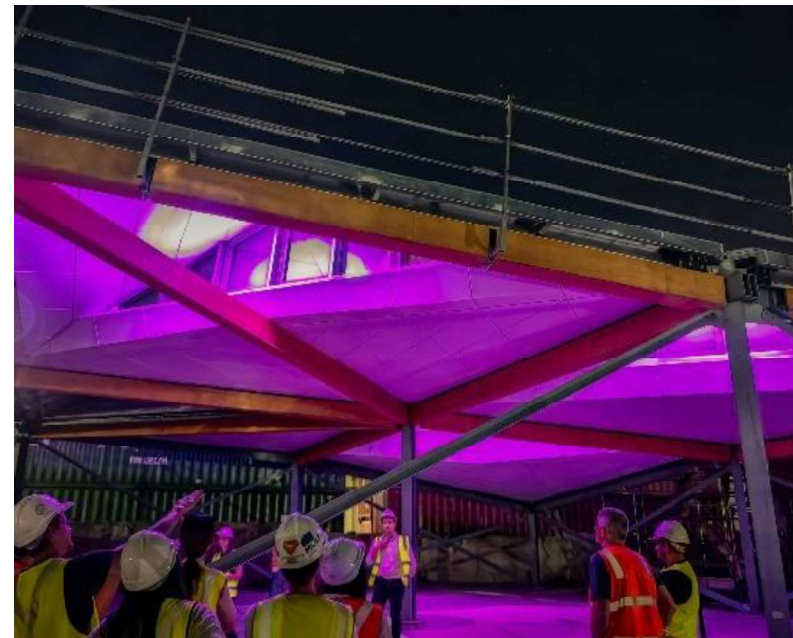
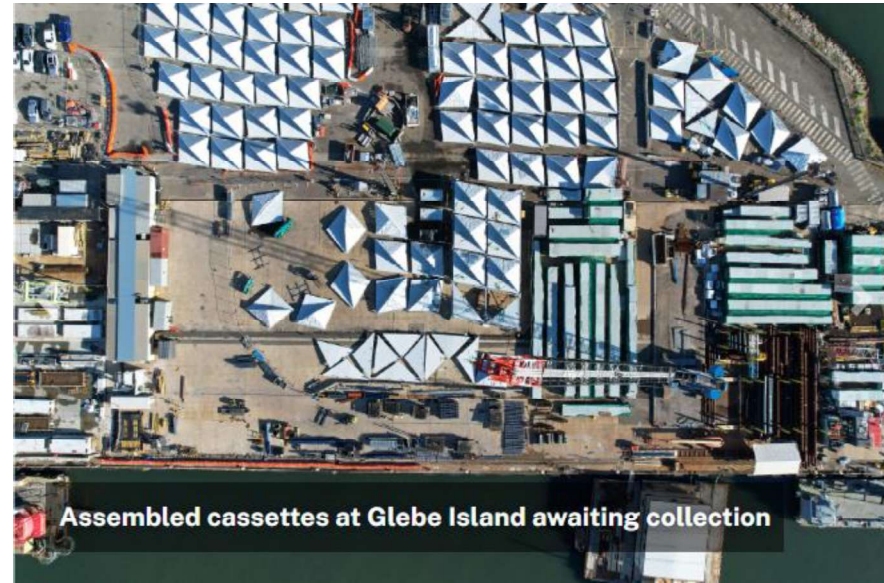
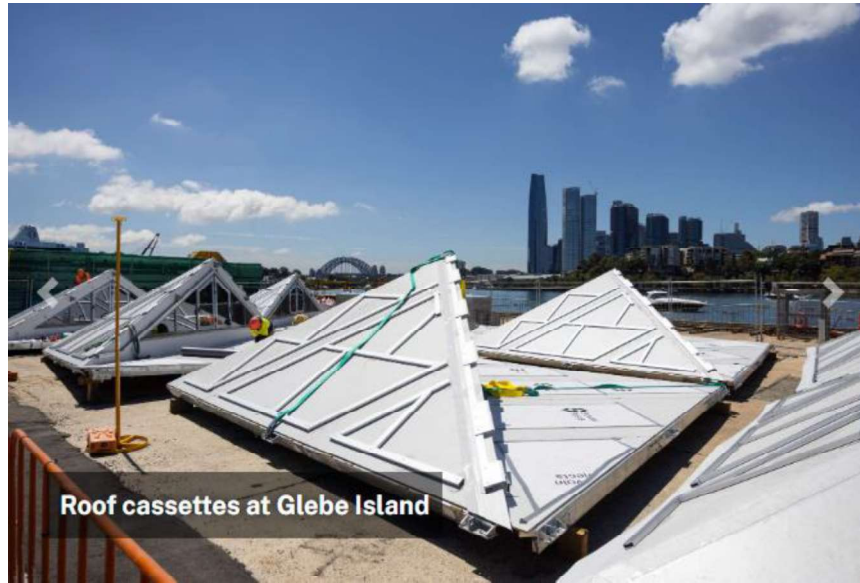


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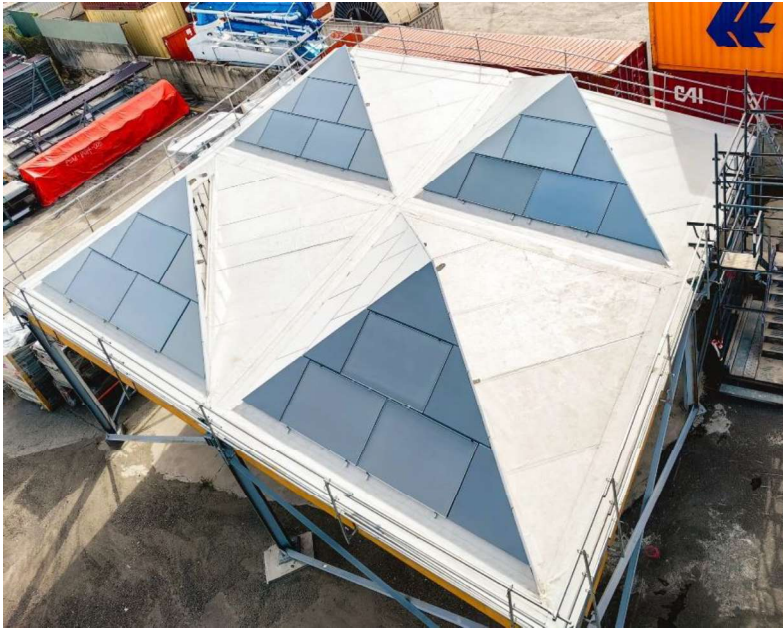
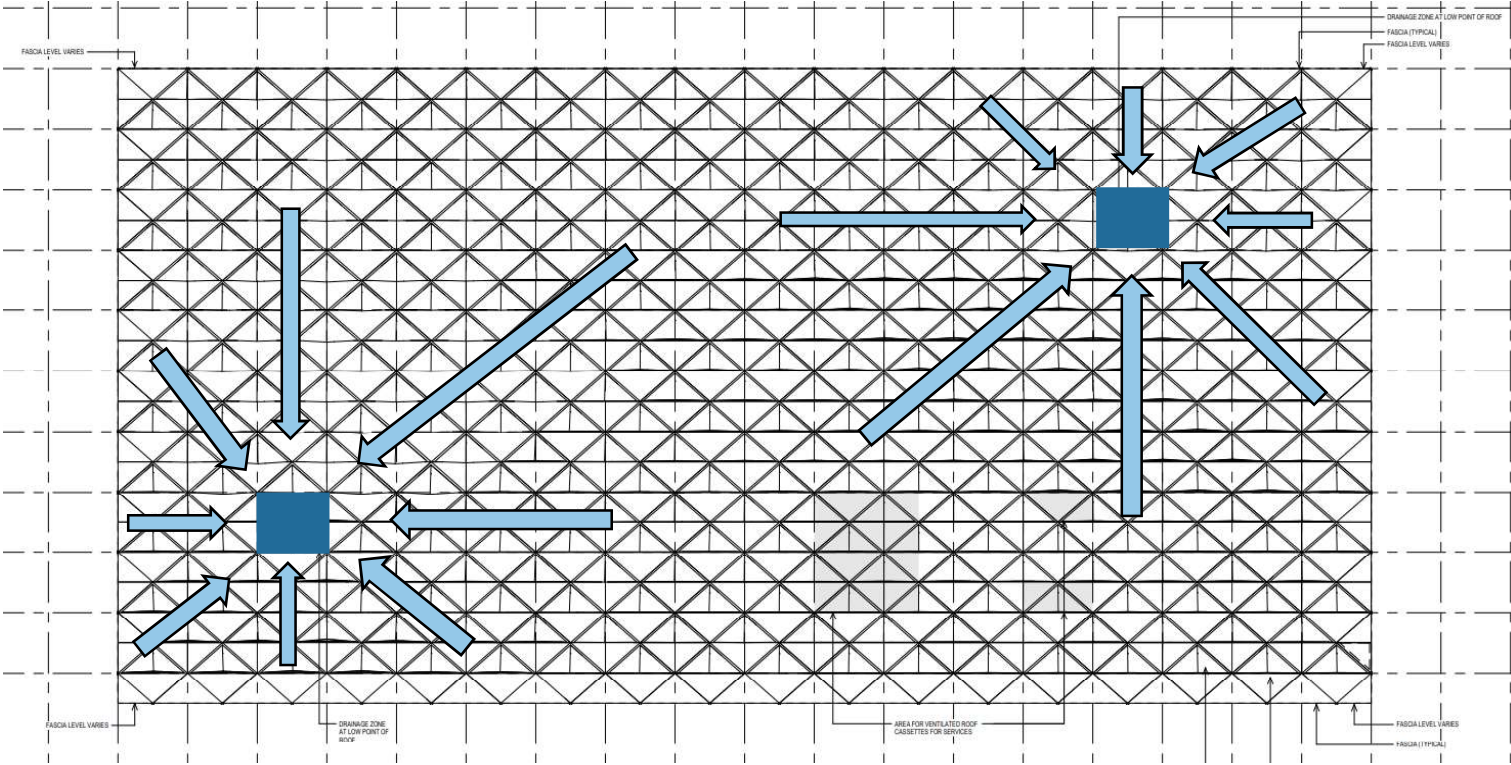


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The New Sydney Fish Market – Modular Roof Cassettes



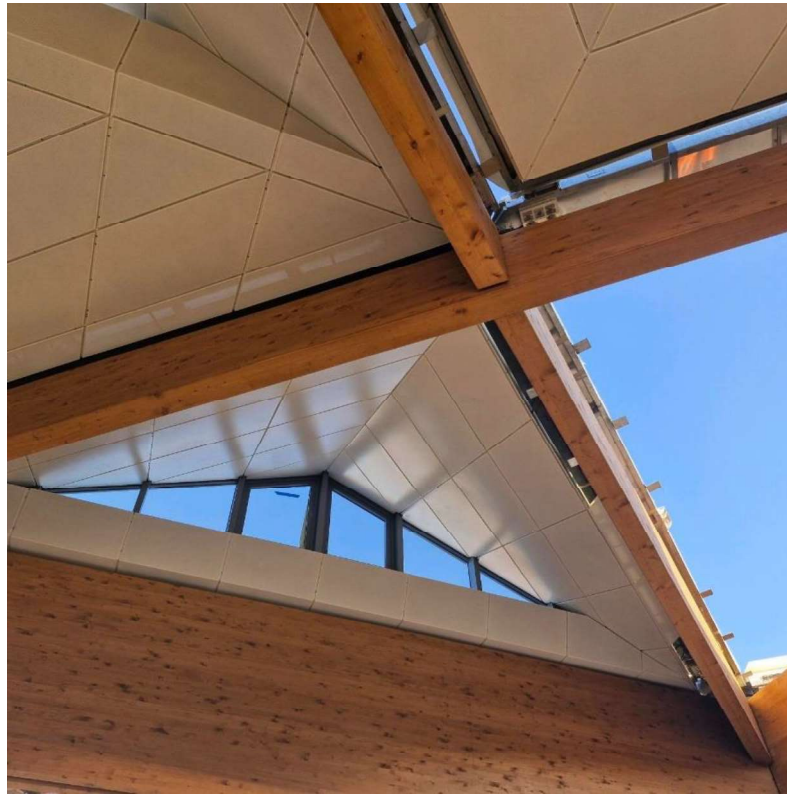
The New Sydney Fish Market – Roof Solar PV and Rainwater Harvesting



The New Sydney Fish Market – In Construction



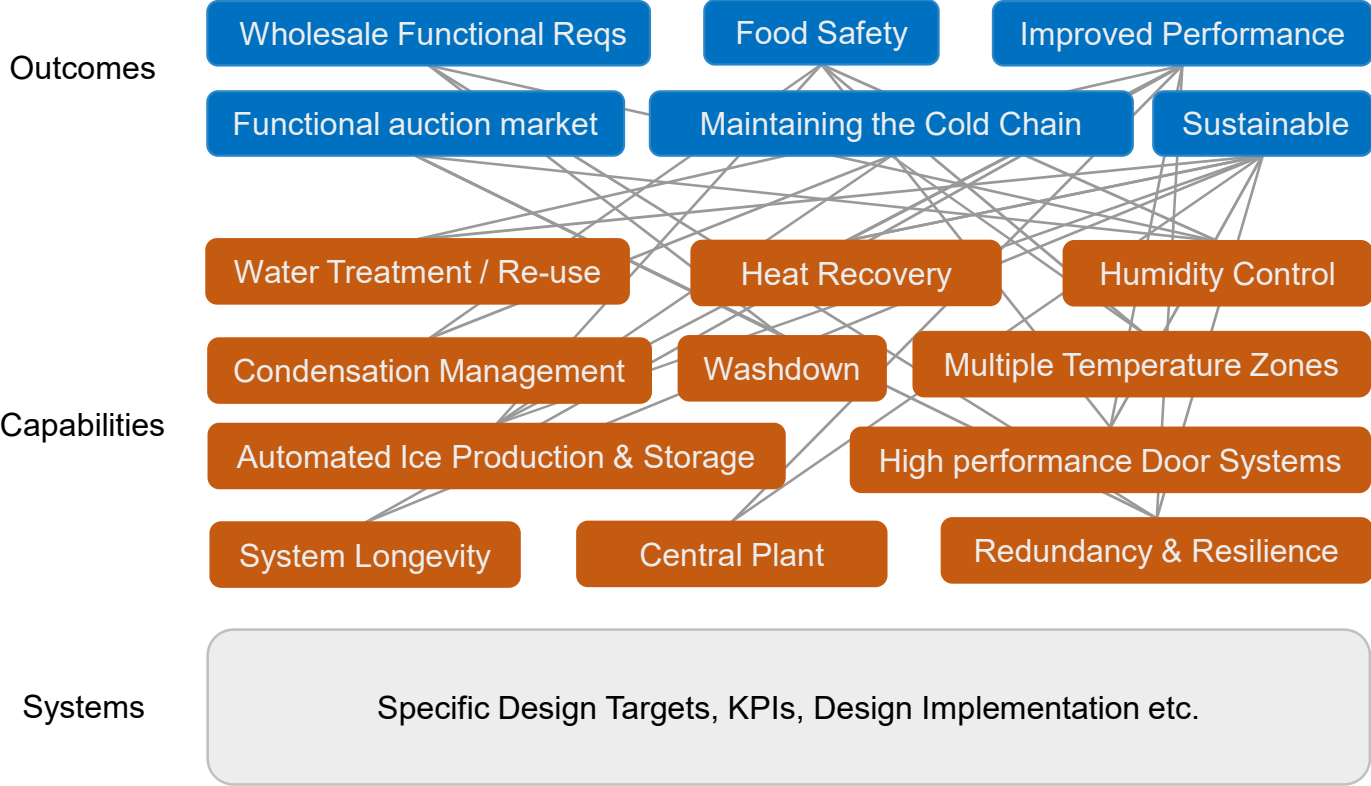
Mott MacDonald



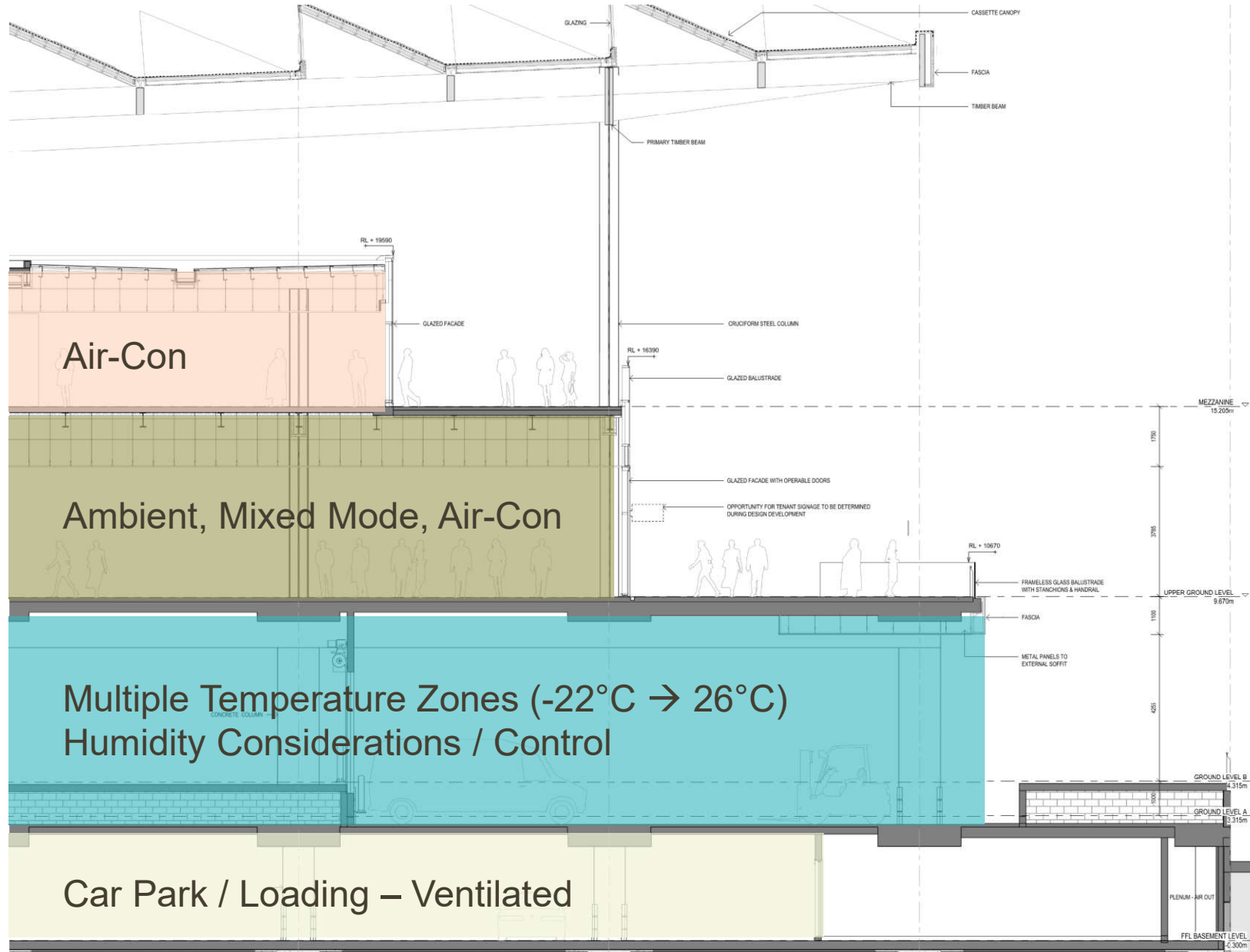
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Sydney Fish Market Operations



Thermal Approach



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Design Considerations

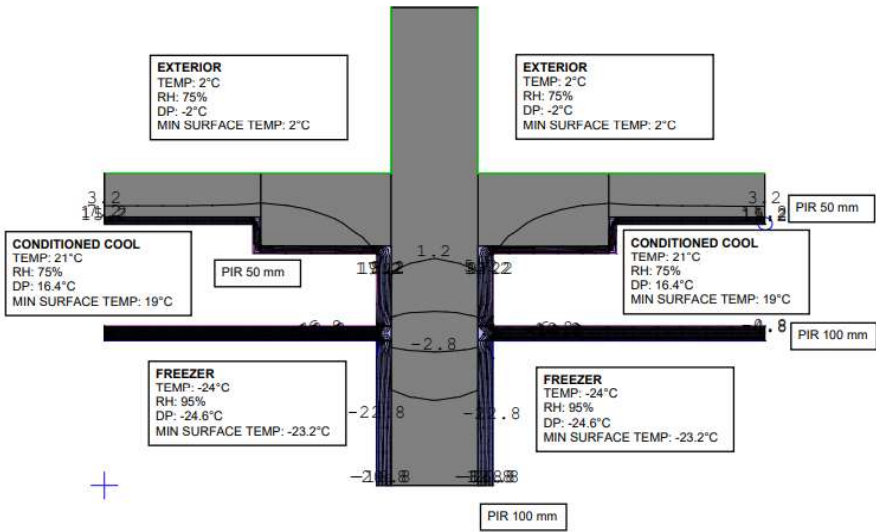
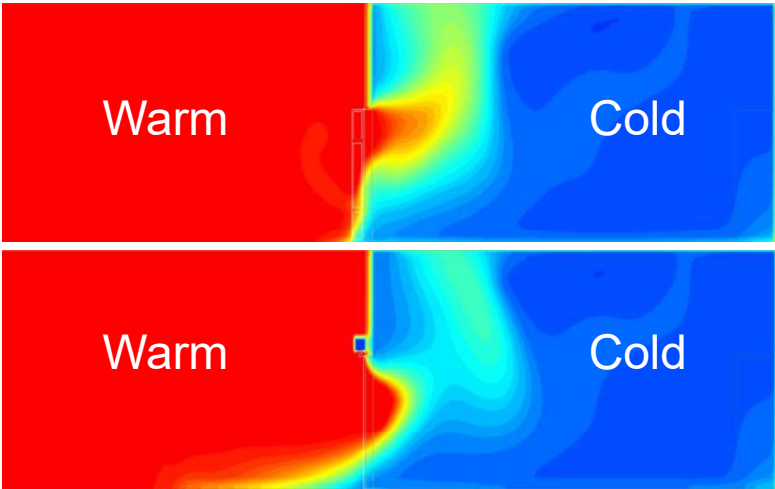
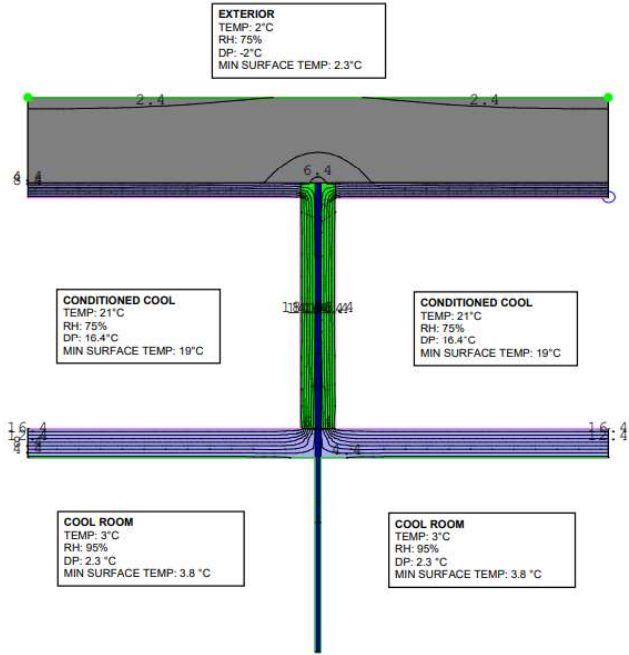
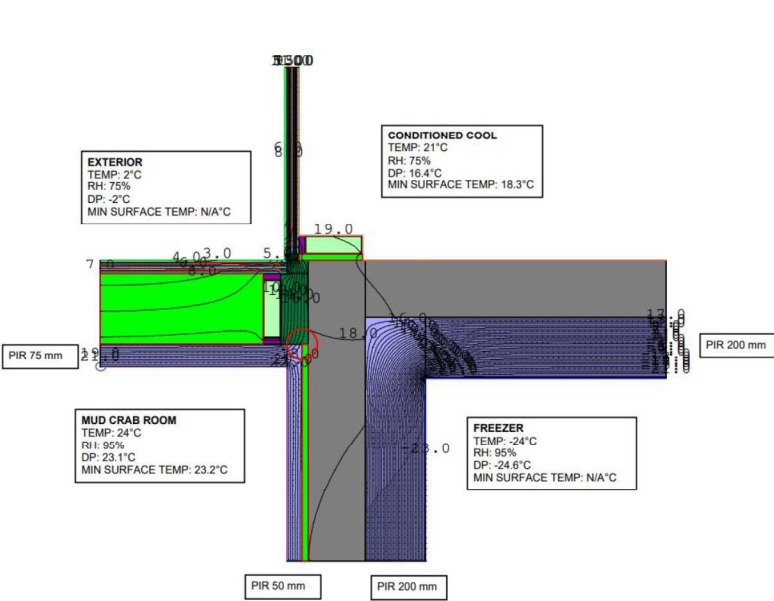
Functional Requirements

Product Quality & Cold Chain

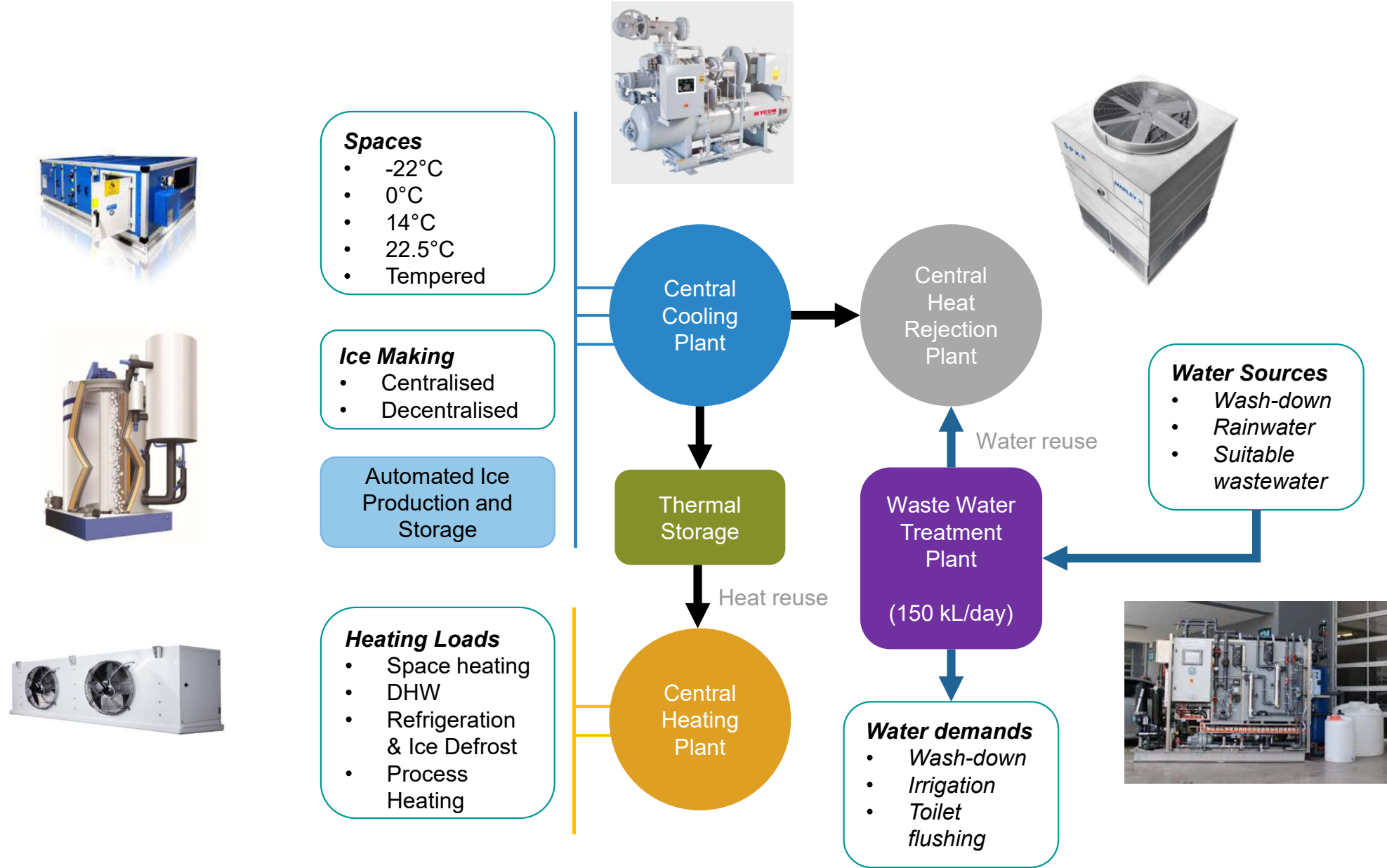
Condensation Management

Sustainability

Condensation Management



Heat and Water Recycling



Thanks!



Thank you

Michael Calcoen

MEng (Mechanical), CEng MCIBSE

Technical Director, Built Environment

michael.calcoen@mottmac.com