



Old Oak and Park Royal
Development Corporation

Community Engagement Strategy 2024-2026

MAYOR OF LONDON

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1. Introduction

“Engagement is at the heart of our ethos at Old Oak and Park Royal. As the area transforms into a more sustainable, inclusive and prosperous place, it’s vital that regeneration reflects the aspirations and needs of local people. Over the past two years, we have been closely engaging with the community to co-design and shape our future plans. We’re looking forward to building on this feedback, working in partnership with local people to ensure Old Oak and Park Royal is welcoming, accessible and enjoyable place for everyone.”

David Lunts,
Chief Executive OPDC



Davis Lunts, CEO

As a Mayoral Development Corporation, we have been tasked by the Mayor of London to plan and deliver transformational change across the Old Oak and Park Royal Opportunity Area, capitalising on the increased connectivity created by the arrival of the new High Speed 2 (HS2) station at Old Oak Common. Spanning the area where the London boroughs of Brent, Ealing and Hammersmith & Fulham meet, OPDC has plans to bring forward many thousands of new and affordable homes, jobs, shops, parks and amenities to create a place that is welcoming, accessible and prosperous.

Our vision is for Old Oak and Park Royal to 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, is playing the best practice in social and environmental design, and making a major contribution to London’s success as a global city.



Residents taking part in OOW Place Lab

Since our engagement strategy was first adopted in 2021, we have been working collaboratively with those who live, work, invest and visit Old Oak and Park Royal, and with our three local boroughs, to ensure development reflects the needs and priorities of our communities, using local feedback and insights to enhance the existing character, diversity and identity of the area. This has included extensive work to co-design and develop our plans for Old Oak West, as well as to kick-start community owned projects and build capacity through funding to ensure these projects are led by local people.

We will continue to build on the engagement we have done so far using a range of online, 'live' and grassroots engagement techniques to build awareness about our plans and the many benefits of regeneration, but also to listen to different viewpoints, particularly those whose voices sometimes go unheard, and to be open to new ideas and perspectives.

A key focus of our work will be with young people, working with schools and colleges to inspire young people of all backgrounds to actively influence the future of the area.

We also understand that regeneration at scale can be daunting and disruptive. The area is set to undergo huge change – a process already underway with the construction of the UK's largest new station at Old Oak Common, as well as many new homes. This will bring enormous future benefit, through new development, investment, jobs and homes, but a decade of construction will inevitably cause some disruption to nearby residents and businesses. Therefore, we are committed to supporting local people through change, whether it be through addressing issues on the ground, promoting skills, training and career opportunities, working with our partners, including the boroughs and HS2, or ensuring that communities are receiving support through local improvements and enhancements, delivering benefits in the here and now.



Site tour as part of Park Royal Design District

Our regeneration ambitions need to reflect and build on what people love and enjoy about the area now: its rich cultural, historic and ethnic diversity, its manufacturing heritage, and its renowned assets, including the Grand Union Canal and Wormwood Scrubs. Old Oak and Park Royal is also home to a flourishing and talented creative and business community and it's vital that we continue to grow and amplify this integral part of the area's identity, whether that be through our successful Creative Enterprise Zone, our skills and jobs hub, The Forge, or the Park Royal Design District.

Across the next phase of our project we will be planning more local enhancements to the public realm, improving spaces and places for everyone by working with local people to activate areas for public spaces and meanwhile uses that facilitate community connections, celebrate the area's cultural diversity and reflect its history and heritage.

Through meaningful and careful engagement with communities, we will strive to ensure that changes are brought forward collaboratively and reflect the wants and needs of local people, whether celebrating heritage or making tangible improvements to the public realm, street safety and access to jobs and affordable housing.

2. Overview

Originally published in 2021 and updated in 2024, OPDC's Community Engagement Strategy supports the local community through informed, active and inclusive involvement in our plans, activities and programmes.

It seeks to create the right opportunities for everyone – of every background, qualification, age, gender, race, sexuality or disability - to have a say.

It will also support us to be a responsible and transparent organisation, outlining a set of commitments to ensure that good community engagement is central to everything we do.

The strategy builds on the good practices we already follow. It sets out five key priorities, outlining how OPDC will work with our communities to:



Improve public spaces and places



Continue to develop a shared vision for the area



Nurture local heritage, art and culture



Promote skills, employment and opportunities



Continue to support local people affected by the changes happening in the area



Residents discussing ideas at the OOW Place Lab

The strategy also sets out how we will measure and evidence the frequency, reach and quality of our engagement activities to ensure that we are meeting our commitments and working to build trust with the communities we serve.

The strategy aligns with our updated Statement of Community Involvement (SCI) which provides guidance on how OPDC and external developers should consult local residents and businesses on planning applications and planning policy development.

We will continue to monitor and hold developers to account in the local area to ensure that they are consulting and engaging with communities in a meaningful way.

It aligns with our corporate strategy and management plan, as well as our commitments to Equity Diversity and Inclusion (EDI) set out in our EDI strategy.

3. Our aims for engagement

3.1. The role of engagement

Our Communications and Engagement team works to inform, involve and empower the community, ensuring that engagement underpins everything we do. The role of engagement builds understanding and facilitates discussion, creating opportunities for people to influence plans.

Central to good engagement is straightforward, honest communication, in particular, setting out the parameters of community involvement to be transparent on what can be influenced during each consultation or engagement exercise. We want people to feed into our plans and through our strategy will facilitate the right opportunities to do this, but it's important to be clear that engagement is not a referendum, meaning we aren't able to meet everyone's asks, all of the time. Where we are not able to meet all the asks, we will clearly explain why we have not been able to do so.

We also operate within a large and diverse area, home to and surrounded by, a sizeable community, with different wants, needs and viewpoints. A regeneration project of this scale will mean striking a balance between listening to and taking on board community voices, balancing other stakeholder interests and delivering our plans.

Through different channels, means and mechanisms for engagement, we will enable community input into plans where possible and feasible. An example of how we do this, is through our established Community Review Group, of 12 local people living or working in the area providing advice and recommendations on all planning applications to our Planning Committee.



3.2. Our four key aims for engagement

Our strategy aims to ensure our communities are well-informed, involved and have genuine opportunities to collaborate. Central to our engagement approach, is to go beyond this by helping local people make their own improvements to their area, delivering engagement activities that empower them to oversee positive changes.

These four, cross cutting themes apply.



INFORM

Sharing information through a wide range of channels about what is happening, the impacts on local people, and the opportunities they will bring



INVOLVE

Enabling everyone to have their say on the future of Old Oak and Park Royal, reflecting the views of a broad range of stakeholders, residents and businesses



COLLABORATE

Building relationships across existing and new communities to work together effectively



EMPOWER

Inspiring and assisting people to take an active role in directing and implementing local projects and initiatives to benefit their local community and shape positive change



3.3. Our reach and responsibility

OPDC has two main functions:

Planning authority

Both a statutory plan maker, setting planning policy, and also a decision taker, determining planning applications and planning enforcement matters.



Regeneration delivery body

This means that we are responsible for delivering new infrastructure, homes, development and local improvements to public spaces within our area.



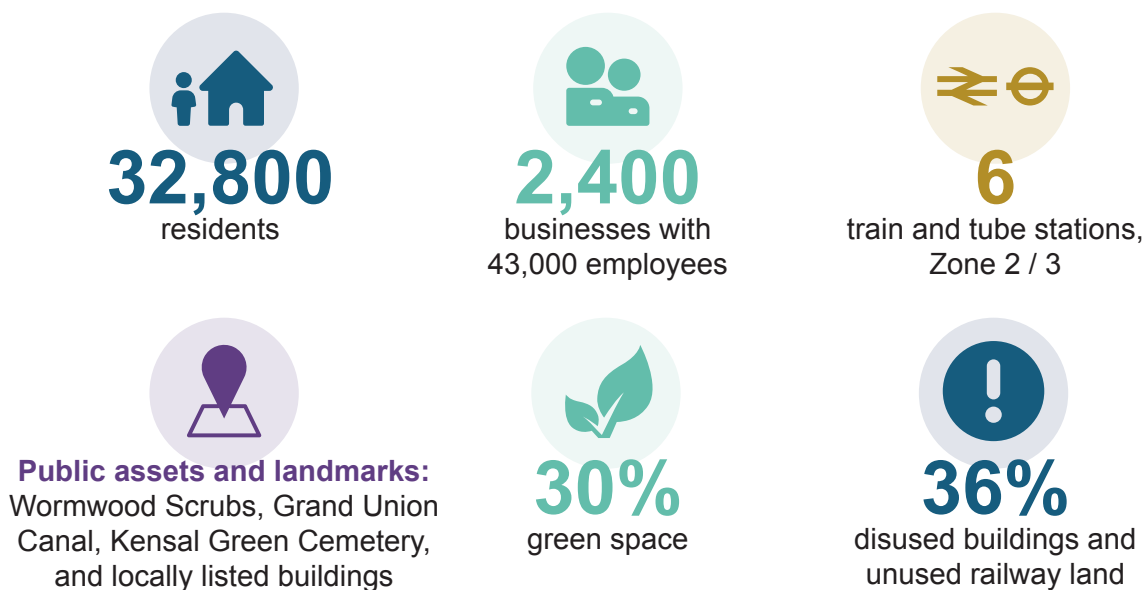
Our engagement activities directly support these two principal functions. Most areas outside of our responsibility are covered by your local council (depending where you live, that is London Borough of Brent, Ealing or Hammersmith & Fulham).

Our team operates an open-door policy - we will always respond to and try to help address queries. It's not possible for us to solve everything, particularly when related to matters outside of our remit, but we also understand that it can be confusing to know who is best placed to help your particular needs – so, if we can't help, we will put you in touch with the person or organisation who can.

Helpful local contacts

NATURE OF ENQUIRY	WHO TO CONTACT
Planning in the OPDC area - planning applications, enforcement and policy	General enquiries: info@opdc.london.gov.uk or 020 7983 5732 Planning enquiries: planning@opdc.london.gov.uk or 020 7983 6520
Road management - traffic, parking and road safety	Brent: 020 8290 8300 Ealing: transportplanningservice@ealing.gov.uk Hammersmith & Fulham: Highways_General@lbhf.gov.uk
Environmental services - bin collection, street cleaning	Brent: 020 8937 5050 Ealing: 020 8825 8825 Hammersmith & Fulham: cleaner.greener@lbhf.gov.uk
Noise, dust and light pollution	Brent: Nuisance Complaint - to issue a complaint fill out a form at brent-self.achieveservice.com Ealing: 020 8825 8111 Hammersmith & Fulham: noise@lbhf.gov.uk
Housing services - housing benefits, rehousing services and maintenance of council houses	Brent: housing.options@brent.gov.uk Ealing: housadv@ealing.gov.uk Hammersmith & Fulham: housingadvice@lbhf.gov.uk
Crime prevention, anti-social behaviour and safety	Brent: 0208 937 1058 Ealing: safercommunities@ealing.gov.uk Hammersmith & Fulham: asbu@lbhf.gov.uk
Business rates	Brent: nndr@brent.gov.uk Ealing: businessratesteam@ealing.gov.uk Hammersmith & Fulham: businessrates@lbhf.gov.uk
HS2, Old Oak Common Station construction	HS2Enquiries@hs2.org.uk 08081 434 434
Oaklands Rise construction / building services	OaklandsRiseConcierge@nhg.org.uk

Old Oak & Park Royal is made up of:



3.4. Our communities

Old Oak and Park Royal's rich social and built heritage reflects its evolution from what was once a rural landscape, to a centre for transport and industry.

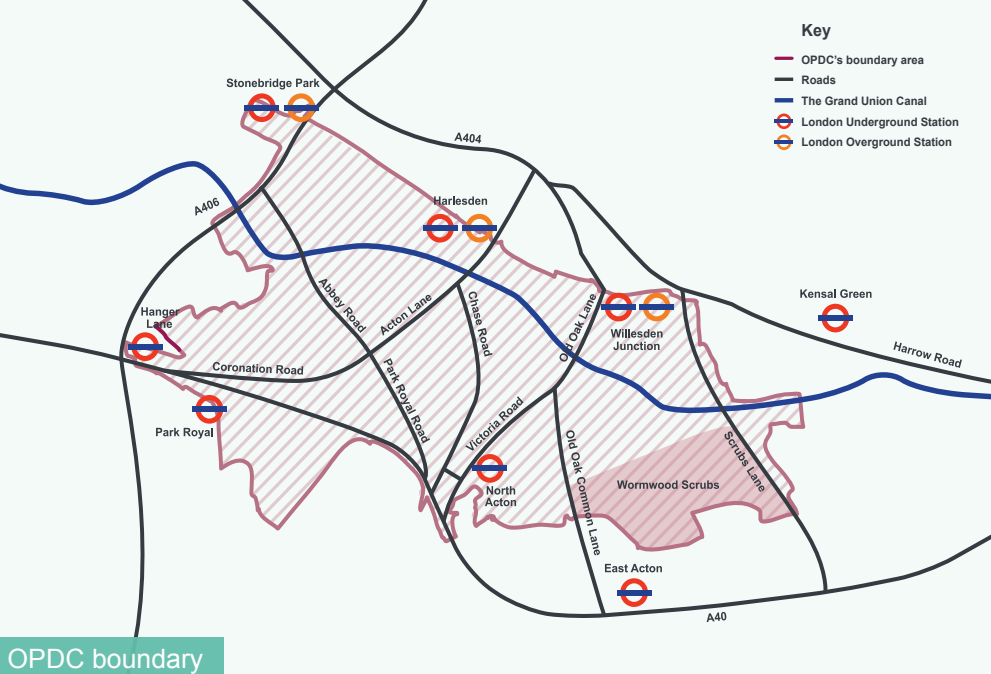
The area has provided employment for many immigrant populations, creating a place of rich cultural diversity. This is reflected in the character of the neighbouring towns and highstreets, with an array of eateries, shops and art from across the globe, particularly in Harlesden and Stonebridge. These include communities of Afro-Caribbean heritage, Irish, Portuguese, Lebanese, Brazilian, Somali, and smaller Latin American and East African groups.

Although the area has fewer residents than other parts of London, its local community is tight-knit, with several established resident associations, and is now growing twice as fast as the London average.

This has created a need for many more affordable homes and although 40% of the nearly 8,000 homes delivered since OPDC was established is affordable, there are still over 39,000 residents in Brent, Ealing and Hammersmith & Fulham on housing waiting lists.

The OPDC area is relatively deprived. The average household income is noticeably lower (24%) and unemployment higher (6.3%) than the London and UK average.

Despite this adversity, the area and its surrounding neighbourhoods possess strong community solidarity, with a host of passionate and active community groups, representatives and volunteers who come together to celebrate the area's identity, champion inclusive opportunities and support the vulnerable.



Who and what is the Old Oak and Park Royal community?

We consider everyone who lives, works in and regularly visits Old Oak and Park Royal to be part of our community. We regularly review our stakeholder list to ensure it reflects residents, stakeholders and community groups that may have moved in or out of the area. In particular, our engagement focuses on the following:



Residents

We define our residential community as everyone who lives in or surrounding the Old Oak and Royal Park area. This includes residents in Old Oak (Wells House Road, Midland Terrace, Old Oak Estate, Oaklands Rise, the railway cottages, Shaftsbury Gardens and Island Triangle), the residential community in North Acton (One West Point) and the residential community in Park Royal (Wesley Estate, homes surrounding Middlesex Hospital and Regency Heights). We also engage with fringe communities such as Harlesden, East and West Acton, Kensal Green and Stonebridge, to ensure everyone in and around our boundary is informed about regeneration plans and can contribute.



Young people, schools and colleges

It's important that the next generation can see a future in Old Oak and Park Royal and has a role in helping to shape how it develops. The area has a higher-than-average percentage of young people, with nearly half of all residents under the age of 30. It is served by seven schools, 25 youth groups, and West London College. North Acton is also home Imperial College London's campus and a growing student population. We work directly with these organisations, as well as promoting and investing in apprenticeship, career development and intern schemes within our team, and those offered by partners.



Residents having their say at a community event



Local business in Park Royal



Businesses

Park Royal is the UK’s largest industrial estate and a vital part of London’s production, logistics and supply chain industry. Old Oak and Park Royal is home to over 2,400 businesses and 43,000 employees. The main industries are wholesale, retail and trade; manufacturing; transportation and storage. Park Royal is known as London’s kitchen, because it makes 30% of London’s food and is home to more food businesses per square km than anywhere else in the capital. It’s also West London’s emerging creative hub, currently accommodating 13 artists’ studios and creative workspaces, three large film studios, 14 smaller film, photography, and recording studios, as well as three rehearsal spaces. Over ten creative manufacturing businesses contribute to the vibrant creative landscape, and Park Royal is home to more than 500 creative practitioners and artists.

Our team works closely with employers, employees and key stakeholders within the business community including West London Alliance, West London Business and Park Royal Business Group, to deliver economic development plans, employment and skills programmes, and our longer-term industrial intensifications plans, tailoring engagement to understand how regeneration can support our business community to strengthen and grow.



Diverse communities and rarely heard voices

The area is one of the most richly diverse in the UK, home to many different communities, ethnicities and cultures. Over 150 languages are spoken by people in and around the area, and many don’t use English as a first language.

We are committed to increasing our understanding of local communities, ensuring diverse representation in our projects, particularly those whose voices have tended to be less heard, and planning for a place that is fully accessible and inclusive, reflecting local needs.

To do this, alongside traditional methods, we proactively reach out through ‘softer’ engagement, including informal chats, volunteering and attending community-organised events. We appoint community champions into our project teams to steer our work from within. We also work with established community organisations, charities and mutual aid groups to listen to how they, and the communities they represent, prefer to be engaged.

For more formal, written communications, we offer translation, Braille or audio format and we ensure that all in-person events are held at venues that are fully accessible.

3.5. Our commitment to engagement

Our Engagement Charter provides a set of commitments, which will frame our approach to engagement.

We will communicate and engage efficiently by:

-  Engaging a broad range of audiences through a wide variety of channels to maximise reach for inclusive engagement
-  Communicating clearly and courteously, presenting information in plain language which is accessible and can be easily understood – including offering translation, Braille, audio format
-  Actively seeking feedback to provide opportunities to help shape plans where possible, and being transparent about the parameters for engagement, managing expectations about where people's views will be incorporated
-  Responding to enquiries efficiently, with an acknowledgment within two days and a response within 20-working days and providing contact details on all communications for public enquiries
-  Respecting personal data by adhering to GDPR guidance and seeking consent for use of data including offering translation, Braille and audio format



4. Engagement priorities and building on good practice

We will build on the successful activities that we have implemented over the last two years and prior, delivering a programme of online and in-person engagement, including regular communications and tailored engagement that focuses on our five key priorities:



**Continue to develop
a shared vision
for the area**



**Improve public
spaces and
places**



**Nurture local
heritage, art and
culture**



**Promote skills,
employment and
opportunities**



**Continue to support
local people affected
by the changes
happening in
the area**



Imperial College Makers Challenge students involved in co-design

4.1. Our engagement priorities



Continue to develop a shared vision for the area

A key priority is working with local residents, businesses, stakeholders and community groups to continue to develop a shared vision for the area, giving more people the opportunity to join the conversation.

What we've done so far:

Inclusively co-designed plans for Old Oak

We undertook an extensive engagement and communications programme to shape the future of Old Oak West. We held over 20 community events with over 260 participants, including five youth workshops, 13 dedicated sessions with local community groups, three co-design workshops, two site visits and two pop-ups. The co-design focused on shaping town centres; public realm; active travel; the local economy; and meanwhile uses. We used the feedback to inform our planning guidance for Old Oak West.

Empowered residents to have an active role in shaping plans

Through our Community Review Group, we have enabled local residents to make real changes to the schemes that they are commenting on. These changes have included shaping policy for Old Oak West and industrial development and influence planning applications to improve design quality and provide quality public green space.

Demystifying planning jargon

Working with young people from Park Royal College and as part of the Imperial Makers Challenge, we held interactive sessions to increase the next generations understanding of planning. This has included workshops, site visits and presentations, making planning more accessible by facilitating discussions about what regeneration means to them.

Increased and improved digital engagement

Our new consultation platform will provide a more flexible way for communities to get involved in consultations, engagement activities and projects. Using a wide range of techniques, including live surveys, online meetings, videos and interactive plans, we can get more people involved with more accessible information.

To build on this, we will:



Young people involved in OOW makers challenge



Old Oak West Ideas Book

Involve community voices at every step

Building on the feedback from our co-design, we will continue to work with local people, our Community Review Group and key partners and stakeholders, including our host boroughs, to shape our plans as they develop, continuing conversations, testing ideas and facilitating new ways to be involved. This includes developing the Old Oak West Ideas Book, regeneration strategy and masterplanning, as well as closely involving and consulting on new design codes as part of our future Local Plan review.

Expand ways to be involved

Engagement is always evolving, and we understand that not everyone has the time or interest in traditional methods of consultation. We are exploring creative ways for local people to participate in shaping plans through interactive and digital feedback, facilitating community conversations and using more creative ways of expression to help influence our projects. An example is our Old Oak West Ideas Book, using local artwork and photography to capture and communicate feedback.

Inspire the next generation

Ensuring young people have a voice in shaping future plans for regeneration is a priority and we will be expanding our youth engagement programme with schools, colleges, universities and youth groups. This will include the award-winning City Makers initiative, working with a range of primary schools across our three host boroughs to involve young people in actively shaping regeneration plans as part of their curriculum.

Reach new and diverse audiences

We're committed to ensuring that our plans reflect the rich diversity of the area and in doing so making sure that everyone's voices are heard. To do this we will be increasing our targeted engagement with community organisations and individuals representing less often heard voices, reaching out to new networks through focus groups, using translators and our community champions to help build trusted relationships and more in-depth dialogue to broaden our reach.

Volunteering on the Grand Union Canal with Canal & River Trust



Improve public spaces and places

Building on recently delivered public realm enhancements to local stations and the Grand Union Canal, we are making further improvements here and now, and we need local people to inform, shape and help us deliver these changes.

We want to energise and empower local people to get involved in collaborative working to create enjoyable, vibrant spaces where local groups and small businesses can deliver homegrown initiatives and community uses.

What we've done so far:

Activated and encouraged public participation

We run a range of exercises to shape local improvement projects including public exhibitions, opinion polling, on-site surveys and co-design workshops. As a result, we have delivered community space, public art, wayfinding and greening in direct response to local participation.

Empowered communities to drive forward local improvements

Across local improvement projects we have established community steering boards and embedded community champions to drive forward plans for activating spaces. The Harlesden Canalside steering board and Cerebos Gardens community group are both leading the activation of improvement projects to plan ongoing engagement and events to give these projects a

useful and positive legacy. We have secured permanent community uses to activate the spaces, including a partnership with Brent Young Foundation to operate a canal barge as a classroom and community hub.

Cleaned up the canal

Through our canalside clean-up programme, OPDC staff have volunteered with local residents and organisations, including Canal & River Trust, to facilitate an ongoing programme of canal clear-ups to collect rubbish, tidy up the area and plant. This included clearing over 2,000 bags of rubbish and planting 130 trees.

To build on this, we will:



Making planters in Park Royal



Staff volunteering with local organisations

Build capacity in the community to activate public realm improvements

Through funding and engagement support we will help community groups and small businesses activate the public realm. Working with our community coordinator and steering board we are planning an ongoing engagement and activation programme for Harlesden Canalside, including securing permanent canal moorings and small businesses to occupy the space and working with established community groups to regularly use it.

Increase community champions and panels

Using the community champion model at Harlesden Canalside, we will create roles within our project teams and procurement panels for residents and businesses to act as community representatives on all our local placemaking projects.

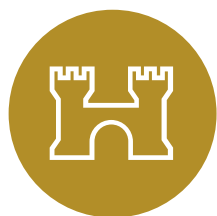
We are publishing a community remuneration policy to offer paid-for opportunities and remove barriers to taking part in our Community Review Group; dedicated focus groups or coordinator roles.

Continue to care for and celebrate the local area

As well as involving people in planning and designing, we will build on community initiatives to celebrate and care for the area in a hands-on way. We will expand and increase local volunteering sessions, where people can work alongside the OPDC team, friends and neighbours to make valuable improvements like litter picking, painting and planting. We will continue to volunteer with key groups, charities and initiatives in the area.



New public artwork at Willesden Junction



Nurture heritage, arts and culture

We want the rich heritage, diversity and character of our area to be at the centre of change and regeneration. Through our engagement and consultation, and established initiatives like our Creative Enterprise Zone, Small Grants and Park Royal Design District, we want to ensure that we are celebrating and showcasing and embracing the rich and vibrant cultural and creative diversity that makes the area so special.

What we've done so far:

Kick-started community-led initiatives

Through our last round of Small Grants, an OPDC initiative designed to celebrate local culture and heritage by funding community-led projects, we provided £140,000 to 21 community-led projects, reaching over 45,000 beneficiaries across West London. Projects included, community newspapers, an A-Z of Park Royal and summer clubs. We held a showcase event that exhibited the projects, with talks from the awardees and performances from Society Dance and Key Changes.

Brought people together for the Park Royal Food Festival

Following community feedback, we delivered the first Park Royal Food Festival. As part of the OPDC funded Standard Road Market, the event celebrated the diverse communities and food businesses that make Park Royal. The day included gastronomic walking tours, talks, tastings and free food sampling, film screenings, cooking demonstrations, storytelling, and music.

Reflected heritage and culture in public art

Working with local community groups and residents we have installed public art across the area reflecting local heritage and character, these include paintings at Willesden Junction that reflect the station's industrial heritage and Harlesden's vibrant diversity; HS2 hoardings representing the local communities favourite flowers and flora; and small art installations in and around the Grand Union Canal and footbridges inspired by young people.

Empowered cultural expression from media, music and film

We have supported young people express their culture and identity through media. Working with organisations like Mama Youth, Revo Seccus and Bollo Brook Youth Centre, we have funded projects that provide the space and equipment for young people to make music and film. Using OPDC funding, Bollo Brook worked with 17 young people in Ealing to make a film about the culture of tea drinking in Park Royal, now exhibited in London's Horniman Museum.

To build on this, we will:



Celebrating community-led projects



Performances at Small Grants celebration event

Broaden investment in community-led projects

The cultural, heritage and creative programmes led by local organisations, schools and boroughs in west London are some of the most exciting, innovative and inclusive around. Working with partners and our host boroughs, we have already established London's biggest Design District in Park Royal, the Standard Market which saw over 4,000 visitors and our successful Small Grants. We will continue to grow these networks and establish new events and initiatives to shine a light on this amazing part of West London.

Amplify stories through community voices

We will amplify community voices, telling the story of Old Oak and Park Royal through the perspective of those who live and work here, shining a light on different cultures and experiences

to get organic viewpoints on a range of local issues and celebrate what makes the area unique. We'll do this by giving more people opportunities to create their own content through our channels, including social media takeovers, blogs, vlogs and podcasts shared across local networks.

Reflect heritage, art and culture

As our plans progress, we will ensure that the insights gained about what people love about the local area its heritage is reflected in the developments we create. We will bake this into OPDC's Old Oak Ideas Book and our meanwhile and early activation strategy to ensure that community culture and heritage play a strong role in shaping and informing public art, events and community uses as our plans develop.



The Forge staff attend Wembley Jobs Fair



Promote skills, employment and opportunities

Old Oak and Park Royal has an important role to play in London's economy and holds huge promise for future prosperity through regeneration that protects, strengthens and intensifies industrial and employment space, creating jobs, attracting new business and helping existing ones to grow.

We will raise awareness of OPDC's plans and opportunities, connecting businesses, employers and jobseekers, championing and promoting the area to attract investment, as well as listening to businesses and their workforce to effectively shape our plans.

What we've done so far:

Promoted and built support for the Forge@ParkRoyal

We have held six events to raise awareness for our Skills and Employment service the Forge, supported with bespoke marketing and social media promotion. These have included Career Days at Wembley Stadium and across our host boroughs which were attended by over 5,000 people and helped to secure over 200 jobs at local businesses.

Shone a light on Park Royal's creative talent and small businesses

With the launch of the Acton and Park Royal Creative Enterprise Zone, we have shone a light on creative businesses, holding eight events attended by over 6,000 visitors, to bring businesses together.

These have included the Park Royal Design District, the Park Royal Open Workshop launch, the London Made Me pop-up shop and our Creative Enterprise Zone Open Call for Ideas showcase.

Joined forces with partners to create skills and employment opportunities

Working with key partners, we have delivered initiatives that have connected local people with job opportunities. These have included an apprenticeship event with HS2; a Built Environment Careers Day with Ealing Council and the Street Elite Programme with Berkeley Homes' Change Foundation, which supported 15 young men into training and employment.

To build on this, we will:



Celebrating the launch of the Acton and Park Royal Creative Enterprise Zone



Local business in Park Royal

Broaden engagement with local businesses

Working with our employment and skills hub, the Forge@ParkRoyal, as well as local stakeholders, including the Park Royal Business Group and West London Business, we will facilitate engagement opportunities between OPDC and businesses, and between businesses themselves, helping to keep supply chains local, plug gaps in trades, upskill employees and attract a talented local workforce.

Develop skills and training programmes for local people

We will develop a programme of skills and training opportunities for local people, particularly for those with protected characteristics, or that face barriers into employment.

This will include rolling out volunteering and mentoring programmes with West London College and Westminster University, the Youth Zone and Action on Disability and continuing our Street Elite Programme with the Change Foundation.

Celebrate small, independent and diverse businesses

We will continue to champion home-grown talent with a special focus on small, independent businesses in our Creative Enterprise Zone and beyond, particularly those that promote diversity or are owned or run by people with protected characteristics. This will include social media takeovers and spotlights at events and in promotional materials.

Contractors on site at Oaklands



Support people affected by the changes happening in the area

With regeneration in and around the area now well underway, especially around the new Old Oak Common Station, residents are experiencing an increase in construction related activities which inevitably causes some disruption. A key priority for our engagement team will be to collaborate effectively with HS2, their contractors and other developers to keep communities informed, involved and supported for the duration of construction, ensuring that enquiries are promptly responded to and addressed where possible.

What we've done so far:

Co-ordinate engagement with partners and stakeholders

To maximise the outreach and impact, we coordinate our activities with key partners, including Canal & River Trust, Network Rail, National Grid, HS2 and the local boroughs. We hold quarterly planning meetings to map shared opportunities for engagement and joined-up communications, so that together we can build a picture of how the whole area is taking shape.

Keeping everyone informed

We are committed to using our channels to keep everyone informed about projects and the support available to communities. We have a dedicated partner and stakeholder section in our monthly community newsletter to provide updates, contact details and useful links. We also have a dedicated HS2 Old Oak Common webpage. We are available to discuss live issues via regular meetings with residents'

associations and local councillors and by attending HS2 community engagement meetings.

Collaborate with partners to deliver improvements

Working with HS2 and Ealing Council we have delivered local greening and improvement projects for communities impacted by construction. Working with Groundworks UK we have undertaken planting and painting to help brighten up local streets and public spaces.

Increased in person engagement

We hold fortnightly surgeries in the local area so that local residents can drop-by at their convenience to sit down and talk to us directly about local issues affecting them. These are attended by OPDC's engagement team, but we also hold spotlights for the planning, delivery and design teams, as well as our partners and stakeholders.

To build on this, we will:



OPDC community drop in event



Volunteering with Canal & River Trust

Increase our presence and visibility and in the area

It's important that we're present and accessible to local people. Our new office, based in North Acton, will have a space for public events and engagement activities, which we're excited to welcome the community to join. We will increase our presence by attending more events and drop-ins on site with community organisations. We will also appoint a community coordinator, sitting between our enforcement and engagement teams to manage, coordinate and address local issues on the ground, supporting residents and businesses with enquiries relating to construction, planning, litter and local amenities.

Ensure all staff play their part

Our programme of staff volunteering ensures that all OPDC colleagues, including our board, planning committee members and senior leadership, give back to the community and local area,

regularly volunteering for litter-picks and clear-ups, but also supporting those who need it most through local charities and foodbanks. We will continue to work with partners and stakeholders, including HS2 and the boroughs, to support residents through delivering tangible outreach projects and securing available funding, including through our planning contributions.

Joined-up communications and engagement



We appreciate with so much change in the local area and so many different engagement events and communications led by various contractors and organisations, it can be daunting and confusing for local people. It won't always be possible or feasible, but where appropriate, we will explore ways to join-up communications and to 'be in the room' to answer questions at engagement events hosted by other key stakeholders in the area.








4.2. Regular and ‘business as usual’ engagement





Underpinning targeted work around our key priorities will be a firm commitment to ‘business as usual’ engagement, ensuring that residents and community representatives are kept informed through a wide variety of channels, with easy access to the team.

We will continue to adopt a hybrid approach to engagement, striking a good balance between on and offline engagement to make participation as easy, convenient and accessible as possible. This will include the methods in the table below.

Channels for communications and engagement

	CHANNEL	WHAT FOR?	HOW OFTEN?	ON OR OFFLINE
	Community e-newsletter	OPDC updates, new engagement activities and consultation, community spotlights and partner updates	Monthly, on subscription	By email, downloadable on website, in hardcopy on request
	Key stakeholder bulletins	For community groups and representatives to provide OPDC updates and invitations to all consultations and engagement activities	On an ad hoc basis, as and when announcements are made	By email
	Social media	Across social channels – Instagram, Twitter, Facebook and LinkedIn – sharing announcements, updates and community and stakeholder news	Daily	Online
	Website	Project updates, statutory information, resources for press, developers and community members (connected to the online consultation platform)	Always available and regularly updated	Online

	CHANNEL	WHAT FOR?	HOW OFTEN?	ON OR OFFLINE
	Letters	Formal consultation information, important news announcements	On an ad hoc basis	By post and hand delivery (where feasible)
	Leaflets ,flyers and posters	Advertising community events and provide easily accessible information. Posters will be put up around the area including the notice board at Willesden Junction station.	On an ad hoc basis	Printed hardcopies and online (downloadable)
	Press releases	OPDC and project-specific announcements	On an ad hoc basis	Media centre on OPDC webpages
	Podcasts	News and views from OPDC and stakeholders about local issues and projects	On an ad hoc basis	Online
	Online consultation platform	A 'one stop shop' for OPDC's consultations and engagement activities – view plans, watch videos and submit feedback online. This will be used for all our engagement and consultation. Information displayed	Always available, updated regularly	Online
	Public exhibitions	To exhibit plans, projects and community initiatives, providing a space to drop-in, meet the team, ask questions and provide feedback	On an ad hoc basis, often around specific consultations or events such as Open House and London Design Festival	In person and online
	Surgery drop-ins	Regular drop-ins for the community to ask questions about any developments in the area	Every fortnight (subject to change and alteration)	In person

	CHANNEL	WHAT FOR?	HOW OFTEN?	ON OR OFFLINE
	Councillor and MP briefings	Briefings with local elected representatives to update them on the latest OPDC plans and activities	Quarterly and on an ad hoc basis when relevant	Emailed written briefings and online or in-person meetings
	Resident association briefings	OPDC updates, invitations to all consultations and engagement activities or to discuss live issues important to the community	On an ad hoc basis, upon request and when announcements are made	Emailed written briefings and online or in-person meetings
	Site visits	Resident and key stakeholder site tours, hosted by OPDC on foot or by minibus	On request	In person
	Attendance at other events in the area	Attend events held by partners, stakeholders and community groups in the area	On an ad hoc basis	In person and online



A Community Review Group in session

5. Evaluation and tracking delivery

5.1. How we measure engagement

We measure, monitor and evaluate how we are meeting the aims and commitments in our strategy, so we can make adjustments and improvements where required. We collect data that evaluates the frequency, reach and quality of our engagement, making sure that we're informing and involving a broad range of community members, and our board, in ways that are effective, meaningful and builds trust.

We will measure our engagement by:



1. Frequency

We will measure and record our engagement activities to ensure that we are providing regular 'business as usual' engagement using different channels, both online and in-person.



2. Reach

We will measure the reach of our engagement to understand whether we are connecting with the right audiences, how well we are growing our networks and whether our communications are generating public interaction.

It's important that our engagement is inclusive and representative of the community, reaching those whose voices are seldom heard. To help do this, we have introduced diversity monitoring as part of the registration process for engagement activities, monitoring protected characteristics including age, gender, ethnicity, disabilities and sexuality. This is not mandatory, and all information collected is protected under GDPR.



3. Quality

Measuring the quality of engagement will help us understand the perceptions of stakeholders and whether the community feels that the activities, channels and support provided is both effective and inclusive. The expected outcomes for measuring the quality of engagement will be to see our community engagement activities building a deeper and broader understanding of our plans and resulting in more people actively and meaningfully feeding into them.



Understanding perceptions

To get a deeper understanding of public sentiment to our engagement activities we will conduct interviews, focus groups and wider polling on a less frequent, ad hoc basis to measure public perception over time. This will also provide us with a more in-depth understanding of how we are performing against our commitment to engaging with diverse, groups with protected characteristics.

We have set out how we will track our delivery against the objectives for the next two years of our Community Engagement Strategy, set out against each of our engagement priorities in Annex 1.

5.2. Engagement highlights, 2021 to 2023



Develop a shared vision for the area



Over 550 sign-ups and 30,000 page views to our consultation platform



Over 100 young people participated in ten planning workshops



Over 25 events, engaging more than 250 people to co-design the future of Old Oak



Improve public spaces and places



Embedded 37 community champions into our projects and panels



Planted 130 trees and over 1,700 bulbs



Cleared over 2,000 bags of rubbish from the Grand Union Canal



Unveiled four public realm improvement projects, co-designed by the community



Nurture heritage, art and culture



Hosted 2 Park Royal Design District weekends, with 6,000 attendees, over 100 exhibitions, workshops, open studios and walking tours



Over 42 pieces of community-led content, including blogs, social media takeovers and articles



Launched inaugural Park Royal Food Festival



Promote skills, employment and opportunities



Hosted six careers events attended by over 5,000 people, securing over 200 local jobs



Launched Creative Enterprise Zone and hosted nine events with over 2,000 attendees



Supported over 25 local traders through seven street markets on Standard Road, including the North Acton Christmas Market



Supporting local people through the changes happening in their area



Funded 21 community-led projects reaching 45,000 beneficiaries



Held over 80 in-person engagement events, over 30 drop-in surgeries and over 25 site visits



Issued over 24 community newsletters



“I went to Street Elite and I loved it, I had so much fun and met other people which helped me make more friends. I have started to become less antisocial and started going out more often. Street Elite has given me so many opportunities to learn and build my self-confidence. It has offered me a lot of opportunities, skills and jobs which is hard to get at the age of 17.”

Mohamed, Brent Street Elite graduate

“Working with young people from Bollo Brook Youth Centre to explore the different cultures around and discussions over tea has enabled us to gain an invaluable insight into a range of important issues in their lives, for them to learn skills in film making, and for all of us to have an excuse to spend more time in the wonderful tea houses of Park Royal and Acton. As the Creative Enterprise Zone continues to grow and develop, we look forward to working with the OPDC and partners to create further opportunities for young people to express themselves creativity.”

Colin Brent, Bollo Brook Youth Centre



“We are now in our third year of providing multiple creative platforms for young people to obtain new skills and develop their creative practice further. We want to thank the team at OPDC for their continued support which has allowed us to build positive relationships with both communities and organisations by providing us with the support to pursue our mission of increasing the likelihood of young people from different community groups taking part in the arts, irrespective of their background, gender, social education, or financial circumstances.”

Erduan Xhaferi, Creative Director of Society Dance Academy and Founder Ground Zero Live



“An inspiring initiative, The Open Call for Ideas aligns with our ethos for tangible change and Park Royal has been at the heart of our charity since its inception, so it’s a poignant privilege to be able to give back to such a special community. As a Media Inclusion charity committed to giving opportunities to underrepresented groups by getting them trained and employed in the TV and digital media industry. We give them the opportunity to have a meaningful career that allows them to become self-sustainable, often taking them out of the benefit system and turning them into positive role models for their peers.

Bob Clarke, CEO & Founder MAMA Youth Project



“With North Acton having a diverse community, I was happy to be involved and also to be invited to express my thoughts on what should be happening in the local area. I want to thank the OPDC for the great hospitality and also the organisation as a whole - it’s truly been informative but also has allowed to meet other likeminded individuals and creatives.”

Local resident participating in OPDC’s EDI focus group

“The Food Festival is a great opportunity for businesses and local residents to come together, connect, share ideas and sample a diverse and wonderful array of different culinary delights. Whether it’s street food, traditional pub fare, Asian cuisine, ready meals, Lebanese specialities or breads and pastries, Park Royal really has something for everyone. The food sector is a vital and vibrant part of Park Royal and we are so delighted to welcome this festival for the first time.”

**Sarah Spateri,
Park Royal Business Group**



Annex 1: Tracking delivery



Develop a shared vision

Objective	Aim/s	Deliverable	Measure	Target	Measurement	Timeframe
Involve community voices at every step	Inform, Involve & Empower	Hold a range of engagement and consultation activities	Number of workshops held	12, increase of 2, 20%	Frequency	Annually
Expand ways for people to be involved	Inform, Involve & Empower	Hold interactive and non-traditional engagement activities	Number of activities held	4 activities, increase of 1 event (30%)	Frequency	Annually
			Number of new consultation platform sign ups	Increase by 15%; 565 to 650 in 2024; 650 to 748 in 2025	Frequency & reach	
			Increase social media followers	Increase by 600 (9%) from 6,644 to 7,244	Reach	
Inspire the next generation	Inform, Involve, Collaborate & Empower	Deliver Young City Makers programme	Number of pupils taking part	300	Reach	Bi-annually
			Number of workshops successfully delivered	5 – consistent with youth workshops delivered 21/23	Frequency & quality	
Reach new and diverse audiences	Inform, involve	Increase participants from diverse backgrounds in engagement activities	% of participants from diverse backgrounds participating in engagement activities	32%, an increase of 7%	Reach	Annually



Improve public spaces and places

Objective	Aim/s	Deliverable	Measure	Target	Measurement	Timeframe
Community capacity building	Involve, Collaborate & Empower	Hold early activation activities	Number of activities held	5 events	Frequency	Annually
Increase community champions and panels	Collaborate & Empower	Create roles within our project teams & procurement panels for residents and businesses	Number of roles created	45 roles, increasing by 8 (20%)	Reach	Bi-annually
Continue to celebrate and care for the canal	Involve & Collaborate	Continue successful volunteering programme	Number of volunteering opportunities	5 opportunities	Frequency & reach	Annually
			Number of volunteers participating	50 participants		



Nurture heritage and culture

Objective	Aim/s	Deliverable	Measure	Target	Measurement	Timeframe
Broaden investment in community-led projects	Collaborate & Empower	Roll out successful Small Grants funding programme	Number of projects funded	11 per year	Reach	Annually
			Number of beneficiaries	25,000 per year, increase of 2,500 (10%)	Reach & quality	
Amplify stories through community voices	Involve, Collaborate & Empower	Community-led content via our channels: social media takeovers, blogs, vlogs and podcasts	Number of community-led content	25, an increase of 3 (15%)	Frequency	Annually
Reflect local heritage, art and culture	Inform & Involve	Publish Ideas Book and evaluate community sentiment	Number of local artists appointed	7 artists appointed	Frequency	Bi-annually
			Positive community feedback	Over 60% positive feedback via project evaluation form	Quality	



Promote skills, employment and opportunities

Objective	Aim/s	Deliverable	Measure	Target	Measurement	Timeframe
Broaden engagement with local businesses	Collaborate & Empower	Strengthen and grow our network across the business community	Number of business engagement events	14, an increase of 2 (10%)	Frequency and reach	Annually
Develop skills and training programme for young people	Involve, Collaborate & Empower	Roll out programme	Number of young people attending	17, an increase of 3 (18%)	Reach	Annually
Celebrate small, independent and diverse businesses	Inform & Involve	Champion home-grown talent with a special focus on small, independent businesses	Number of businesses supported	104, an increase of 7	Frequency	Bi-annually



Support people affected by change happening in their area

Objective	Aim/s	Deliverable	Measure	Target	Measurement	Timeframe
Increase presence and visibility in the area	Inform and Involve	Ensure a regular presence on site	Have a permanent base and community engagement space on site	Move in to permanent base on site in 2024	Reach	Annually
		Increase dedicated engagement resource	Appoint OPDC community-coordinator	Community co-ordinator recruited	Reach	
Ensure all staff play their part	Collaborate	Roll out volunteering and outreach programme	Number of individual volunteering opportunities	50 opportunities, an increase of 10 (20%)	Frequency	Annually
Join-up communications and engagement with partners and stakeholders	Inform & Collaborate	Implement regular shared communications and engagement opportunities	Number of shared communications and engagement activities	5 per year	Frequency	Annually

Annex 2: Photo credits and information

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Celebrating community led projects at Small Grants celebration event

Young people involved with Imperial College Makers Challenge

OPDC staff at Park Royal Design District opening event 2023

Park Royal Women's Group meeting with Amy Lane and Rupa Huq MP

Park Royal nights event 2023

Volunteering with Groundworks UK

OPDC Food Festival 2023

London Made me pop up shop 2023

The Forge Careers Fair

Celebrating success with Street Elite

OPDC Food Festival 2023

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Mattr Media, 2019. A local bird spotter

Frank Allias, 2017. Boaters on the Grand Union Canal

Andrew Holt, 2016. Aerial photograph of Old Oak and Park Royal area

Frank Allias, 2017. A view of Wormwood Scrubs

Mattr Media, 2019. A local resident

Mattr Media, 2019. The historic railway cottages

Frank Allias, 2017. Willesden Junction train station

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