

LLDC QUALITY REVIEW PANEL

Terms of reference 2021

IN PARTNERSHIP WITH

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Cover image: Queen Elizabeth Olympic Park © LLDC



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.

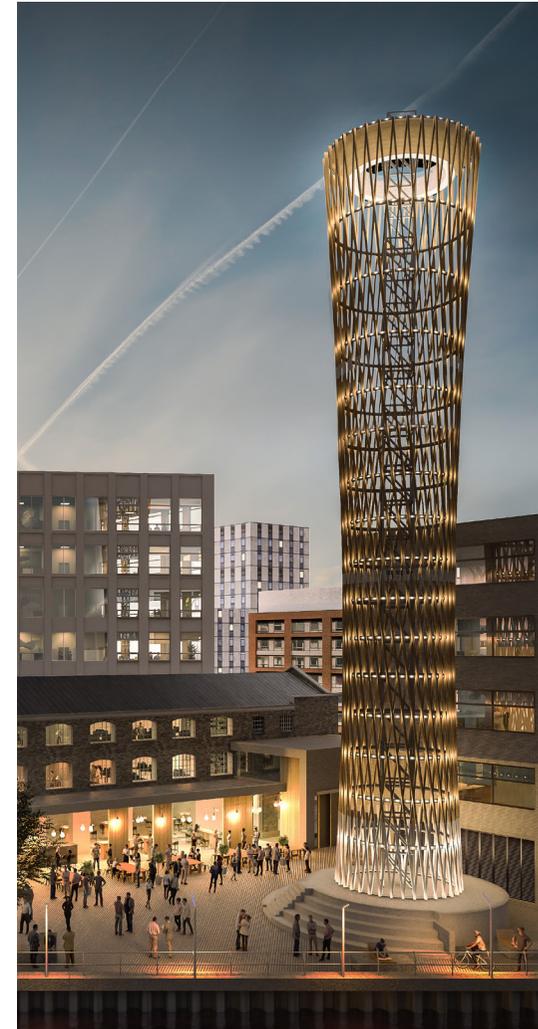
The Legacy Corporation's main objective is to ensure the legacy of the 2012 Olympic and Paralympic Games, including regeneration of Queen Elizabeth Olympic Park and the areas associated with it. It became the local planning authority for this area in 2012 and has responsibility for all planning functions,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

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. 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.



Dane's Yard © Vastint UK



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

3. LONDON QUALITY REVIEW CHARTER

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

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 quality 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 quality 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 quality review in a manner that is consistent with its contents.

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

www.london.gov.uk/sites/default/files/ggbd_london_quality_review_charter_web.pdf



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



4. PANEL COMPOSITION

The Quality Review Panel brings together leading professionals working at the highest level in their fields. It is made up of 32 members, including the chair.

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 will have expertise and experience in more than one of these areas. The composition of each panel meeting will be chosen as far as possible to suit the scheme being reviewed.

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



Hackney Wick © LLDC / Gareth Gardener

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



University of the Arts London, Stratford Waterfront © Ninety90, Allies and Morrison, O'Donnell + Tuomey, Architecturia Camps Felip, LDA Design and LLDC

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

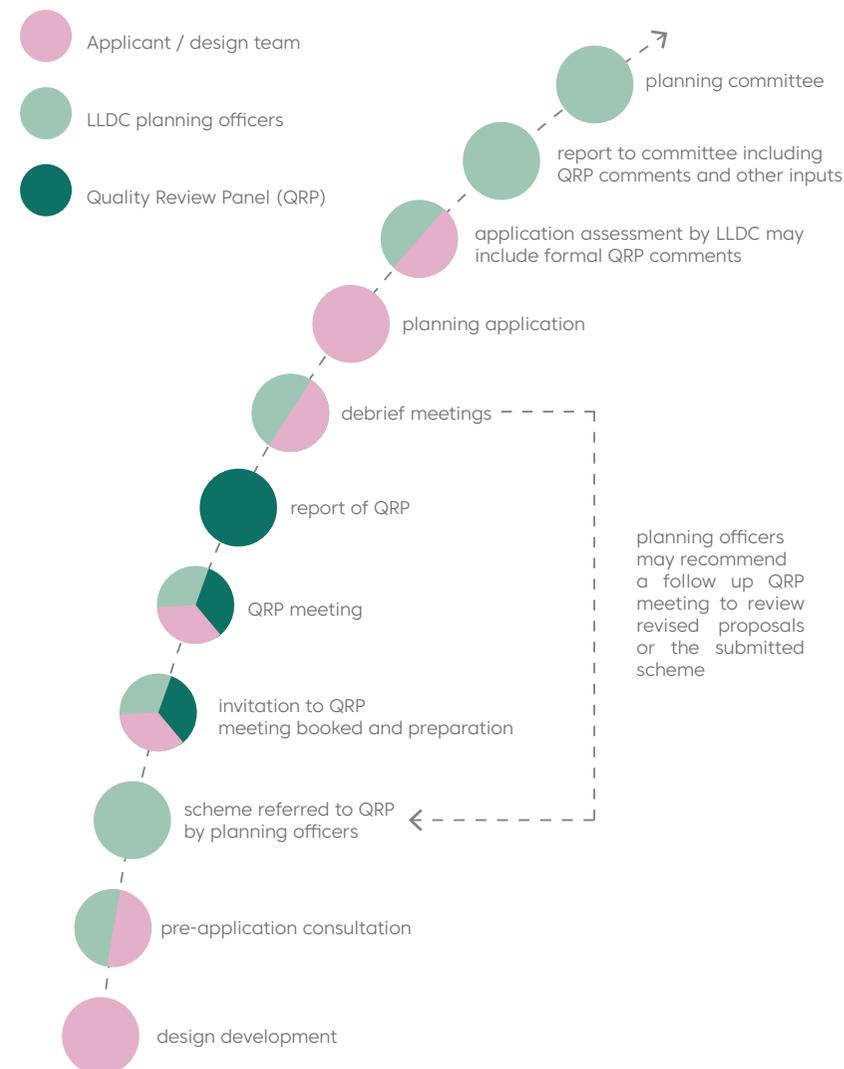
- building typologies, for example single aspect dwellings
- environmental sustainability
- design for climate change adaptation and mitigation
- proposals likely to establish a precedent for future development
- developments out of the ordinary in their context
- schemes with significant impacts on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

As with normal pre-application procedure, advice given by the panel before an application is submitted remains confidential, seen only by the applicant and planning authority. This encourages applicants to share proposals openly and honestly with the panel – and ensures that they receive the most useful advice. Once an application has been submitted, the Quality Review Panel’s comments on the submission are published on the Legacy Corporation’s website.

Exceptions may occur, however, where a review of a submitted application is not requested by the planning authority. In this case, the planning authority may ask for the report of the pre-application review to be made public as the panel’s formal response to the submitted application.

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.

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.

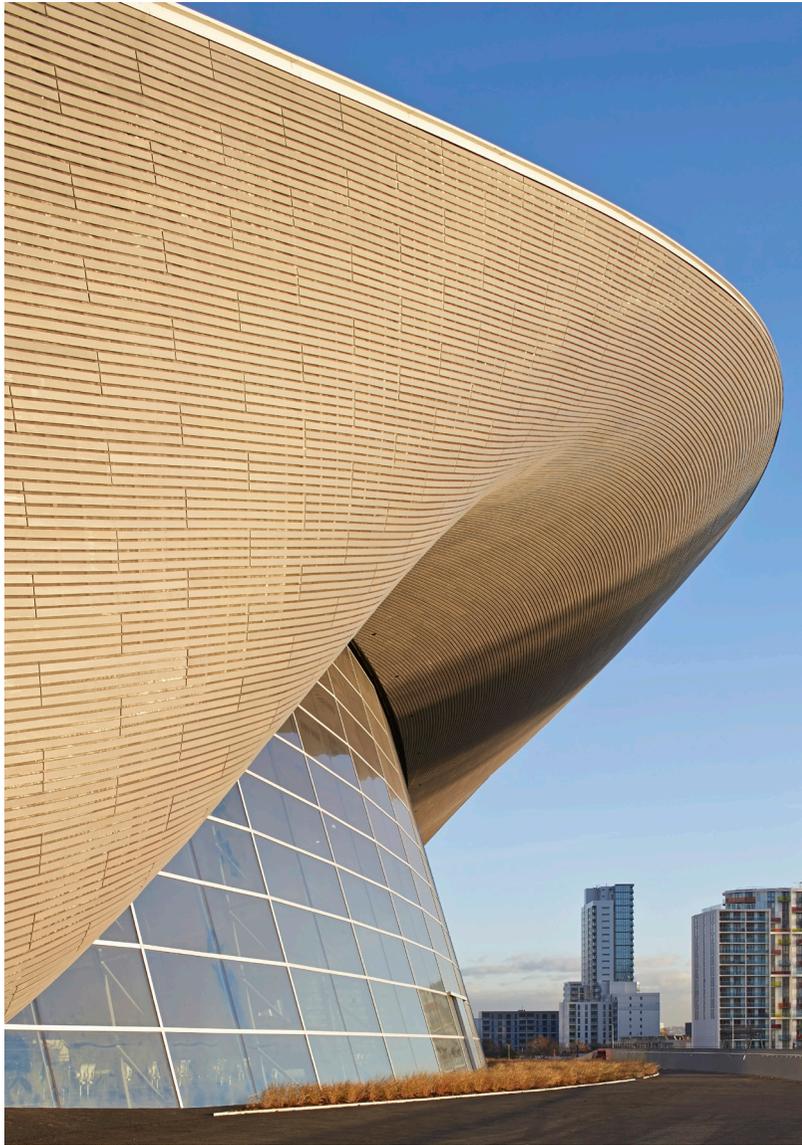
Further details on the process for managing conflicts of interest are provided at Appendix B.

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.



Hackney Wick Station © Landolt + Brown / Wendy Hardie
RIBA London Award 2019 and RIBA National Award 2019



London Aquatics Centre by Zaha Hadid Architects © Hufton + Crow
New London Awards 2014 - Civic, Culture & Sport / Structural Steel Design Awards 2010

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 take place for schemes from RIBA Stage 2 (concept design) onwards, providing advice to the applicant and to the planning authority – whether at pre-application or application stage.

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.

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. There will often be a second pre-application review, to provide advice on more detailed design matters, before a planning submission. The scheme will 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; 35 minutes presentation; 45 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.

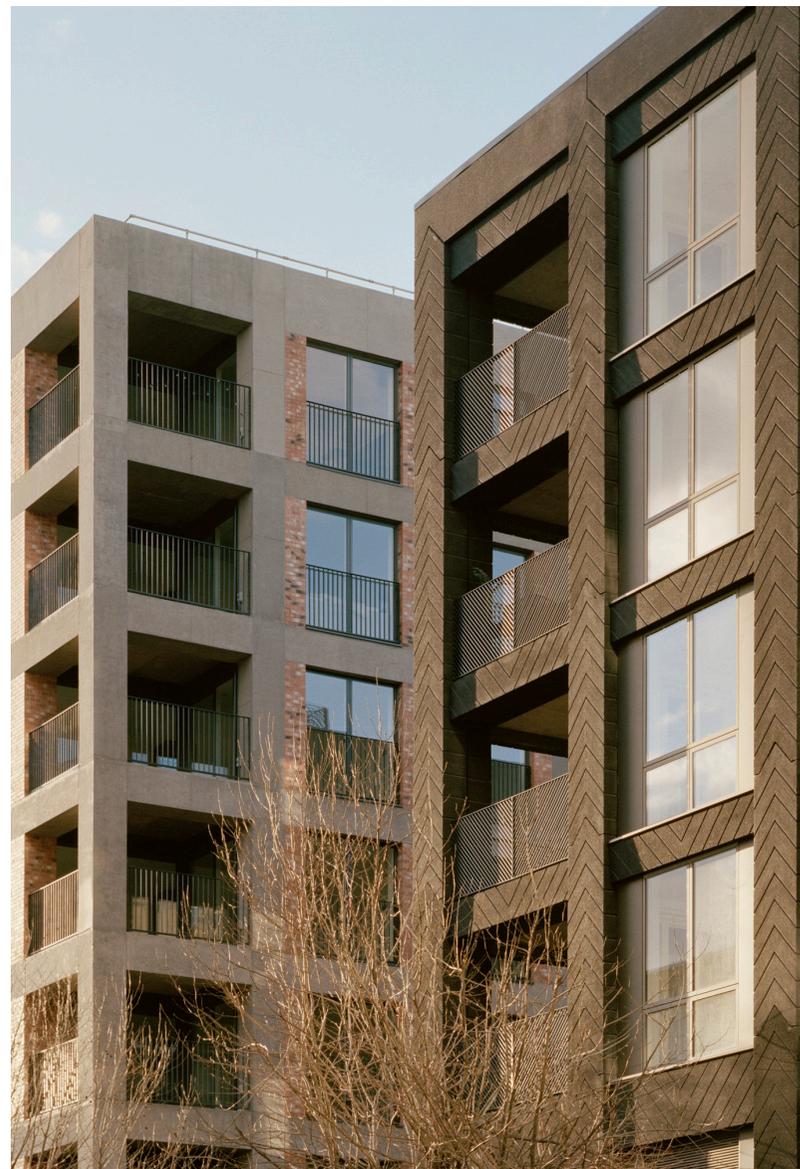
PLANNING APPLICATION REVIEWS

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.

The presentation should be based on the submitted drawings and documents, either paper copies or as a PowerPoint or pdf presentation. 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; 20 minute presentation; 30 minutes discussion and summing up by the chair.



Fish Island by Haworth Tompkins and Lyndon Goode Architects
© Rory Gardiner / Lyndon Goode Architects

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.



Here East © Hawkins \ Brown
AJ100 Awards 2018 - Building of the Year / AJ Retrofit Award 2018 - Offices over 10k sqm /
BCO National Awards 2018 - Refurbished or recycled workplace

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 2021.

- 14 January
- 4 February; 25 February
- 11 March; 25 March
- 15 April; 29 April
- 13 May; 27 May
- 10 June; 24 June
- 8 July; 22 July
- 12 August; 26 August
- 16 September; 30 September
- 14 October; 28 October
- 11 November; 25 November
- 9 December





Chobham Manor © PRP Architects
National Housing Awards 2015 - Best scheme in planning

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 may 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.

Panel reports are only made public at the planning application stage, at which point the report will be a public document kept within the proposal's case file and published on the Legacy Corporation's website. However, only the final report is made public.

Exceptions to this procedure may occur where a review by the Quality Review Panel of a submitted application is not requested by the Planning Policy and Decisions Team. In this case, the planning authority may request that the report of the pre-application review is made public as the panel's formal response to the submitted application.

At the end of each year, the Quality Review Panel manager will draft an annual report. This will be a brief document describing and reflecting on the panel's activities over the past year. 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 meeting



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 until 31 December 2021 are:

- £4,500 + VAT first formal review
- £3,500 + VAT second / subsequent formal review
- £2,000 + 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:

- £600 + VAT formal review
- £400 + VAT planning application review



Bobby Moore Academy by Penoyre & Prasad with Fabrik © Balfour Beatty Construction UK

16. QUALITY REVIEW PANEL MEMBERSHIP

The Legacy Corporation Quality Review Panel brings together 32 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.



Peter Studdert (chair)
Architect and town planner
Director, Peter Studdert Planning

Peter Studdert is an independent adviser on city planning and design, based in Cambridge. Qualified as an architect as well as a town planner, he was formerly Director of Planning at Cambridge City Council. He is an adviser to Historic England and Design Council CABE and chairs a number of design review panels in London and the wider southeast of England.
www.peterstuddertplanning.co.uk



Teresa Borsuk (vice 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



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





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 was named in the Architecture Journal's 40 Under 40 in 2020. 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 60 design awards. www.marksbarfield.com



Jane Briginshaw
Urban designer
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





Catherine Burd

Architect

Director, Burd Haward Architects

Catherine Burd has particular expertise in historic buildings, and is on the RIBA Conservation Register. She is currently leading a multidisciplinary design team for the transformation of the visitor experience at the Palace of Holyroodhouse in Edinburgh. She has taught and lectured widely and chairs Camden's Design Review Panel.
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.
www.waltersandcohen.com



Russell Curtis

Architect

Director, RCKa

RCKa was set up after winning the European 9 international housing competition in 2009. In 2014 it was named RIBA London's Emerging Practice of the Year. The practice specialises in housing and community buildings, mixed use schemes and complex infill development.
www.rcka.co.uk





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



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.earnsccliffe.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





Amber Fahey
Sustainability expert
Sustainability consultant, BDP

Amber Fahey is a sustainability consultant sitting within BDP's environmental engineering group. She works with multidisciplinary design teams to develop sustainability strategies for projects across sectors including education, healthcare and mixed use masterplans. She has collaborated to shape sustainability policy, including Supplementary Planning guidance for local councils and LETI's Climate Emergency Design Guide and emerging guidance for retrofit. www.bdp.com



Fergus Feilden
Architect
Director, Feilden Fowles

Fergus Feilden founded Feilden Fowles with Edmund Fowles in 2010. The Stirling Prize shortlisted practice specialises in arts, culture, education, commercial and placemaking projects including a new frontage for the Natural History Museum and an international competition win for Central Hall at the National Railway Museum. Fergus teaches and lectures widely and is a visiting professor at the Sheffield School of Architecture. 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





David Gilpin
Sustainable design expert
Director, Arup

David Gilpin is a building services engineer and leads multidisciplinary design teams on a broad range of projects. He has a passion for collaborative design and for identifying holistic, people centred design solutions. He is responsible for setting sustainability and energy strategies. He has worked on a number of award winning projects.
www.arup.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 ClementJames Centre, North Kensington. He was named in the Architecture Journal's 40 Under 40 in 2020 and teaches widely.
www.freehausdesign.com



Andrew Harland
Landscape architect
Chairman, LDA Design

Andrew Harland is a landscape architect with a broad range of experience of development and publicly owned space, including parks, squares and streets. He has been responsible for the delivery of four new large parks in London, including the London 2012 Olympic Park and its transformation into Queen Elizabeth Olympic Park.
www.lda-design.co.uk





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



Simon Henley
Architect
Principal, Henley Halebrown

Henley Halebrown's award winning projects include the Shepherdess Walk apartments; St Benedict's School; and the Ackerman Health Centre. 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*.
www.hhbr.co.uk



Shashank Jain
Sustainability expert
Founder and Director, studio 4215

Shashank Jain is an environmental consultant with a background in architecture. He set up Studio 4215 to collaborate with architects and urban designers, placing people and response to the climate at the heart of design. His work spans all scales from individual buildings to garden city extensions and masterplans.
www.studio4215.com





Angie Jim Osman
Architectural and urban designer
Director, 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 and regeneration schemes on a number of sensitive sites across London, including Wandsworth, Brent Cross and Greenwich.
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 well being, 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



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





Nisha Kurian
Architect
Associate, We Made That

Nisha Kurian has extensive experience across a range of sectors and scales. She has particular expertise in the design and delivery of residential and public buildings, as well as masterplanning. She currently leads several community focused projects, including in Waltham Forest and Southwark.
www.wemadethat.co.uk



Anna Liu
Architect
Director, Tonkin Liu

Anna Liu is a qualified architect working in architecture, sculpture and landscape. She has worked in Taiwan, where she was born, the US, where she grew up, and in the UK, setting up Tonkin Liu with Mike Tonkin in 2002. Together they exhibit, teach and lecture nationally and internationally. The practice's projects have received numerous accolades including 17 RIBA awards and the Stephen Lawrence Prize.
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





Ed McCann
Civil / structural engineer
Senior Director, Useful Simple

Ed McCann chairs the board 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 20 years' experience working on high profile projects around the world. He is a Vice President of the Institution of Civil Engineers and a RAEng Visiting Professor of Innovation.
www.usefulsimple.co.uk



Nathan Millar
Sustainability expert
Principal, Elementa Consulting

With nearly 15 years' experience in architecture, environmental design and environmental engineering, Nathan Millar leads Elementa's Sustainability and Environmental Design team in the UK. He has particular expertise in the development of sustainability strategies, environmental design guidance and energy strategies. Projects span all scales from individual buildings to large scale masterplans.
www.elementaconsulting.com



John O'Mara
Architect
Projects Director, Herzog & de Meuron

Projects directed by John O'Mara include the Blavatnik School of Government at the University of Oxford and Tate Modern. He has over 20 years' experience of educational, commercial and arts projects. He is a visiting critic at the University of Cambridge, Architectural Association, and the Royal College of Art.
www.herzogdemeuron.com





Sue Rowlands

Urban designer

Director, Tibbalds Planning and Urban Design

As an architect and town planner, Sue Rowlands brings planning and design together to deliver high quality development. Her expertise includes providing design advice on major planning applications. She has led multidisciplinary teams to deliver residential and mixed use masterplans at a range of scales.

www.tibbalds.co.uk



Ann Sawyer

Inclusive design expert

Founder, Access Design

Ann Sawyer, an architect and 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



17. KEY REFERENCES

London Legacy Development Corporation

www.queenelizabetholympicpark.co.uk

London Legacy Development Corporation – Planning Authority

www.queenelizabetholympicpark.co.uk/planning-authority

London Legacy Development Corporation Local Plan 2015 – 2031

www.queenelizabetholympicpark.co.uk/planning-authority/planning-policy/local-plan

Key London Legacy Development Corporation policies

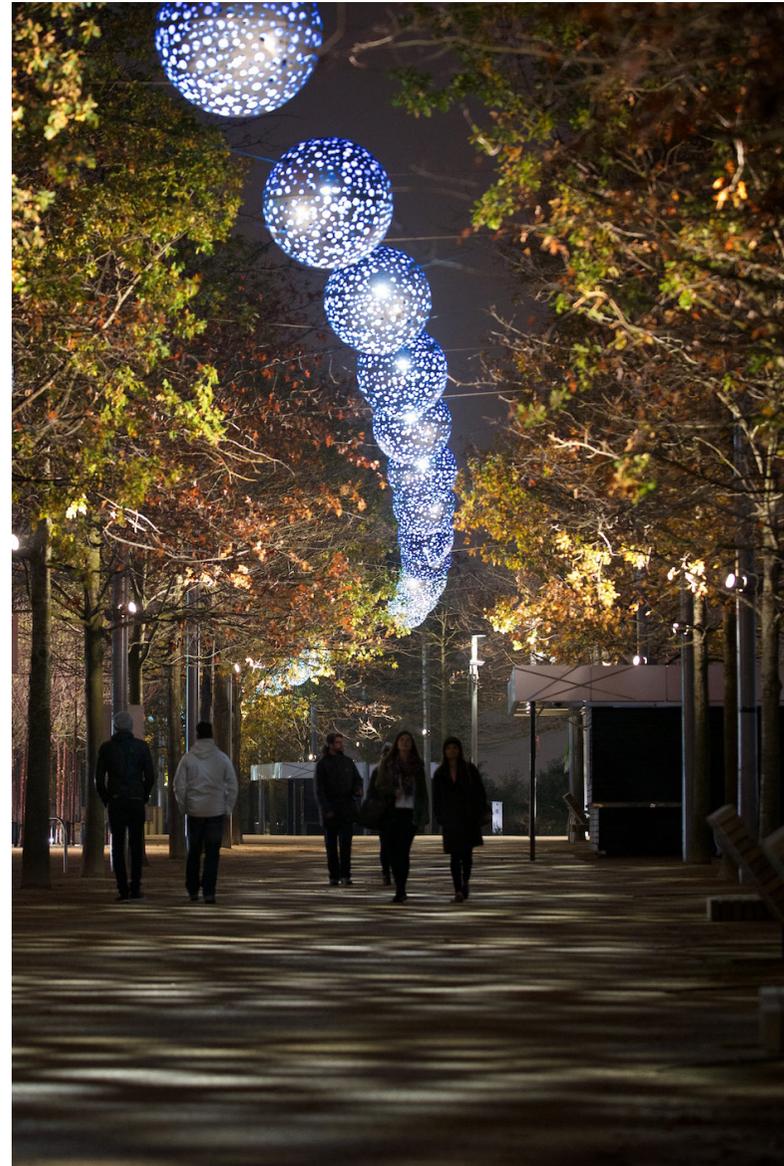
- ensuring high quality design
- ensuring environmental sustainability
- championing equalities and inclusion
- promoting convergence and community participation

www.queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/policies

Principles of design review

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

www.designcouncil.org.uk/resources/guide/design-review-principles-and-practice



Queen Elizabeth Olympic Park © LLDC

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, where 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. Panel members shall keep confidential all information provided to them as part 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 7 and 8).
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. If, subsequent to a review of a scheme in which a panel member has participated, s/he is approached by any applicant, architect or agent to ascertain a potential interest in contributing to the project team for that scheme, s/he must decline. Professional work in a scheme previously reviewed by a panel member is not permitted.
5. 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.
6. 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.
7. 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.
8. If the proposal is reviewed at an application stage, the report will be a public document kept within the proposal's case file and may be published on the Legacy Corporation's website. However, only reports of submitted schemes are made public; pre-application stage reports remain confidential.
9. 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 interests and these will be formally recorded at each meeting.
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 s/he has: 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. 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.
5. Personal interests that should be declared, but which would not normally prevent a panel member participating in a review meeting, 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.
6. If, subsequent to a review of a scheme in which a panel member has participated, s/he is approached by any applicant, architect or agent to ascertain a potential interest in contributing to the project team for that scheme, s/he must decline. Professional work in a scheme previously reviewed by a panel member is not permitted.
7. 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.
8. Councillors, Council employees and Legacy Corporation employees are not eligible to be panel members.



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)

