

# Harrow Design Review Panel

## Terms of Reference and Membership

2021 - 2023

Harrow Council



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## **Issue**

'Harrow Design Review Panel: Terms of Reference and Membership'  
August 2021

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# Introduction

Harrow's Design Review Panel has been in operation since July 2017 as part of the Council's ambition to independently support Harrow's Planning Officers and Planning Committee in the push for better design quality.

The advice and guidance of the Panel Chairs and Members has successfully established a new benchmark for design quality in the Borough. This is centred on improving the built environment for current and future residents of Harrow and creatively instigating new areas for people to live, work and play. Our pool of 30 Members and 3 Chairs have participated in over 66 reviews for 38 schemes as of December 2020 - led by public bodies, housing associations, private developers and Harrow's own Regeneration and Economic Development Teams. These have included civic projects, schools, large housing schemes, cultural centres and public realm improvements.



View down St Anns Road © Philipp Ebeling

# Panel Purpose

The Design Review Panel is part of Harrow Design, a placeshaping team promoting high quality built, natural and living environment for the borough. It is the responsibility of Panel members to advocate for public good through design within this wider mission. All Panel members are expected to approach their role responsibly and in alignment with the Seven Principles of Public Life (see Appendix 1).

The Panel will help to maintain design quality in Harrow and provide expert independent design advice and guidance to Planning Officers and Members of the Harrow Planning Committee on significant development proposals at pre-application stage. In addition, the Panel may be invited to contribute to a programme of design training for Council Officers and the Planning Committee. Harrow Design Review Panel follows CABI's 10 Principles of Design Review (see Appendix 2) and is a signatory to the London Quality Review Charter (see Appendix 3).

The Panel will provide independent design advice on significant developments in Harrow. Significant developments include:

- Major residential developments (those over 9 units)
- Major commercial developments (those over 1000 m<sup>2</sup>)
- Masterplans and infrastructure projects
- New and refurbished public and community buildings e.g. schools, health care, FE/HE establishments, cultural centres
- Public realm and landscape projects
- Development of any scale and type in a significant or sensitive context (subject to the discretion of the Local Planning Authority) e.g. in a Green Belt, Conservation Area or Opportunity Area setting.

In addition, other schemes may also be eligible for Design Review subject to the discretion of the Local Planning Authority.

# Panel Membership

The Harrow Design Review Panel has 3 Chairs and 30 Members from a range of relevant disciplines including architecture, engineering, landscape and urban design. Membership includes several local residents as well as those who have delivered projects or developments in the borough.

Membership is provided for a minimum two-year term from May 2021 – April 2023 with potential to extend this at the Council’s discretion. The Council reserves the right to terminate membership prior to this date if deemed necessary and beneficial to the functioning of the Panel.

Harrow Council’s Design Review Panel has been in operation since 2017. In 2021 the Council refreshed the Panel, with 17 new Members joining and 13 current Members continuing in their roles.

## Chairs

Richard Cottrell  
Katy Marks  
Neil Deely

## Members

Benni Allan  
Pooja Asher  
Fran Balaam  
Tom Bell  
Dinah Bornat  
Noel Cash  
Emma Elston  
Chris Fellner  
Mandy Franz  
Michael Gollings

William Haggard  
Takeshi Hayatsu  
Satish Jassal  
Amandeep Kalra  
Anna Kiho  
Chloë Leen  
Julian Lewis  
Judith Loësing  
Euan Macdonald  
Miranda MacLaren

Fabrizio Matillana  
Cristina Monteiro  
Gareth Morris  
Vinesh Pomal  
Amir Ramezani  
Sarah Beth Riley  
Seth Rutt  
Gurmeet Sian  
Tszwai So  
Emma Twine



## Richard Cottrell

Richard is co-founder and director of Cottrell and Vermeulen Architecture. Their practice is focused on education and community sectors. They have received multiple awards including the BD Architect of the Year Gold Award 2016 and BD Education Architect of the Year 2018. Richard has delivered a number of award-winning and shortlisted projects including Westborough Primary School Zero-Carbon exemplar and the Royal London Hospital Children's Play Space. He has lectured widely on education and liturgical spaces and sits on Southwark and Lewisham design review panels. Richard is currently overseeing four housing projects for Southwark Council, a primary school in Brent, and a church in Southend.



## Katy Marks

Katy is an Architect and Director of Citizens Design Bureau. She studied at Glasgow School of Art and Cambridge University with an MPhil in Environmental Design. Katy was previously at Haworth Tompkins Architects where she worked on the Stirling Prize winning Everyman Theatre, Young Vic and National Theatre Studios before establishing Citizens Design Bureau in 2013. Her current work ranges from Arts Centres, dance and music studios, to a new Jewish Museum in Manchester, a Church in Epping Forest, Community Land Trust Housing in Newham and sustainable typologies for libraries and civic spaces within new developments for Hackney Council and the LLDC.



## Neil Deely

Neil is Co-Founder and Partner of architecture and urbanism practice Metropolitan Workshop LLP established in 2004, with studios in London and Dublin. His expertise lies in the design of complex residential led mixed-use projects, masterplanning and major public realm projects. He facilitates open, collaborative design dialogues and has a deep understanding and interest in the relationship between people and place. He leads the practice's ongoing research into suburban housing densities, modular construction and the UK's Private Rented Sector. Neil is the Chair of LB Newham's Design Review Panel as well as LB Barking & Dagenham Quality Review Panel and a member of the Design South East panel.

## Benni Allan

Benni is an architect, designer and lecturer working on socially engaged projects in the cultural, public, housing and education sectors. He is the Director of EBBA Architects, a practice recognised for delivering high quality projects that champion sustainability and put the user at the centre of each project. Benni has experience of working alongside community groups to develop projects through early engagement, as well as helping to promote good quality design through his role as young trustee for the architecture foundation, his workshops for the RIBA Ambassador programme, and through his teaching at the University of Greenwich.

## Pooja Asher

Pooja has been involved in a series of creative and multi-disciplinary works and built a portfolio of residential, mixed-use, regeneration and education projects. During her time in practice, she successfully led multi-disciplinary teams through the full spectrum of works on a variety of schemes. These range from a small-scaled folly in the public realm to a larger scale new-build primary school. Since 2017, she is working as an Independent Education Design Adviser to school clients building on her commitment on improving design quality. She has a particular expertise in brief development, design review and evaluation and stakeholder engagement.

## Fran Balaam

Fran is an architect and director of Balaam Murphy, a London-based architecture practice working on housing and regeneration projects. Current work includes affordable housing on 13 small sites in Hounslow. Fran previously led on design advice for LB Harrow on behalf of the GLA, for £1.75b Building a Better Harrow programme, and established the Harrow Design Review Panel. Before joining the GLA, Fran co-directed an architecture practice in London whose work included the critically acclaimed St. Joseph's Primary School, and GLA-funded regeneration projects in Bromley and Whitechapel

## Tom Bell

Tom is a director of Freehaus, an RIBA chartered practice dedicated to designing inclusive and accessible spaces. Tom is a certified Passivhaus Designer and has twenty years of experience delivering highly sustainable BREEAM certified BSF schools of the future schemes and exemplar low carbon buildings like the award winning iCon innovation centre for the WNDG, one of the lowest carbon office buildings in the country. Tom is passionate about community engagement and spearheads public consultation and codesign programmes for multiple GLA Good Growth Funded projects across London. Tom teaches and mentors widely at a number UK universities.

## Dinah Bornat

Dinah is co-founder and Director at ZCD Architects, where she works on a range of projects including housing, commercial, schools and private housing. ZCD have a unique expertise in urban design, planning and engagement around child friendly cities. Dinah is currently involved with major developments across London and the south east and has advised the GLA on recent policy, research and guidance and has helped developed Hackney Council's child friendly Spatial Planning Document (SPD), the first of its kind in the UK.

## Noel Cash

Since joining Henley Halebrown in 2007, Noel has led a range of Educational, Residential & Healthcare projects. Noel led the recently completed 333 Kingsland Road / Hackney New Primary School, a mixed-use scheme combining a 'courtyard' school and a 68 unit apartment building in Hackney, and was also project architect for Hackney New School. Since 2013, Noel has lectured at Kingston University, co-running a final year degree design studio and has previously taught at The Oxford School of Architecture of Oxford Brookes, teaching in both Diploma and Degree level from 2010-2013.

## Emma Elston

Emma is an architect with a decade of experience in the built environment in Britain, Japan, India, and the Netherlands, which have allowed her to focus on creating spaces which consider people, place and planet. As a Senior Architect and Design Officer at Be First at LB Barking & Dagenham, she champions high quality design and strategic planning projects, along with co-chairing the Sustainability Focus group, and organising the Barking & Dagenham Quality Review Panel. Her previous experience includes working with Maccreanor Lavington, Common Ground Architecture, and Shigeru Ban.

## Chris Fellner

Chris has worked as an architect in London for the past 15 years. He studied architecture at the Bauhaus University in Weimar, Germany and the National School of Architecture of Montpellier in France. He joined Haworth Tompkins in 2007 and became a Director in 2018. He predominantly works on mixed use residential projects and specialises in sustainable design for affordable housing. Chris is an accredited Passivhaus designer and a member of the Design Review Panel in both Harrow and Hounslow.



## Mandy Franz

Mandy is an Associate Director at MICA Architects, her focus is on Conservation, Sustainability and Academic and Public buildings in complex historic settings. The projects she leads are within Oxford and London and comprise activation of existing structures and settings, via refurbishment and restoration, sensitive modern extensions and carefully designed new buildings. A holistic approach towards design is key for her work with a focus on sustainability and activating existing buildings. She is a visiting critic at Bath university and actively involved as mentor via the RIBA mentoring.

## Michael Gollings

Michael is an architect with over 20 years post-qualification experience and Founder and Director of RIBA chartered practice Gollings Architects, established in 2011. He has led and worked on a variety of projects including a local authority new crematorium/ chapel, an art gallery, community led housing scheme, mixed use developments and private housing. What unites these projects is a commitment to positive place making and architecture borne out of a creative response to the context which can be the physical, historic, social, economic and policy context.

## William Haggard

William is a founding Director of CarverHaggard, a design-led architecture and research studio based in Brixton and part of the GLA's ADUP panel. He works on projects for both public space and public benefit, for Local Authorities and community groups. His recent projects in Harrow include the design of Greenhill Place, and the refurbishment of Kenton Library. His current projects in London include a new building for 198 Contemporary Arts & Learning in Herne Hill, a community plan for Thornton Heath in Croydon, and public realm projects in Fulham, Shaping and Beckton.

## Takeshi Hayatsu

Takeshi is a Japanese architect practicing in London, and a founding director of Hayatsu Architects. He studied architecture at Musashino Art University in Tokyo and at the Architectural Association in London. He worked at David Chipperfield Architects, Haworth Tompkins and 6a architects before establishing his own practice in 2017. Alongside his practice he teaches postgraduate architecture studio at Kingston University. His research through practice and teaching focuses on exploring craft, material, traditional and contemporary building techniques and self-build for community engagement.

## Satish Jassal

Satish founded Satish Jassal Architects in 2013, having worked at Glenn Howells Architects and Patel Taylor, on some of the largest regeneration projects in the UK. His experience includes the Athletes Village, London 2012 and the London Dock, Wapping. He has been involved in building over 1,000 homes and is currently working on a number of residential and commercial projects around London, often in sensitive urban sites and conservation areas. He is developing a new wave of zero carbon council homes for Haringey and is Design Expert for the Design Council and a trustee for CDS Co-operatives, a community led housing association.

## Amandeep Kalra

Amandeep is an Associate Architect at Be First, where he works at the intersection of public and private practice to deliver thoughtfully-designed sustainable homes and places for Barking & Dagenham. He does this through leading on strategic visions, brief writing, research, design and procurement whilst bringing all these ideas to the table with key stakeholders. He has worked across a range of scales including large scale masterplans, regeneration schemes alongside small infill sites. He is a chair of the Young Trustees at the Architecture Foundation and a member of the Southwark Design Review Panel.

## Anna Kiho

Anna is an architect leading HLM Architects' Living & Communities sector in London and the South East. She is passionate about integrating sustainable and environmental design principles to create better buildings and places that leave a long-lasting legacy to be proud of. Her expertise is in addressing the challenges that urban developments of varying sizes bring, maintaining the right human scale and a sense of belonging necessary for creating vibrant and successful communities and to rebuild shared ownership of the built environment. Anna sits on HLM's Diversity, Inclusion and Belonging Group. She was shortlisted for the Women in Business Award, Southwark Business Excellence Awards 2019.

## Chloë Leen

Chloë is a co-founder and director of Pup Architects. The practice has recently won the NLA Mayor's Prize 2020 and the AJ Retrofit Award 2021 for Cultural Buildings. Chloë's special interest in culturally and socially focused projects builds upon her professional experience prior to founding Pup, which included leading the V&A's Values of Design gallery in Shenzhen for Sam Jacob Studio. In addition to her work in practice, she has written for journals such as the Architectural Review and has given talks at places such as the RIBA and Soane Museum.

## Julian Lewis

Julian is an architect and co-founder and director of architecture, urban design and landscape practice East and has extensive experience of developing ideas, design and research as well as project implementation on a wide range of building, landscape and urban design projects. He is one of the Mayor of London Design Advocates advising Sadiq Khan on the Good Growth manifesto. Other key current positions include Hounslow and Newham Design Review Panels; Honorary Professor at the University of Nottingham Department of Architecture and Built Environment and External examiner at the University of Cambridge Department of Architecture.

## Judith Loësing

Judith is an architect and director at East, an architecture, landscape and urban design practice that has become internationally known for its patient and innovative role in adjusting and improving the urban fabric and its uses. She is experienced in working for public sector clients, particularly designing landscapes and housing that use an economy of means while aiming to provide generous spaces. She has an interest in allotments and orchards, is a supervisor for Sustainable Urbanism at the Bartlett and a member of various design review panels in London.

## Euan Macdonald

Euan is an experienced partner at Hawkins\Brown and leads on a range of projects across education, residential and cultural sectors. He has particular experience of transforming existing buildings, managing complex briefs and leading multi-disciplinary design teams. Euan is an experienced design review panel member and currently sits on the Hounslow and Essex Quality Review Panels in addition to being a RIBA Architect Advisor. He has previously worked as a Design Council Built Environment Expert and is a regular visiting critic at a number of schools of architecture. Current projects include the redevelopment of Northolt Retail Park in South Harrow and supporting clients with the review of large and complex estates.

## Miranda MacLaren

Miranda leads the housing sector within Morris+Company. She has extensive housing experience and has worked on schemes ranging dramatically in scale and typology, including homeless shelters, affordable housing, market and mixed-tenure housing, senior living and co-living. She has over 15 years of experience on residential projects and 10 years in estate regeneration and is a client advisor for the RIBA. Through in-house and external research (including RIBA research grants, university teaching and keynote speaking at the London Policy Forum for Housing), she ensures the practice keeps up to date with current and future housing needs.

## Fabrizio Matillana

Fabrizio is a dual qualified architect and planner. He is Principal Urban Designer at Enfield Council's Place Department, leading the urban design advice for Meridian Water Phase 1 and Edmonton Green Shopping Centre. He also works on tall buildings schemes, design codes for strategic sites and design policies for the new Local Plan. His design experience comes from a decade in architectural practice, including AJ 100 firms and with Royal Academician Farshid Moussavi OBE. He was awarded the RIBA Journal's Rising Star 2020 award for his work bringing design thinking to planning and promoting clear and proactive design advice.

## Cristina Monteiro

Cristina is a RIBA Chartered Architect and co-founder of DK-CM, a London-based planning and architecture practice. At DK-CM she has primarily worked for the public sector on publicly-funded regeneration projects concerned with placemaking, local distinctiveness and the environment. Cristina has a particular expertise in heritage and sustainability, and believes that in order to look to a meaningful future we need to care about, understand and nurture historic fabric and explore an architectural practice which is pro-environment rather than pro-development. Accordingly, she is implementing retrofit-first and circular economy principles in DK-CM's live projects.

## Gareth Morris

Gareth is co-founder and director of the architecture practice what if: projects. He has over 20 years experience in the building industry and has helped deliver a broad range and scale of projects in London from small urban interventions to large scale urban strategies. Gareth led on the award-winning Mini Holland-Waltham Forest Villages projects that have brought far-reaching improvements to the boroughs cycle infrastructure, footways and public realm. Gareth has taught degree-level architecture at UEL and the London Met and is currently also member of the Hounslow Design Review Panel.

## Vinesh Pomal

Vinesh is a Project Architect at TateHindle. His experience to-date varies from housing schemes across all tenures through to specialist housing including independent living, extra care, nursing homes and intergenerational living; having worked on numerous schemes across the UK and drawing upon his personal experience. Outside the workplace, Vinesh teaches in the first-year design studio at Leicester School of Architecture and sits on the Sutton Design Review Panel and the Young Architects and Developers Alliance board. Vinesh is an advocate of equality, diversity and inclusion in the built environment and co-founder of the Asian Architects Association.

## Amir Ramezani

Amir is an architect with over 25 years of professional experience in a range of building types. Under his leadership his practice has delivered a number of competition and award winning buildings in the education, residential, mixed use and conservation sectors. Amir is a member of Historic England's London Advisory Committee and a Design Review Panel member for LB Enfield and Hounslow. He has served as an awards assessor for the Civic Trust Awards for the past 15 years and his current research and concerns revolve around sustainable development in cities with increasing mass urbanisation.

## Sarah Beth Riley

Sarah is an Associate Architect at Be First, LB Barking & Dagenham, and was appointed to enhance and protect design quality across new build projects from inception to completion. Prior to Be First she was the Design & Technical Manager for Lewisham Homes following time spent in private practice at Ash Sakula Architects, HTA Design and Studio Egret West. Sarah is a member of LB Hackney's Regeneration Design Advisory Group (RDAG), is a mentor for Public Practice and a regular guest critic at the University of Westminster. She studied at The Glasgow School of Art and Kungliga Tekniska högskolan, Stockholm.

## Seth Rutt

With over twenty years of post-qualification experience in architectural practice, Seth has led projects across several sectors including residential, commercial, retail, education, arts and civic projects. Seth has a particular interest in housing and is leading several largescale multi-tenure regeneration projects, including Agar Grove, a large Passivhaus multi-tenure regeneration project in Camden. Seth is currently working with major clients including the London Borough of Camden, Notting Hill Housing Group, The Collective, Get Living London and Greystar. He is also a member of the Enfield and St Albans Design Review panels.

## Gurmeet Sian

Gurmeet is an Architect and the founder of Office Sian Architecture + Design. He has more than 10 years of experience working as an architect designing homes and community buildings across the UK. He is passionate about collaborating with communities to understand how places can be improved by harnessing the built environment and good design, and to generate benefits in wellbeing for people of all backgrounds in society.

## Tszwai So

Tszwai is co-founder and creative director of London-based Spheron Architects, a multi-award-winning BAME-led practice which has recently been included in the Architecture Foundation's seminal publication 'New Architects 4', as one of Britain's best practices founded in last 10 years. Tszwai contributes regularly as an architectural critic to influential industry publications such as the RIBA Journal, has been invited to be a jury member at the World Architecture Festival and is also a steering committee member of the Foundation for Jewish Heritage.

## Emma Twine

Emma is an accomplished architect and Associate at DK-CM. She brings expertise in a wide range of projects: including research & strategy; the delivery of built projects including both heritage and education contexts; and working with local authority & public sector clients. Emma is a founding coordinator of the Architect Climate Action Network's Natural Materials group. Her MPhil thesis at the University of Cambridge was awarded the Alexander Pike Prize for Sustainability. Emma is a visiting critic and lecturer at Central St Martins and the University of Cambridge. She recently became a parish councillor in her home village in Essex.



Metropolitan Line into Harrow-on-the-Hill station © Philipp Ebeling

# Forms of Review

Harrow's Design Reviews take three different forms.

The type of Review is dependent on the size and specifics of the case. The times stated below are typical lengths and are inclusive of Panel briefing and de-briefing.

- Full Panel Review (Chair and three Panel Members)  
2h Review
- Chair's Review (Chair and one Panel Member)  
1h30m Review
- Desktop Review (Workshop with Chair)  
1h Review

It is recommended that large developments go through a programme of three reviews as part of a PPA process, with a model programme as follows:

1. Early or Concept Design Stage: Full Panel Review
2. Developed Design Stage: Full Panel Review
3. Follow-up: Chair's or Desktop Review

## Full Review



1 Chair  
3 Members

## Chair's Review



1 Chair  
1 Member

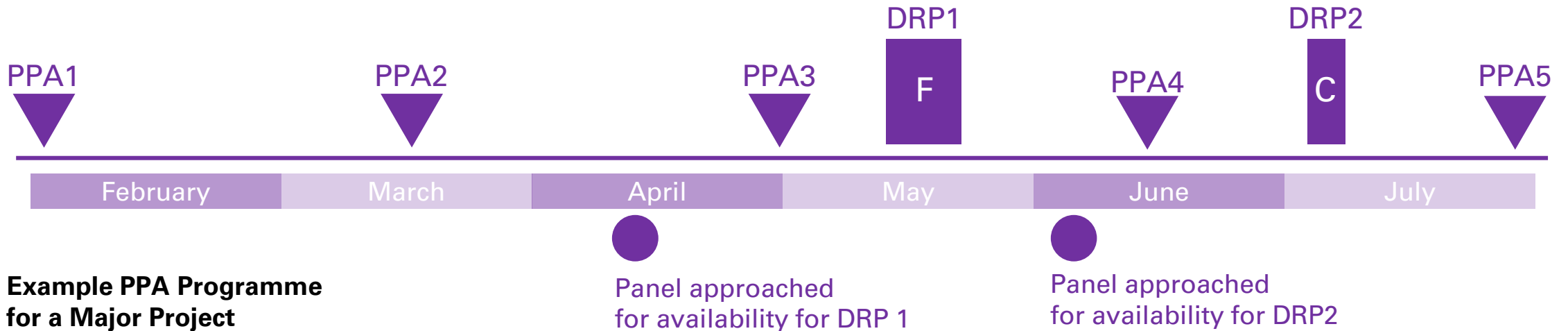
## Desktop Review



1 Chair

# Review procedure

- A holding time for the last Wednesday of each month is reserved by the LPA for Design Review Panels. Every effort will be made to hold Reviews on this day. However, it may be necessary to change or choose additional dates depending on both the number of Reviews per month and Applicant and Case Officer availability.
- Reviews will be scheduled in morning or afternoon slots, typically between 10:00-12:00 or 14:00-16:00.
- Each Review will be attended by one Chair, who will facilitate Reviews and a number of Members dependant on the expertise required.
- Harrow Council will make every effort to provide a consistent Panel for projects attending several Design Reviews. Where this is not possible, new Chairs/Members will be briefed on the previous DRP feedback prior to the session.
- Subject to availability, a light lunch may be provided if the Review session runs across the morning/afternoon.
- If Reviews are held virtually, details on access to these sessions will be provided ahead of time.



**Example PPA Programme for a Major Project**



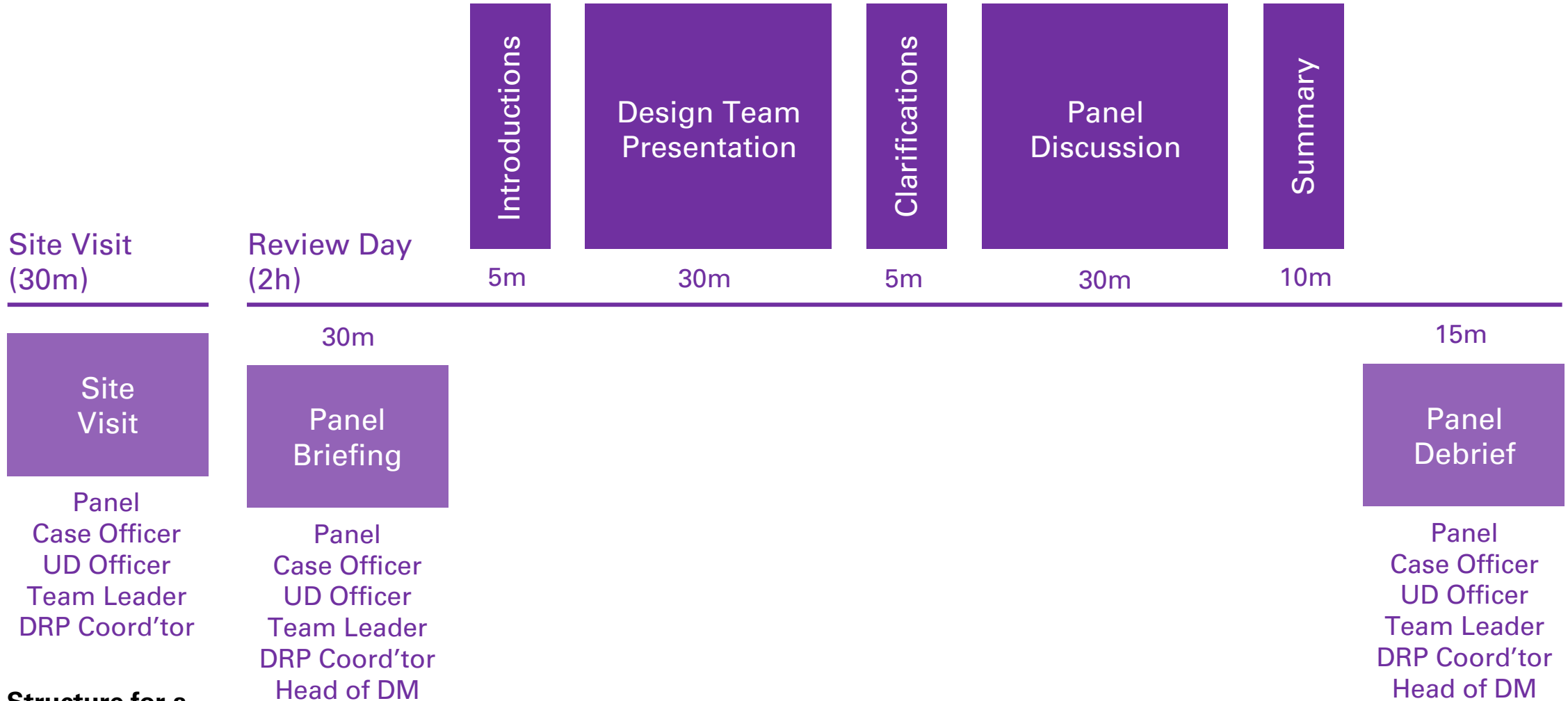
## Briefing information prior to review

- An Applicant Briefing Note will be sent to the Panel a week in advance of the Review for each scheme to be considered. This will include a written summary with key statistics, views and plans.
- An LPA Briefing Note will also be provided a week in advance of the Review. This will include site constraints and opportunities as defined by the LPA and any relevant policy.
- A Site Visit and Closed Briefing will take place on the day of a Review with DRP Chair, Members and LPA Officers. The purpose of this is to brief the Panel on concerns, relevant policy and to allow the Panel to better understand site and context. Both Site Visit and Closed Briefing may be conducted virtually if necessary.



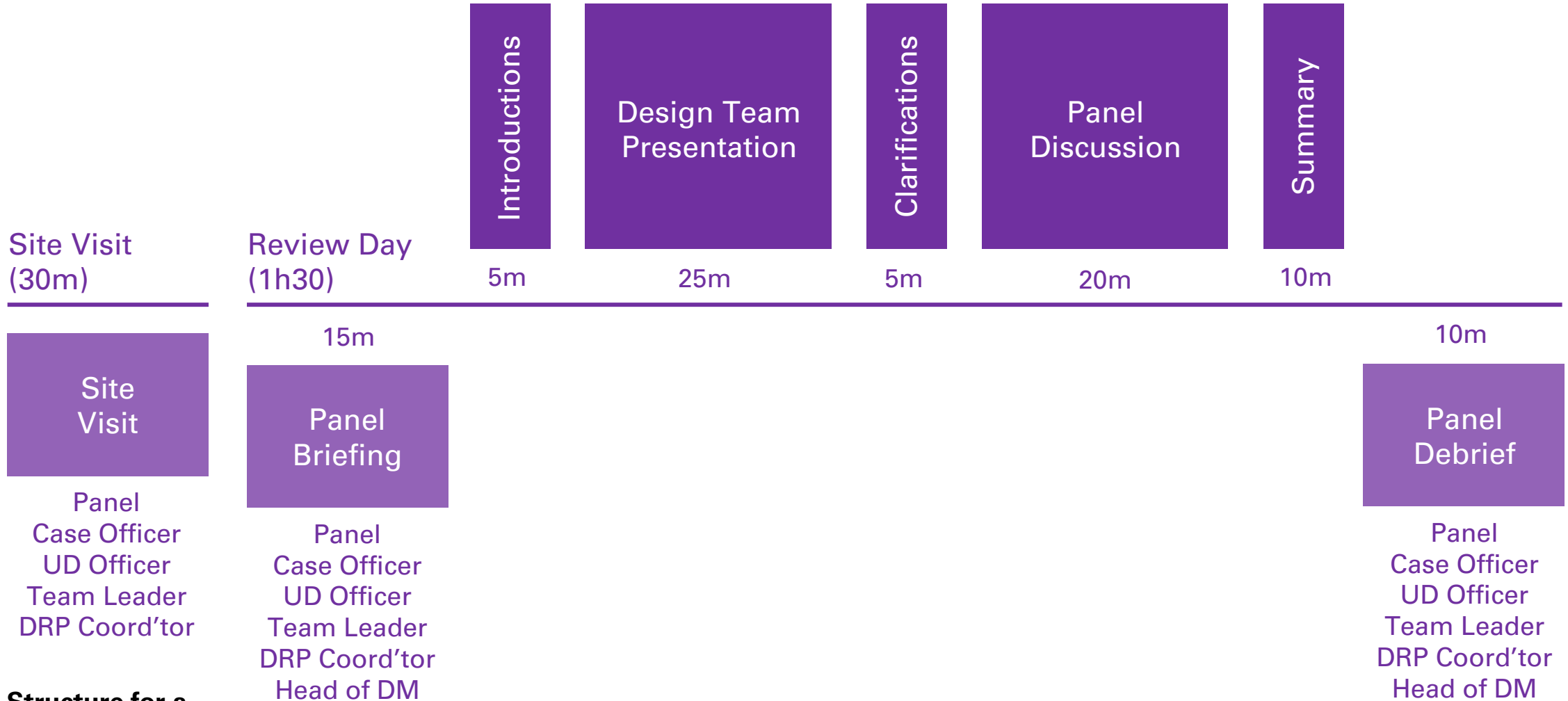
### Scheduling Reviews

# The Review



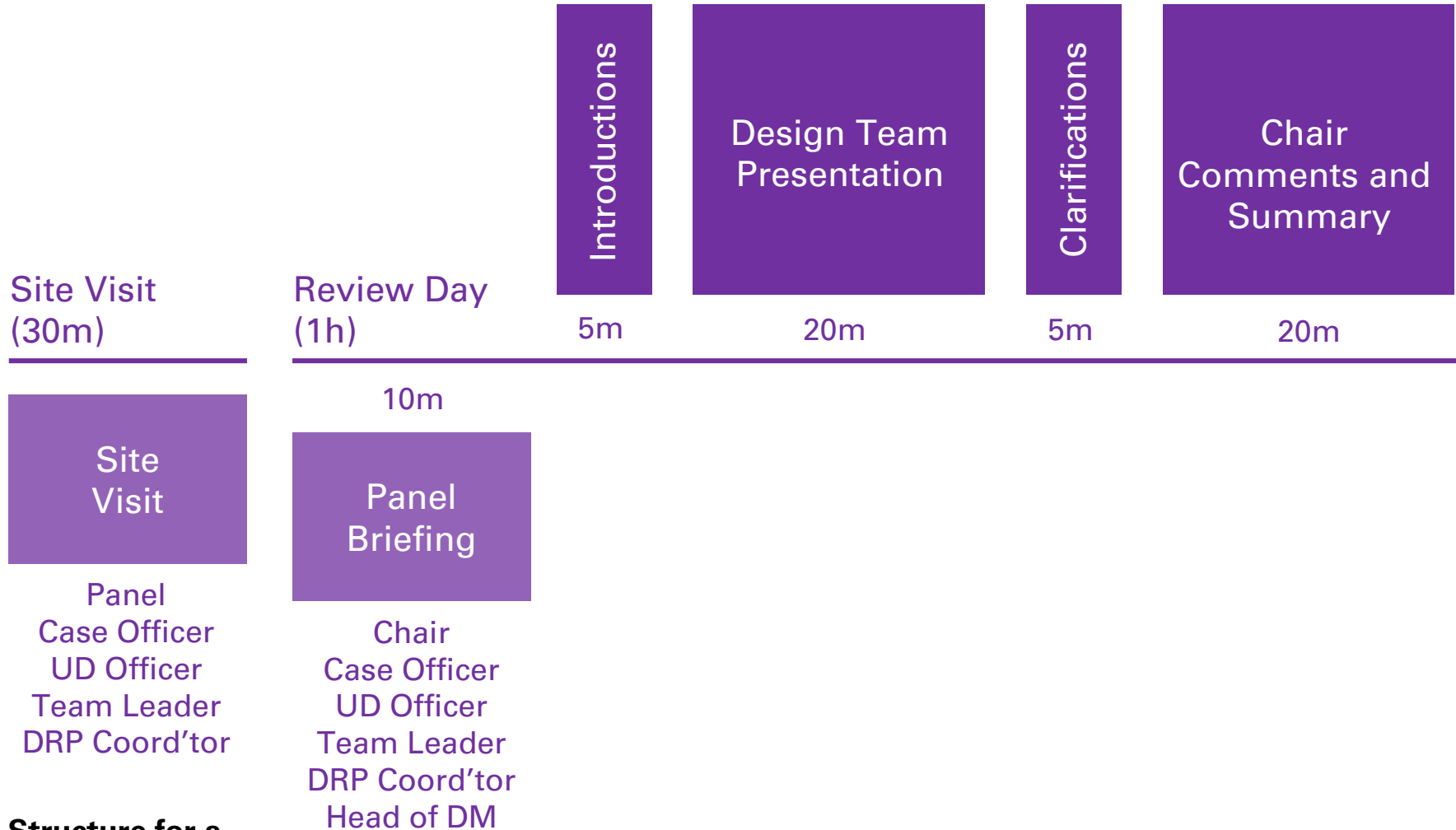
**Structure for a Full Panel Review**

# The Review



**Structure for a Chair's Review**

# The Review



## Structure for a Desktop Review

# The Review

<i>Site Visit (LB Harrow &amp; Panel only)</i>	<i>30m</i>	
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## Review Agenda

<i>Panel Briefing (LB Harrow &amp; Panel only)</i>	<i>30m</i>	<i>10.00 – 10.30</i>
Introductions	5m	10.30 – 10.35
Design Team Presentation	30m	10.35 – 11.05
Clarifications	5m	11.05 – 11.10
Panel Discussion	30m	11.10 – 11.40
Panel Summary/ Recommendations	10m	11.40 – 11.50
<i>Panel Debrief (LB Harrow &amp; Panel only)</i>	<i>15m</i>	<i>11.50 – 12.00</i>

**Typical Review agenda**

# Summary Report

- Following the Review, the DRP Manager and Coordinator will produce a draft Review Summary Report. This report will be sent to Chair and Panel members for amendments and following this, agreement and signing by Chair.
- Summary Reports are sent to both the Applicant, Head of Development Management and Chief Planning Officer and may be used in reports to Harrow Council's Planning Committee.
- Harrow Council issue the report to the Applicant within 2 weeks of the Review and Panel members are asked to respond in a timely manner where possible to ensure this timeframe is maintained.



View to Harrow-on-the-Hill from the former Kodak Factory © Philipp Ebeling

# Chair role

Chairs have a duty to:

- Facilitate the Review and ensure that all Panel members have the opportunity to equally contribute and participate.
- Maintain a professional and respectful relationship with LPA Officers and Applicants.
- Comment on and sign the DRP Summary Report within the time period requested.
- Attend Planning Committee meetings for projects they have reviewed and attend any other relevant briefing sessions for those projects including Major Developments Panel, Pre-application Forum and Pre-Planning Committee Briefings.



Northolt Road, South Harrow © Philipp Ebeling

# Conflicts of Interest and Confidentiality

Harrow Council expects any and all potential conflicts of interest to be reported in good faith to the Design Review Manager prior to agreeing to participate in a Review.

Conflicts include:

- Having any commercial relationships with lead consultants on Applicant teams
- Being related to or having any close personal relationship with any members of Applicant teams
- Having previously been part of an Applicant team or a lead consultant on a bid for the project to be reviewed.
- Having a commercial interest in a site or neighbouring site which is to be reviewed.

Conflicts of interest will result in an alternative Member being sought. All Panel Members have a responsibility to declare this when first approached and to liaise with the DRP Manager.

All material and matters relating to pre-applications are confidential and must remain so until a formal application has been submitted and the application made public.



# Payment and Additional services

As per the Council's Terms and Conditions, Panel Members will be paid within 30 days of the date of invoice.

Chair Rate: £500 per Review

Panel Member Rate: £300 per Review

The above fees exclude VAT

Panel members may be invited to contribute to other initiatives on a voluntary basis to promote high quality design in Harrow.

These may include:

- Design training workshops and lectures for elected members
- Up-skilling sessions for local authority officers
- Site visits
- Research projects

# Appendix 1: The seven principles of public life

Panel Members are expected to uphold the same principles and values of public servants in their role delivering services for the benefit of the public. These principles (sometimes referred to as 'Nolan Principles') are:

- 1 Selflessness
- 2 Integrity
- 3 Objectivity
- 4 Accountability
- 5 Openness
- 6 Honesty
- 7 Leadership

## Appendix 2: CABE ten principles of Design Review

- 1 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.
- 2 Expert** – The advice is delivered by suitable trained people who are experienced in design, who know how to criticise constructively and whose standing and expertise is widely acknowledged.
- 3 Multidisciplinary** – It combines the different perspectives of architects, urban designers, urban and rural planners, landscape architects, engineers and other specialist experts to provide a complete, rounded assessment.
- 4 Accountable** – The 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.
- 5 Transparent** – The panel’s remit, membership, governance processes and funding should be in the public domain.
- 6 Proportionate** – It is used on projects whose significance, either at local or national level, warrants the investment needed to provide the service.
- 7 Timely** – It takes place as early as possible in the design process as this can avoid a great deal of wasted time. It also costs less to make changes at an early stage.
- 8 Advisory** – A design review panel does not make decisions, but it offers impartial advice for the people who do.
- 9 Objective** – It appraises schemes according to reasoned, objective criteria rather than the stylistic tastes of individual panel members.
- 10 Accessible** – Its finding and advice are clearly expressed in terms that design teams, decision makers and clients can all understand and make use of.

## Appendix 3: London Quality Review Charter Principles

- 1 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.
- 2 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.
- 3 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.
- 4 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.
- 5 Proportionate** - recognising the need for different review formats and costs for larger or smaller schemes.
- 6 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.
- 7 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.
- 8 Regularly evaluated** - with the aim of building a consistent process to monitor and evaluate the success of quality review across London.