



LONDON LEGACY  
DEVELOPMENT  
CORPORATION



LONDON LEGACY DEVELOPMENT CORPORATION  
QUALITY REVIEW PANEL

Terms of reference 2024

IN PARTNERSHIP WITH

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# CONTENTS

1	Introduction	3	11	Site visits	13
2	Principles of quality review	4	12	Meeting dates	13
3	London Design Review Charter	5	13	Review agendas	14
4	Panel composition	6	14	Panel reports	15
5	Panel remit	7	15	Quality Review Panel charges	16
6	Role of the Quality Review Panel	9	16	Quality Review Panel membership	17
7	Independence, confidence and probity	9	17	Key references	28
8	Conflicts of interest	10		Appendix A: confidentiality	29
9	Freedom of information	10		Appendix B: conflicts of interest	30
10	Types of review	11		Appendix C: media inquiries	32

Cover image: Fish Island Village, Haworth Tompkins and Lyndon Goode © Rory Gardiner



# 1. INTRODUCTION

The London Legacy Development Corporation (the Legacy Corporation) is a Mayoral Development Corporation established under the powers of the Localism Act 2011. It is a public sector, not-for-profit organisation and is responsible for the regeneration of the Mayoral Development Corporation area. This encompasses Queen Elizabeth Olympic Park and neighbouring areas in the London Boroughs of Hackney, Newham, Tower Hamlets and Waltham Forest.

The Legacy Corporation's main objective is to ensure the legacy of the 2012 Olympic and Paralympic Games, including regeneration of Queen Elizabeth Olympic Park and the areas associated with it. It became the local planning authority for this area in 2012 and has responsibility for all planning functions, including development of the Legacy Corporation's Local Plan and determination of planning applications.

The Legacy Corporation is committed to excellence in architecture and design. Architectural, urban and landscape design are essential elements for creating places within Queen Elizabeth Olympic Park, and the wider Legacy Corporation area, that are engaging, safe, usable and beautiful - and which create and maintain value over the long term. This accords with National Planning Policy Framework requirement that: "Development that is not well designed should be refused, especially where it

fails to reflect local design policies and government guidance on design, taking into account any local design guidance and supplementary planning documents such as design guides and codes" (Para. 139, NPPF, 2023).

As part of the Legacy Corporation's commitment to high quality design, it established a Quality Review Panel in 2012 to support the planning process, in line with Section 12 of the NPPF. This states that: "Local planning authorities should ensure that they have access to... design advice and review arrangements... These are of most benefit if used as early as possible in the evolution of schemes, and are particularly important for significant projects such as large scale housing and mixed use developments." (Para. 138, NPPF, 2023). The panel brings together respected professionals to provide objective, impartial, independent advice to the planning authority, to developers and to the Legacy Corporation on development proposals.

By offering advice to applicants during the pre-application process, and by commenting on planning applications, the Quality Review Panel supports the Legacy Corporation's planning officers - the Planning Policy and Decisions Team - and planning committee to secure high quality development.



Fish Island Village, Haworth Tompkins © Fred Howarth



## 2. PRINCIPLES OF QUALITY REVIEW

**Independent** – it is conducted by people who are unconnected with the scheme’s promoters and decision makers, and it ensures that conflicts of interest do not arise.

**Expert** – the advice is delivered by suitably trained people who are experienced in design, who know how to criticise constructively and whose standing and expertise is widely acknowledged.

**Multidisciplinary** – the advice combines the different perspectives of architects, urban designers, town planners, landscape architects, engineers and other specialist experts to provide a complete, rounded assessment.

**Accountable** – the design review panel and its advice must be clearly seen to work for the benefit of the public. This should be ingrained within the panel’s terms of reference.

**Transparent** – the panel’s remit, membership, governance processes and funding should always be in the public domain.

**Proportionate** – it is used on projects whose significance, either at local or national level, warrants the investment needed to provide the service.

**Timely** – it takes place as early as possible in the design process, because this can avoid a great deal of wasted time. It also costs less to make changes at an early stage.

**Advisory** – a design review panel does not make decisions, but it offers impartial advice for the people who do.

**Objective** – it appraises schemes according to reasoned, objective criteria rather than the stylistic tastes of individual panel members.

**Accessible** – its findings and advice are clearly expressed in terms that design teams, decision makers and clients can all understand and make use of.

Design Review: Principles and Practice  
Design Council CABE / Landscape Institute / RTPI / RIBA (2013)



Stratford Waterfront, Allies and Morrison, O'Donnell + Tuomey, Arquitecturia Camps Felip, LDA Design and LLDC © Ninety90



# 3. LONDON DESIGN REVIEW CHARTER

The London Legacy Development Corporation Quality Review Panel process is run in accordance with the London Design Review Charter.

**High quality** – delivered in a manner that accords with the Design Council CABE / Landscape Institute / RTPI / RIBA guide, which calls for reviews to be independent, expert, multidisciplinary, accountable, transparent, proportionate, timely, advisory, objective and available.

**Representative and inclusive** – reflecting London’s diverse population and seeking to promote inclusive buildings and places.

**Based on clear review objectives** - which provide terms of reference available to all parties, making clear the outcomes, priorities, challenges and objectives of the review, applicable to the given place and project constraints.

**Allied to the decision making process** – with the outputs of the design review being made available to the appropriate decision makers, with commitments sought that review outcomes will be taken into account by decision makers as part of a wider design management process.

**Even handed, independent** – informed by an understanding of the reality of the project, the views of the client, local authority, community and other relevant stakeholders, but providing independent advice.

**Proportionate** – recognising the need for different review formats and costs for larger or smaller schemes.

**Consistent** – with the same standards of delivery. On occasions when other reviews have taken place (including by other panels), panellists should be made aware of the previous advice.

**Collaborative** – with other quality review users and providers to promote best practice London wide, to maintain consistent standards, and if appropriate share resources such as a pool of panellists.

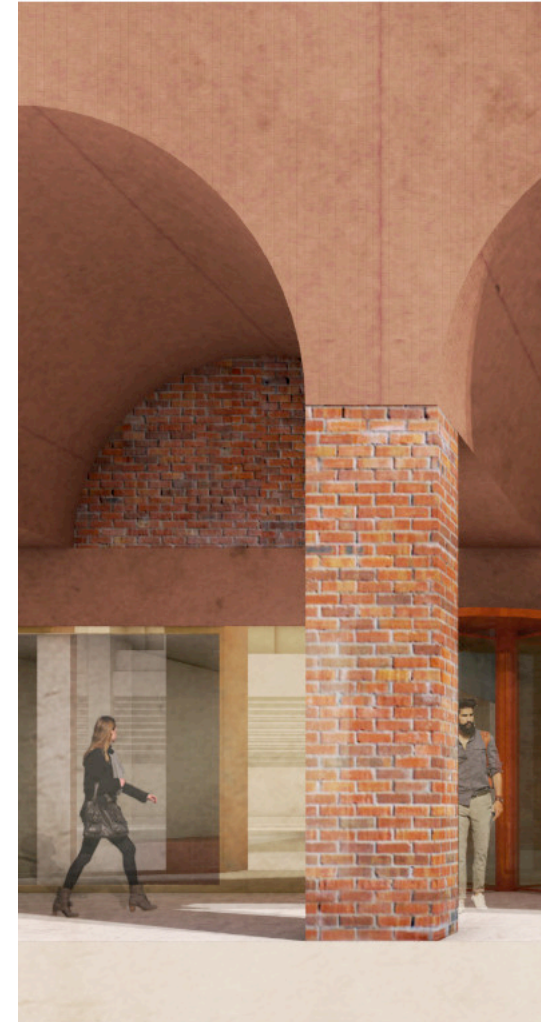
**Regularly evaluated** – with the aim of building a consistent process to monitor and evaluate the success of design review across London.

## About the charter

The charter has been developed by the Greater London Authority (GLA) with input from those running and using panels, as well as from reviewers. Signatories agree to the principles that the charter sets out, and to provide or use design review in a manner that is consistent with its contents.

Full details of the London Charter for Design Review are available via the following link.

[www.london.gov.uk/sites/default/files/ggbd\\_london\\_design\\_review\\_charter\\_jan22.pdf](http://www.london.gov.uk/sites/default/files/ggbd_london_design_review_charter_jan22.pdf)



Poland House, Stratford High Street © Henley Halebrown



## 4. PANEL COMPOSITION

The Quality Review Panel brings together professional experts from a variety of fields. It is made up of 31 members, including the co-chairs.

Quality Review Panel members are chosen to provide a broad range of expertise with particular relevance to the Legacy Corporation area, including:

- architecture
- urban design / town planning
- landscape architecture
- conservation / heritage townscape
- sustainability
- civil / structural engineering
- inclusive design
- development delivery

Many of those appointed to the Quality Review Panel have expertise and experience in more than one of these areas. The composition of each panel meeting is chosen as far as possible to suit the scheme being reviewed, as well as considering gender balance and diversity.

Membership of the Quality Review Panel is reviewed regularly (at least once a year), to ensure that it provides all the necessary expertise, experience and diversity to undertake its work effectively.

From time to time, it may be of benefit for specialist advice to be provided beyond the Quality Review Panel membership. In such cases, a professional with the relevant expertise may be invited to attend a review meeting, participating in the discussion with the status of an adviser to the panel.



V&A East, O'Donnell + Tuomey; and London College of Fashion, Allies and Morrison, Stratford Waterfront © Alex Wraight

## 5. PANEL REMIT

The Quality Review Panel provides independent, objective, expert advice on development proposals across the Legacy Corporation area – both those where the Legacy Corporation is the client and landowner and also those brought forward by third party developers where the Legacy Corporation is the planning authority but not the landowner or client.

The Quality Review Panel provides advice to scheme promoters and the planning authority as a ‘critical friend’ to support delivery of high quality development.

Generally, schemes are referred to the panel by planning officers at an early stage to identify and consider the key assumptions of the proposed design. The independent advice given by the panel is likely to be most effective when given before a scheme becomes too fixed. Early engagement with the Quality Review Panel should reduce the risk of delay at application stage by ensuring that designs reach an acceptable standard. The planning authority may also request a review once an application is submitted.

The panel’s advice may assist the Planning Policy and Decisions Team in negotiating design improvements and may support decision making by the planning committee, including refusal of planning permission where design quality is not of a sufficiently high standard.

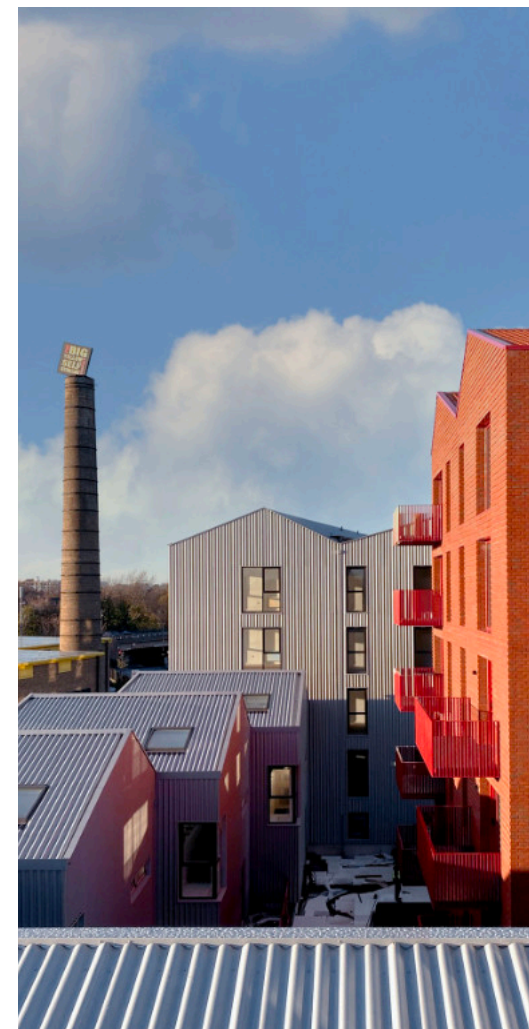
The panel considers significant development proposals in the Legacy Corporation area. Significance may fall into the following categories.

### Significance related to size or use, for example:

- large buildings or groups of buildings
- infrastructure projects such as bridges or transport hubs
- large public realm proposals
- masterplans, design codes or design guidance

### Significance related to site, for example:

- proposals affecting sensitive views
- developments with a major impact on their context
- schemes involving significant public investment



Wick Lane, dRMM Architects © Will Howard



**Significance related to site, for example:**

- proposals affecting sensitive views
- developments with a major impact on their context
- schemes involving significant public investment

**Projects may also be referred to the panel by the planning authority at its discretion, for example where it requires advice on:**

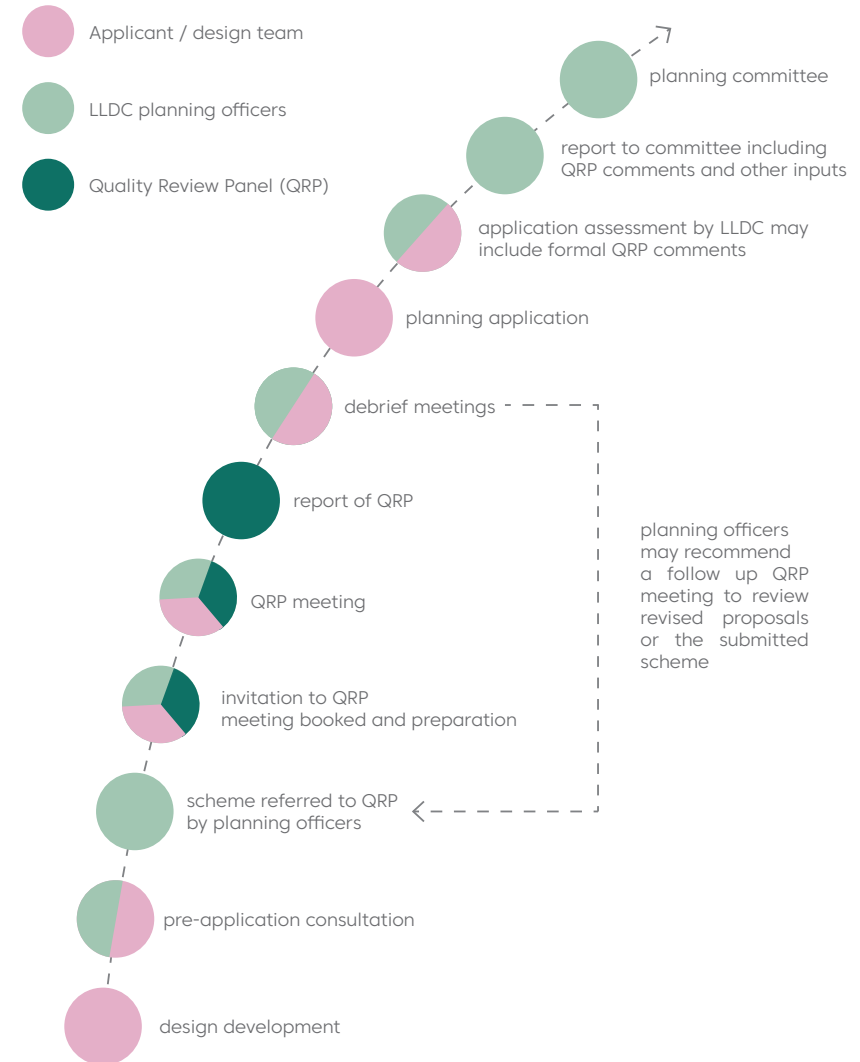
- building typologies, for example single aspect dwellings
- environmental sustainability
- design for climate change adaptation and mitigation
- proposals likely to establish a precedent for future development
- developments out of the ordinary in their context
- schemes with significant impacts on the quality of everyday life
- landscape / public space design

When a proposal is at a pre-application stage, the report is not made public and is only shared with the Council, the applicant and design team, and any other stakeholder bodies that the Council has consulted on the project.

If the proposal is reviewed at an application stage, the report will be a public document and published on the Council's website. Where the final review of a scheme takes place at a pre-application stage, the report of this meeting may also be made public once an application is submitted.

A diagram showing the role of the Quality Review Panel in the planning process is shown opposite.

## Quality review in the planning process





## 6. ROLE OF THE QUALITY REVIEW PANEL

The Quality Review Panel provides independent and impartial advice on development proposals, at the request of planning officers, and plays an advisory role in the planning process.

Reviews can be arranged for schemes from RIBA Stage 2 (concept design) onwards, providing advice to the applicant and the planning authority.

It is for the Legacy Corporation's planning officers and the planning committee to decide what weight to place on the panel's comments, balanced with other planning considerations. Applicants should consult planning officers following a review to agree how to respond to the panel's advice.

If any points made by the panel require clarification, it is the responsibility of the applicant and their design team to draw this to the attention of the chair of the panel (if during the meeting) or the panel manager, Frame Projects, (if the report requires clarification).

## 7. INDEPENDENCE CONFIDENCE & PROBITY

The Quality Review Panel is an independent and impartial service provided to the Legacy Corporation by Frame Projects, an external consultancy.

The processes for managing the Quality Review Panel, appointing members, including the selection of the chair, and the administration of meetings are agreed in partnership with the Legacy Corporation.

Panel members shall keep confidential all information acquired in the course of their role on the panel, with the exception of reports that are in the public domain.

Further details are provided in the confidentiality procedure included at Appendix A.



## 8. CONFLICTS OF INTEREST

The Quality Review Panel is intended to provide a constructive forum for applicants, their project teams, and Legacy Corporation planning officers seeking advice and guidance on development proposals.

In order to ensure the Quality Review Panel's independence and professionalism, it is essential that members avoid any actual or perceived conflicts of interest that may arise in relation to schemes considered during the meetings that they attend. Minimising the potential for conflicts of interest will be important to the impartiality of the Quality Review Panel.

Members are asked to ensure that any possible conflicts of interest are identified at an early stage, and that appropriate action is taken to resolve them.

Meeting agendas provided in advance of reviews will include sufficient project information to allow any potential conflicts of interest to be identified and declared.

In cases where there is a conflict, a member may be asked to step down from a review. In other cases, a declaration of interest may be sufficient. If in doubt, members should contact Frame Projects to discuss this.

Further details on the process for managing conflicts of interest are provided at Appendix B.

## 9. FREEDOM OF INFORMATION

As a public authority, the Legacy Corporation is subject to the Freedom of Information Act 2000 (the Act). All requests made to the Legacy Corporation for information with regard to the Quality Review Panel will be handled according to the provisions of the Act. Legal advice may be required on a case by case basis to establish whether any exemptions apply under the Act.



Stratford Waterfront, LLDC © Alex Savine



Bream Street, AHMM Ltd © Rob Parrish

## 10. TYPES OF REVIEW

Two types of review are offered:

- a formal review
- a planning application review

Typically, the chair or vice chair and four panel members attend formal reviews; the chair or vice chair and a smaller number of panel members attend planning application reviews.

### FORMAL REVIEWS

Formal reviews usually take place at a stage when an applicant and design team have decided their preferred option for development of a site, and have sufficient drawings and models to inform a comprehensive discussion.

In addition to the Planning Policy and Decisions Team, other relevant stakeholders, for example local planning authorities, may be invited to attend and asked to give their views after the scheme has been presented.

In advance of the formal review, panel members attend a 15 minute briefing with planning officers on the policy context and issues arising from pre-application discussions.

At the start of the formal review, planning officers will summarise their panel briefing. The scheme will then be presented by a member of the design team, normally the lead architect, following a brief introduction by the applicant. Presentations may be made with drawings and / or pdf or PowerPoint and models, as appropriate.

At least one printed copy of the presentation should be provided, for ease of reference during the panel discussion.

Time allocated for formal reviews will depend on the scale of the project but a typical formal review will last 90 minutes: 10 minutes introductions and briefing by planning officers; 25 minutes presentation; 55 minutes discussion and summing up by the chair. Large projects, for example schemes with several development plots, may be split into smaller elements for the purposes of review, to ensure that each component receives adequate time for discussion.

## PLANNING APPLICATION REVIEWS

The Quality Review Panel may also provide comments on schemes that have been considered at a formal review and are subsequently the subject of a current planning application.

The Planning Policy and Decisions Team is invited to these reviews to brief the panel on any comments that it has made on the submitted application. Other stakeholders will not normally attend. The smaller format may be the best way to assess amendments since the previous review.

In advance of the review, panel members attend a 15 minute briefing with planning officers on the policy context and issues arising from pre-application discussions. At the start of the planning application review, planning officers will summarise their panel briefing. The scheme will

then be presented by a member of the design team, normally the lead architect, following a brief introduction by the applicant.

The presentation should be based on the submitted drawings and documents. At least one printed copy of the presentation should be provided, for ease of reference during the panel discussion.

A typical planning application review will last 60 minutes: 10 minutes introductions and briefing by planning officers; 15 minute presentation; 25 minutes discussion and summing up by the chair.

## RETURNING SCHEMES

On occasion, LLDC officers may determine that more than one review is required at pre-application stage. For example, a first review may take place at a strategic design stage, with a further review once more detailed designs are available.

Any subsequent reviews will be charged for at the applicable rate (detailed in Section 15).



Hart Yard, Wick Lane, dRMM Architects © Alex de Rijke



UCL East Marshgate, Stanton Williams © Hufton+Crow

## 11. SITE VISITS

Wherever possible, a site visit will be arranged for formal reviews (unless a site visit has already taken place before an earlier review of the scheme). All panel members participating in the review are required to attend. Unless informed otherwise, Frame Projects assumes consent for photographs taken on site or at review meetings to be used on its website and in other publications.

Panel members, representatives of the local planning authority and members of the applicant team should maintain care and awareness of potential hazards for themselves and other attendees during site visits. All those involved should take appropriate action to alert the party of potential risks so that the visit can be paused or terminated if necessary. It is the responsibility of applicant teams to notify Frame Projects in advance of a review meeting if PPE is required on site.

## 12. MEETING DATES

Two Quality Review Panel meetings are provisionally arranged for each month. These may be used for either formal or planning application reviews, as appropriate. Exceptionally, additional meetings may be required to accommodate the number of schemes requiring a review and / or to meet key dates for specific schemes.

The following dates are currently set for Quality Review Panel meetings during 2024:

- 18 January
- 1 February; 15 February
- 7 March; 21 March
- 4 April; 18 April
- 2 May; 16 May
- 6 June; 20 June
- 4 July; 18 July
- 1 August; 15 August
- 5 September; 19 September
- 3 October; 17 October
- 7 November; 21 November





Dane's Yard, Sugar House Island © Vastinit UK

## 13. REVIEW AGENDAS

Agendas will be issued to panel members in advance of each review.

For formal reviews, a detailed agenda will be provided that includes notes on the planning context, details of the scheme(s) to be considered, applicant and consultant team.

Information provided by the Planning Policy and Decisions Team will include relevant planning history and planning policies that officers consider essential for assessing the scheme. Advice may be specifically sought on design quality assessed against these policies.

A scheme description provided by the design team will set out factual information about the project. Selected plans and images of the project will also be provided to help to give a sense of the scope and nature of the project under review.

For planning application reviews, the agenda will be briefer, providing details of the scheme(s) to be considered, applicant and consultant team.

Where a scheme returns for a second or subsequent review, the report of the previous review will be provided with the agenda.



## 14. PANEL REPORTS

During the Quality Review Panel meeting the panel manager will take notes of the discussion - these form the basis of panel reports. Reports will be drafted, agreed with the chair, and issued within 10 working days.

At pre-application stage, reports will provide clear, independent advice on ways in which the quality of development proposals could be improved, referring where appropriate to the Legacy Corporation's planning policies in relation to expectations of high quality design.

The Quality Review Panel has an advisory role in the Legacy Corporation's planning process, and the project team should consult planning officers following a review to agree how to respond to points raised in the report.

Once planning applications are submitted, the report may provide guidance to the Legacy Corporation's planning committee in determining the planning application. This may include suggesting planning conditions or refusal of planning permission if the design quality is not of an acceptably high standard.

Quality Review Panel reports will be included in committee reports on planning application schemes - in which case planning officers will put this in the context of other planning matters, which the panel's advice neither replaces nor overrules.

If the proposal is reviewed at an application stage the report will be a public document kept within the proposal's case file and published on the Legacy Corporation's website. Where the final review of a scheme takes place at a pre-application stage, the report of this meeting may also be made public once an application is submitted.

At the end of each year, the Quality Review Panel manager will draft an annual report to evaluate panel process and monitor adherence to the London Design Review Charter's principles. This will be a brief document describing and reflecting on the panel's activities over the past year - ensuring that, where possible, a full range of panel members is used over the course of the year, and that the panel as a whole remains representative of the diversity of London's population.

As part of this annual review process, a meeting will be held with key Legacy Corporation officers and the panel chair to discuss the report and consider any recommendations for the following year.



Quality Review Panel site visit

# 15. QUALITY REVIEW PANEL CHARGES

The charges for Quality Review Panel meetings are benchmarked against comparable panels providing design review services in London, such as design review panels in the London Boroughs of Camden, Haringey, Newham and Waltham Forest.

The charges from 1 September 2022 are:

- £5,500 + VAT formal review
- £3,000 + VAT planning application review

Payment should be made in advance of the review to the Legacy Corporation, and the review may be cancelled if payment is not received five days before the meeting. Full details will be provided when an invitation to the Quality Review Panel is confirmed.

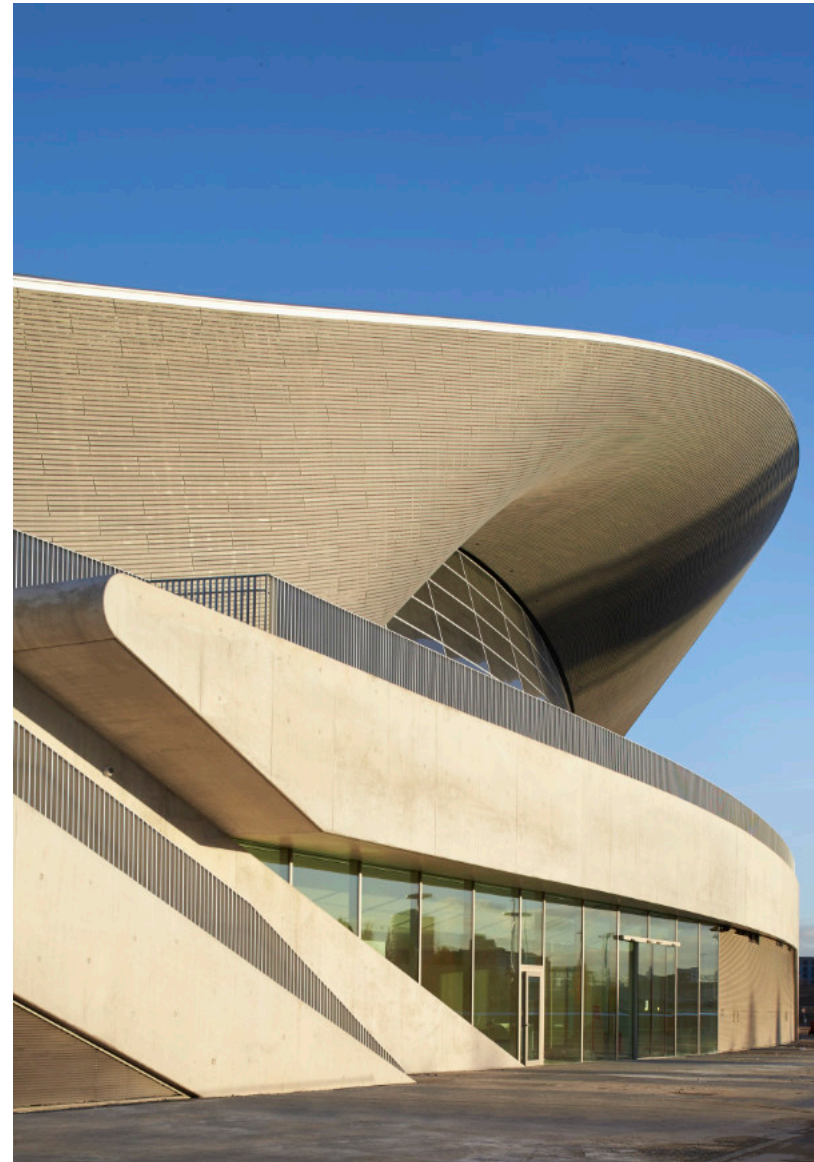
Where a scheduled review is subsequently cancelled or postponed by the applicant, an administrative charge will be applied:

Less than two weeks before a scheduled review:

- 50% of full cost, all reviews

Between two and four weeks before scheduled review:

- £725 + VAT all reviews



London Aquatics Centre by Zaha HJadid Architects © Hufton + Crow  
New London Awards 2014 - Civic, Culture & Sport / Structural Steel Design Awards 2019





## 16. QUALITY REVIEW PANEL MEMBERSHIP

The Legacy Corporation Quality Review Panel brings together 31 professionals, covering a range of disciplines and expertise. For each review, members will be selected from among the people listed below, according to the requirements of the project being reviewed.



**Teresa Borsuk (co-chair)**  
Architect  
Senior Advisor, Pollard Thomas Edwards

With over 35 years' experience in the housing, mixed use and regeneration sectors, Teresa Borsuk has designed and delivered a series of award winning projects, ranging from major developments to infill sites and refurbishments. In 2015 Teresa Borsuk was named AJ Woman Architect of the Year.  
[www.pollardthomasedwards.co.uk](http://www.pollardthomasedwards.co.uk)



**Hari Phillips (co-chair)**  
Architect  
Founding Director, Bell Phillips Architects

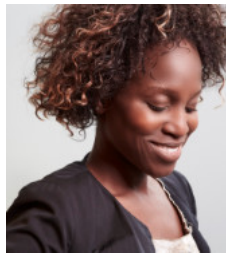
Hari Phillips is an architect and the founding director of Bell Phillips Architects. The practice has a track record for delivering high quality award-winning projects, and is at the forefront of delivering a new wave of council housing across London and the south east. Hari sits on a number of Design Review Panels.  
[www.bellphillips.com](http://www.bellphillips.com)



**Cristina Monteiro (vice chair)**  
Architect  
Director, DK-CM

Cristina Monteiro is the co-founder of DK-CM, a planning and architecture practice based in East London. She primarily works in the public sector on publicly funded regeneration projects focussed on placemaking, local distinctiveness and the environment. As a RIBA Conservation Registrant, heritage and sustainability are central to her practice. Cristina was shortlisted for the Moira Gemmill Prize in Emerging Architecture in 2021.  
[www.dk-cm.com](http://www.dk-cm.com)





**Sarah Akigbogun**  
Architect  
Director, Studio aki London

Sarah Akigbogun is a qualified architect, also trained as an engineer. She set up Studio aki as a transdisciplinary practice to combine architecture, art and design with a focus on social engagement. Sarah previously worked at Foster + Partners and Alsop Architects. She teaches, is the founder of the XXAOC Project and Appropri8, the vice chair of Women in Architecture and a newly elected London representative on the RIBA Council.  
[www.studioaki.london](http://www.studioaki.london)



**Jayden Ali**  
Architect  
Director, JA Projects

Jayden Ali is the founder of JA Projects, an interdisciplinary practice working at the intersection of architecture, urban strategy, art and performance. Projects span architectural masterplans, new builds and refurbishments, through to the production of documentaries and the establishment of community institutions. Jayden teaches and is the co-curator of the British Pavilion at the Venice Biennale 2023.  
[www.ja-projects.com](http://www.ja-projects.com)



**Julia Barfield**  
Architect  
Managing Director, Marks Barfield Architects

Julia Barfield set up Marks Barfield Architects – the creators of the London Eye and the British Airways i360 in Brighton – with David Marks in 1989. Her experience spans many sectors: culture; education; bridges; transport; sports and leisure; and masterplanning. The practice has won more than 120 awards for design, innovation and sustainability. Julia is also on the steering group of Architects Declare.  
[www.marksbarfield.com](http://www.marksbarfield.com)





Jane Briginshaw  
Architect and urban designer  
Director, Design England

After an early career as a practising architect, Jane Briginshaw has since advised the government on the Building Schools for the Future programme; and led the design and sustainability strategy, as well as research, for the Homes and Communities Agency. She is a consultant to local authorities and housing associations.  
[www.designengland.org.uk](http://www.designengland.org.uk)



Catherine Burd  
Architect  
Founding Director, Burd Haward Architects

Catherine Burd has over 25 years' experience leading the design and delivery of critically acclaimed housing and cultural projects. She has particular conservation expertise and has completed new build and restoration schemes at internationally significant historic sites across the UK. Catherine also chairs the Kensington and Chelsea and Camden Design Review Panels, is a member of the Oxford panel and a Design Council Expert.  
[www.burdhaward.com](http://www.burdhaward.com)



Michál Cohen  
Architect  
Director, Walters & Cohen Architects

Michál Cohen is one of the founding directors of Walters & Cohen Architects. The practice is well known for its education and cultural projects where a collaborative and considerate approach has resulted in many award-winning buildings. She regularly examines and lectures and has extensive design review experience. Michál is an Honorary Professor of Architecture at the University of Nottingham.  
[www.waltersandcohen.com](http://www.waltersandcohen.com)





Russell Curtis  
Architect  
Founding Director, RCKa

Russell Curtis is a founding director of RCKa, a London-based architectural practice that specialises in residential, community and public buildings. RCKa has won four Housing Design Awards, the RIBA Journal's MacEwen Award, and has been twice named Social Value Architect of the Year.  
[www.rcka.co.uk](http://www.rcka.co.uk)



Neil Davidson  
Landscape architect  
Partner, J & L Gibbons

Neil Davidson is a Partner at J & L Gibbons, having joined in 1999. He is a Director of the social enterprise Landscape Learn and a research partner of Urban Mind. Neil trained in Landscape Architecture at Edinburgh College of Art. His expertise includes sub-regional strategies, public realm frameworks, museums, heritage and cultural landscapes and public parks. Neil has worked and lectured in Europe and the US and maintains strong links with education.  
[www.jlg-london.com](http://www.jlg-london.com)



Kate Digney  
Landscape architect  
Associate Director, Levitt Bernstein

Kate Digney has led landscape design at Levitt Bernstein since 2015. Projects include both urban and brownfield contexts and also sensitive rural and historic landscapes. She has a particular interest in designing for biodiversity, strengthening urban tree communities and integrating sustainable urban drainage.  
[www.levittbernstein.co.uk](http://www.levittbernstein.co.uk)





Jayne Earnscliffe  
Inclusive design expert  
Director, Earnscliffe

Jayne Earnscliffe has contributed to the success of many high profile arts, heritage, public realm and housing projects, including the award winning Tumbling Bay Playground in Queen Elizabeth Olympic Park and LSO St Luke's. With extensive experience of masterplanning she is currently working on several major residential developments in London.  
[www.earnscliffe.associates](http://www.earnscliffe.associates)



Jennette Emery-Wallis  
Landscape architect  
Director of Landscape Architecture, LUC

Jennette Emery-Wallis has over 25 years' experience in landscape design, including historic landscapes, masterplanning, housing, mixed use development, play design and education. She has worked on complex design projects, often within sensitive sites, requiring creative solutions. Accolades include Civic Trust, NLA and Selwyn Goldsmith awards. Jennette has extensive teaching and design review experience.  
[www.landuse.co.uk](http://www.landuse.co.uk)



Amber Fahey  
Sustainability expert  
Sustainability Associate, Be First

Amber Fahey leads on sustainability at Be First working to deliver on London Borough of Barking and Dagenham's ambitious vision and strategy for becoming 'Green Capital of the Capital' and embedding sustainability goals across Be First's Place & Design and Delivery teams. She enjoys working collaboratively to shape sustainability policy and guidance, including through LETI and the development of Supplementary Planning Guidance.  
[www.befirst.london](http://www.befirst.london)





Fergus Feilden  
Architect  
Director, Feilden Fowles

Fergus Feilden co-founded Feilden Fowles in 2010 and has since delivered projects in the arts, culture, education, workplace, and masterplanning sectors. Fergus lectures widely, is a RIBA Awards chair, and a visiting professor at the University of Sheffield's School of Architecture. [www.feildenfowles.co.uk](http://www.feildenfowles.co.uk)



Keith French  
Landscape architect  
Director, Grant Associates

Keith French joined Grant Associates in 1997 and has contributed to many of its landscape and urban design projects. He played a key role in the Gardens by the Bay project in Singapore. Recent work includes urban regeneration mixed use schemes, transport infrastructure, new city parks and public realm strategies. [www.grant-associates.uk.com](http://www.grant-associates.uk.com)



Jonathan Hagos  
Architect  
Director, Freehaus

Jonathan Hagos has experience in historic contexts, and is on the RIBA Conservation register. He is a co-director of Freehaus, delivering inclusive community projects that encourage positive societal change, including The Africa Centre, Southwark, and a new learning annexe for the Clement James Centre, North Kensington. He was named in the Architecture Journal's 40 Under 40 in 2020 and teaches widely. [www.freehausdesign.com](http://www.freehausdesign.com)





**Helen Hough**  
Sustainability expert  
Associate, Bryden Wood

Helen Hough leads the Building Physics and Sustainability team within Bryden Wood. A mechanical engineer, with a background in architecture, she has broad experience in building design, energy demands and low carbon and sustainable solutions. She teaches and is a member of the LETI Taskforce where she has led on the embodied carbon workstream.  
[www.brydenwood.co.uk](http://www.brydenwood.co.uk)



**Simon Henley**  
Architect  
Principal, Henley Halebrown

Henley Halebrown's projects include Stirling Prize-shortlisted Chadwick Hall for the University of Roehampton and the RIBA award-winning schemes: St Benedict's School, 'Junction' Arts and Civic Centre, Akerman Health Centre, Talkback TV's studios and offices, Kings Crescent estate regeneration and adaptive reuse of the De Beauvoir Block. Simon Henley is also the author of The Architecture of Parking, which won the RIBA International Book Award for Construction in 2008, and Redefining Brutalism (2017).  
[www.hhbr.co.uk](http://www.hhbr.co.uk)



**Shashank Jain**  
Architect and environmental consultant  
Founder, studio 4215

Shashank Jain works as an active participant in the design team and brings a wealth of knowledge in the field of environmental and sustainable design from over 14 years of UK and overseas experience. Shashank established studio 4215 in 2018 to ensure the integration of passive design principles at early design stages. Shashank is involved with several design review panels and with regular teaching at the Royal College of Art, London.  
[www.studio4215.com](http://www.studio4215.com)





**Angie Jim Osman**  
Architectural and urban designer  
Partner, Allies and Morrison Architects

Angie Jim Osman has 20 years' experience as an urban and building designer in the residential, commercial and retail sectors. She currently leads design teams at Allies and Morrison and has led housing, urban design and regeneration projects on a number of sensitive sites across London, including Wandsworth, King's Cross, Brent Cross, and Greenwich. Angie teaches at the London School of Architecture.  
[www.alliesandmorrison.com](http://www.alliesandmorrison.com)



**Barbara Kaucky**  
Architect  
Director, Erect Architecture

An award-winning architecture and public realm practice with a strong focus on social value, health and wellbeing, Erect Architecture works predominantly with the public and voluntary sectors and community groups. Projects include Timber Lodge and Tumbling Bay in Queen Elizabeth Olympic Park.  
[www.erectarchitecture.co.uk](http://www.erectarchitecture.co.uk)



**Adam Khan**  
Architect  
Director, Adam Khan Architects

Adam Khan Architects has a reputation for built work of sensitivity, elegance and refinement which addresses key issues of our time – social inclusion, sustainability and the vitality of public space. Projects include the award winning New Horizon Youth Centre for homeless young people in King's Cross, and Brockholes Visitor Centre.  
[www.adamkhan.co.uk](http://www.adamkhan.co.uk)







## Nisha Kurian

Architect and urban designer  
Regeneration Project Manager, Lewisham  
Council

Nisha Kurian is an architect and urbanist who specialises in enabling community focused, cultural and workspace projects. Nisha previously worked at architectural practice, We Made That, Adam Khan Architects and Maccreanor Lavington where she led on award winning mixed-use, civic and masterplanning projects. She also pioneered RE-SET-GO, a practical programme designed to diversify the architectural industry. Nisha teaches widely at UK architecture schools and has extensive design review experience.



## Anna Liu

Architect  
Director, Tonkin Liu

Anna Liu is an architect, working in architecture, sculpture and landscape design. She has worked in Taiwan, where she was born, in the US, where she grew up, and in the UK, where she founded Tonkin Liu with Mike Tonkin in 2002. Her work encompasses teaching, research, and projects, driven by the ethos of holistic integration and embedding nature as elements, as symbols, and as guiding biomimetic principles. The practice has received a number of accolades including winning 23 RIBA awards for their built work and being selected as an RIBA Role Model Practice.  
[www.tonkinliu.co.uk](http://www.tonkinliu.co.uk)



## Mike Martin

Landscape architect  
Director, Turkington Martin

Mike Martin has many years' experience working in a multidisciplinary environment as landscape architect and urban designer. He played a role in major projects such as Convoys Wharf, Imperial West and Greenwich Peninsula in London. Earlier work includes Coin Street riverside walk and community gardens and the Sir Joseph Banks Building in Kew Gardens.  
[www.turkingtonmartin.com](http://www.turkingtonmartin.com)





**Ed McCann**  
Civil / structural engineer  
Senior Director, Useful Simple

Ed McCann is a Senior Director of Useful Simple, a group of niche design practices including Expedition, the engineers for the London 2012 Olympic Velodrome and the highly acclaimed Infinity Bridge in Stockton-on-Tees. He has over 30 years' experience working on high profile projects around the world. Ed is a Past President of the Institution of Civil Engineers and a RAEng Visiting Professor of Innovation.  
[www.usefulsimple.co.uk](http://www.usefulsimple.co.uk)



**Nathan Millar**  
Sustainability expert  
Partner, Foster + Partners

With over 15 years' experience in architecture, environmental design and environmental engineering, Nathan Millar is a Partner in the Sustainable Environmental Design and Analysis team at Foster + Partners. Nathan has particular expertise in the development of sustainability strategies, environmental design guidance, and net zero road mapping. He works on projects that span all scales from individual buildings to large scale masterplans.  
[www.fosterandpartners.com](http://www.fosterandpartners.com)



**John O'Mara**  
Architect  
Studio Director, Herzog & de Meuron

John O'Mara has over 20 years' experience working on educational, commercial and arts projects. Projects that he has directed include the Tate Modern in Bankside, the Blavatnik School of Government in Oxford, One Park Drive in Canary Wharf and the Royal College of Art Studio and Research building in Battersea. John is a visiting critic at the University of Cambridge, Architectural Association and the Royal College of Art.  
[www.herzogdemeuron.com](http://www.herzogdemeuron.com)





**Ann Sawyer**  
Inclusive design expert  
Founder, Access=Design

Ann Sawyer, an access consultant, set up Access Design in 2002. She has been involved in inclusive design for many years and her work has covered a great variety of building types and external environments, including arts, leisure, education, residential and historic buildings. She is the author of the well respected book *The Access Manual*.  
[www.accessdesign.co.uk](http://www.accessdesign.co.uk)



# 17. KEY REFERENCES

## London Legacy Development Corporation

[www.queenelizabetholympicpark.co.uk](http://www.queenelizabetholympicpark.co.uk)

## London Legacy Development Corporation – Planning Authority

[www.queenelizabetholympicpark.co.uk/planning-authority](http://www.queenelizabetholympicpark.co.uk/planning-authority)

## London Legacy Development Corporation Local Plan 2020 – 2036

[www.queenelizabetholympicpark.co.uk/planning-authority/planning-policy/local-plan-2020-2036](http://www.queenelizabetholympicpark.co.uk/planning-authority/planning-policy/local-plan-2020-2036)

## Key London Legacy Development Corporation policies

- ensuring high quality design
- ensuring environmental sustainability
- championing equalities and inclusion
- promoting convergence and community participation

[www.queenelizabetholympicpark.co.uk/planning-policy](http://www.queenelizabetholympicpark.co.uk/planning-policy)

[www.queenelizabetholympicpark.co.uk/our-story/how-we-work/design-excellence](http://www.queenelizabetholympicpark.co.uk/our-story/how-we-work/design-excellence)

## London Legacy Development Corporation policy documents

Park Design Guide

[live-qeop.pantheonsite.io/sites/default/files/attachments/LLDC\\_Park%20Design%20Guide\\_web\\_0.pdf](http://live-qeop.pantheonsite.io/sites/default/files/attachments/LLDC_Park%20Design%20Guide_web_0.pdf)

Inclusive Design Standards

[live-qeop.pantheonsite.io/sites/default/files/attachments/Inclusive%20Design%20Standards%20low%20res%20final\\_0.pdf](http://live-qeop.pantheonsite.io/sites/default/files/attachments/Inclusive%20Design%20Standards%20low%20res%20final_0.pdf)

Design Quality Policy

[live-qeop.pantheonsite.io/sites/default/files/attachments/Design%20Quality%20Policy\\_WEB\\_0.pdf](http://live-qeop.pantheonsite.io/sites/default/files/attachments/Design%20Quality%20Policy_WEB_0.pdf)

Green Infrastructure Guide

[live-qeop.pantheonsite.io/sites/default/files/attachments/Green%20Infrastructure%20Guide\\_0.pdf](http://live-qeop.pantheonsite.io/sites/default/files/attachments/Green%20Infrastructure%20Guide_0.pdf)

## The London Plan

[www.london.gov.uk/programmes-strategies/planning/london-plan](http://www.london.gov.uk/programmes-strategies/planning/london-plan)

## Principles of design review

Design Review: Principles and Practice, Design Council

[www.designcouncil.org.uk/fileadmin/uploads/dc/Documents/Design%2520Review\\_Principles%2520and%2520Practice\\_May2019.pdf](http://www.designcouncil.org.uk/fileadmin/uploads/dc/Documents/Design%2520Review_Principles%2520and%2520Practice_May2019.pdf)



# APPENDIX A

## Procedure regarding confidentiality

The Legacy Corporation Quality Review Panel provides a constructive and reliable forum for applicants and their design teams to seek guidance at an early stage, when the panel's advice can have the most impact. It is therefore essential that appropriate levels of confidentiality are maintained. The following procedure shall apply.

1. Panel meetings are only to be attended by the panel members, Legacy Corporation officers, and officers from stakeholder organisations involved in the project, for example statutory consultees, as well as the applicant and their design team. If any additional individual is to attend, it should be approved by the Quality Review Panel manager.
2. At all times panel members shall keep strictly confidential all information acquired during the course of their role on the panel and shall not use that information for their own benefit, nor disclose it to any third party (with the exception of reports that are in the public domain – see points 5 and 6).
3. The panel's advice is provided in the form of a report written by the Quality Review Panel manager, containing key points arrived at in discussion by the panel. If any applicant, architect or agent approaches a panel member for advice on a scheme subject to review (before, during or after), they should decline to comment and refer the inquiry to the panel manager.
4. Following the meeting, the Quality Review Panel manager will write a draft report, circulate it to the chair for comments and then make any amendments. The final report will then be distributed to all relevant stakeholders.
5. If the proposal is at a pre-application stage, the report is not made public and is only shared with the Legacy Corporation, the applicant and design team, and any other stakeholder bodies that the Legacy Corporation has consulted on the project.
6. If the proposal is reviewed at an application stage, the report will be a public document kept within the proposal's case file and published on the Legacy Corporation's website. Where the final review of a scheme takes place at a pre-application stage, the report of this meeting may also be made public once an application is submitted.
7. If a panel member wishes to share a final report with a third party, they must seek approval from the Quality Review Panel manager, who will confirm whether or not the report is public.



## APPENDIX B

### Procedure regarding conflicts of interest

To ensure the integrity and impartiality of advice given by the Quality Review Panel, potential conflicts of interest will be checked before each review meeting. The following process will apply.

1. All panel members will be required to declare any conflicts of interest.
2. Panel members are notified of the schemes coming before the panel at least a week in advance. It is expected that at this time panel members should declare any possible interest in a project to the Quality Review Panel manager.
3. The Quality Review Panel manager, in collaboration with the panel chair and Legacy Corporation staff, will determine if the conflict of interest requires the panel member to step down from the meeting, or if a declaration of interest would be sufficient.
4. In general, a panel member should not attend a review meeting if they have:
  - a financial, commercial or professional interest in a project that will be reviewed, its client and / or its site;
  - a financial, commercial or professional interest in a project, its client and / or a site that is adjacent to the project that will be reviewed or upon which the project being reviewed will have a material impact;
  - a personal relationship with an individual or group involved in the project, or a related project, where that relationship prevents the panel member from being objective.
5. Specific examples include: current work with the client for the project being reviewed; current design work on a neighbouring site; previous involvement in a procurement process to appoint a design team for the project.
6. Personal interests that should be declared, but which would not normally prevent a panel member participating in a review, might include current work with a member of the consultant team for a project that will be reviewed. In this situation, the interest will be noted at the beginning of the review, discussed with the presenting design teams and formally recorded in the review report.
7. If, subsequent to a review of a scheme in which a panel member has participated, they are approached by any applicant, architect or agent to ascertain a potential interest in contributing to the project team for that scheme, they must decline. Professional work in a scheme previously reviewed by a panel member is not permitted, either directly by the panel member or by any organisation that employs them, or that they own.
8. Panel members are not restricted from professionally working on projects within the area. However, if such a scheme comes up for review, that panel member should not be involved and must declare a conflict of interest.
9. Councillors, Council employees and Legacy Corporation employees are not eligible to be panel members of their own authority's panel.

The table on the following page provides a guide to assessing whether or not a Quality Review Panel member has a conflict of interest.



**Current commercial situation**

If the panel member is currently working...

for the client on a different project	●
through a direct appointment to a member of the presenting team	●
with a member of the presenting team, but not appointed by them	●
on the site in a competing bid, or has a business connection to the site	●
on a neighbouring site where the two projects have a bearing on each other	●
in the near vicinity if the projects have a bearing on each other	●
for the local authority on another project	●

**Past commercial situation**

If the panel member has had previous involvement...

with the project (same client and brief)	●
with the site (different client and brief)	●
on a neighbouring site where the two projects have a bearing on each other	●
with the client	●
with a consultant on the project	●

**Future commercial situation**

If the panel member is...

involved in a procurement process for the client or the site	●
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**Familial situation**

If the panel member...

has a familial relationship with the client, consultants or site owners	●
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**Informal situation**

If the panel member...

is a friend of a member of the applicant team	●
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**Formal situation**

If the panel member...

presents their own scheme to other panel members	●
previously worked for a company that is part of the presenting team, more than one year ago	●
holds an elected position, or is a member of a society, that is impacted by the project – whether paid or unpaid.	●
has a home or business directly affected by a project	●

**Key**

Conflict of interest - meaning the panel member must be stood down from the review.	●
Declaration of interest - there is the potential for others to incorrectly perceive that a conflict exists. A declaration should be made at the start of the review meeting, and included in the meeting report.	●
No conflict of interest - either real or perceived, and the panel member is free to take part in the review.	●



## APPENDIX C

### Responding to media inquiries

1. The Legacy Corporation's communications team is responsible for initiating and leading on publicity around the Quality Review Panel.
2. If panel members are approached by the media with any inquiries relating to the Quality Review Panel, they should refer them directly to the Legacy Corporation's communications team. Panel members should not speak to journalists on behalf of the Quality Review Panel, talk to them about their role as a panel member or discuss any project with which they are involved, without specific approval from the Legacy Corporation.
3. The chair of the Quality Review Panel may respond to media inquiries:
  - to describe the role of the panel
  - to confirm that the panel has been asked to comment on a particular scheme
  - to reiterate the panel's public comments on planning applications (for pre-application schemes, no details of the project or panel's view should be given)



Bow Back Riverside, Pudding Mill Lane © Gort Scott