

**ADHS DECISION - 9**

**Title: OPDC Economic Development Strategy**

**Executive summary**

OPDC are seeking an embedded consultant resource to work with us to develop the Old Oak and Park Royal Economic Development Strategy.

The strategy will build on the OPDC's Economic Vision and Narrative that articulates OPDC's economic development ambitions and opportunities in its role as steward for the regeneration of Old Oak and Park Royal. It describes how we can shape and complement local, sub-regional, London and national economic priorities which will help OPDC achieve our core business objectives.

The strategy document will be the key mechanism by which OPDC delivers its ambitions for inclusive growth. It will set out the approach, programmes and partnerships necessary to create opportunities for all including both the steps OPDC can take as a business to maximise its social value, as well as the levers we have at our disposal to work with delivery partners and through the commissioning of works and services.

**Decision**

That the **Head of Regeneration and Economic Development**, approves:

The allocation of £50,000 from the Regeneration and Economic Development budget to procure specialist economic development consultancy support to produce the OPDC's Economic Development Strategy.

The £50,000 contract for services will be openly procured and the strategy will be produced by summer 2025.

**Head of Regeneration and Economic Development, Paolo Nistri**

I do not have any disclosable interest in the proposed Decision. It is consistent with OPDC's priorities and has my approval.

**Signature:**



**Date:** 08/02/2025

## **PART 1: NON-CONFIDENTIAL FACTS AND ADVICE**

### **1. Background and context**

- 1.1 The OPDC has recently produced an Economic Vision and Narrative for the OPDC area to articulate the unique economic opportunities provided in the short, medium and long term by the regeneration of Old Oak and Park Royal over the coming decades.
- 1.2 The vision and accompanying narrative reflect the area's local and national significance and the specific headline economic opportunities including how they can shape and complement the local, host boroughs, London and national economies and economic priorities.
- 1.3 The Vision is a high-level strategic document and, in order to put in place the approach, priorities, programmes and partnerships detailed, it requires to deliver its ambitious vision, OPDC requires an Economic Development Strategy.
- 1.4 The proposed strategy is a critical document as it will set realistic delivery priorities for OPDC and set the framework for the evolution of the Regeneration and Economic Development team's work over the coming two to five years. Setting out the levers and programmes at its disposal, it will outline an implementation plan and measurement framework that covers the outputs, outcomes, inputs and delivery activities that will enable OPDC to effectively track its impact. In doing so, provide a detailed evidence base to underpin the strategy's rationale, priorities and programmes will also be produced.
- 1.5 The timing of the commission is key because the strategy and vision will form a key suite of documents to be included in the data room for the procurement of the Master Developer in summer 2025.

### **2. The proposal and how it will be delivered**

- 2.1 The commission will be openly procured through inviting a minimum of five economic development specialist consultant teams to bid. The TfL Procurement team have already been notified of this work as part of the expected pipeline of activity.
- 2.2 The successful bidder will need to generate the following deliverables:
  - A short inception note identifying a clear set of agreed tasks and outputs
  - Facilitation of a series of workshop sessions with key stakeholders will be required. Proposals should set out the envisaged engagement approaches for the various stakeholders.
- 2.3 Two drafts of the final output reports
  - A high-quality Economic Development Strategy
  - Presentations to SMT and Board
- 2.4 This project cannot be delivered in-house so it is proposed that OPDC use specialist consultant support to develop the strategy. This is due to capacity

constraints within the RED team and also the need to have an external team to act as an impartial and objective agency to produce the strategy, which will be welcomed by partners and stakeholders.

### **3. Objectives and expected outcomes**

- 3.1 The commission will produce an Economic Development Strategy document shaped through a detailed consultation phase with a range of partners and stakeholders, including host Boroughs, Higher Education institutions, West London Alliance and West London Business, the Greater London Authority (GLA), local businesses, training providers and other related and relevant agencies.
- 3.2 A series of workshops and one-to-one meetings will be required. In addition, coordination of an external consultative working group will be required.
- 3.3 Attendance at SMT and Board to present the strategy will be a requirement.
- 3.4 Produce at least two iterations of the final draft report.
- 3.5 The final draft strategy will need to be completed by July 2025.

### **4. Strategic fit**

- 4.1 The strategy will be a key document that will deliver core OPDC priorities related to economic development. These will include opportunities for residents to benefit from education, training and progressions into work in key emerging growth sectors of the London economy, through to promoting business growth locally by working with businesses of all shapes and sizes. The strategy will support key OPDC pillars, specifically:
  - Delivery by setting the framework and implementation plan for the organisation's economic development work
  - Community by delivering local benefits
  - Innovation by establishing new areas of delivery and new approaches to economic development practice
  - Core function by ensuring the economic development work integrates with all areas of the business
- 4.2 Critically, it will be a document that is steeped in partnership working and sets out how the OPDC can be at the forefront of delivering subregional, regional and national economic development policy objectives. In particular it will ensure OPDC is at the forefront of delivering Mayoral priorities related to both business growth in key economic sectors and investment in skills programmes.
- 4.3 In providing the detailed framework and approach for delivering our vision, the strategy will be ambitious and entrepreneurial in identifying and deploying the levers available to OPDC to drive success. These could include shaping Old Oak's commercial uses and the provision of workspace and skills investment, particularly in the knowledge-based economy, frontier innovation and tech, as well as in vital sectors related to the foundational economy.

- 4.4 OPDC has worked closely and collaboratively with partners across the subregion to develop its vision and that commitment will continue. OPDC will go through a detailed and extended consultation process with partners and stakeholders, including senior host Borough officers, colleagues from West London Alliance, the GLA, West London Business, Imperial, Brunel University, UWL, London & Partners, Heathrow Airport and local firms, such as from Dina Foods to Prologis.
- 4.5 A consultative project group involving senior host Borough officers, colleagues from West London Alliance, the GLA and West London Business will meet on a six-weekly basis to steer and oversee the work.
- 4.6 In terms of stewardship, OPDC recognises our commissioning powers, placemaking function and convening responsibilities support targeted interventions and investments related to economic development. For economic development and inward investment this means we can bring partners together around new ideas and demonstrate to government and investors how these will deliver against their priorities and targets for growth.
- 4.7 We have clear ambitions for inclusive economic growth and the role it can play in driving improved outcomes for our residents and businesses. The strategy work will celebrate diversity and in west London However, there are still many west Londoners that earn less, have fewer qualifications, are more likely to be unemployed, live in poor and overcrowded housing, are a victim of crime and die younger than the average Londoner. The strategy will set out how we will proactively work to support residents with specific barriers and needs and how we will deliver benefits for local people by creating a range of progression routes for our local residents to benefit from. Our investment in skills and education programmes will support residents through education, training and into work across a range of key growth sectors.
- 4.8 The government's Invest 2035 UK's modern industrial strategy prioritises several key sectors including: life sciences, creative industries and advanced manufacturing. The strategy will outline how OPDC can make material contributions to government economic development priorities.
- 4.9 Invest 2035 also acknowledges the importance of good transport connectivity and access to investment finance: Old Oak and Park Royal is one of the only places in the UK which combines rapid access to investors and export markets with world-leading innovation and substantial advanced manufacturing capabilities.
- 4.10 The Mayor's London Growth Plan sets out the WestTech Corridor as a major priority for knowledge-based growth, alongside a clear commitment to investing in skills programmes based on inclusion and local talent. The strategy will speak clearly to both these areas as OPDC is well placed to deliver against them.
- 4.11 The strategy will also align closely with the economic development ambitions of the host boroughs and local subregional partnerships, like the West London Alliance.

## **5. Project governance and assurance**

- 5.1 The project will be managed by the Head of Regeneration and Economic Development, with an internal steering group that reports to the Delivery Senior Management Team (SMT).

- 5.2 A consultative working group involving the consultant team, external partners and stakeholders will meet every six weeks to provide input to shaping the work.

## 6. Risk, Issues and Opportunities

Risk description	Inherent score	Mitigations	Target score
Lack of engagement by partners	Likelihood: [1] Impact: [3] Total: [3]	Positive track record of engagement to date with key partners and stakeholders, which we will continue to build upon	Likelihood: [1] Impact: [2] Total: [2]
Shift in policy landscape	Likelihood: [2] Impact: [2] Total: [4]	The strategy will be a medium-term document and will retain the flexibility to adjust to shifts in policy landscape	Likelihood: [2] Impact: [1] Total: [2]
Reputational risk with local businesses/ communities	Likelihood: [1] Impact: [3] Total: [3]	Ensure sufficient engagement with local stakeholders	Likelihood: [1] Impact: [2] Total: [2]
Embedding EDS in key OPDC functional areas	Likelihood: [2] Impact: [3] Total: [6]	Ensure senior level buy in for the EDS and cross-cutting work with key functional areas of the business at the point of implementation	Likelihood: [2] Impact: [2] Total: [4]

## 7. Equity, Diversity and Inclusion Comments

- 7.1 OPDC must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to the need to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.<sup>1</sup>

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The protected characteristics and groups are: age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief, sexual orientation and marriage/ civil partnership status. Fulfilling this duty involves having due regard to: the need to remove or minimise any disadvantage suffered by those who share a protected characteristic or one that is connected to that characteristic; taking steps to

- 7.2 The strategy will be a key mechanism by which OPDC is able to break down barriers to groups that are traditionally under-represented in the labour market, education or training.
- 7.3 Programmes and activities will be targeted at those furthest from the labour market or not in education, employment or training. The existing RED programme has an established track record in creating opportunities for under-represented groups, and the strategy is an opportunity to build on that work and ensure that the breadth of opportunities created through OPDC's work are accessible to all.
- 7.4 The consultant team will ensure that they engage with key partners and specialist organisations that work with at risk groups so as to enable OPDC to shape its approach and programmes accordingly.

**8. Social Value and Environment**

- 8.1 The successful consultant team will be required – through the contract – to deliver work placements and/or school engagement sessions to provide students with the sector-specific knowledge and skills associated with economic development work.
- 8.2 The strategy will also set out how the inclusive growth and economic development workstreams will align with our ambitions for sustainability as set out in the OPDC's charter.

**9. Other considerations**

- 9.1 There are no other considerations that need to be considered in the taking of this decision.

**10. Conflicts of interest**

- 10.1 No one involved in the preparation or clearance of this Form, or its substantive proposal, has any conflict of interest.

**11. Financial comments**

- 11.1 This activity has been allocated within the approved core budget for financial year 2025/2026.

**12. Summary timeline**

Activity	Date
Completion of ADHS approval process	Feb 2025
Procurement of contract /Grant award	Late Feb 2025

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meet the different needs of such people; and encouraging them to participate in public life or in any other activity where their participation is disproportionately low. Compliance with the Equality Act may involve treating people with a protected characteristic more favourably than those without the characteristic. The duty must be exercised with an open mind and at the time a Decision is taken in the exercise of the OPDC's functions.

Delivery start date	Mid March 2025
Consultative group set up	April 2025
First draft of EDS	June 2025
EDS submitted to SMT and Board	July 2025
Completion of project	July 2025

## Appendices

- Economic Vision and Narrative v3.5

## Other supporting papers

- None

### PUBLIC ACCESS TO INFORMATION

Information in this Form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA). OPDC aims to publish the Form within three working day of approval.

If immediate publication risks compromising the implementation of the Decision (for example, impacting a procurement process), it can be deferred until a specific date (when it will be published). Deferral periods are kept to the shortest length strictly necessary.

#### Part 1 – Deferral

Publication of this Part 1 is to be deferred: **No**

#### Part 2 – Confidential information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in or attached to any separate Part 2 Form, together with the rationale for withholding the information at this time.

There is a separate and confidential Part 2 Form: **No**

### DECLARATIONS

**Drafting officer:** Paolo Nistri has drafted this Form in accordance with OPDC procedures, including for handling conflicts of interests, and confirm that:

**Advice:** The Governance, Finance and Legal teams have commented on the proposal.

### CONFIRMATIONS

**Section 106 funding:** This use of S106 to fund the expenditure proposal was approved via a Section 106 spend proposal form on N/A.

**Review:** This Decision was circulated for **Senior Review** on 11/02/2025.

**Head of Finance, Philip Hall**

Financial and legal implications have been appropriately considered in the preparation of this Form.

**Signature:** 

**Date:** 10/02/2025