CD DECISION – CD 4

Title: Land Assembly & CPO Programme 2025-26

Executive summary

On 27 March 2025, the OPDC Board approved £8.939m expenditure on the OPDC Delivery Directorate Work Programme to be funded from the 2025-26 revenue budget and rental income from OPDC's land and property assets.

Within this overall budget, expenditure of £1.843m has been identified to support the delivery of the Land Assembly and Compulsory Purchase Order (CPO) Programme for the financial year 2025-26.

The funding will be used to deliver four workstreams: Technical and legal work to support the progress and delivery of the Land Assembly Strategy; legal, technical and due diligence costs to support private land acquisition; relocation and business planning; and the continuation of technical support from the TfL Operational Property team.

Decision

That the Chief Executive Officer approves:

- Expenditure of £1.843m, to support the delivery of the Land Assembly & CPO Programme in financial year 2025-26.

Chief Executive Officer

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

Signature: **Date:** 12/05/2025

PART 1: NON-CONFIDENTIAL FACTS AND ADVICE

1. Background and context

1.1 On 27 March 2025, the OPDC Board approved £8.939m revenue expenditure on the OPDC Directorate Programme to be funded from the 2025-26 revenue budget. This revenue budget is funded from GLA grant and rental income from OPDC's land and property assets.

1.2 The Delivery Directorate Work Programme covers the following activities:

1.3 **Old Oak Development Programme**: Progressing plans for Old Oak (OO), including development of the Interim Business Plan (IBP), procurement of preferred partners for development and investment, full business case development work, further development of the illustrative masterplan along with the Infrastructure Delivery Plan and technical studies including planning legal and development advice.

1.4 **Old Oak Land Acquisition**: Continuing work on private land assembly at OO, including work on the Compulsory Purchase Order workstream, due diligence activities to support site acquisition and progression of a relocation strategy for those affected.

1.5 **Strategic Delivery Programme**: A package of supporting activities that encapsulates work across the entire OPDC area. This includes early sites and project development, public realm projects, infrastructure, sustainability and decarbonisation as well as Meanwhile Use scoping and development; and programme management support.

1.6 **Inclusive Growth Programme**, in line with the Mayor's Growth Plan and local economic development ambitions. The programme will include commissioning employer-led skills programmes, careers-based work with schools, Creative Enterprise Zone and work with SMEs in Park Royal and surrounding areas.

1.7 **Asset Management** - Asset and property management of land and property purchased by OPDC.

1.8 This decision seeks approval for expenditure for the package of work to support the Land Assembly and CPO Programme.

2. The proposal and how it will be delivered

2.1 The Land Assembly and CPO Programme will be delivered by the OPDC Delivery Directorate. The overarching programme is formed of four workstreams as outlined in Table 1 with indicative budgets identified.

2.2 There will need to be some flexibility between the workstream allocations which will be managed by the Executive Director of Delivery working closely with the Finance Team. The total approved budget for the Programme will not be exceeded without further approval.

2.3 Table 1 Land Assembly and CPO Workstreams indicative 2025-26 budget allocations:

Land Assembly and CPO Programme	(£)
Land Assembly Strategy	1,326,000
Site acquisitions	288,000
Relocation and engagement strategy	150,000
TfL Operational Property Secondment	79,000
Total	1,843,000

Workstream 1: Land Assembly Strategy

2.4 An indicative budget of £1,326,000 has been identified to progress key activities to support the delivery and progress of the Land Assembly Strategy at OO. These activities include but are not limited to: design; engineering ; consultant support; infrastructure and feasibility studies; legal and Counsel advice; residential relocation costs; land referencing; and expert witness costs.

Workstream 2: Site Acquisition

2.5 An indicative allocation of £288,000 has been identified for expenditure on costs associated with private land acquisition. These costs will include undertaking feasibility studies and engineering due diligence, conveyancing, land assembly advice and design fees to support site acquisition. It is possible that some of these costs related to site acquisition will be capitalised. This will be closely monitored throughout the year by OPDC finance.

Workstream 3: Relocation and engagement strategy

2.6 An indicative allocation of £150,000 has been made within the budget to support the delivery of the relocation and engagement strategy for OO. This will include the use of consultants to support on technical work and legal advice on the negotiations of future funding agreements.

Workstream 4: TfL Operational Property Secondment

2.7 The TfL Operational Property Team provides specialist advice on land assembly strategy and purchase process to OPDC. This decision seeks approval for expenditure of £79,000 in the financial year 2025-26 for land assembly advice provided by TfL Operational Property. This advice is delivered through an existing arrangement with TfL Operational Property through a framework established by a “Working Arrangement Document” agreed between OPDC and TfL in October 2019.

3. Objectives and expected outcomes

3.1 The objectives for the OO Land Assembly and CPO Programme for the financial year 2025-26 are as follows:

- To undertake the necessary technical and legal work to support delivery of the Land Assembly Strategy as well as work to submit for a CPO and preparation for a CPO enquiry at a future date.
- To continue to acquire private land interests within the OO Development area which support delivery of comprehensive regeneration at OO, in line with the Land Assembly Strategy.
- To continue to implement the approved relocation strategy for impacted businesses and residents and service relevant funding agreements through provision of the necessary technical information.
- Work on Old Oak supports OPDC's strategic objectives by helping to deliver 25,000 new and affordable homes and 56,000 new jobs, and with our Local Plan in place. The Old Oak development within the Opportunity Area is one of the largest single regeneration projects in London with the potential to deliver circa 8,000 homes and significant amounts of commercial space.

3.2 The proposed work set out in this Decision Form will deliver focused workstream activities to support the acquisition of private land interests and the progression of a CPO in accordance with the programme of activity set out and agreed in the Old Oak OBC.

4. Project governance and assurance

4.1 All contracts will be procured in accordance with OPDC's Contracts and Funding Code utilising the agreed Contract Management Process.

4.2 Appointed consultants will report to a nominated Contract Manager in the OPDC Delivery Directorate. The Executive Director Delivery will maintain senior oversight across all contracts with support from the Programme Management Office. OPDC Contract Managers will provide regular monthly updates on progress, expenditure, risk and variations which will be managed in accordance with OPDC's change control process. All new scopes of work, variations and call off agreements will be discussed and approved by the Director of Development or Executive Director Delivery.

4.3 Regular updates will be provided to the Delivery Programme Board as well as to OPDC Board and the Development Investment and Sustainability Committee.

5. Risk, Issues and Opportunities

5.1

Risk description	Inherent score	Mitigations	Residual score
The budget identified is not sufficient to deliver the work	Likelihood: 3 Impact: 5 Total: 15	Carefully manage spend and commitments across	Likelihood: 2 Impact: 4 Total: 8

required to achieve OPDC's objectives this financial year.		the Delivery Directorate and reprioritise between workstreams and work areas if required. Proactively identify and optimise use of any externally available resource.	
Insufficient resource within OPDC to manage the work programme and oversee technical outputs.	Likelihood: 2 Impact: 4 Total: 8	Full recruitment to TOM, use of temporary resource as necessary to supplement team.	Likelihood: 2 Impact: 3 Total: 6
Programme delays as a result of other programme dependencies impact spend within year.	Likelihood: 4 Impact: 4 Total: 16	Careful management of programme, collaborative working with government partners.	Likelihood: 2 Impact: 3 Total: 6

6. Equity, Diversity and Inclusion Comments

6.1 Under Section 149 of the Equality Act 2010, as a public authority, 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.1

6.2 The GLA Group Responsible Procurement Policy sets out the GLA Group's plans, ambitions and commitments for ensuring socially, environmentally, and economically sustainable procurement to delivery improved quality of life and better value for money for Londoners. As part of its procurement strategy, OPDC will ensure that bidders set out how they will embed EDI and enhance the social value outcomes in their delivery by submitting an EDI statement and action plan. Compliance and performance against the EDI action plan will then be monitored as part of the monitoring and reporting process.

6.3 OPDC has developed a suite of strategic documents to ensure an equitable and inclusive approach to regeneration, such as the Corporation's Regeneration Strategy, the principles of which will underpin scheme development at Old Oak, along with our Sustainability Charter and supplementary Strategy, which aim to

[1] 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 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.

address deprivation and health inequalities and improve the quality of life for local people.

6.4 Under Public Sector Equality Duty it is a legal requirement for OPDC to have due regard in how their policies and decisions might impact affect EDI.

7. Social Value

7.1 This budget will allow for the continuation of the Land assembly and CPO programme, which is a key driver of the OO scheme, private land acquisition will help OPDC maximise the OO development and increase benefits. This will help support OPDC's strategic objectives in sustainability, inclusive growth, and design quality. OPDC will use best practice in social value delivery to ensure that the funding is used as a mechanism for delivering benefits to local communities and businesses.

7.2 Individual procurements that stem from this budget will have their own social values assessed.

7.3 The key principles, processes and technical requirements needed to embed the highest standards of design and place-making and will begin to do this through the master developer procurement process.

8. Other considerations

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

9. Conflicts of interest

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

10. Financial comments

10.1 The OPDC Board approved the expenditure of £1,843,000 for FY25/26 for the Land Assembly and Compulsory Purchase Order Programme. This decision form sets out more detail on how this £1,843,000 budget will be utilised and managed.

10.2 Individual workstreams will require the appropriate decisions, approvals, detailed scope and outcomes. Given the nature of the Land Assembly and Compulsory Purchase Order Programme, flexibility will be required within these budget amounts and across the full Delivery Directorate budget to support OPDC's objectives. Finance will work closely with the Land Team to categorise, track, monitor, challenge spend and ensure that total budgets are not exceeded. Finance will assist with ensuring costs are appropriately allocated between revenue and capital budgets.

10.3 The CFO is a member of the Programme Board which provides regular oversight.

11. Legal comments

11.1 The report above indicates that the decision requested of the Chief Executive Officer falls with the OPDC's object of securing the regeneration of the Old Oak and Park Royal area and its powers to do anything it considers appropriate for the purpose of its objects or purposes incidental to those purposes, as set out in the Localism Act 2011.

11.2 In taking the decisions requested, the Chief Executive Officer must have due regard to the Public Sector Equality Duty, namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010).

11.3 Any services the subject of the expenditure should be procured in accordance with the OPDC's Contracts and Funding Code. OPDC Officers should ensure that appropriate contractual documentation is to be executed by any service provider engaged by OPDC before the commencement of any services subject to the expenditure requested under this decision form.

12. Summary timeline

Activity	Date
Reviews of forecast spend	September 2025
Procurements/Extensions/Variations to consultant contracts	April 2025 – March 2026
Technical work financial year end date	March 2026

Appendices

None

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: **Yes**

The deferral is until: 31/03/2026

This is because: The decision contains commercially sensitive information relating to ongoing procurement activity, the premature release of which could adversely affect OPDC's ability to secure value for money. The decision will be published once this is no longer a live risk

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: Michael Scaplehorn 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 06/05/2025.

Executive Director, Finance & Operations – Gurdip Juty

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

Signature: **Date:** 09/05/2025

Executive Director, Delivery – Gareth Blacker

I do not have any disclosable interest in the proposed Decision. It is consistent with OPDC's priorities and can be referred to the CEO for final approval.

Signature: Gareth Blacker **Date:** 09/05/2025