



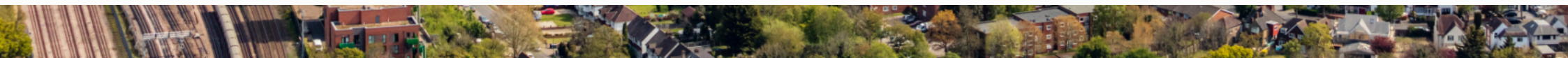
BRENT COUNCIL
QUALITY REVIEW PANEL

Terms of reference 2024

IN PARTNERSHIP WITH

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CONTENTS

1	Introduction	3	10	Types of review	11
2	Principles of quality review	4	11	Site visits	13
3	London Design Review Charter	5	12	Meeting dates	13
4	Panel composition	6	13	Review agendas	14
5	Panel remit	7	14	Panel reports	15
6	Role of the Quality Review Panel	9	15	Quality Review Panel charges	16
7	Independence, confidence and probity	9	16	Quality Review Panel membership	17
8	Conflicts of interest	10	17	Key references	25
9	Freedom of information	10		Appendix A: confidentiality	26
				Appendix B: conflicts of interest	27

Cover image: Aerial view across Wembley Stadium © Brent Council



1. INTRODUCTION

As one of the most diverse and culturally rich boroughs in London, Brent is a dynamic and engaging place, with much to be proud of and celebrate. The Council is adopting a design-led approach to address the increasing challenges posed by climate change, the housing crisis and need for strategic infrastructure, to support our residents of today and tomorrow.

The Council's aim is to create a more equal and affordable borough. We want to deliver high quality, sustainable places that people are proud to live in and to maximise opportunities to access good quality housing, employment, education and culture. This accords with the National Planning Policy Framework requirement: '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). The Quality Review Panel will assist councillors and officers in considering new proposals from the early outset of discussions, to support its aims.

Brent has recently updated its design guidance, which builds on national policy, and requires the use of a design review panel on major developments. It has also signed up to the London Design Review Charter, which supports the Council's commitment to good design and ensures that new developments create places of high quality and lasting value.

Securing high-quality development requires rigorous, early and effective dialogue between all those involved. The appointment of an independent Quality Review Panel is part of the Borough's process for ensuring effective testing of development proposals.

The panel will not duplicate or replace existing mechanisms for securing high-quality design and is intended to provide additional expert advice to inform the planning process, in line with Policy D4, paragraph E of the London Plan (2021) and Section 12 of the NPPF, which 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 also plays an important role in furthering the Council's commitment to securing high-quality design, which complements and celebrates Brent's diversity, heritage and culture. By offering advice to applicants during the pre-application process and by commenting on planning applications, the Quality Review Panel supports Brent's planning officers and planning committee. The panel will provide a rigorous review process, to ensure exemplary design in all areas of the borough, enhancing Brent for all those who live, work, and visit here.



Gaumont State Cinema, Kilburn High Street © Brent Council



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)



King Edward VII Park © Brent Council



3. LONDON DESIGN REVIEW CHARTER

We confirm that our review 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



Top: Brent Civic Centre Bottom: London Design Review Charter © Brent Council



4. PANEL COMPOSITION

The Quality Review Panel brings together professional experts from a variety of fields. It is made up of 24 members, including the two co-chairs.

Quality Review Panel members are chosen to provide a broad range of expertise with particular relevance to Brent, including:

- architecture
- community
- health and wellbeing
- heritage
- landscape architecture
- sustainability
- transport
- urban design

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.



Briefing meeting © Frame Projects



Unity Place, Gort Scott © Paul Riddle

5. PANEL REMIT

The Quality Review Panel provides independent, objective, expert advice on development proposals across Brent. It 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 planning officers 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 Brent. 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

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

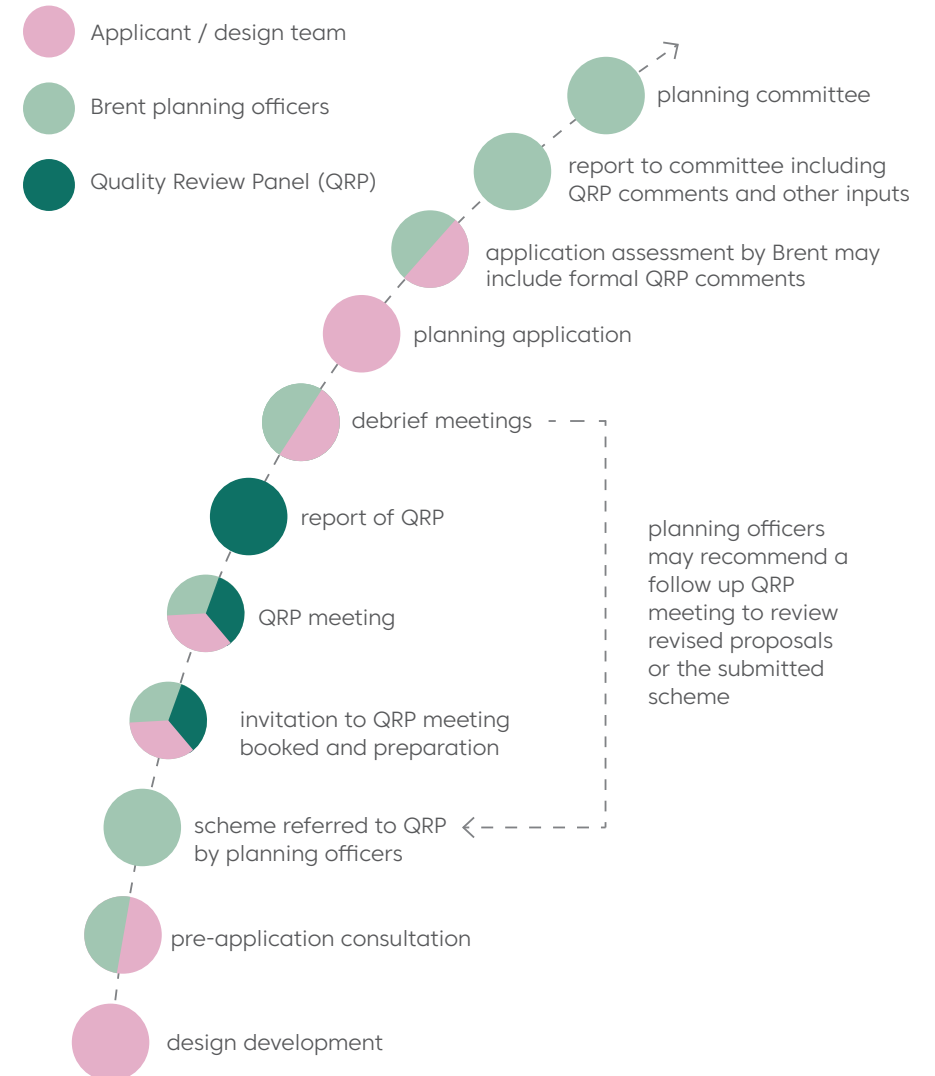
- building typologies, for example single aspect dwellings
- environmental sustainability
- design for climate change adaptation and mitigation
- proposals likely to establish a precedent for future development
- developments out of the ordinary in their context
- schemes with significant impacts on 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 Brent Quality Review Panel in the planning process is shown opposite.

Quality Review Panel's role 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 Brent Council'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 Brent officers following a review to agree how to respond to the panel's advice.

If any points made by the Quality Review 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

Brent's Quality Review Panel is an independent and impartial service provided to Brent Council 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 Brent Council.

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 Brent 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 London Borough of Brent is subject to the Freedom of Information Act 2000 (the Act). All requests made to Brent Council 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.



The Granville, RCKa © Jakob Spriestersbach

10. TYPES OF REVIEW

Three types of review are offered:

- a formal review - for schemes with greater impact
- a chair's review - for schemes with more localised impact, or for some previously reviewed schemes
- a workshop review - for previously reviewed schemes or schemes at a very early design stage

FORMAL REVIEWS

The chair and four panel members attend a formal review. In addition to planning officers, other relevant stakeholders, for example Historic England, 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.

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 pdf / PowerPoint, drawings and models, as appropriate. At least one

paper 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, to ensure that each component receives adequate time for discussion.



Wembley Park © Brent Council



WORKSHOP REVIEWS

Typically, the chair and two panel members will attend workshop reviews.

This review format is intended to provide support for development proposals at an early design stage (for example, to provide advice on development strategy, design team procurement, and feasibility studies), or at a follow-up review session, to interrogate the detail of designs. The meeting will be more discursive in nature than a formal review and a report will be produced.

A panel site visit will be included on the first occasion a scheme is reviewed. In addition to Brent officers, other relevant stakeholders may attend the meeting, so that their views can inform the panel discussion.

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 workshop 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.

Time allocated for a workshop review will depend on the specific project but a typical meeting will last 75 minutes: 10 minutes introductions and briefing by Brent officers; 20 minutes presentation; 45 minutes discussion and summing up by the chair.

CHAIR'S REVIEWS

The chair and one panel member attend chair's reviews.

In the case of smaller development proposals, or schemes previously presented at a formal review, a chair's review may be arranged to provide advice on the quality of proposals.

Planning officers will be invited, but other stakeholders will not normally attend. However, the planning case officer may brief the panel on any comments made by other stakeholders.

For schemes that are the subject of a current planning application, the presentation should be based on the submitted drawings and documents, either as paper copies or as a pdf / PowerPoint. At least one paper copy of the presentation should be provided, for ease of reference during the panel discussion.

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 chair's 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.

A typical chair's review will last 60 minutes: 10 minutes introductions and briefing by planning officers; 15 minutes presentation; 35 minutes discussion and summing up by the chair.

RETURNING SCHEMES

On occasion, Brent 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).



Shri Swaminarayan Mandir temple, Neasden © Steve Cadman





Dudden Hill Lane site visit © Lucy Block

11. SITE VISITS

Wherever possible, a site visit will be arranged for formal and chair's 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

One Quality Review Panel meeting is provisionally arranged for each month. These may be used for either formal or chair's 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:

- 22 January
- 26 February
- 25 March
- 29 April
- 20 May
- 24 June
- 29 July
- 19 August
- 30 September
- 28 October
- 25 November
- 16 December





Brent Civic Centre © Matt Chung

13. REVIEW AGENDAS

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

For formal and chair's 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 case officer 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 give a sense of the scope and nature of the project under review.

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 Brent's planning policies in relation to expectations of high quality design.

The Quality Review Panel has an advisory role in Brent'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 Brent'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 Brent planning officers will place these 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 Brent 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.

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 Brent Council officers and the panel chair to discuss the report and consider any recommendations for the following year.



Harlesden High Street © Brent Council



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, Newham and Waltham Forest, and the London Legacy Development Corporation.

Current charges for Brent Quality Review Panel meetings are:

- £5,500 + VAT formal review
- £3,600 + VAT workshop review
- £3,000 + VAT chair's review

Applicants are referred to the Quality Review Panel by the London Borough of Brent as an external service and fees are paid by the applicant to Frame Projects for delivering this service. The cost of venue hire, if required, would be in addition to the charges above.

Payment should be made in advance of the review, 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:

- 50% of full cost : less than two weeks before scheduled review
- £725 + VAT : between two and four weeks before scheduled review



Masefield, Wordsworth and Dickens House site visit © Lucy Block



16. QUALITY REVIEW PANEL MEMBERSHIP

The Quality Review Panel brings together 24 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.



Tom Greenall (co-chair)
Architect and public realm expert
Director, DSDHA

A Director at DSDHA, Tom Greenall is also a Part 3 examiner at the University of Westminster and a visiting tutor at the Sandberg Institute in Amsterdam. He was awarded the 2016 Fellowship in the Built Environment by the Royal Commission for the Exhibition of 1851 and, since 2011, has taught in the School of Architecture at the Royal College of Art. Tom is chair of the Wandsworth Design Review Panel and a member of the Ealing Design Review Panel.
www.dsdha.co.uk



Kaye Stout (co-chair)
Architect
Partner, Pollard Thomas Edwards

As a partner at Pollard Thomas Edwards, Kaye Stout leads one of the practice's design studios. Her approach is closely integrated with the practice's ethos, combining commercial acumen, design quality and social commitment. She has led on projects ranging from large-scale masterplans to commercial or residential led developments, and has delivered a series of successful and award-winning projects. Kaye is also a member of the Camden Design Review Panel and was jury chair for the RIBA Neave Brown award 2022.
www.pollardthomasedwards.co.uk



Harbinder Birdi
Architect and transport expert
Creative Director, Birdi & Partners

Harbinder Birdi is the founder and Creative Director of Birdi & Partners, a consultancy advising on the design of infrastructure, public realm and residential led developments. He is a chartered architect and Fellow of the RIBA and ICE. He was the principal architect for three of the Elizabeth Line stations and the central section of Thames Tideway. Harbinder advises several local authorities and HS2. As well as being a Trustee of the Lyric Theatre, Hammersmith, he is a Professor at the University of Cambridge.





Dinah Bornat
Architect
Director, ZCD Architects

Dinah Bornat is an architect, urban designer and engagement specialist, with particular expertise in designing child-friendly cities, and developing policy and guidance for design best practice. She chaired the Child Friendly London report in her role as a Mayor's Design Advocate, and has helped Hackney Council develop its child friendly Spatial Planning Document. Dinah is the co-author of Voice Opportunity Power, an award-winning youth engagement toolkit, funded by Sport England, in collaboration with Grosvenor Estates and TCPA.
www.zcdarchitects.co.uk



Jo Drane
Sustainability expert
Associate Director, Hoare Lea

Jo Drane is a Senior Associate and Team Lead at Hoare Lea. She has a wide range of experience of providing sustainability consultancy services to different project types and sectors. Jo has extensive experience at both planning, tender and construction stages including assessing and reporting on Net Zero, Energy and Carbon, Sustainability and Environmental Assessments. She is a certified Passivhaus Consultant and leads a number of teams on their passive design strategies.
www.hoarelea.com



Jay Gort
Architect
Director, Gort Scott

Jay Gort is an architect and founding director of Gort Scott. Recent projects include housing; an award-winning mixed use building for Oxford University's St Hilda's College; co-working office spaces; a masterplan for the London Legacy Development Corporation; a public realm strategy for Southwark; and several high profile heritage-based projects in London, Oxford and Cambridge. Gort Scott is working on a GLA research project for adapting and intensifying high streets. Jay is vice-chair of the Kensington and Chelsea Quality Review Panel.
www.gortscott.com





Ashwin Goyal

Architect

Associate director, AHMM

Ashwin Goyal is an architect with over 20 years of experience and has worked for Foster+Partners, Will Alsop, Page/Park, RMJM, and Surface Architects. Ashwin joined AHMM in 2014 and is an Associate Director. At AHMM, Ashwin also leads up the EDI external engagement working group, Social Value working group, and is on the People Board. He also is part of the Architecture Race Forum's management team and contributes to the RIBA's EDI Leaders Action Group.
www.ahmm.co.uk



Nick Green

Public realm and wellbeing expert

Project architect, Erect Architecture

An experienced public realm designer, Nick Green leads a number of town centre and placemaking projects at Erect Architecture. His research and practice explore the age-friendly city, placing children and older users at the centre of better placemaking for all, and seeking to develop inclusive spaces that are championed by the people who use them. Nick has taught at various universities, most recently co-leading a design think-tank at the London School of Architecture, which explored intergenerational design for 2050 London.
www.erectarchitecture.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





Martin Koenig
Landscape architect
Founder, KLA Studio

Martin Koenig is a chartered landscape architect, urban designer and horticulturist, who has worked internationally with interdisciplinary teams to develop landscape projects of various scopes and scales. Before founding KLA Studio, Martin was an Associate Director at Martha Schwartz Partners and worked with award-winning practices, including Gustafson Porter + Bowman and VOGT Landscape. His work focuses on placemaking, public realm design, urban greening, climate-positive design strategies, and explores opportunities to integrate green-blue infrastructure into the design of everyday urban environments.

www.kla.studio



Shankar Kothapuram
Landscape architect
Senior associate, Tom Stuart-Smith

Shankar Kothapuram is a chartered landscape architect, with a master's in architecture and Urbanism from the Architectural Association, London. He previously worked for Srinath Advani and Zaha Hadid Architects, and joined Tom Stuart-Smith landscape architects in 2012, working on public spaces, as well as country and city gardens. Shankar's interests lie in urban and social manifestations of digital design, while working closely with traditional craftsmen and materials.

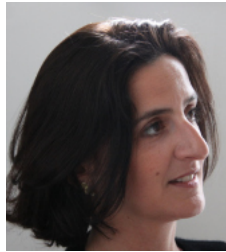
www.tomstuartsmith.co.uk



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.





Catherine Max
Health and wellbeing expert
Director, Catherine Max Consulting

Catherine Max has over 30 years' governance, management and consultancy experience with high profile public and voluntary sector organisations. She has delivered successful policy and strategy programmes in the health, social care, environmental and cultural sectors. Catherine led the development of Camden and Islington's Parks for Health Strategy; Camden and Islington NHS Foundation Trust's Green Plan; and planning and engagement strategies for Barking Riverside Healthy New Town. She is co-chair of Future of London's Health and Housing Impact Network.
www.catherinemax.co.uk



Deborah Nagan
Sustainability and landscape expert
Director, Nagan Johnson Architects

With a focus on sustainability and landscape design, Deborah Nagan's multi-disciplinary experience spans large-scale infrastructure on airports, Crossrail and Network Rail, as well as a range of architectural and landscape design projects. Much of her design expertise covers highly complex planning situations and contested sites.
www.naganjohnson.co.uk



Hikaru Nisanke
Architect
Director, OMMX

An advocate of involving disadvantaged people in design and the built environment, Hikaru Nisanke has taught at Cambridge University, UCL and the Architectural Association, leading collaborations with photographers, artists, anthropologists, curators and writers. He is a member of Hackney Council's Regeneration Design Advisory Group and West Pier Trust Board. Hikaru has been nominated for the EU Prize for Contemporary Architecture, the Lisbon Triennale Début Award and is included in the Architects' Journal's '40 under 40'.
www.officemmx.com





Angharad Palmer
Architect
Design Director, Landsec

Angharad Palmer is experienced in delivering new mixed-use neighbourhoods and complex regeneration projects. Working as both an architect and a developer, she combines commercial acumen, design quality and social commitment to form a holistic approach to design. Angharad has been instrumental in developing Landsec's net zero strategy, and has contributed to the company's approach to community-led design co-creation, and investigation into alternative consultant procurement routes to enrich the design process and represent the local make-up of a place.
www.landsec.com



Daniel Rea
Landscape architect
Director, Periscope

Daniel Rea is a landscape architect, urbanist and founding director of Periscope. He has over 20 years' experience in leading complex landscape, urban design and masterplanning projects. Daniel leads the strategic direction of all projects at Periscope, and has been a guest critic at The Bartlett School of Architecture and Harvard Graduate School of Design. He currently sits on a number of Design Review Panels in London and is a Chartered Member of the Landscape Institute in the UK.
www.periscopestudio.co.uk



Stefanie Rhodes
Architect
Director, Gatti Routh Rhodes

Stefanie Rhodes is the founding director of Gatti Routh Rhodes (GRR), a practice specialising in mixed-use typologies that combine community, commercial uses and housing. The practice was awarded 'Young Architect of the Year' 2019 by Building Design. Stefanie was shortlisted for the Moira Gemmill Prize and was included in the Architects' Journal's '40 under 40' list in 2020. She leads GRR's mixed-use and housing projects, is a co-chair of the Hackney Regeneration Design Advisory Group, and an External Adviser to the ARB. Stefanie is now also a member of the Croydon Design Review Panel.
www.grr-architects.com





Guy Rochez

Architect and development expert
Associate Director, TOWN

Guy Rochez is an architect and chartered development surveyor, with experience in architecture, planning and development for the public and private sectors. Guy leads regeneration schemes at TOWN, a profit-with-purpose developer that delivers sustainable community-focussed projects. He previously worked at Croydon Council, providing direction to over 30 developments within an ambitious and innovative housing delivery model. Guy co-authored the Croydon Suburban Design Guide and managed Croydon's Place Review Panel. www.waaretown.co.uk



Lorna Sewell

Transport and movement expert
Streets and Places Director, Urban Flow

Lorna Sewell is an experienced movement specialist and transport planner with leading expertise in the design of streets and places. She is passionate about creating sustainable places for people, ensuring transport and movement choices are healthy, safe and accessible to all. Lorna has contributed to a variety of spatial planning projects along with high-profile placemaking and public realm projects in London and across the country. Her experience also includes the development of national strategies and design guidance, such as shared space, traffic management and streetscape, signing and paving delineation. www.urban-flow.co.uk



Sanaa Shaikh

Architect and social inclusion expert
Founder, Native Studio

Sanaa Shaikh is an architect with experience leading large-scale commercial and residential projects in the UK and internationally. Born and raised in London, she has worked on schemes to encourage community engagement in the built environment, aiming to holistically integrate buildings, places and landscape with the urban grain. Sanaa is a Design Council Expert, a trustee at Beam – a Public Arts Commissioning group, and co-lead at research collective DECOSM. She also lectures at a number of universities in the UK, and is a member of the Barking and Dagenham and Newham Quality Review Panels. www.nativestudio.space





Ashmi Thapar

Architect and sustainability expert
Senior Architect, Bell Phillips Architects

Ashmi Thapar is an architect driving sustainable development with a social purpose; her expertise lies in innovative housing in sensitive contexts, from small infill schemes to large-scale estate regeneration. She recently developed a masterplan for 900 Passivhaus homes, parks and community facilities, championing green initiatives and meaningful engagement by working closely with residents. Ashmi co-leads the Bell Phillips sustainability team and is a visiting critic at several universities. She also curates design seminars, reviews, and technical CPDs, as well as public events through RIBA East London. www.bellphillips.com



Polly Turton

Health and wellbeing expert
Associate, Arup

Polly Turton is a chartered environmentalist and an integrator, with expertise in the assessment and communication of how changes in the built and natural environment affect people's health and resilience. Her interdisciplinary work focuses on addressing health and equalities priorities through strategic urban planning, development and design. Polly's work for Arup, and previously CABE, encompasses masterplans, housing, schools, healthcare, transport, public space and green infrastructure. She is on the Advisory Board for the Future of London / Impact on Urban Health 'Health and Housing Impact Network'. www.arup.com



Ramsey Yassa

Architect and social inclusion expert
Director, NOOMA Studio

Ramsey Yassa is an architect, educator, mentor, and architectural juror. He has established familial and community roots across north-west London and Brent, currently plays an active role in shaping London's urban regeneration through his work in practice. His focus is on addressing the climate emergency, housing crisis and social justice of the built environment. NOOMA Studio has been recognised by multiple awards, including the Architects' Journal's '40 under 40'. www.nooma.studio



17. KEY REFERENCES

London Borough of Brent

Local Plan

www.brent.gov.uk/planning-and-building-control/planning-policy-and-guidance/brent-local-plan

Supplementary planning documents and guidance

www.brent.gov.uk/planning-and-building-control/planning-policy-and-guidance/supplementary-planning-documents-and-guidance

Growth areas

www.brent.gov.uk/business/regeneration/growth-areas

Relevant Greater London Authority documents

Good Growth by Design

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

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



Charteris Street Party © Brent Council

APPENDIX A

Procedure regarding confidentiality

The Brent 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 panel members, Brent 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 Brent Council, the applicant and design team, and any other stakeholder bodies that the Council 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 Brent 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.
7. If a panel member wishes to share any Quality Review Panel 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 Brent Council 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 and council employees are not eligible to be 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.	●

