

# Management Plan

## Old Oak & Park Royal Development Corporation

### 2021/22 to 2022/23

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#### 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 urban community, where a thriving local economy supports a great place to work, visit and live. It will be an inclusive, accessible, and diverse district, displaying the best practice in social and environmental design, and making a major contribution to London's success as a global city.*

#### Who we are

*OPDC works with our boroughs, residents, businesses, and partners to shape and accelerate the full regeneration potential created by the arrival of High Speed 2's Old Oak Common super hub. With unrivalled connectivity across London and the UK, Old Oak and Park Royal can become a thriving, inclusive and healthy new urban district, with huge benefits for current and new residents and businesses alike, and OPDC exists to ensure this promise is delivered.*

# 1. Introduction

## About this document

This document is a work programme and management tool, designed for internal purposes. It explains our key priorities for the coming year and beyond, and sets out our corporate and team-level goals, objectives and milestones for the coming year.

It is also the foundation for what will become our Corporate Plan, which we intend to finalise once we have completed our strategic outline business case, to present to government, for support for land and infrastructure delivery.

Our management plan outlines the practical steps we will take to lay the foundations for far-reaching change across Old Oak and Park Royal. It has a strategic focus on the major development sites, largely in public ownership, close to the new High Speed 2 Old Oak 'superhub' station – the area we are calling the 'Western Lands' – where the heart of the new Old Oak district will take shape –.

Our plan aligns with the Mayor's London Plan and supports the London Recovery missions to strengthen local communities, secure a new green deal, 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 the coming period.

With clear steps and objectives, and milestones and performance indicators flowing for these, it will structure our quarterly performance reporting and risk management, and strengthen our accountability to our Board and the Mayor.

The objectives and milestones will also form the basis for a refreshed approach to individual performance management, personal and professional development, and nurturing talent. Individual objectives and targets will be agreed between managers and their staff, with a greater emphasis on training and development, and these personal plans will be regularly monitored and managed.

Everyone in the organisation has a part to play, and the objectives, performance indicators and the new staff performance management approach will complement each other in helping to guide individuals, teams, directorates, and OPDC to achieving success.

# 2. Our role as an MDC

We are a Mayoral Development Corporation (MDC), established by the Mayor of London with a statutory objective to secure the regeneration of our area, which spans land across three London boroughs: Ealing, Brent and Hammersmith & Fulham. Our area includes the vast 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, including compulsory purchase 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. Two main committees support our Board: the Planning Committee and the Audit & Risk 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 elected members, scrutinises our work and checks that our policies, actions and strategies are in the public interest.

## 3. Our principles and values

OPDC exists to organise and bring about major change to a part of west London that, despite including the largest industrial estate in the UK, has historically been largely neglected. But, with High Speed 2 and the Elizabeth Line due to arrive by the end of this decade, change is on its way and our aim is to ensure that the rich history and lively culture of our area are at the centre of these changes, while also capturing the benefit of the capital's largest housing and economic development opportunity for all Londoners.

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.

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 and 'at home', and where the opportunities on offer are available fully and fairly to everyone, regardless of gender, disability, race or background.

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

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| <b>Principle</b>   | <b>What this means</b>  |
|--------------------|---|
| 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 learning the lessons of Covid-19, 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. |

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| <b>Principle</b>         | <b>What this means</b>  |
|--------------------------|---|
| Adaptable 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.  |

## 4. Our four steps to securing our vision

The public sector has major land holdings that are due to be released for development, and these are the key to unlocking the full potential presented by the new Old Oak Common interchange. Almost all of this land is owned or controlled by government, via HS2, DfT and Network Rail, rather than OPDC or the mayor, although OPDC does have far reaching planning and regeneration powers that we will use to support our aims. But we can only deliver our aspirations by working in partnership with others.

Beyond the incremental changes that we are already working to deliver, the transformational changes that HS2 offers – what we are calling our ‘Western Lands’ strategy - will be dependent on four key steps: adopting our Local Plan; organising the public sector land effectively; securing enabling funding for infrastructure and site acquisitions; and procuring a private sector investment and development partnership.

As the statutory planning authority, we are directly responsible for the first of these steps, while the others are all dependent on other parties.

Our four steps are summarised below and although each is necessary, they may not be achieved sequentially.

### Step 1. Adopt our Local Plan to support Old Oak and Park Royal's development and regeneration

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 Western Lands programme.

## Step 2. Reach an agreement with government and its transport bodies to coordinate the key public sector land holdings

Some 75 acres of the potential development land in the Old Oak Western Lands area is owned by the DfT, Network Rail and HS2. This includes sites around the new Old Oak Common and Willesden Junction Stations, HS2 works sites that will be released following essential construction activity, and Network Rail land that is likely to become available following a review of future freight and operational requirements. Reaching an agreement on how these various sites 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.

## Step 3. Secure infrastructure and enabling funding

Delivering the full potential of the Western Lands will take considerable investment in new streets, utilities and other essential infrastructure, and the assembly of additional third-party land that may also be required to unlock and optimise adjacent sites. It will require 'patient capital', as the full benefits, both social and commercial, will take time to deliver. This means that 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.

## Step 4. Procure an investment and delivery partner

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 Western Lands. Achieving our plans will not be possible by the public sector working alone, but by working in concert with government and its agencies to assemble a large scale opportunity with unrivalled connectivity, together with planning and land assembly powers, land assets and working capital, OPDC and its stakeholders will be well-placed to attract potential partners with the experience and long-term commitment to deliver a world class project on this scale.

### **To underpin these steps, we will:**

#### Accelerate delivery across Old Oak North and Park Royal

The vast £1.7bn Old Oak Common Station is under construction and new homes and industrial development are already coming forward. More than 6,000 new homes have been granted planning approval since OPDC was established, with over 2,000 now nearly complete. In 2021, 600 households will move into the heart of Old Oak at the new Notting Hill Genesis/QPR Oaklands Rise scheme and this year will also see construction of 447 new homes along Scrubs Lane to transform the area into a busy and attractive canal-side location.

With signed Statements of Common Ground from all the major landowners in support of our Local Plan modifications, negotiations have already begun on the release of early sites

for industrial and housing-led development that could come forward as soon as next year, following the adoption of the Local Plan.

We will also continue to make focussed and impactful improvements to our area, including:

- Working in partnership with LBs Brent, Ealing and Hammersmith & Fulham, West London College, the Shaw Trust and Department for Work and Pensions (DWP), we have launched a new Employment and Skills Hub – the Forge @ Park Royal – to improve the opportunities for local people to access jobs.
- We are planning to address the poor digital connectivity and business infrastructure of much of our area with 5G and broadband fibre upgrades.
- We are working with GLA colleagues on a pilot project to use business roof space for solar energy production as the beginning of a move towards establishing the Park Royal industrial estate as a net zero carbon location.
- We are making improvements to the access, tow path and community facilities along the Grand Union Canal.
- We are upgrading the public realm around Willesden Junction Station as part of our Good Growth Fund programme.
- We are supporting a wide range of community initiatives and local organisations, including mentoring young people, commissioning local artists and funding mutual aid groups through our arts, community and heritage ‘Great Places’ programme.

### Deliver on our commitment to efficiency, equity and engagement

Building on our comprehensive review during 2020 and 2021, we will ensure our financial, governance, risk and assurance arrangements are fully up to date and effectively managed. Like the rest of the GLA Group and the wider Mayoral family of organisations, OPDC has had reductions in its base budget for 2020/21 and 2021/22. We have been able to manage this through diligent budget planning and management and a reduction in historic levels of external consultancy support.

We will also ensure we are an organisation where everyone can thrive and where respect, fairness and inclusivity are at the heart of our culture, values, working practices and projects. This will be equally the case in our engagement with our communities and partners and will be enshrined in our Diversity & Inclusion Strategy, which we will publish later in 2021. In our Strategy, we will say more about our determination to support communities and groups that have been impacted – in many cases unequally – by Covid-19 and our commitment to being an anti-racist organisation.

Underpinning all of OPDC’s work is a commitment to meaningful engagement with all of our communities, and we will especially reach out to those who are underrepresented and those whose voices often go unheard. We will work hard to inform and involve residents, businesses and the wider public in our plan-making, using both of online and ‘live’ tools and grassroots engagement methods. To reflect this, we’re updating our corporate engagement strategy for 2021/22.

## 5. Delivering our plan

This section describes our programme of work, with a specific focus on what we will achieve over the next two years.

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

To support this priority, we will:

1. Finalise and adopt our Local Plan, which will support our regeneration ambitions and in particular our Western Lands programme.
2. Publish a suite of supplementary guidance to support the effective implementation of the Local Plan.
3. Assess, and if appropriate, begin a review of the Local Plan responding to government's planning reforms.
4. 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, if appropriate, and Planning Obligations Supplementary Planning Document.
5. Take to Planning Committee, by March 2023, applications for at least 2,000 homes and 10,000 sqm of industrial/employment space on early development sites, contributing to the area's London Plan targets.
6. 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.

#### *The Local Plan*

Aligning with the Mayor's London Plan, our Local Plan will guide good growth for the area over the next 20 years, setting out policies to help create a thriving community of healthy streets, high-quality and affordable homes and connected places to live and work, including an innovative industrial area and a high-density and attractive part of London capitalising on the planned Old Oak Common station.

The Local Plan will set the framework for up to 25,500 new homes, 56,000 new jobs and over a million square metres of new non-residential floorspace. Some 13,700 of the homes are projected to be built in the first ten years. It is the key document against which planning applications are assessed and determined, and specifically its policies across areas such as development capacity, land use, infrastructure, sustainability and design.

Following the Planning Inspector's Interim Report in 2019 on the earlier iteration of our draft Local Plan, two key sites in Old Oak North were removed from the proposed development area for new homes. Since then, we have made some important

modifications to the Local Plan, refocussing development closer to the High Speed 2 Old Oak Common Station to create a new town centre with homes, jobs, public space and community facilities, aligned with our Western Lands approach.

The draft Local Plan now proposes to protect Old Oak North as Strategic Industrial Location, with innovative and exciting plans for industrial intensification, drawing on recent innovations in multi-level and mixed employment space such as the proposed new industrial development at Albert Island in London's Royal Docks, where a small business hub is being combined alongside a boatyard and depots. By intensifying employment uses, we can make better use of valuable land, encourage new businesses to the area, help existing ones to grow, and provide substantial additional jobs and investment into our area.

OPDC's draft Local Plan has received support from major landowners, including HS2, DfT and Network Rail. We have submitted the proposed changes to the Planning Inspector and are on course to see it adopted in early 2022.

The government is currently introducing a series of planning reforms and following the adoption of our Local Plan, we will look to review the Plan to ensure that it takes account of these changes.

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### *Spotlight: Involving the community in our plan-making*

*OPDC is committed to making sure the community has an active hand in shaping the area's future: we want to encourage and enable everyone in the community to be involved.*

*We therefore ran an inclusive public consultation in support of the Local Plan modifications, ensuring information was accessible and relatable.*

*As our plans develop, we will put consulting with our community and businesses at the centre of our project. It's important that local people are positive about development and involved in how their area takes shape, feeling a sense of ownership over what is being delivered and support for our plans. We are determined to drive a best-practise approach to engagement and consultation, including where we work with external developers and contractors.*

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### *Supplementary Planning Documents (SPDs)*

We are producing a series of SPDs to support the policies within the Local Plan and provide guidance to developers on how to meet OPDC's planning policy requirements. SPDs, once adopted, are a material consideration in the determination of planning applications. We are proposing to adopt six SPDs during the next two years:

- Waste in High Density Developments – how to manage effectively domestic and commercial waste within high density developments and tall buildings.
- Passive Energy, Daylight and Overheating in High Density Developments – how to support Mayoral targets for zero-carbon by minimising carbon within buildings.



- Planning Obligations – setting out the projects and level of contributions OPDC will seek to secure from Section 106 agreements towards infrastructure provision and in mitigating other impacts of development including the requirements for the provision of affordable workspace.
- Industrial – guidance to support the development and intensification of industrial space within Old Oak and Park Royal.
- Public Realm – principles for the delivery of planting, materials and street furniture within the public realm.
- Post occupancy survey – guidance for surveying occupiers of developments to help address any short-term teething problems and inform planning policy standards for future OPDC planning policies.

### *Planning contributions*

In addition to preparing and implementing a Planning Obligations SPD, we will look to implement a Community Infrastructure Levy (CIL) charging schedule if appropriate, which would set a charge per square metre for different types of development in the Old Oak and Park Royal area.

The CIL regime is being reviewed as part of the government’s planning reforms and we will therefore remain flexible as to whether we adopt a charging schedule under current legislation or wait until new legislation has been introduced.

### *Decision-taking*

OPDC’s development management service is responsible for determining planning applications and taking enforcement action against breaches in planning control.

We work proactively with developers and landowners to support the timely delivery of homes and jobs, ensuring developments are delivered to a high quality and are supported by the infrastructure, services and amenities that people living and working in the area will need.

Specific areas of interest for the service include the impact of the increase in data centres in the area, what high density living should look like post-pandemic, the role of the planning authority in relation to fire safety, and the impact of Covid-19 on the demand for industrial space.

## Tracking delivery

### *Milestones*

| <b>Title</b>   | <b>By when</b> |
|--|----------------|
| Adopt the Local Plan in a form that enables OPDC to meet its overarching regeneration objectives | Q3 21/22       |
| Adopt the Planning Obligations SPD to enable OPDC to more effectively secure S106 contributions  | Q4 21/21       |

| <b>Title</b>  | <b>By when</b> |
|---|----------------|
| Adopt the Energy Performance SPD to provide clearer guidance to developers on how to effectively manage waste in high density developments  | Q4 21/22       |
| Adopt the Waste Management SPD which will provide clearer guidance to developers on how to effectively manage waste in high density developments  | Q4 21/22       |
| 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 | Q3 22/23       |
| 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            | Q3 22/23       |
| Implement an Article 4 direction to protect OPDC's Strategic Industrial Location from piecemeal residential development   | Q2 22/23       |
| Make decision whether to proceed with the implementation of a Community Infrastructure Levy charging schedule   | Q4 21/22       |

#### *Performance indicators*

- Support the delivery of housing through the development management process: housing approvals
- Support the delivery of housing through the development management process: housing starts
- Support the delivery of housing through the development management process: housing completions
- Support the delivery of housing through the development management process: affordable housing by habitable room through OPDC planning permissions
- Contribute to London's need for industrial space: net industrial floorspace approved
- Percentage of all formal planning applications determined within statutory time period (or agreed extension of time)
- Percentage of planning appeals dismissed

Note, additional PIs are captured in and reported through the Authority Monitoring Report.

## Securing a land deal and funding, and procuring a delivery partner, for our Western Lands programme

To support these priorities, we will:

1. Prepare and submit a fully evidenced business case for public funding to support the comprehensive regeneration of Old Oak and the Western Lands.

2. Secure agreement with government for the organised and managed release of public sector land to support our regeneration strategy, with a plan, timetable and structure to support their release for development.
3. Make significant progress with a procurement process to appoint one or more major investment and development partners to bring forward strategic regeneration within the Western Lands.

### *Western Lands*

As the date for bringing HS2 into service draws closer, so the imperative to kick start the regeneration that can harness this transformational investment increases. Old Oak Common will be the gateway to London and will serve as the London terminus for some time. It is also at the heart of our current regeneration focus: the 'Western Lands', an area comprising some 90 acres of which over 75 acres are in government control. If planned and delivered in a comprehensive way, the development area surrounding the London terminus could accommodate thousands of new homes and catalyse the development of further homes on privately led sites elsewhere in the OPDC area.

Delivering high-quality and sustainable development and addressing the area's historic industrial and railway land uses will require significant investment in non-transport infrastructure. The funding support for this enabling infrastructure will be a central part of the Business Case<sup>1</sup> being developed during 2021, as detailed below.

The anticipated release of HS2's work sites in the near-term, underlines the imperative to act now. By ensuring investment in enabling infrastructure is secured as early as possible, these sites can be brought into a comprehensive regeneration strategy. Delivering regeneration at scale to create a thriving and sustainable new urban quarter will be wholly dependent on the successful coordination of land, infrastructure investment and regeneration powers. This can only be achieved by close collaboration and joint working between national and London government.

### *Securing funding and a public sector land agreement – ahead of procuring a delivery partner*

Working in partnership with Homes England, and in close collaboration with our three local boroughs and government landowners and departments, we are developing a business case for the coordination of public sector land - and to seek in principle support for investment in local strategic infrastructure to support our Western Lands programme.

Creating this certainty over land and infrastructure is a precondition to engaging with the development market to secure the level of expertise, capabilities and investment required. We will design a delivery structure with stakeholders, and seeking feedback from the market as appropriate, ahead of progressing procurement of development partners.

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<sup>1</sup> The business case is being developed in line with HM Treasury guidance for a Strategic Outline Business Case. (SOC). Subject to discussions with government, one or more Outline Business Cases (OBC) and Full Business Cases (FBC) may need to be developed over time.

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### *Spotlight: The case for comprehensive regeneration*

*The business case will demonstrate the benefits that will arise from a coordinated approach to the release of public sector land, infrastructure investment, use of regeneration powers and the selection of private sector development.*

*Coordinating a major development at this scale will not only deliver better value for money and catalyse delivery, it will also enhance the quality and impact of regeneration. Through a holistic approach, we can better secure leading environmental and carbon performance; zone housing types and unit sizes according to the character and viability of different areas; improve local connectivity and legibility and embed health and wellbeing.*

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### Tracking delivery

#### *Milestones*

| <b>Description</b>   | <b>By when</b> |
|--|----------------|
| Secure agreement and approval in principle from our central and local government partners to Western Lands objectives and outline delivery strategy                      | Q2 21/22       |
| Submit to the government Comprehensive Spending Review a robust and evidenced proposal for infrastructure funding, agreed with our central and local government partners | Q3 21/22       |
| Agree the principles and expected programme for land transfer  | Q4 21/22       |
| Establish the ways of working between project partners and agree the resourcing required to deliver the project and adopt a governance framework                         | Q3 21/22       |
| Working with the GLA, identify opportunities for land fund investment in early delivery sites and develop a business case to support these.                              | Q3 21/22       |

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#### *Performance indicators*

Subject to securing funding support for our Western Lands strategy, we develop an approach to monitoring the impact of the programme. These will include measures of homes, commercial and industrial space created. But, we are also ambitious to develop a tool to track the impact of our regeneration on the area in economic and social terms and will learn from good practice in this area.

## Accelerating delivery across Old Oak and Park Royal

To support this priority, we will:

1. Accelerate housing starts and commercial development through targeted investment in opportunity sites, including securing investment and/or funding for schemes.
2. Develop a business plan for GLA for investments in specific early delivery sites.

3. Deliver local improvements to the public realm and community infrastructure by achieving our grant agreement targets and milestones for Good Growth Fund projects – and articulate a sustainable approach to early activation over the medium-term.
4. Develop a strategy to support and accelerate the revised Local Plan's industrial intensification targets of 250,000m<sup>2</sup> additional non-residential floorspace, including identifying investment in infrastructure, land assembly or other enabling work, backed by funding and delivery plans for those.
5. Test innovative infrastructure improvements for green energy, 5G and broadband initiatives and provide a clear plan of the potential to roll these out more widely.
6. Increase access to training, education and jobs by delivering the recruitment, employment and skills services through The Forge @ Park Royal; and provide employment support for Old Oak and Park Royal businesses.

### *Accelerating the delivery of homes and jobs*

There are 6,000 new homes in the area with planning permission, with over 2,000 complete and a further 2,000 being built. However, the gap between planning consents and delivery shows that schemes have the potential to come forward at a faster pace.

We have identified opportunities to unlock smaller scale public land development opportunities – sites that do not require the same level of long-term strategic investment to deliver as the major land holdings in Western Lands. We will work with existing landowners and GLA's Housing & Land team to help bring forward these sites.

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### *Spotlight: GLA Land Fund Investment*

*OPDC has worked with the GLA Housing & Land Directorate to secure an innovative investment from the GLA's Land Fund that will unlock the delivery of a key site on Scrubs Lane and take the affordable housing offer from 35 to 42 percent affordable housing. Originally awarded planning consent in 2017, the scheme occupies an important but stalled site at the south of Scrubs Lane. This is a location on which our Local Plan has significant residential allocations but no development has come forward.*

*The GLA will make its first commercial mezzanine debt investment in the scheme, which will unlock the development of the site as a Build-to-Rent (BTR) development. The GLA's loan will not only accelerate the delivery of this scheme, but has also secured a significant increase in the level of affordable housing, and improved the discount to market rent secured within the affordable housing offer.*

*The acceleration of this scheme will support Scrubs Lane and other key local sites like the North Pole East Depot, establishing a residential location with complimentary amenity and improvements to the Grand Union Canal, and catalysing further development in the area. OPDC continues to work with the Housing & Land Directorate on other pipeline investment opportunities.*

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We are also committed to delivering improvements on the ground by making targeted interventions to improve public realm, accessibility and create new facilities and assets for the benefit of our existing and future communities. Having been successful in securing

grant funding from the Mayor's Good Growth Fund, we will deliver a number of grant funded projects, including improvements to Willesden Junction Station and sections of the Grand Union Canal.

We will also complete delivery of the Heritage Lottery Fund and Arts Council England's funded Great Place Scheme (GPS) by September 2021. Projects include community events, public art commissions, volunteering programmes and a small grants programmes for grass roots community initiatives. The aim is to empower local communities through genuine participation and agency in project delivery.

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### *Spotlight: Community participation in Good Growth Funded Schemes*

*OPDC has been successful in securing investment, including from the Mayor's Good Growth Fund, to improve the public realm at Willesden Junction Station and along the Canal Towpath, which will deliver real benefits to local communities.*

*Central to OPDC's approach to these projects has been its ambition to put the community at the centre of commissioning and decision-making. This has included inviting members of our community to participate in scoping the project brief and selecting design consultants, creating roles for local residents and interns within project teams, shaping, and in some cases even delivering, the actual project proposals, and involving local youth organisations. The schemes are also reviewed by our Community Review Group.*

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### *Supporting industrial intensification and jobs at Old Oak and Park Royal*

Park Royal has been significantly impacted by Covid-19; due both to being part of economic ecosystems linked to London Heathrow and sectors particularly impacted by the pandemic. The impact of Covid-19 has also underlined problems with the existing environment and infrastructure in Park Royal. Public transport and highway capacity, broadband connectivity, power supply, walking and cycling routes and good quality public realm are all lacking; and land ownership is fractured.

Despite these challenges, investment activity in Park Royal has held-up, demonstrating long-term confidence.

Our Local Plan targets a net increase of 250,000m<sup>2</sup> of industrial floorspace. Delivering this uplift will require an increase in high density, multi-storey industrial buildings – a type of development still at an early stage of adoption by developers and occupiers. We will develop a strategy and funding plan to support this change, including identifying opportunities to invest in infrastructure, land assembly or other enabling work.

We are already testing innovative infrastructure improvements for green energy, 5G and broadband initiatives, providing a clear picture of the potential to roll these out more widely and with a plan to support this. This work is being developed in close collaboration with the GLA's Energy and Connected London teams, with £100,000 secured from the Mayor's Green New Deal to develop renewable energy plans. We are also working closely with the West London Alliance and the West London Waste Authority on elements of this work.

We are dedicated to ensuring the business community in Park Royal and Old Oak has the capacity and agency to support the improvements it would like to see in the area. OPDC supports the Park Royal Business Group and its programme of events for the Park Royal business community. Delivered in partnership with West London Business, the Park Royal Business Group will review how to increase its capability, including a review of the feasibility of a Business Improvement District for Park Royal.

## Tracking delivery

### *Milestones*

| <b>Description</b>   | <b>By when</b> |
|--|----------------|
| Obtain all land and rights approvals with LB Brent and CRT for Harlesden Canalside   | Q3 21/22       |
| Secure planning consent for the Harlesden Canalside Project  | Q4 21/22       |
| Contract all construction Good Growth Fund projects within budget  | Q4 21/22       |
| Reach practical completion for all Good Growth Fund projects   | Q4 21/22       |
| Secure all match funds for Good Growth Fund Round 2  | Q4 22/23       |
| Complete all GPS projects within budget and final HLF evaluation   | Q2 21/22       |
| Develop a strategy for industrial intensification at Old Oak and Park Royal  | Q4 21/22       |
| Working with the GLA, identify opportunities for land fund investment in early delivery sites and develop a business case to support these | Q3 21/22       |
| Identify longer term funding for The Forge, OPDC's employment, skills and business support hub   | Q4 21/22       |
| Develop a plan for innovative infrastructure improvements (e.g. green energy, 5G and/or broadband) at Old Oak and Park Royal               | Q4 21/22       |

### *Performance indicators*

- Old Oak and Park Royal job vacancies filled through the Park Royal Employment & Skills Hub
- Number of business and candidates supported by The Forge
- Number of training events supported by The Forge
- Number of community members engaging meaningfully with the GPS
- Number of volunteer days generated by GPS funded projects
- Number of public events that have been funded by the GPS
- Match funding secured for the GPS
- Good Growth Fund capital projects: Community engagement events

- Good Growth Fund capital projects: Participants
- Park Royal Business Group: New Members

## An efficient, engaged and equitable organisation

To support this priority, we will:

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.
3. 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.
4. 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.
5. Improve our approach to people performance management, supporting a culture that encourages continuous improvement of our people, skills and behaviours.
6. Continue to improve our governance, finance and business management processes, with everyone at OPDC understanding how we do business and the standards we expect.

### *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, and community projects like those we are delivering through the Great Place Scheme.

Over the life of this plan, we will move to new and better ways of consulting communities, both digitally and in-person, underpinned by a new two-year strategy, due to be published in the autumn of 2021. 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.



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## *Spotlight: Community Review Group (CRG)*



*Our CRG is among the first of its kind and plays an active role in ensuring that new developments serve the needs of the community – while empowering local people to have a say in shaping one of the largest Opportunity Areas in London.*

*It's made up of 12 members, who all live or work in the area and are of different ages and backgrounds, to reflect the diverse community in Old Oak and Park Royal.*

*In return for local knowledge, members gain skills, learn more about their neighbourhood and influence major regeneration by feeding into decisions made by OPDC's Planning Committee and Board.*

*As well as reviewing planning applications, the group played a key role in developing OPDC's Canal Placemaking Study, which sets out a vision for improvements to public space along the Grand Union Canal.*

*The CRG is just one way that OPDC actively engages the local community. We proactively engage the public through events, consultations and place-making activities designed to include all people from the area.*

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## *Our people*

Our chief asset is our workforce and our move to Brent Civic Centre this year gives us an opportunity to be much closer to our communities, sharing space with one of our key boroughs partners, and offers fresh opportunities to collaborate and rethink how we work as we emerge from the Covid pandemic restrictions. Our goal is to create a workplace and working arrangements that support colleagues to develop and thrive in order to achieve a healthy and high performing environment.

We are implementing new, hybrid ways of working. Supported by modern IT and a more flexible use of our new office space and furniture, this will allow us to work in a more flexible, dynamic and collaborative way. Staff will be able to work at home, on site, or in the office in ways that best suit them, with managers focusing on outcomes rather than simply 'presenteeism'.

We do, however, want staff to come into the office for two to three days a to collaborate and to ensure social interaction and communication, which is important for everyone and especially for newcomers and more junior team members. Managers will be responsible for taking an active role in supporting this approach and the effective use of our space.

We are committed to building a diverse and inclusive workforce that properly reflects the diversity of our communities and our city, where all are supported to express themselves and feel safe and comfortable in doing so. We embrace the Mayor's commitment to diversity and inclusion across the GLA Group and will finalise our Diversity and Inclusion

Strategy making tangible progress as measured by the GLA Group Diversity Action Standard. The strategy will look both internally and outward to our communities and will be a genuinely collaborative process, involving colleagues and our Board.

Our strategy will be complemented by action plans developed by our staff network leads for race equity, LGBTQ+, disability, women and parents and carers.

We will introduce a new approach to supporting colleagues to achieve their best, by using this Management Plan as a corporate framework from which individual objectives and targets can be agreed between managers and staff. This new performance management arrangement will be simple to administer, but regularly monitored, and will be supported with a more dynamic, structured and ambitious approach to investing in colleagues' training and development. This will include agreed personal and professional development plans that managers will be responsible for supporting. We will also pursue more innovative approaches to feedback and development, including reverse appraisals, secondments and placements on courses such as Future of London's two leaders' programmes.

### *Governance and finance*

As an MDC, 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 2021/22 we will work to embed our updated and new core governance procedures and policies as we still have more to do to make our governance arrangements and procedures easy to understand and follow. To that end, we will create an e-learning module to improve awareness of our corporate governance framework.

Our quarterly performance and risk reporting approaches help support organisation-wide assurance mechanisms, and we will embed programme boards for our Western Lands programme and for our early activation work.

We will also maintain a focus on ensuring the Board and its Committees receive high-quality information. This means working across the organisation to ensure reports are well-presented, clear and include the relevant facts and advice (and this applies equally to delegated decisions) and that we seek the Board's input at the appropriate time and in both formal and, where appropriate, informal settings. Two specific strands of work will continue: supporting the Audit & Risk Committee's role in the Corporation's performance and risk management, which has now been enhanced, and supporting the Board to review its own effectiveness.

OPDC's finance function will be working towards improving core processes, focusing on providing accurate financial information, promoting innovation, mitigating business risks, enhancing transparency and identifying business opportunities. It will help to provide insight to inform business decisions so that immediate and longer-term implications, opportunities and risks are fully considered – and in alignment with the Corporation's financial strategy. Meanwhile, the team will continue to strengthen financial understanding and knowledge across the organisation.

## Tracking delivery

### *Milestones*

| Description   | By when  |
|---|----------|
| <b>Communications and Engagement</b>  |          |
| Adopt and publish a communications and engagement strategy for the Corporation  | Q2 21/22 |
| Run a best practice, inclusive and accessible consultation for the Local Plan modifications, adopting a hybrid approach of online and traditional engagement methods                          | Q2 21/22 |
| Adopt and implement the HS2 joint working agreement, publishing and undertaking a shared programme of engagement  | Q3 21/22 |
| Implement a programme of communications and engagement activities in support of the wrap-up of the Great Place Scheme programme   | Q4 21/22 |
| Launch new OPDC webpages as part of the GLA's digital transformation  | Q4 21/22 |
| <b>People</b>   |          |
| Launch a new D&I strategy and supporting action plans   | Q3 21/22 |
| Embed a new staff Performance Management Framework to support continuous organisational performance and staff development, backed by a more systematic approach to identifying training needs | Q3 21/22 |
| Embed collaborative and hybrid working, with Brent Civic Centre firmly established as OPDC's base   | Q4 21/22 |
| <b>Finance</b>  |          |
| Complete the introduction of a more streamlined management accounts pack to support robust quarterly financial monitoring   | Q2 21/22 |
| Update and introduce revised finance training   | Q3 21/22 |
| <b>Governance and Performance</b>   |          |
| Introduce a governance e-learning module  | Q3 21/22 |
| Complete a Board effectiveness review   | Q4 21/22 |

### *Performance indicators*

#### Communications and Engagement

- Percentage of correspondence replied to within 20 working days
- Engagement through social media channels (followers)
- Number of unique visits to OPDC section of the GLA website

- Number of new sign-ups to OPDC's consultation platform [consult.opdc.london.gov.uk](https://consult.opdc.london.gov.uk)

#### People

- Leavers in the past 12 months as a percentage of the total number of staff (turnover)
- Percentage of those identifying as women within the workforce
- Percentage of Black Asian and Ethnic Minority staff within the workforce
- Percentage of disabled staff within the workforce
- Gender pay gap (median)
- Ethnicity pay gap (median)

Note we will look to expand our diversity indicators to include representation on Board and Committees; and including LGBTQ+ representation also.

#### Governance and finance

- Percentage of invoices from SMEs paid within ten working days
- Percentage of all invoices paid within 30 working days

#### Future performance indicators

The team is ambitious to begin reporting against the following metric:

- Percentage of participants in engagement activities from underrepresented groups

# Appendix: OPDC Budget 2021/22

## OPDC's overall budget

| Expenditure (£)          | Programme         | Establishment     | Budget            |
|--------------------------|-------------------|-------------------|-------------------|
| CEO                      | 150,000           | 650,000           | 800,000           |
| Corporate Operations     | 782,100           | 1,348,900         | 2,131,000         |
| Delivery                 | 1,190,000         | 1,038,000         | 2,228,000         |
| Planning                 | 560,000           | 951,000           | 1,511,000         |
| <b>Total Expenditure</b> | <b>£2,682,100</b> | <b>£3,987,900</b> | <b>£6,670,000</b> |

| Income (£)                      | Planning fees     |
|---------------------------------|-------------------|
| Pre-Application discussions     | (90,000)          |
| OPDC Planning Applications      | (60,000)          |
| Delegated Planning Applications | (120,000)         |
| <b>Total Income</b>             | <b>(£270,000)</b> |

| Net (£)           | Programme         | Establishment     | Budget            |
|-------------------|-------------------|-------------------|-------------------|
| <b>Net budget</b> | <b>£2,412,100</b> | <b>£3,987,900</b> | <b>£6,400,000</b> |