



Old Oak and Park Royal
Development Corporation

Management Plan Old Oak & Park Royal Development Corporation 2021/22 to 2022/23

MAYOR OF LONDON

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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. Chief Executive's Foreword

As progress gathers pace with the construction of the new HS2 interchange at Old Oak Common, this has been a transformational and positive year for OPDC. We have met several significant milestones, including an adopted Local Plan, government approval of our new 'Old Oak West' business case and our first major capital funding award. This sets the foundations for a new and exciting phase of our project, as we move from planning to major delivery.

Our Local Plan is now adopted, setting a planning policy framework for 25 years and beyond, paving the way for our ambitious Opportunity Area targets of 25,500 new homes and 56,000 jobs. The Plan sets the framework for major redevelopment on the extensive public land close to the new Old Oak Common interchange which is expected to come forward for development as HS2 releases land currently being used as construction sites.

Properly coordinated and assembled, this core area creates the largest new brownfield development opportunity in London, with the capacity for at least 9,000 new and affordable homes, with retail, office and industrial development adjacent to the new transport connections, creating a revitalised and integrated live-work-enjoy district for London.

We have worked closely with government, through the Department for Levelling Up, Housing and Communities, Department for Transport and Homes England to prepare and submit a Strategic Business Case for infrastructure funding support and the co-ordination of public land to drive this vision forward. Alongside our strategic plan, we have identified sites for early delivery, and secured £50m from the Mayor of London's Land Fund for the early construction of over a thousand homes.

As the construction of the Old Oak Common Station gathers momentum, so too does the pace of early development. More than 6,000 new homes have been built, or are currently under construction, 42 percent of which are affordable, with well over 2,000 new homes and major new employment projects in the planning pipeline.

New homes and jobs are crucial, but so too are improvements to the local environment, and we are on site with enhancements to Willesden Junction and the Grand Union Canal, making both more welcoming, accessible and enjoyable for local people.

This year has also seen a renewed focus to support the 2,000 businesses across our area. We have placed over 130 people into local jobs through our brokerage service, the Forge@ParkRoyal and supported local arts and culture through the Park Royal Design District. Our support to move towards zero carbon has brought funding from the Mayor to develop a heat recovery network and solar power in Park Royal.

Underpinning all OPDC's work is meaningful engagement with our diverse and lively communities. We have set out this commitment to involving those who live, work and engage with our area in our new revised Equity, Diversity and Inclusion and

Community Engagement strategies, both of which focus on reaching out to those whose voices often go unheard.

With a growing, talented and enthusiastic team, a newly adopted Local Plan and a clear pathway to delivery, OPDC begins its refreshed management plan with optimism and energy. Working closely with our colleagues in government we can build a public sector partnership to create a revitalised part of west London that new and existing residents will be proud of, where business will flourish, and where opportunities will be open to all.

2. Introduction

About this document

This is OPDC's work programme and management plan.

It outlines the practical steps we will be taking to move the organisation from planning to delivery – overseeing and coordinating 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 Old Oak West – where the heart of the new Old Oak district will take shape.

Our plan aligns with the Mayor's London Plan and supports Mayoral priorities 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 2022/23.

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

The refreshed objectives and milestones build on those set in the previous year. They also form the basis of our refreshed approach to individual performance management. Individual objectives and targets are agreed between managers and their staff, with a strong emphasis on training, development and nurturing talent, 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 our staff performance management approach complement each other in helping to guide individuals, teams, directorates, and OPDC to achieving success.

3. 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 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 and business representatives. Two 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.

4. 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 seen underinvestment. 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 capture the benefit of the capital's largest housing and economic development opportunity for all 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.

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:

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 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.
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.



Spotlight: Adaptable and resilient

Sustainability will be at the heart of our development plans. 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.

To do this, we must ensure our plans are both adaptable and resilient, baking in innovative ideas, technologies and insight to everything we do. To do this, we are determined to be best in class in how our development responds to and builds in sustainability.

While we are committed to creating a Net Zero development (as reflected in our Local Plan policy and early sustainability initiatives like delivering solar power and heat networks) we also recognise this is merely the start of our sustainability journey. A key priority this year is to define and skill-up on what sustainability means for OPDC and the development we are delivering, challenging ourselves by learning from others. By the end of the year we will have:

- *Undertaken research in best practice sustainability across the public and private sector*
- *Developed a clear statement of what sustainability means to us – in a holistic sense, not just environmental sustainability*
- *Adopted a framework to help us put sustainability at the centre of everything we do.*

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

Value	What this means
Ambitious	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.

Collaborative	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.
Responsible	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.
Inclusive	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.

Spotlight: Our Equity, Diversity and Inclusion Strategy

In March 2022, our Board approved OPDC's first Equity, Diversity and Inclusion (EDI) Strategy. The Strategy sets out how we will strive for equity – within our organisation, the places we shape and the communities we work with. For OPDC, EDI is an integral part of how we work. We will continue to build and embed diverse and inclusive experiences, opinions and voices into everything we do – through our Board, our staff and our communities. Only by doing this will we deliver the world class regeneration we aspire to.

Our strategy sets out clear actions we will take to meet our objectives. These actions cover areas from improving our internal processes such as induction, learning and development to embed EDI in all we do, to ensure every member of staff regularly volunteers with or works closely with our diverse communities so we understand their needs and barriers directly. We will review our progress annually and are committed to improving and making changes to our strategy and actions where needed and where our communities suggest it.



5. Our four steps to securing our vision

HS2's Old Oak Common Station presents a rare opportunity to create a whole new urban district for London and gateway to the regions, not only because of the connectivity it will generate across London, the UK and internationally, but because of the brownfield development opportunity (some 75 acres of public sector land) that will be unlocked post construction, with the potential to create 9,000 new homes, shops, leisure and work space. We are calling this opportunity our Old Oak West strategy.

Beyond the incremental changes that we are already bringing forward, the transformational changes that HS2 offers, our Old Oak West 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.

Over the past year, our key focus has been to progress these four steps and we have made good progress, securing an adopted Local Plan, preparing and submitting our initial Old Oak West business case to government and receiving our first major capital funding award. This sets the foundations for a new and exciting phase of our project, as we move from planning to mobilisation and onto major delivery.

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

The four steps	What we said we would do	Achievement in 21/22	Next Steps
Step1: 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 Old Oak West programme.	Our Local Plan was adopted by OPDC's Board in June 2022. This comes after we consulted on the Local Plan modifications, attended hearings hosted by the Planning Inspector and received his report, confirming the Plan to be sound.	Effective implementation of the Local Plan, by preparing and publishing a suite of supplementary guidance including an Old Oak West SPD. Taking applications for at least 2,000 homes and 10,000 sqm of industrial/employment space on early development sites to Planning Committee, by March 2023, contributing to the area's London Plan targets.
Step 2: Reach an agreement with government and its transport bodies to coordinate the key public sector land holdings	The majority of land in the 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.	To achieve this, we developed the Old Oak West Strategic Outline Business Case (SOC), which was submitted by the Mayor of London to the Secretary of State for Transport and the Secretary of State for Levelling Up in February 2022. We secured an in-principle approval for the coordination of government owned sites from both DfT and DLUHC in April 2022.	Develop and refine OPDC's Old Oak West scheme through preparing a regeneration strategy, detailing the approach to public realm, spatial layout, social and physical infrastructure. The regeneration strategy will be developed with input from the community and stakeholders, creating an opportunity for significant public engagement throughout its creation. The regeneration strategy will also inform and support the development of the Old Oak West SPD, through close working with OPDC's Planning Directorate.

Step3: Secure infrastructure and enabling funding	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.	We secured £50m in capital funding from the Mayor's Land Fund to support land assembly and enabling infrastructure, which will unlock at least 1,110 new homes in the next three years.	Deliver Land Fund objectives by progressing selected early-win sites for acquisition to either an 'offer' stage or signed exclusivity/arrangements with vendors to enable develop partner procurement to deliver first tranche of start on sites in-line with contract milestones.
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 Old Oak West.	We received positive feedback and informal interest from major London-based developers, subject to securing the prior three steps, following early market engagement.	Continuing to actively engage with the market and beginning formal development partner procurement, subject to securing an agreement to coordinate government landholdings.

To underpin these steps, we will:

Drive regeneration and economic development across Park Royal & Old Oak

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 or have been built since OPDC was established.

We exceeded our planning targets for the year, approving 1,445 homes during 2021/22. Of these, 43 per cent will be affordable. In addition, we are in the process of determining planning applications that will deliver over 2,000 new and affordable homes if approved, including major applications for mixed-use developments from Imperial College London in North Acton and Pocket Living in Atlas Wharf.

We will also continue to make focussed and impactful improvements to our area, through the delivery of new regeneration and our economic development programme including:

- Brokering local and good quality jobs through our Employment and Skills Hub – the Forge@Park Royal. This year we have found over 130 people employment in the local area. Now, our focus is to expand this service and raise awareness across the OPDC area and beyond, starting with hosting a major jobs fair at Wembley Stadium.
- Driving investment opportunities for local businesses having been successfully awarded Creative Enterprise Zone Status for Park Royal, following a joint bid to the GLA with the London Borough of Ealing, capitalising on the momentum generated by the 2021 Park Royal Design District and our Great Place Scheme
- 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.
- Making improvements to the access, towpath and community facilities along the Grand Union Canal and upgrading the public realm around Willesden Junction Station as part of our Good Growth Fund programme. Construction is due to be complete in July 2022.

Deliver on our commitment to efficiency, equity and engagement

Given the successes of the past year, and our move in focus from planning to delivery, we will ensure that the organisation is fit for the future. We will make sure we have the right capacity and capability to deliver. This will be done through a new framework for our staff's learning and development; agreeing our operating model which will set out the skills and capabilities we need to build over the coming years; and increasing collaboration and sharing knowledge and skills with our GLA Group colleagues, boroughs and other partners.

Building on our ongoing review during 2021, we will continue to 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.

Inclusivity is central to our ethos, not only in the places we create, but by ensuring we are an organisation where everyone can thrive and where respect and equity are at the heart of our culture, values and working practices. This is equally the case in the interface with our communities and partners and is enshrined in our new Equity, Diversity & Inclusion Strategy, which was published earlier this year.

Underpinning all of OPDC's work is a commitment to meaningful engagement. As our plans progress, we will increase our external communications and engagement

with politicians, industry and communities to build a stronger profile, raise awareness and increase participation in shaping our vision for Old Oak and Park Royal.

As part of this approach, a renewed priority will be to ensure that we're fully embedded in the local community and that every member of our staff builds a deeper understanding of the area and the communities who live there by spending time in the area engaging and supporting local residents and businesses, with a particular focus to reach out to those whose voices often go unheard. We are continuing the legacy of our Great Place Scheme through awarding £150,000 of Small Grants to 21 local charities and organisations, as well as progressing a programme of staff volunteering in the community, which has seen over 10,000 bags of rubbish cleared from the canal.

Above all we're continuing to work hard to involve residents, businesses and the wider public in our plan-making, and have emphasised this in our refreshed community engagement strategy, which reflects the need to engage with local people to develop a shared vision for the area, as well as supporting local people through increasing development and construction.

Spotlight: Learning and Development

Learning and Development (L&D) is a critical priority for us over the coming year. It is one of the key objectives in our EDI strategy: "to deliver equitable learning and development supporting all colleagues to thrive, reach their true potential and be more understanding and inclusive to others". It is also vital that we support our team to develop and grow so that we have the capabilities to deliver and our fit for the future. As such, we are creating a bespoke L&D framework, which sets out the capabilities our people will need, and how we will support them in building these. It will be delivered in an agile and creative way through peer support, mentoring, on the job coaching, good practice and collaboration with the GLA Group and other partners, as well as more traditional learning.

A guiding principle for our L&D framework is that the default answer is yes: if a colleague has an idea or goal for L&D, then we will try to deliver it. The L&D framework will be embedded in our performance management framework. Each manager will have an objective to support their staff to learn and develop, ensuring time is provided to do this. Every member of staff will also have an objective to proactively define and drive their own L&D needs, using our newly developed framework and tools.

6. Delivering our plan

This section describes our programme of work, focussed on the financial year 2022/23.

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. Adopt our Local Plan, which will support our regeneration ambitions and in particular our Old Oak West programme.
2. Publish a suite of supplementary guidance, to help implement the Local Plan including an Old Oak West SPD.
3. Depending on the requirements arising from government's reform of the planning system, 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 and a Planning Obligations Supplementary Planning Document.
5. Take to Planning Committee, by 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.
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, refocusing 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 Old Oak West approach.

The Local Plan will 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 received support from major landowners, including HS2, Department for Transport and Network Rail; and, in April 2022, our Planning Inspector issued his report recommending that the Local Plan is, subject to some modifications, sound. We are on course to adopt the plan in June 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 when appropriate to ensure that it takes account of these changes.

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, the first three of which will be within the 2022/23 Management Plan period:

- 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 and Green Infrastructure– principles for the delivery of planting, materials and street furniture within the public realm.
- Old Oak West SPD- this will supplement our Local Plan by providing more detailed guidance to developers and information for the community on matters such as town centre and cultural uses, infrastructure and open space.

Spotlight: Old Oak West Supplementary Planning Document (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 located. 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 an 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 and plan to hold design workshops in autumn 2022 to discuss the key principles that we ought to contain within the SPD. This will help us to draft the SPD's content which would then undergo a formal consultation in 2023.

Planning contributions

In addition to preparing and implementing a Planning Obligations SPD, we will consult and seek to implement a Community Infrastructure Levy (CIL) charging schedule, 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.

Spotlight: Community Infrastructure Levy (CIL)

CIL is fixed charge on development. The proceeds are used to fund infrastructure needed to support new and existing communities, such as public realm and open space, schools, health centres, and public transport.

OPDC consulted on a draft CIL charging schedule in 2016 but this work was paused as the government underwent a review of its CIL legislation and OPDC focussed on the Local Plan. We now plan to proceed with a CIL and will consult on the draft charging schedule in autumn 2022 and plan to adopt our CIL charging schedule in 2023.

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.

We will be expanding the team during this year in response to the increase in schemes at pre-application and the rise in number of applications. A new team will also be established with two new posts to deal with all matters relating to compliance including Planning Enforcement, Fire Safety, Section 106 and CIL.

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.

Article 4 Direction

A non-immediate Article 4 direction withdrawing permitted development rights for changes of use from Commercial, Business and Service (E) to residential (C3) was consulted on in July 2021 and needs to be confirmed a year later. This will allow us to protect Strategic Industrial Land (SIL) and control changes of use.

Tracking delivery

Milestones

Title	By when
Adopt the Local Plan in a form that enables OPDC to meet its overarching regeneration objectives	Q1 22/23
Adopt the Energy Performance SPD to provide clearer guidance to developers on how to effectively manage waste in high density developments	Q1 22/23
Adopt the Waste Management SPD which will provide clearer guidance to developers on how to effectively manage waste in high density developments	Q1 22/23

Confirmation and implementation of the Article 4 Direction	Q2 22/23
Recruit additional staff members to establish an enforcement and compliance team and manage increased workload	Q2 22/23
Hold charettes/design workshops to inform the Old Oak West SPD	Q2/3 22/23
Adopt the Planning Obligations SPD to enable OPDC to more effectively secure S106 contributions	Q3 22/23
Consult on 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	Q3 22/23
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	Q4 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	Q4 22/23

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 Old Oak West programme

To support these priorities, we will:

1. 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.
2. 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).
3. 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.
4. Begin the procurement of and selection of a delivery partner(s).
5. Complete the preacquisition due diligence on all sites shortlisted for acquisition through the Land Fund facility and agree terms on at least one key acquisition.

Old Oak West

Old Oak West is OPDC's priority delivery project and is a major focus for the corporation. Building on the major public sector land ownership including the sites due to be released by HS2 through its delivery of the new Old Oak Common station, the project will ensure development can be brought forward in a comprehensive and well-planned way.

The Mayor of London submitted our Strategic Outline Business Case (SOC) to both the Secretary of State for Transport and the Secretary of State for Levelling Up in February 2022. The SOC was approved by both departments in April 2022: a major gateway milestone in agreeing a comprehensive approach to delivering the next 9,000-10,000 homes in Old Oak with our major partners.

Whilst final decisions will be subject to ministerial direction and detailed business cases for funding, land consolidation and delivery structure, the gateway approval of SOC confirms government's intent to support the comprehensive regeneration of Old Oak West. Alongside this public sector support, the SOC was developed with the benefit of some early market engagement which established that the project was attractive for private sector investors.

OPDC and its government partners will agree the detailed programme, oversight and management arrangements for the next stage of work. The project is also now in a position to meaningfully engage with the public, community stakeholders, businesses and infrastructure stakeholders in the development of plans.

The next step in the business planning process is to develop an Outline Business Case (OBC), which will establish the detailed delivery strategy – and seek the approval to this strategy. This will incorporate a refined funding submission, which we expect to be eligible for DLUHC’s Brownfield Infrastructure and Land Fund. It will address specific arrangements for the consolidation and transfer of DfT Land. It will look to approve the procurement and long-term management and oversight plans. The OBC will again be developed with our government partners and seek the support of other critical stakeholders, including the host boroughs, the Mayor, Network Rail and HS2 Ltd.

Spotlight: The Strategic Outline Business Case

OPDC’s SOC makes the case to government for a comprehensive ‘whole of government’ approach to the regeneration of Old Oak, leveraging government’s ownership of land, its funding capabilities and the role of OPDC as the statutory regeneration agency for the area. The SOC was developed in close conjunction with Homes England, DfT and DLUHC. It is built on the evidence and technical studies carried out by OPDC for the Local Plan and further developed:

- *Initial due diligence on land ownership, occupation and use (including freight designations, waste allocations and other operational transport requirements).*
- *Financial viability modelling to establish the amount of funding needed for land assembly and infrastructure to deliver the benefits being sought.*
- *Further plot testing and development capacity work to support the financial.*
- *Economic modelling.*

The strategic outline business case is the first in a three-gateway approval pathway for major public sector projects and represents “approval in principle”, to the proposals and recognising that the development of the project is at an early stage.

The strategic outline business case is the first in a three-gateway approval pathway for major public sector projects and represents “approval in principle”, to the proposals and recognising that the development of the project is at an early stage.

Following approval of our SOC, we will now be developing an outline business case in 2022-23. This will allow OPDC and its public sector partners to make key decisions and firm commitments for the projects. In turn this will allow us to commit to key activities such as further public engagement, planning work and developer procurement. The full business case is expected to capture final approval to specific funding requirements and approval to our appointment of preferred private sector partners.

A complementary part of our next phase of work is to develop a regeneration strategy that will refine and develop our Old Oak West scheme. Further work on the approach to public realm, spatial layout and social and physical infrastructure will be required to support the proposals and their approach to planning and land assembly.

The regeneration strategy will be developed with input from the community, infrastructure partners and other stakeholders, creating an opportunity for significant public engagement throughout its creation. It will also inform and support the development of the Old Oak West SPD (see above).

Land Fund

In March 2022, the Mayor approved £50m of loan funding from the GLA's Land Fund to support us to deliver 1,100 to 1,500 new homes. The funding will be used for acquisition and enabling works and will accelerate the first phase of our Old Oak West plans.

The facility includes a target of 500 housing starts by March 2026. Our immediate priority is to carry out planning, property and legal due diligence on target sites that will allow us to negotiate and agree acquisitions with landowners and deliver this target.

The Land Fund facility can also be used to carry out early infrastructure, public realm or decontamination work where this can unlock delivery.

Tracking delivery

Milestones

Title	By when
Complete and submit the Outline Business Case for OPDC's Old Oak West scheme	Q1 22/23
Agree joint OPDC / GLA governance arrangements for the Land Fund Facility	Q2 22/23
Agree with TfL, DfT and its agencies (Network Rail and HS2) which public sector land will be part of the Old Oak West programme and a programme for its release	Q2 22/23
Put in place an approved (by OPDC's Board and the GLA) business plan for the Land Fund facility	Q2 22/23
Complete technical due diligence, including RIBA Stage 1 development proposals and site investigations on selected early priority sites for the Land Fund	Q3 22/23
Approve (between the GLA and OPDC) a procurement strategy and programme for early Land Fund facility sites through the London Development Panel 2	Q3 22/23
Obtain options for Land Fund early-win sites and complete due diligence to enable to delivery of homes	Q3 22/23
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	Q3 22/23
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	Q4 22/23
Complete a Regeneration Strategy to refine the scheme's proposals for development, public realm, infrastructure, and delivery. Its development will include engaging with the community and key stakeholders	Q4 22/23

Performance indicators

Subject to securing funding support for our Old Oak West strategy, we will develop an approach to monitoring the impact of the programme. This will include measuring and reporting the housing impact, including the delivery of affordable homes and the economic impact of new commercial and industrial space created. 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. We will be monitoring the following PIs.

- Percentage of Land Fund Facility drawn down and committed
- Housing capacity of pipeline sites under active negotiation
- Housing capacity of sites secured through the Land Fund Facility



Delivering our Regeneration and Economic Development Programme

To support this priority, we will:

1. Continue to test innovative infrastructure improvements for green energy and set out a clear plan to deliver the first phase of the Solar pilot by March 2023
2. 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 2023
3. Develop a plan to support and accelerate the delivery of intensified industrial development and affordable workspace, including identifying engagement with key landowners, brokerage and selective investment in land assembly, infrastructure or other enabling work
4. Increase access to training, education and jobs by delivering the recruitment, employment and skills services through The Forge@ParkRoyal; and provide employment support for Old Oak and Park Royal businesses
5. Build capacity within the community to engage with the changes in the Park Royal area, including running at least two volunteering initiatives.

In 2021/22, OPDC moved from a programme focussed on Park Royal to a broader Regeneration and Economic Development (RED) programme for Park Royal and Old Oak North. This brings together our projects in this area into a single, coherent programme of work based on the objectives set out within the Local Plan. The

programme is based around six distinct ‘places’ within the wider area and grouped into six project types:

- Infrastructure and sustainability
- Workspace and intensification
- Public realm and placemaking
- Business support, skills and employability
- Community capacity building and engagement.

The RED programme will embed the project types within a set of simple, overarching principles. We will:

- Know our patch and our people – developing good relationships and owning and managing good data
- Make sure the basics are right for Park Royal and Old Oak North to be a good place for businesses and their employees. This includes reliable power, utilities, roads and access, security and adequate social infrastructure
- Deliver an adequate supply of the right type of workspace for businesses to start-up, grow, move-on and thrive
- Work with the area’s existing business base and strengths: food manufacturing, creative industries, film and media (and its supply chains) and logistics
- Support existing businesses to adapt to the challenges of climate change and be more resilient
- Support the adoption of better pay and ‘good work’
- Ensure that the right employment, training and skills offer is in place
- Build the capacity of business-led and other grass roots organisations
- Work with local anchor institutions and larger employers to deliver a coordinated response to the needs of the local area.

The actions that flow from these principles will not be the sole responsibility of OPDC. Rather, we will work with the business community, borough partners, developers, residential communities and other stakeholders to ensure that there is collective buy-in for actions. Our role will vary, at times taking the lead through direct delivery, funding partners or use of our planning powers. At other points our role will be more strategic, coordinating the activities of others.

These principles will be enacted through a set of locally responsive action plans. The structure for these takes its cue from the Local Plan, which adopts a ‘place based’

approach: the RED programme will use the same distinct character areas already identified by the Local Plan.

Taking a place-based approach has several advantages. It:

- Provides clarity, by aligning with existing planning policy and strategic objectives, and providing a golden thread from plan making through to delivery.
- Develops locally responsive action plans that play to areas' unique strengths and address their specific challenges.
- Avoids generic 'strategy-speak', instead drilling down into specific projects that are well scoped and deliverable.
- Promotes better cross-team working by revealing how OPDC and partners' work overlaps in the real world and helps foster a sense of responsibility amongst officers working on a specific 'patch'.
- Fosters the long-term relationships between OPDC and partners on the ground (businesses, community groups, landowners and developers) that are needed to deliver a successful programme.

A place-based approach is also a pragmatic response to the very different areas covered by OPDC

Infrastructure and sustainability

Our work to accelerate the decarbonisation of industrial land uses, through greater efficiency and renewable energy initiatives, is increasingly important. This is because the Mayor has set a clear target for London to be a zero carbon city by 2030.

We have successfully secured £315,000 of funding from the GLA's Local Energy Accelerator fund to deliver clean and locally generated energy projects. The funding is supporting our heat recovery project, delivered with the GLA and the boroughs of Kensington and Chelsea and Hammersmith & Fulham, to take waste heat from data centres.

Many Park Royal businesses wish to play their part in addressing the climate emergency. Equally, however, many have found it difficult to navigate the complex solar funding landscape, permission and installation process. We will support a pilot group of businesses to install solar on their roofs, aggregating demand to deliver savings on installation and other contactor costs.

Supported by UK Research and Innovation, we aim to develop a comprehensive understanding of the current and future energy supply needs within Park Royal; our work on heat recovery and solar will feed into this.

Workspace intensification

Our Local Plan targets a net increase of 250,000m² of industrial floorspace. Delivering this 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 plan to support this change, including identifying opportunities to invest in infrastructure, land assembly or other enabling work. We recognise the need for the public sector to take a more proactive role in the delivery of affordable workspace. So our work in this area will also include developing options for the delivery of workspace projects, supported by Section 106 planning contributions.

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. This includes our public realm programme which aims to introduce greening and streetscape improvements, both key to encouraging active travel in and around the industrial estate. We intend to pilot new approaches to design and delivery on the ground – which may include direct grants to businesses, landowners and residents' groups to undertake improvement works themselves.

Public realm and placemaking

Our programme of public realm and placemaking projects and activities, which has been developed in consultation with local residents, aims to highlight the positive changes happening in the area and deliver tangible benefits to local residents and businesses – ahead of our longer-term regeneration plans for Old Oak and Park Royal.

Construction for the GLA Good Growth funded 'early activation' public realm improvement projects at Willesden Junction Station and the Old Oak Lane Towpath, have commenced. We are installing new planters, a community noticeboard and public art at Willesden Junction Station and constructing an improved access to the towpath from Old Oak Lane. Completion of the works is expected during the summer 2022.

Landscape-led improvements at Harlesden Canalside, will include a 'Canalside garden', a landscaped 'amphitheatre' space for informal gathering alongside two dedicated community-operated moorings, improved facilities for the canoeing club, local fitness groups and boaters. A planning application was submitted to Brent Council in April 2022 and the project is due to start on site in October 2022, subject to securing planning and all other necessary consents.

We are keen to ensure the business community in Park Royal and Old Oak has the capacity to introduce greening and streetscape improvements, both important to encouraging active travel in and around the industrial estate. We intend to pilot new approaches to design and delivery on the ground – which may include direct grants to businesses, landowners and resident groups to undertake improvement works themselves.

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. Following the success of the first year of this initiative, it has been extended for two more years and is now being match funded with the Canal & River Trust. We will also be procuring a wider Greenspace volunteering programme.

This will provide further opportunities for local residents and businesses to get involved in improving greenspaces within the OPDC area, as well as providing further capacity to implement and maintain greenspace improvements.

Business support, skills and employability

We are committed to supporting access to skills, training and employment, with an emphasis on OPDC's most disadvantaged communities. We will continue to do this through The Forge, our Employment and Skills Hub which we run in partnership with our local boroughs and other partners to improve the opportunities for local people to access jobs.

We will also support the work of the Park Royal Business Group and its programme of events for the business community. Delivered in partnership with West London Business, the Park Royal Business Group will review how to increase its capability.

Spotlight: Park Royal and Acton 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 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 supporting grass roots activities and allowing us to take strategic role in addition delivery.

Ealing will receive grant funding of £70,000 and we will work closely with them to develop the zone, building on the success of existing projects and initiatives – such as The Forge and our In the Making programme – in addition to coordinating the activities of partners already operating in the area.

Tracking delivery

Milestones

Title	By when
Develop a business plan for The Forge@ParkRoyal, our employment, skills and business hub, to secure its future beyond the grant funded end date of June 2023	Q3 22/23
Reach practical completion for all Good Growth Fund projects	Q4 22/23
Develop a comprehensive assessment of current and future energy supply and demand within Park Royal and Old Oak, including capacity and constraints mapping	Q4 22/23
Conclude a pilot project for the installation of approximately 2-5 MWp of solar capacity within Park Royal	Q4 22/23
Develop an outline business case for the potential installation of a heat network within the Old Oak area	Q4 22/23
Develop a plan to support and accelerate the delivery of intensified industrial development and affordable workspace within Park Royal and Old Oak North	Q4 22/23

Performance indicators

- Sqm of public realm/green space being improved
- The Forge@ParkRoyal: jobs secured for local people
- The Forge@ParkRoyal: Number of successful candidates still in employment after six months
- Businesses directly supported through training, events and networking
- Number of people participating in OPDC-funded projects including volunteers (number of volunteer hours)
- MWh of solar capacity installed



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. Review our structure and capabilities so they meet our future delivery needs, including the introduction of a new learning and development framework to improve opportunities for professional and personal development and organisational effectiveness
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.

Spotlight: Securing the legacy of our Great Place Scheme

In September 2021, Park Royal became London's newest and biggest design district as part of the London Design Festival. Working with a group of local artist and business, as well as City & Docklands and Imperial College London, OPDC showcased the outcomes of its Great Place Scheme through a series of exhibitions, open studios, film screenings and community engagement events across the weeklong festival.

OPDC's Great Place Scheme benefitted over 4,000 residents and businesses, commissioned over 250 local artists and kick-started nearly 50 community projects through providing £250,000 in small grants.

To ensure that the positive legacy for OPDC's culture and heritage programme lives on to provide investment for residents and businesses, we are continuing to sponsor the Design District for 2022 to shine a spotlight on the creative talent in Park Royal across the capital. We have also awarded another round of Small Grants to 21 local good causes and kick-start projects, including a new community magazine, a recycling project, music and dance events and support local children with learning difficulties.

We are committed to support these organisations not only with our Small Grants but with our time and are partnering with these groups to organise outreach and volunteering opportunities to further rebuild relationships across the community.

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 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 Engagement Strategy, which was adopted 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.

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. We will prepare a more effective and adequately resourced lobbying, promotional and ambassadorial plan 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.

Spotlight: Community Co-design at Harlesden Canalside

Across 2021/22, OPDC led an extensive engagement programme to shape plans for a new inclusive, accessible and welcoming community and boaters' hub at Harlesden Canalside.

To help ensure our plans meet the needs of a broad representation of the community, we appointed a local resident as the project's community coordinator to help shape the engagement programme so that it attracted a wide range of participant from the area, including those who voices are less often heard.

Our consultation included co-design workshops with spotlights from local stakeholders, including the local MP, secondary school headteacher and representative from a homeless charity. We also held canal-themed quizzes; canal walking tours and drop-in exhibitions.

As a result, our plans have been created in partnership with the community. To ensure they continue to meet the needs of local people we have established a steering group made up of residents, workers, community organisations and boaters.

Equity, diversity and inclusion

We will deliver the actions set out in our EDI Strategy, including working closely with our communities to understand how the Strategy can be best implemented to its needs. For example, all of our staff will have an outward looking EDI objective to encourage the staff to get to know our diverse communities better. We will also continue to set stretching EDI requirements in all our procurements to ensure all of our suppliers help deliver our EDI objectives.

Our people

In 2021/22 we took some big steps forward to support better people management: this plan and the linked target setting, appraisal and development process are making a big difference in this area. Our next step is to create an OPDC learning and development framework, to support the equitable development and opportunities for all our staff, and to help attract and retain the best talent. This will include developing a suite of training (for example e-learning, on the job training, seminars, traditional classroom, secondments, job shadowing) that is tailored to OPDC staff needs, based on performance reviews, manager and staff feedback, and organisational objectives. We will also implement, promote and support mentoring for all staff through the completion of leadership and management development programmes.

Our new learning and development framework will be an important part of making sure we have the right skills and capabilities in place as we move into full delivery mode. Alongside this, we will finalise our target operating model. This will set out the skills, capabilities, structures, and capacity we need to deliver our strategy, and when we will need them. Creating and then implementing this target operating model will enable us to both develop and bring in resource at the right time to support our delivery milestones.

We will continue our move to hybrid working by embedding smart working principles and guidance for all our staff, to help manage some of the difficulties which are being seen as we try new ways of working. This will include reviewing our HR processes and procedures to ensure that they support smart working in practice. We will also engage regularly with our staff to ensure that our hybrid working practices are fit for purpose. We will take into account impacts on staff with protected characteristics and take action to address any unintended impacts our new ways of working might bring.

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 2022/23 we will continue to refresh and embed our 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 launch an e-learning module to improve awareness of our corporate governance framework.

As we move from planning to delivery, we will need to strengthen our programme planning and review apparatus. To this end, we will develop a small project management office (PMO) capability to help us manage and track progress, manage issues and risks and streamline communications between all our partners. Further capability requirements will be assessed as part of the work to develop a target operating model.

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. To support this, we will conclude and implement the recommendations from our Board Review, including looking at how to increase the scope of non-executive engagement in OPDC's work. We will also look at how we can strengthen governance at the level of the Board and its committees to take the decisions we will need to take to support our new phase of delivery.

OPDC's finance function will look for ways to work more closely with our delivery teams as we move into this more intensive phase of programme delivery. This will include looking at improving management accountant support to teams delivering our core projects so there is a close link as finances become more complex. We will continuously improve our finance management information for teams, SMT and our Board and communities to ensure the right information is available at the right time for scrutiny and decision making.

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. This will include a review of our current arrangements, clarifying relationships and expectations where needed, and communicating our pipeline of work proactively as our demand for these services increase. We will work with GLA Group colleagues to deliver new shared services – specifically transactional HR and IT services. Finally, following the recommendations of the Kerslake Review, we will work particularly closely with the Mayor's newly appointed Senior Housing Lead to find further opportunities to collaborate and share with the parts of the GLA Group which work in housing delivery.

Tracking delivery

Milestones

Title	By when
<i>Communication and engagement</i>	
Positively launch Park Royal as a new Creative Enterprise Zone with Mayor of London and Deputy Mayor for Culture, which will bring together businesses, artists and stakeholders through a programme of targeted communications, events and engagement	Q3 22/23

Run a best practice, inclusive and accessible engagement with the community for OPDC's Old Oak West proposals, ensuring the development's vision is shaped by public feedback	Q4 22/23
Proactively support the community by empowering the delivery of projects, activities and good causes through Small Grants funding and OPDC volunteering to help local people through change; improve public spaces and places; nurture heritage, arts & culture and promote skills and employment opportunities	Q4 22/23
EDI and people	
Launch a new Learning and Development Framework to support our staff's development opportunities	Q2 22/23
Conclude a review of EDI Strategy and action plan, demonstrating tangible progress with a clear majority of our actions completed or on track	Q4 22/23
Governance and finance	
Roll-out the governance e-learning module to enhance awareness and understanding of the way OPDC is governed	Q2 22/23
Review our finance team processes and implement improvements to support our teams as we move into more intensive period of delivery	Q3 22/23
Implement the recommendations arising from the Board Effectiveness review, including with additional and more structured avenues for non-executive engagement in OPDC's work	Q4 22/23
Update our key governance policies and protocols that are due for review, including the Expenses and Benefits Framework and Financial Regulations	Q4 22/23

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
- Percentage of participants from diverse backgrounds at engagement and consultation events
- Number of volunteering opportunities for staff identified and completed

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
- Percentage of LGBTQ+ staff within the workforce
- Gender pay gap (median)
- Ethnicity pay gap (median)
- Sickness absence days

Governance and finance

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

Appendix: Budget 2022/23

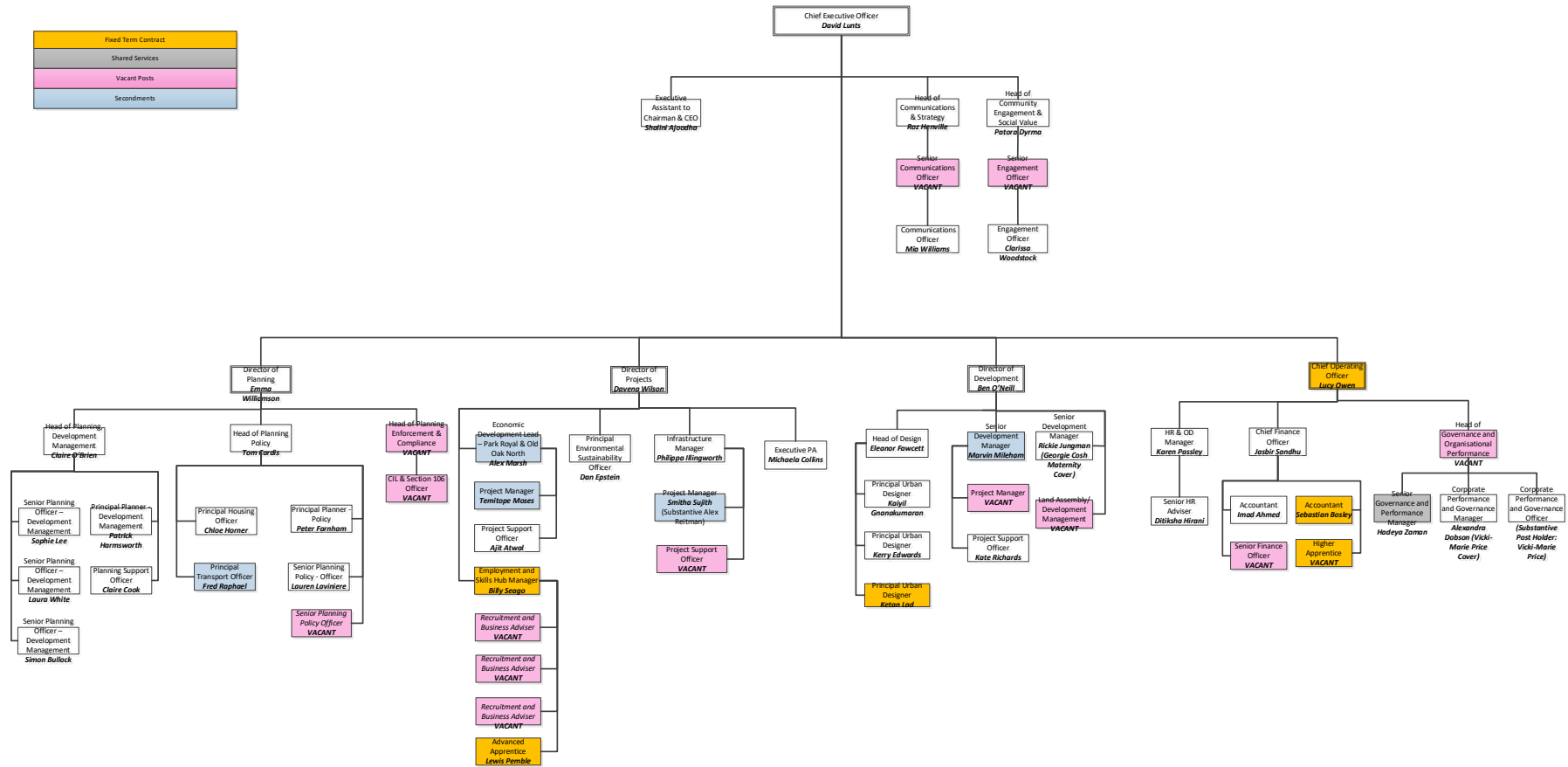
OPDC's overall budget

	Gross Expenditure £000's	Gross income £000's	Net Budget £000's
Chief Executive Officer			
CEO Support Budget	25	0	25
Communications and Engagement	123	0	123
Establishment	672	0	672
Total	820	0	820
Corporate Operations			
Programme and Operations	241	0	241
Shared Services	441	0	441
HR&OD	145	0	145
Board	247	0	247
Establishment	601	0	601
Total	1,675	0	1,675
Development			
Old Oak West Development	800	0	800
Land Fund	750	(750)	0
Establishment	376	0	376
Total	1,926	(750)	1,176
Planning			
Planning Policy	240	0	240
Development Management	350	(350)	0
Establishment	1,140	(228)	912
Total	1,730	(578)	1,152
Projects			
Regeneration and Economic Development	921	(161)	760
Establishment	854	0	854
Total	1,775	(161)	1,614
Total OPDC Budget 2022/23	7,926	(1,489)	69,437

OPDC

OLD OAK AND PARK ROYAL DEVELOPMENT CORPORATION

Appendix: Current OPDC Structure Chart



OPDC

OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION



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