

OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION



**Old Oak and Park Royal
Development Corporation**

**Management Plan
2023/2024**

MAYOR OF LONDON

Our vision

Drawing on its rich heritage at the heart of west London's manufacturing industry, Old Oak and Park Royal will become a renewed canalside community, where a thriving local economy supports a great place to work, visit and live. Working with our boroughs, residents, businesses, and partners to shape and accelerate the full regeneration potential created by High Speed 2's Old Oak Common super hub, OPDC exists to ensure this promise is delivered.

With unrivalled connectivity across London and the UK, Old Oak and Park Royal can become a thriving, inclusive and healthy place, displaying the best practice in social and environmental design with huge benefits for current and new residents and businesses alike and making a major contribution to London's success as a global city.

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1. Chief Executive's Foreword

"This year's management plan reflects OPDC's shift from a focus on planning, strategy and interim delivery, towards delivering the huge regeneration opportunity that can be catalysed by the arrival of HS2 in a few years' time. The increased scope, scale and complexity of our work over the coming year has been recognised by the Mayor's support for our increased budget to help grow our capacity as a delivery agency, and this plan sets out our key ambitions for the year ahead as we gear up for managing the challenges and opportunities we may face."

David Lunts,
Chief Executive Officer



David Lunts
Chief Executive Officer

Over the last year we have achieved some major milestones. These include the adoption of our new Local Plan which paves the way for our ambitious Opportunity Area targets of 25,500 new homes and 56,000 jobs and the approval by government of our Strategic Outline Business Case for the delivery of the extensive public land close to the new Old Oak Common interchange.

Working closely with government, Homes England, High Speed 2 (HS2) and Network Rail, we are now preparing a detailed Outline Business Case for infrastructure funding support and the co-ordination of public land to drive our vision forward and prepare the ground for appointing key delivery partners. To ensure our plans meet local needs, we have embarked on a comprehensive programme of engagement and co-design with our communities to help share the future of the area which will inform a Supplementary Planning Document for the key regeneration focus in Old Oak West.

Alongside our work to deliver the longer-term regeneration of our area, we are also working hard to deliver improvements here and now. Over the last year this has included enhancements to Willesden Junction and the Grand Union Canal, support for 2,000 businesses, placing over 160 people into local jobs through the Forge@ParkRoyal service, and support

for local arts and culture through the Park Royal Design District and our newly established Creative Enterprise Zone.

Ensuring a sustainable, green future for Old Oak and Park Royal is at the heart of our plans and this year we submitted a funding plan to government for a heat network, recycling surplus energy from local data centres to provide low carbon heat for homes and our local hospital. This is the first project of its kind and scale in the UK and subject to a successful funding bid will be a priority project in the coming year.

Underpinning all our work is meaningful dialogue with our diverse and lively communities. This year sees an extensive period of community engagement as we work up our plans for Old Oak West, which will see a new Supplementary Planning Document that sets out our ambitions in detail.

The year ahead promises to be a critical period for our project. One where we cement an agreement between the Mayor and government on the organisation of land and funding, and where a clear path to delivery is established that sets the framework to secure investment partners to deliver the full promise of this remarkable opportunity.

2. Introduction



About this document

This sets out the key elements of OPDC's work programme for the 2023/24 period.

It outlines the practical steps we will take as the organisation shifts from an emphasis on planning to delivery, overseeing and coordinating far-reaching change across Old Oak and Park Royal. It has a strategic focus on Old Oak West, the major development areas, largely in public ownership, close to the new High Speed 2 Old Oak 'superhub' station.

This plan aligns with the Mayor's London Plan and supports Mayoral priorities to strengthen local communities, secure a zero-carbon future, help Londoners into good work, and create flourishing high streets for all.



How we will use this document

This plan will help frame our work over 2023/24.

It sets out key objectives, together with milestones and performance indicators that will provide the basis for our quarterly performance reporting and risk management, and our accountability to our Board and the Mayor.

They also form the basis for individual team members' performance management arrangements.

3. Our role as an MDC



We are a statutory Mayoral Development Corporation (MDC), established by the Mayor of London to secure the regeneration of our area, which spans land across three London boroughs: Ealing, Brent and Hammersmith & Fulham. This includes the Park Royal industrial estate, the Old Oak development area around the new High Speed 2 Old Oak Common interchange and the protected 67 hectares of parkland at Wormwood Scrubs.

We are the statutory Local Planning Authority (LPA) for development in our area and we have land assembly, housing and infrastructure delivery powers.

Our team and accountabilities

Our team includes professional expertise in spatial planning, development and design, and community engagement. We are accountable to both the Mayor and a Board that is appointed by the Mayor. Chaired by Liz Peace CBE, the Board is made up of the leaders of our three local boroughs, industry experts, community engagement specialists and business representatives. Three committees support our Board: an independent Planning Committee, an Audit & Risk Committee, and a newly formed Development, Investment and Sustainability Committee.

The Mayor allocates our annual budget and we work closely with City Hall to ensure we are delivering the Mayor's priorities. The London Assembly, made up of 25 members, scrutinises our work and holds us to account.




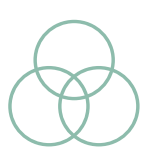
4. Our principles and values

Our aim is to capture the benefit of the capital's largest housing and economic development opportunity for Londoners, while ensuring that the rich history and lively culture of our area are at the centre of these changes.





We will achieve this not by telling residents and businesses what is good for them, but by thoughtful engagement, listening to, and learning from the insights of local communities, and reflecting this feedback in planning the changes that we want to see.



In pursuing our vision, we will work to create a place that follows these principles:

	Principle	What this means
	Liveable and local	We will shape a place that is attractive and where people want to live, work and visit. We will do this by working with local people, and by supporting a strong sense of community, healthy living and pride-of-place in a bustling and diverse global city.
	Adaptable, Sustainable and Resilient	We will champion sustainable, green and innovative regeneration and development with the flexibility to respond and adapt to change, fostering economic resilience and long-term prosperity.
	Inclusive and Diverse	We will be best in class in embedding fairness, equity and respect for others into everything we do. We will celebrate and protect the rich diversity and heritage that's central to Old Oak and Park Royal's unique character, while ensuring we deliver the housing and economic opportunities for those not yet part of our communities.
	Integrated and Connected	We will make the most of the new and unrivalled connectivity that is coming and will work to make Old Oak and Park Royal a much more locally connected place, removing the physical barriers that exist today and making facilities, homes, work and green space accessible for all.

In pursuing our vision, our organisation will embody these values:

Value	What this means
	<p>Ambitious</p> <p>Creativity and innovation are encouraged, and this will be evident in our strategic and operational delivery in creating exemplary world class neighbourhoods for future generations where people want to live, work and enjoy.</p>
	<p>Collaborative</p> <p>We will foster and promote a collaborative approach, creating a one team ethos, building positive, constructive relationships. We will develop and strengthen partnerships with the GLA Group, and our stakeholders.</p>
	<p>Responsible</p> <p>We will deliver transparency across the organisation with an evidence-based approach to sustainability and planning, designing, delivering and communicating developments across London and the UK.</p>
	<p>Inclusive</p> <p>We value diversity and inclusion and recognise that our differences make us stronger. We value each other for who we are and the unique contribution we all bring. We will create an environment where we all have a sense of belonging and where we all feel safe to be who we are.</p>

Spotlight: Celebrating diversity in our communities

Our area is one of the most diverse in the UK, something we respect, celebrate and promote. This diversity is at the heart of our aspiration to create a place where everyone will feel welcome, where the opportunities are available to everyone, regardless of gender, disability, race or background.

Celebrating the area's diversity is an important Equity, Diversity and Inclusion objective in our strategy. This year we have prioritised connecting with our communities through our engagement activities, local volunteering and small grants funding.

We have delivered over 75 volunteering opportunities in the local area, helping at community-led events, festivals and a local foodbank, creating a community garden at Willesden Junction; kayaking with children; cleaning up the Grand Union Canal; mentoring local college students; and Christmas wrapping for children from disadvantaged backgrounds.

Our Small Grants programme continues to go from strength to strength. We awarded funding to 21 local community organisations, reaching 45,000 beneficiaries, delivering a breadth of cultural projects, activities, and events to create positive impact and enhance social, environmental and economic wellbeing. Events and activities ranged from theatre performances, music-making and dance, summer clubs, arts and sculpture projects, charity work for the Somalian community and a 'wildlife on the Scrubs' initiative.

We have also helped to empower diverse communities to take leading roles in delivering our projects and programmes. We have embedded over 20 local residents into our project teams through setting up steering groups, resident interview panels and appointing a community coordinator from Harlesden to help deliver engagement activities. This not only ensures that local people have a seat at the table but has helped to broaden and strengthen our networks with diverse communities.

Spotlight: A sustainable future

This is a long-term project to create a place that will not only be lived in and enjoyed by generations to come, but that stands the test of time by seeking to address some of the future's challenges now.

Our definition of sustainable development is a broad one, and alongside our commitment to securing a zero-carbon future, we are especially keen to embrace economic and community elements that reflect the wide cultural and ethnic diversity of the OPDC area.

To do this, we must ensure our plans are both adaptable and resilient, baking in innovative ideas and insight to everything we do, but also ensuring that what we're doing is benefitting our communities, by measuring out social value impact, as well as our green credentials.

We're commissioning socio-economic research to create a baseline for measuring the sustainability and social targets and policies set out in our Local Plan. From that, we will work closely with our Board and the local boroughs to agree key sustainability and social value priorities for the delivery of Old Oak West, as well as our wider work in Park Royal.

We're already working towards a greener and more sustainable future for Old Oak West and Park Royal, with projects both large and small, from submitting our business case for funding towards an innovative heat network in Old Oak West, using unwanted energy from datacentres to heat new homes, right through to free e-van hire in Park Royal to help businesses reduce their carbon footprint.

5. Our four steps to securing our vision

Over the past year, our key focus has been to progress our four steps identified in our management plan for 2022/23.

These are summarised in the table below, along with a summary of our progress over the past year and next steps. Note although each step is necessary, they may not be achieved sequentially.

Our four steps are also underpinned by our Regeneration and Economic Development programme, as well as our core enabling internal corporate support services, to be an efficient, engaged and equitable organisation. Detailed information on activity for 2023/24 is captured under section 6.

	Step 1.	Step 2.	Step 3.	Step 4.
The four steps	Adopt our Local Plan to support Old Oak and Park Royal's development and regeneration.	Reach an agreement with government and its transport bodies to coordinate the key public sector land holdings.	Secure infrastructure and enabling funding.	Procure an investment and delivery partner.

	Step 1.	Step 2.	Step 3.	Step 4.
What we said we would do	<p>We will adopt our modified Local Plan to set the framework for achieving our vision for change, and the housing and employment targets set out in the London Plan. This will also reduce the risks associated with our own regeneration ambitions, showing clearly how we can make use of the land around Old Oak Common Station to deliver our Old Oak West programme.</p>	<p>The majority of land in the Old Oak Old Oak West area is owned by the DfT, Network Rail and HS2. Reaching an agreement on how this land will come forward will be a critical stage in achieving a strategic development framework that can enable the delivery of essential infrastructure and provide the foundation for securing major private sector investment to optimise the benefits from the new station.</p>	<p>Financial backing will be required from government to kick start the process of change and to establish the momentum and credibility required to secure long- term private sector partners to work with us on the regeneration programme. We are working closely with colleagues in government and Homes England on a business case for such funding which we anticipate submitting later this year.</p>	<p>The three stages outlined above are the building blocks for achieving a basis to procure a commercial partner (or partners), which will bring their own investment, expertise and capability to work with us on the delivery plan for the Old Oak West.</p>

	Step 1.	Step 2.	Step 3.	Step 4.
What we did	<p>Our Local Plan was adopted in June 2022. This has enabled us to prepare a number of Supplementary Planning Documents to add detail that will enable its implementation.</p> <p>We are currently running an extensive and inclusive co-design and engagement programme with the local community to prepare our Supplementary Planning Document for Old Oak West.</p>	<p>We secured 'agreement in principle' from the Department for Transport (DfT) and the Department for Levelling Up, Housing and Communities (DLUHC) for our Strategic Outline Business Case (SOC). The SOC includes a recommendation for the public sector to consolidate its developable land at Old Oak and establish a single public-sector entity to partner with the private sector.</p>	<p>The Board and the Mayor's Office agreed our proposed target operating model, to support OPDC with additional capability and capacity as we move into delivery.</p>	<p>This year our budget submission includes a Capital Strategy. This, 'reflects a programme of land acquisition, infrastructure and enabling works to support the delivery of 1,100 homes by 2029.' This will be funded by a £50 million interest free loan from DLUHC's Land Fund.</p>

	Step 1.	Step 2.	Step 3.	Step 4.
			<p>Alongside seeking funding from the DLUHC Land Fund, out SOC for Old Oak includes a recommendation that a funded intervention delivers the outcomes for Old Oak. This funding would support early investment in key infrastructure and land assembly.</p>	<p>As part of its SOC work OPDC met with a range of market-leading potential investment and development partners who expressed clear interest in the opportunity at Old Oak, and the need for the public sector to “speak with one voice” in order to drive the best possible outcomes.</p>

	Step 1.	Step 2.	Step 3.	Step 4.
			<p>We also submitted the Heat Network Outline Business Case and the Green Heat Network Fund bid to the Department for Energy Security and Net Zero (formerly BEIS) in February 2023.</p>	<p>Subject to the approval of our outline business case (OBC), OPDC will lead structured market engagement to develop its partner procurement strategy, building on the strong interest shown to date from market-leading investment and development partners. OPDC will also be using feedback from community engagement and the co-design work to inform the standards and requirements we will be seeking from a partner.</p>

6. Delivering our plan

Measuring and Reporting

To measure our progress in achieving our Plan, we divided the performance indicators and milestones in this Plan into strategic, direct, and enabling actions:



Action category	Explanation	Measuring method
Strategic	Strategic actions are those which change our approach to work and the provision of our services to reach our delivery targets. These actions include updates to policy and strategy documents to better address equalities considerations in decision making and providing training to staff to create behaviour change in our ways of working.	While it will be difficult to measure the specific deliverables from each strategic action, overall delivery will be seen over time in our quarterly reports as a result of taking these actions.
Direct	The results of these actions will produce a quantifiable result from implementing a specific project or making a direct change to a service.	Direct actions will be able to specifically measure delivery over-time. Where data is available this will especially be the case within our Planning dashboard.
Enabling	Enabling actions are those where we are encouraging and supporting behaviour change by sharing information, advice and guidance. These actions will contribute to our overall delivery across the OPDC area.	We will see and feel the impact of our enabling actions. This will be dominant within our Corporate Operations and Engagement dashboard.

These three categories provide us with the methodology to review our delivery over the year. The Plan also includes the reporting measures we will be monitoring for progress of each performance indicator and milestone, including the reporting type of the measure, whether they will be reported on through narrative, narrative with quantitative elements, or quantitative updates in our quarterly dashboards.

Targets against measures will be agreed and will be shown and tracked through our quarterly dashboards and progress against the performance indicators and milestones in this Plan will be monitored quarterly in line with OPDC's Performance Management Framework and will be reviewed at each Audit & Risk Committee and OPDC Board meeting and reported to the Assembly. Reviewing progress on the actions quarterly will allow us to keep track of the short and long-term implementation, progress and outcomes of each measure.



Implementing our Local Plan: A planning framework to support Old Oak and Park Royal's development and regeneration

OPDC's draft Local Plan was adopted in June 2022 providing the framework to deliver 25,500 new and affordable homes and 56,000 jobs across the next 20 years and beyond.

Following this, the Planning Policy Team's focus has shifted to developing a suite of planning guidance documents called Supplementary Planning Documents (SPDs). We consulted on a Planning Obligations SPD in autumn 2022 and during 2023/24, we plan to adopt this SPD and consult on and adopt three further SPDs for Old Oak West, Public Realm and Green Infrastructure and Industrial. This will enable us to add important detail to the policies in our Local Plan for implementation, to deliver inclusive and sustainable regeneration that meets Mayoral priorities for a greener, healthier and more prosperous part of the city.

We will look to review the Local Plan when appropriate, taking account of the government's planning reforms as they progress.

We consulted on a revised Planning Obligations SPD in autumn 2022 and a draft Community Infrastructure Levy (CIL) charging schedule in winter 2022/23. These documents will enable us to progress Local Plan priorities such as securing affordable workspace and to fund essential infrastructure. We plan to adopt the Planning Obligations SPD and submit the draft CIL charging schedule for examination early in the 2023/24 management period.

OPDC increased planning enforcement activity in 2022/23 with an emphasis on tackling unauthorised shisha lounges in the Park Royal industrial area, following local complaints around noise and light pollution, as well as safety issues. Stronger enforcement will ensure the amenity of local residents and protect London's remaining reservoirs of industrial land.



This approach involves prompt enforcement action, working with Metropolitan Police and Host Borough partners to identify and evidence breaches of planning control, and robustly defend OPDC's enforcement action on appeal. Two longstanding unauthorised shisha lounges in Coronation Road, Medusa Lounge and Soltan Lounge, closed in 2022/23 following OPDC enforcement action.

We have also taken to Planning Committee, in March 2023, applications for at least 2,000 new homes and 10,000 sqm of industrial/employment space on early development sites, contributing to the area's London Plan targets.

Planning directorate objectives

- 1** Publish a suite of supplementary guidance, to help implement the Local Plan including an Old Oak West SPD.
- 2** Depending on requirements arising from government's reform of the planning system, begin a review of the Local Plan responding to government's planning reforms.
- 3** Implement effective mechanisms to maximise planning contributions from developments to support the funding of infrastructure, including the implementation of a Community Infrastructure Levy (CIL) Charging Schedule and a Planning Obligations Supplementary Planning Document.
- 4** Take to Planning Committee, by March 2024, applications for at least 1,500 homes and 10,000 sqm of industrial/employment space on early development sites, contributing to the area's London Plan targets.
- 5** Use the Development Management service to maximise the delivery of affordable homes, jobs and Section 106 and CIL contributions to facilitate delivery of new and improved infrastructure to support development.
- 6** Use the Enforcement Service to promptly address unauthorised development to protect the amenity of OPDC's residents and businesses and ensure OPDC's industrial land supply is protected and used as intensively and efficiently as possible.

This section describes our programme of work, focussed on the financial year 2023/24.

PI ID	Performance Indicator (PI)	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
PI-1	Support the delivery of housing through the development management process: housing approvals	Narrative with quantitative elements	Direct	Head of Planning (Policy)	Director of Planning
PI-2	Support the delivery of housing through the development management process: housing starts	Narrative with quantitative elements	Direct	Head of Planning (Policy)	Director of Planning
PI-3	Support the delivery of housing through the development management process: housing completions	Narrative with quantitative elements	Direct	Head of Planning (Policy)	Director of Planning
PI-4	Support the delivery of housing through the development management process: affordable housing by habitable room through OPDC planning permissions	Narrative with quantitative elements	Direct	Head of Planning (Policy)	Director of Planning

PI ID	Performance Indicator (PI)	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
PI-5	Contribute to London's need for industrial space: net industrial floorspace approved	Narrative with quantitative elements	Direct	Head of Planning (Policy)	Director of Planning
PI-6	Percentage of all formal planning applications determined within statutory time period (or agreed extension of time)	Quantitative	Direct	Head of Planning (Development Management)	Director of Planning
PI-7	Percentage of planning appeals dismissed	Quantitative	Direct	Head of Planning (Development Management)	Director of Planning
PI-8	Percentage of enforcement cases closed or resolved	Quantitative	Direct	Head of Planning Enforcement and Compliance	Director of Planning
PI-9	Percentage of enforcement appeals dismissed	Quantitative	Direct	Head of Planning Enforcement and Compliance	Director of Planning

Milestone ID	Milestone	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
M-1	Adopt Old Oak West SPD to provide further guidance on development in Old Oak West, incorporating feedback from the community engagement	Narrative	Enabling	Head of Planning (Policy)	Director of Planning
M-2	Adopt the Planning Obligations SPD to enable OPDC to more effectively secure S106 contributions	Narrative with quantitative elements	Direct	Head of Planning (Policy)	Director of Planning
M-3	Confirmation and implementation of the HMO Article 4 Direction	Narrative	Strategic	Head of Planning (Policy)	Director of Planning
M-4	Adopt the Industrial SPD to provide clearer guidance to developers in Park Royal on how to support OPDC's ambitions for the estate to be protected, strengthened and intensified	Narrative with quantitative elements	Direct	Head of Planning (Policy)	Director of Planning

Milestone ID	Milestone	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
M-5	Publish and adopt OPDC's Statement of Community Involvement	Narrative	Direct	Head of Planning (Policy)	Director of Planning
M-6	Take to Planning Committee, by March 2024, applications for at least 1,500 homes and 10,000 sqm of industrial/employment space on early development sites, contributing to the area's London Plan targets.	Quantitative	Direct	Head of Planning (Development Management)	Director of Planning

Milestone ID	Milestone	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
M-7	Submit the draft Community Infrastructure Levy Charging Schedule, which would set a charge per square metre for different types of development in the Old Oak and Park Royal area, for examination and following receipt of the Inspector's report adopt the charging schedule, Submission Q1 23/24 adoption	Narrative with quantitative elements	Direct	Head of Planning (Policy)	Director of Planning
M-8	Adopt the Public Realm SPD to provide clearer guidance to developers on delivering a high-quality public realm and how to achieve Mayoral green infrastructure and SUDS policy requirements	Narrative with quantitative elements	Direct	Head of Planning (Policy)	Director of Planning

Spotlight: Old Oak West SPD

Development interest is now starting to ramp up to the west of Old Oak along Victoria Road, Old Oak Lane and Old Oak Common Lane. This is also where the majority of public sector landholdings are located, centred on the HS2 work sites and where the planned Old Oak Major Town Centre will be. We're keen to ensure that development here is coordinated and delivers a high-quality series of complementary neighbourhoods. To support this, we plan to produce a SPD to supplement our Local Plan which will provide more detailed guidance to developers and information for the community on matters such as town centre and cultural uses, infrastructure and open space.

We are committed to involving the community in shaping the content of the SPD. We hosted a series of reset sessions informing communities about the proposed SPD in autumn 2022 and in February and March 2023 we hosted co-design workshops to help shape the scope and content of the SPD. In 2023/24 we plan to draft the SPD and undertake a formal consultation on the SPD in the autumn before it is adopted in early 2024.

Securing a land deal and funding, and procuring a delivery partner, for our Old Oak West programme

Our objective for this year is to continue our efforts to secure agreement from government to a comprehensive and consolidated approach to its land assets and a funding strategy to bring forward the regeneration of Old Oak West.

We will develop, through consultation with the community and our stakeholders, a delivery strategy for the Old Oak West scheme which will set out OPDC's approach to design, public realm, infrastructure and community uses for its delivery of the Old Oak West.

We will prepare and submit a fully evidenced outline business case to approve the specific arrangements for the consolidation of public sector land, provision of funding and procurement of development partner(s). Following the Board's approval to OPDC's Target Operating Model, OPDC's Delivery Directorate will be recruiting to key new roles to support these plans, including the recruitment of a new Executive Director for Delivery to ensure sufficient senior leadership, as well as operational resource is secured.

Working with the Department for Levelling Up, Housing & Communities (DLUHC), Department for Transport (DfT), Homes England, Network Rail Ltd and High Speed 2 Ltd (HS2), we will agree the "heads of terms" for the consolidation of public land, to include detailed programme, governance and process for approval, structure and commercial arrangements.

We will prioritise assembling land to optimise development, where sites can be brought forward through the GLA's Land Fund investment, for the early delivery of housing starts by 2027.

Working with our local Borough partners, we will develop a Local Area Energy Plan to ensure that the energy needs for future growth can be met as part of a roadmap to net zero.

Planning directorate objectives

- 1** Secure agreement from government to a comprehensive and consolidated approach to its land assets and a funding strategy to bring forward the regeneration of Old Oak.
- 2** Develop, through consultation with the community and our stakeholders, a regeneration strategy for the Old Oak West scheme which will set out OPDC's approach to design, public realm, infrastructure and community uses for its delivery of the Old Oak West
- 3** Prepare and submit a fully evidenced outline business case to approve the specific arrangements for the consolidation of public sector land, provision of funding and procurement of development partner(s)
- 4** Working with the Department for Transport, Network Rail Ltd and HS2 Ltd, agree the "heads of terms" for the consolidation of public land, to include detailed programme, governance and process for approval, structure and commercial arrangements
- 5** Begin the procurement of and selection of a delivery partner(s).
- 6** Assembling land to optimise development, where sites can be brought forward through the GLA's Land Fund investment, for the early delivery of housing starts by 2027.
- 7** Accelerate the decarbonisation of local industry, housing, and institutions by seeking to deliver a new local heat network, utilising waste heat generated in the local area.
- 8** Working with our local Borough partners, develop a Local Area Energy Plan to ensure that the energy needs for future growth can be met as part of a roadmap to net zero.

This section describes our programme of work, focussed on the financial year 2023/24.

PI ID	Performance Indicator (PI)	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
PI-1	Number of Land Deals concluded (deals assoc with Land Fund)	Quantitative	Direct	Senior Development Consultant	Land Assembly Director
PI-2	Housing capacity unlocked by pipeline sites under active negotiation	Quantitative	Direct	Senior Development Consultant	Land Assembly Director
PI-3	Create or enable paid placements within the OPDC Development team and its supply chain.	Quantitative	Direct	Head of Infrastructure	Delivery Director
PI-4	Number of volunteering days delivered by the delivery team, including through our consultant appointments	Quantitative	Direct	Senior Development Manager	Delivery Director

Milestone ID	Milestone	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
M-1	Complete and submit the Outline Business Case for OPDC's Old Oak West scheme	Narrative with quantitative elements	Direct	Senior Development Manager	Delivery Director
M-2	Subject to a successful Outline Business Case to DESNZ, successfully secure budget for the development and commercialisation phase of the project.	Narrative with quantitative elements	Direct	Head of Infrastructure	Delivery Director
M-3	Develop a comprehensive assessment of current & future energy supply & demand within Park Royal and Old Oak	Narrative with quantitative elements	Strategic	Head of Infrastructure	Delivery Director

Milestone ID	Milestone	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
M-4	Create a refined infrastructure delivery strategy for Old Oak West, to include improved costs, programme, and delivery assumptions. Review the opportunity to fund early interventions	Narrative with quantitative elements	Enabling	Head of Infrastructure	Delivery Director
M-5	Carry out structured market engagement with suitable potential private sector partners to provide evidence that delivery structures and procurement strategy in the OBC have been tested	Narrative with quantitative elements	Strategic	Senior Development Manager	Delivery Director
M-6	Agree Heads of Terms for the pooling of public sector land at Old Oak Common	Narrative with quantitative elements	Strategic	Senior Development Consultant	Land Assembly Director

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Spotlight: Green Heat Network Fund

Next year we will accelerate the decarbonisation of local industry, housing and institutions by seeking to deliver a new local heat network, utilising waste heat generated in the local area, following the submission of a bid to the Department for Energy Security and Net Zero (DESNZ), for funding to deliver it from the government's Green Heat Network Fund (GHNF). The ambitious project could provide affordable and resilient heat to over 12,000 new homes and carbon savings of 150,000 tonnes over its lifetime.

Delivering our Regeneration and Economic Development (RED) Programme

Our public realm and placemaking projects and activities, developed in consultation with local residents, highlight the positive changes happening in the area and deliver tangible benefits to local residents and businesses. This year we delivered the first of two local improvement projects, funded by the Mayor's Good Growth fund, improving towpath access at the Grand Union Canal and the area surrounding Willesden Junction Station.

In March, construction started at Harlesden Canalside. This will deliver a 'Canalside garden', a landscaped 'amphitheatre', two community-operated moorings and improved facilities for the canoeing club, local fitness groups and boaters.

We are keen to ensure the business community in Park Royal and Old Oak has the capacity to support the improvements in the area. This includes introducing greening and streetscape improvements, both important to encouraging active travel in and around the industrial estate.

In line with planning policy, we have developed an Affordable Workspace Delivery Plan, setting out direct delivery of affordable workspace. We are adopting an action-based research model to test the demand for different types of workspace, informing a long-term strategy for affordable workspace for Old Oak West.

We will develop a plan to support our Local Plan's target to increase industrial floorspace by 250,000m², including identifying opportunities to invest in infrastructure, land assembly or other enabling work. Our work will also include developing options for the delivery of workspace projects, supported by Section 106 planning contributions.



We are committed to supporting access to skills, training and employment, with an emphasis on OPDC's most disadvantaged communities through The Forge, our Employment and Skills Hub in partnership with our local boroughs and other partners, to improve the opportunities for local people to access jobs. This will run in parallel with our continued support of the Park Royal Business Group.

We're working with London Borough Ealing to deliver the Acton and Park Royal Creative Enterprise Zone (CEZ) which includes a programme of public events, artworks and skills programmes through OPDC commissions and grant funding. This year saw the launch of our open call for ideas, where we awarded ten local projects £150,000. We will build on this through the CEZ Small Business and Affordable Workspace Loan fund.

We will continue to support the Park Royal Design District (PRDD), a key delivery partner for the CEZ. Our funding support will allow PRDD to expand its year-round programme of events, including taking part in London Craft Week in May as well as the London Design Festival in September.

Community involvement is key to the success of these projects. We have grant funded the Canal & River Trust to recruit a dedicated community organiser for our area to run regular volunteer activities. We will also be procuring a wider Greenspace volunteering programme to provide opportunities for local residents and businesses to get involved in improving greenspaces within the area, as well as providing further capacity to implement and maintain the improvements.

RED programme objectives

- 1** Deliver quick-win local improvements to the public realm and community infrastructure by implementing the spatial vision and priorities set out within the Local Plan by March 2024
- 2** Begin delivery of the Affordable Workspace Plan, including piloting the CEZ Small Business and Affordable Workspace Loan Fund and develop a plan to support and accelerate the delivery of intensified industrial development
- 3** Increase access to training, education and jobs by delivering the recruitment, employment and skills services through The Forge@ ParkRoyal; and provide employment support for the Old Oak and Park Royal businesses
- 4** Build capacity within the community to engage with the changes in the Park Royal area through volunteering programmes

This section describes our programme of work, focussed on the financial year 2023/24.

PI ID	Performance Indicator (PI)	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
PI-1	Sqm of public realm/green space being improved	Quantitative	Direct	Principal Urban Designer	Head of Regeneration and Economic Development
PI-2	The Forge@ ParkRoyal: jobs secured for local people	Quantitative	Direct	Forge Manager	Head of Regeneration and Economic Development
PI-3	The Forge@ ParkRoyal: Number of successful candidates still in employment after six months	Quantitative	Direct	Forge Manager	Head of Regeneration and Economic Development
PI-4	Number of volunteering days delivered by the delivery team, including through our consultant appointments	Narrative with quantitative elements	Direct	Head of Regeneration and Economic Development	Head of Regeneration and Economic Development

PI ID	Performance Indicator (PI)	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
PI-5	Number of people participating in OPDC-funded projects including volunteers	Quantitative	Direct	Head of Regeneration and Economic Development	Head of Regeneration and Economic Development
PI-6	Number of businesses registering vacancies via The Forge @ Park Royal	Narrative with quantitative elements	Direct	Forge Manager	Head of Regeneration and Economic Development
PI-7	External funding secured for intensification & infrastructure improvements	Narrative with quantitative elements	Enabling	Head of Regeneration and Economic Development	Head of Regeneration and Economic Development
PI-8	£ of OPDC grant funding and services spent on local businesses and organisations (Brent, Ealing, Hammersmith & Fulham based businesses)	Narrative with quantitative elements	Enabling	Head of Regeneration and Economic Development	Head of Regeneration and Economic Development

Milestone ID	Milestone	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
M-1	Recommission greenspace volunteering programme	Narrative with quantitative elements	Direct	Principal Urban Designer	Head of Regeneration and Economic Development
M-2	Develop a plan to support and accelerate the delivery of affordable workspace within Park Royal and Old Oak North	Narrative	Enabling	Head of Regeneration and Economic Development	Head of Regeneration and Economic Development
M-3	Launch the CEZ Small Business and Affordable Workspace Loan Fund	Narrative with quantitative elements	Enabling	Economic Development Project Manager	Head of Regeneration and Economic Development
M-4	Reach practical completion for Harlesden Canalside	Narrative with quantitative elements	Strategic	Principal Urban Designer	Head of Regeneration and Economic Development

Spotlight: Acton and Park Royal Creative Enterprise Zone

Creative Enterprise Zones (CEZs) are a Mayoral initiative to designate areas of London where artists and creative businesses can find permanent affordable space to work, are supported to start-up and grow, and where local people are helped to learn creative sector skills and access pathways to employment.

There are currently seven CEZs across London. These zones deliver against a three-year action plan which includes project delivery against the four pillars of the programme. Following a successful joint bid to the GLA with the London Borough of Ealing, we have secured CEZ status for Park Royal.

The CEZ is an important opportunity to capitalise on the momentum generated by the Park Royal Design District and Great Places Scheme. The CEZ will help improve diversity within the creative industries, as well as safeguard and support affordable workspace. Crucially, it will build the delivery capacity of partners in the area, thereby building momentum for grass roots activities and allowing OPDC to take a more strategic role away from the day-to-day of project delivery.

OPDC has additional funding to deliver a CEZ Small Business and Affordable Workspace Loan Fund. The loan fund will help creative businesses and affordable workspace providers to expand, with the added benefit that loan funding will be recycled to help additional businesses.

An efficient, engaged and equitable organisation

Communications and Engagement

We want stakeholders and community members to be informed, involved and engaged in our work, in particular planning applications and policy development, early activation projects like station, canal and public park upgrades, our economic development work and community projects like those we are delivering through our Small Grants and volunteering programmes.

Over the life of this plan, we will adopt consultation methods that give local people a seat at the table when it comes to decision-making, not only through existing forums like our community review group, but by creating roles within our project teams, committees, steering groups and procurement panels for local residents and businesses to act as community representatives. A good example of this and particular focus will be our Old Oak co-design workshops which will work with local people to help us shape the upcoming SPD and future vision for regeneration.

Using the principles outlined in our Equity Diversity and Inclusion Strategy, our work will have a particular focus in involving and championing community groups with protected characteristics to ensure their views are reflected in our regeneration plans for the area.

This year will also see an increased focus in communications and engagement beyond our immediate communities, to build understanding and support across London-wide, national and international audiences. Working with our colleagues in government, we will progress lobbying, promotional and ambassadorial activities consisting of increased political and industry engagement with the intention of building widespread and vocal advocacy for our ambitions that supports the progression of our four-step plan for Old Oak West.



We will continue to build and nurture positive, long-term relationships with local partners and the community to collaborate on projects, events and initiatives, delivering social value to improve the lives and wellbeing of people, the local economy and combat environmental issues.

This is particularly important, given that people living and working in the area, which has a higher-than-average deprivation level, are facing the cost-of-living crisis, as well as the ever-growing disruptions brought on by increased construction works on-site.

We will continue with Small Grants, building on the successes of 2022/23 - showcased at a community event on 27 April 23 - and improve systems and processes with the GLA grant giving collaboration group; promote and encourage local procurement, employment and skills training for the community; and maximise volunteering opportunities, including those through our biodiversity and greenspace projects, to look after the social and physical environment.

Communications and Engagement objectives

- 1** Build and nurture positive, long-term relationships with local partners, stakeholders and community groups fostering regular two-way dialogue and joined-up working practices where practical.
- 2** Enhance our reputation as an organisation that listens to its communities and takes a genuinely participatory approach to regeneration through establishing clear channels to inform, involve, collaborate and empower, both on and offline



Equity, Diversity, Inclusion (EDI)

In 2023/24, we will continue to deliver the EDI (external) action plan by building relations and collaborating with underrepresented community groups. We'll have regular dialogue; host targeted focus groups; ensure all community members receive invitations to events and meetings; and adopt and implement a new community remuneration policy.

We will review our progress in implementing our EDI strategy and ensure our action plan for 23/24 is challenging and meets our communities' needs. We will ensure that we drive our volunteering efforts to help our understanding of local communities, particularly in local schools. We will continue our success driving EDI action plans for all our procurements but look to monitor and track the commitments made by suppliers more rigorously.

We will make demonstrable progress in implementing our Diversity & Inclusion Strategy, with OPDC recognised as best in class by people, Board Members and stakeholders, as well as setting clear expectations for the partners and organisations we work with.

This year, we will commission updates to previous baseline data exercises, now outdated, starting with a quantitative study.

This study will provide an up-to-date snapshot of the current landscape, and go beyond previous reports, to help us understand statistically who lives, works and studies in our area and its surroundings; the socio-economic demographic make-up; where there may be gaps in local services, provisions, community spaces, assets and infrastructure; and emerging trends and priorities. It will help us assess our plans and actions in the long-term; develop initiatives to address local needs and add value to the community; ensure that projects as well as day-to-day activities are tailored and best practice. This will enable us to use the data to track and measure social value and evaluate what we do throughout the project's lifetime to deliver social impact.

All of our major procurements this year have been assessed on the provision of EDI action plans. Actions plans have included commitments to provide training and workshops to local schools, and a commitment to employ local people. For example, in response to our EDI requirement the consultants delivering our Business Community Study set aside 10% of their budget to hire two local researchers including a Business Relationship Partner who will help to introduce the team to the minority-ethnic led business communities in Park Royal.

Our people

We will continue to build on the progress made in 2022/23 in terms of health and wellbeing of staff. This included the training of five mental health first aiders and lived experience and all staff sessions on the importance of good mental health. We will look to roll out a wellbeing action plan following a staff survey of experience in OPDC, linked to experiences of hybrid working. We will monitor best practice and continuously improve our hybrid working practices. For example, we have rolled out directorate and team days over the past year to ensure teams have dedicated time together face to face.

Our new learning and development framework, launched in 2022/23, is key to supporting the development of our people. We have organised a number of learning events, visits and seminars, including using our expert consultants where relevant. We need to drive this more vigorously in 2023/24, particularly embedding a culture of learning and sharing across the organisation, and more widely across development professionals across the GLA Group.



HR objectives

- 1 Make demonstrable progress in implementing our Diversity & Inclusion Strategy, with OPDC recognised as best in class by our people, Board Members and stakeholders, as well as setting clear expectations for the partners and organisations we work with
- 2 Embed new and improved collaborative working practices, including hybrid working across a new office environment and at home – with a commitment to staff health and wellbeing



Governance and Finance

As a Mayoral Development Corporation, we are accountable to the Mayor, our Board and its Committees, and the London Assembly. Local accountability is enhanced through the borough Leaders that sit on our Board.

In 2022/23 we created a clear high-level programme and governance structures for the Old Oak West Programme, managed through existing staff. In 2023/24, following agreement of the target operating model, a more formal programme management office will be recruited to, to continue this work and roll it out across all OPDC programmes.

Following a Board Effectiveness Review in 2022/23 we have created a new Development, Investment and Sustainability Committee, to support our new phase of delivery. We are also improving our Board papers and over 2023/24 will look to create a more succinct and focused joint finance and governance performance report, and to improve management information for decision making.

OPDC's finance function will move to a business partnering approach to work more closely with directorates with increased budget as we gear up for a more delivery-focused stage in the regeneration project. This will include embedding accountancy support to teams delivering our core projects so there is a close link as finances become more complex.

We will implement our new target operating model, to provide us with the capabilities required to deliver our strategy and delivery ambitions, including embedding out our learning and development framework to support individual's personal development.

Our target operating model, setting out the capabilities and capacity required by OPDC over the next 3-5 years was finalised and noted by our Board. The additional resources required were agreed by the Mayor and are reflected in OPDC's 2023/24 budget. We will implement this model over the coming year, recruiting into the 19 new posts, and creating the intelligent client model to deliver our strategy, using a mix of in house and expert external support.

We remain committed to increasing collaboration and sharing good practice, knowledge and expertise with the GLA Group and other partners. We will continue to work closely with our GLA Group colleagues to manage our existing shared service arrangements well, including our new HR shared service with TfL and delivering our IT shared service with TfL.

We will continue to work particularly closely with the Mayor's Senior Housing Lead to find further opportunities to collaborate and share with the parts of the GLA Group which work in housing delivery.

Governance and Finance objectives

- 1** Implement our new target operating model, to provide us with the capabilities required to deliver our strategy and delivery ambitions, including embedding our learning and development framework to support individuals' personal development.
- 2** Continue to improve our governance, finance, and business management processes, with everyone at OPDC understanding how we do business and the standards we expect.

This section describes our programme of work, focussed on the financial year 2023/24.

PI ID	Performance Indicator (PI)	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
PI-1	Percentage of correspondence replied to within 20 working days	Quantitative	Enabling	Head of Communications and Strategy	Chief Executive Officer
PI-2	Engagement through social media channels (followers)	Quantitative	Enabling	Head of Communications and Strategy	Chief Executive Officer
PI-3	Number of unique visits to OPDC section of the GLA website	Quantitative	Enabling	Head of Communications and Strategy	Chief Executive Officer
PI-4	Number of new sign-ups to OPDC's consultation platform	Quantitative	Enabling	Head of Communications and Strategy	Chief Executive Officer
PI-5	Percentage of participants from diverse ethnic backgrounds registered on and using OPDC's consultation platform (consult. opdc.london.gov) for engagement purposes (policy consultation, surveys, event signup)	Quantitative	Enabling	Head of Social Value and Community Partnerships	Chief Executive Officer

PI ID	Performance Indicator (PI)	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
PI-6	Number of volunteering opportunities for staff identified and promoted - majoring on social value and EDI opportunities focused on youth engagement, EDI outreach, health & wellbeing, skills and employability and environment.	Quantitative	Enabling	Head of Social Value and Community Partnerships	Chief Executive Officer
PI-7	Leavers in the past 12 months as a percentage of the total number of staff (turnover)	Quantitative	Strategic	Head of People	Chief Financial Officer
PI-8	Percentage of female staff within the workforce (dependent on TfL being able to provide report in a timely manner)	Quantitative	Strategic	Head of People	Chief Financial Officer
PI-9	Percentage of Black Asian and Ethnic Minority staff within the workforce (dependent on TfL being able to provide report in a timely manner)	Quantitative	Strategic	Head of People	Chief Financial Officer

PI ID	Performance Indicator (PI)	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
PI-10	Percentage of disabled staff within the workforce (dependent on TfL being able to provide report in a timely manner)	Quantitative	Strategic	Head of People	Chief Financial Officer
PI-11	Sickness absence days	Quantitative	Strategic	Head of People	Chief Financial Officer
PI-12	Percentage of invoices from SMEs paid within ten working days	Quantitative	Enabling	Chief Financial Officer	Chief Financial Officer
PI-13	Percentage of all invoices paid within 30 working days	Quantitative	Enabling	Chief Financial Officer	Chief Financial Officer
PI-14	Percentage Forecasting against plans/budget.	Quantitative	Enabling	Chief Financial Officer	Chief Financial Officer

Milestone ID	Milestone	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
M-1	Conclude a review of EDI Strategy & action plan, demonstrating tangible progress	Narrative	Strategic	Head of People	Chief Financial Officer
M-2	Create a wellbeing action plan, including a charter to embed hybrid ways of working	Narrative	Strategic	Head of People	Chief Financial Officer
M-3	Run a best practice, inclusive and accessible co-design programme with the community for OPDC's Old Oak West SPD, ensuring the development's vision is shaped by public feedback	Quantitative	Enabling	Head of Communications and Strategy	Chief Executive Officer

Milestone ID	Milestone	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
M-4	Refresh OPDC's digital presence and external facing communications collateral by updating and revising the OPDC webpages and creating a range of multimedia accessible and engaging content to positively engage, inspire and inform community, industry and political stakeholders.	Quantitative	Enabling	Head of Communications and Strategy	Chief Executive Officer
M-5	Review our finance team processes, and implement the finance restructure	Qualitative	Strategic	Chief Financial Officer	Chief Financial Officer

Milestone ID	Milestone	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
M-6	Continue to proactively support the community by empowering the delivery of projects, activities and good causes through Small Grants funding, the (external facing) EDI action plan (including introduction of new community remuneration policy) and OPDC volunteering to help local people through change; improve public spaces and places; nurture heritage, arts & culture and promote skills and employment opportunities.	Qualitative	Enabling	Head of Social Value and Community Partnerships	Chief Executive Officer

Milestone ID	Milestone	Reporting Type	Strategic / Direct / Enabling	Officer Lead	OPDC Board Lead
M-7	Inclusive growth and social value: Commission a new baseline study and assessment tool to measure and monitor good growth through regeneration, including access to skills, training and employment. Quantitative study to be completed by Q4 23/24.	Narrative with quantitative & qualitative elements	Strategic	Head of Social Value and Community Partnerships	Chief Executive Officer
M-8	Implement any outcomes from the Pay and Grading Review consultation	Narrative	Strategic	Head of People	Chief Financial Officer
M-9	Launch of IT Shared Service with TfL	Qualitative	Strategic	Business Support Manager	Chief Financial Officer
M-10	Implementation of an improved performance and budget monitoring process.	Quantitative	Enabling	Chief Financial Officer	Chief Financial Officer



Spotlight: Volunteering in the community

This year, we will continue to implement a programme of workshops with Park Royal College and Imperial College London to provide students with insights and training into careers in the built environment.

To-date, successful sessions on project management and on housing and development have been delivered to 80 learners, alongside an urban design workshop and a CV-writing and mock interviews workshop. These activities offer local student the chance to engage and get involved in OPDC's work, and for OPDC colleagues provide insights to support young people achieve and succeed in their different career paths.

We'll bolster this programme throughout the year by engaging other local schools, colleges and universities, starting with Twyford C of E high school & sixth form, working with members of the GLA's volunteering group, as well as getting staff volunteering underway for The Chancellor's Circle, which we joined as one of the founding members following an invitation from Board member, Natalie Campbell MBE, to offer placements, talks, site visits and mentoring to students and graduates at University of Westminster.

Spotlight: Old Oak West co-design workshops

For a regeneration project of this scale, it is important to build strong relationships and have a shared vision with the local community. OPDC is running a community engagement programme to connect and collaborate with the widest possible reach of local communities to help shape the future of Old Oak West. Our approach will help us anchor firmly in the local area, not only as a champion of inclusive and high-quality planning, but as a socially responsible decision maker and regeneration delivery body.

Between February and May 2023, we **are delivering** a range of activities to raise awareness of the regeneration, activate community participation, facilitate decision making and create a shared vision for Old Oak West.

These **include** one-to-one conversations with key stakeholders, a digital survey, pop-ups and drop-ins, targeted to involve young people and seldom heard groups, working with schools, youth groups and specialist organisations.

We **will also hold** three Place Labs that **bring** together different community members into highly interactive workshops to facilitate understanding and input. **These will be** underpinned by walking tours of developments both within and outside of the OPDC area to look at what works and what doesn't, talking to local residents who live in new developments and also examining placemaking precedents in London.

We will report back to the community on how the emerging principles and Supplementary Planning Document have been shaped by the community's contribution to the process by publishing an 'ideas book' filled with local voices and insights.

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