

Appendix 14: Benefits Realisation Plan

Old Oak West OBC | Version 2: Revised December 2023

OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION



Homes
England



Department
for Transport



Department for Levelling Up,
Housing & Communities




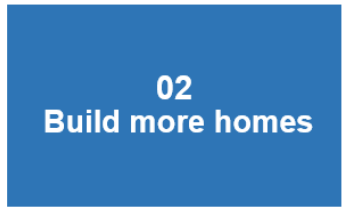
Appendix 14 – Benefits Realisation Plan

Table 1 below has been developed in consultation with project partners and with reference to leading policy initiatives at the time of writing. The benefits realisation plan is an early articulation of how the strategic objectives will be realised at Old Oak West.

The Benefits Realisation Plan set out here is a starting point which will be further developed during the first Interim Business Plan led by OPDC. In particular, the detailed Key Performance Indicators (KPIs) will need refining alongside a resourcing plan for delivering them. Ongoing reporting against the Interim Business Plan will account for delivering the benefits expected, and anticipated benefits will be monitored throughout the life cycle of the project, as described further in the body of the Management Case.



Measures with an asterisk are taken from the measures against various Levelling Up Missions¹.

Table 1 Benefits Realisation Plan



Local and National Policy Priorities	Old Oak West Strategic Objectives	Related Baseline Data ²	Benefits Description	Responsible Party	Interventions	Outcomes	Measures	Beneficiaries
Improved Connectivity to drive Economic Growth: strengthening connectivity between transport investments, industrial areas and existing communities to drive regional and national growth. Good Growth/Inclusive Growth: ensuring local communities are beneficiaries of economic growth.	 01 Drive economic growth	High unemployment Unemployment in Old Oak West is twice the national average. Lower levels of higher education skills The proportion of people in Old Oak West with skills above L4 is 7.25% lower than London. Low levels of English as main language The proportion of households where no people have English as a main language is 21.4%, which is 16% higher than London.	Create a nationally significant cluster of new and existing businesses that drives economic growth and invests in the local workforce.	OPDC with Development Partner	<ul style="list-style-type: none"> Provide 11,100 gross jobs in the 2.8m sq ft new employment floorspace. Drive inward investment in knowledge-based economic sectors (e.g. establish partnerships with key anchor institutions such as Imperial College and the White City Innovation District). Prioritise employment of local people and mandate payment of London Living Wage in supply chain. Create employment and skills opportunities through the 10 years construction pipeline. Position Old Oak West as a demonstration to international investors of UK expertise and innovation in urban planning, architecture, construction, carbon neutrality and public-private collaboration. Deliver consistency in approach via the single custodianship of OPDC to provide businesses with confidence to invest in the area. Optimise adjacency to economically significant clusters and corridors, from Heathrow through Park Royal and beyond to White City by driving additional, high-skilled job creation in complementary land uses. 	Improved connectivity as catalyst for growth. Increase median earnings locally. Knowledge-based business growth. Local business benefits from Old Oak West development. Increase access to higher level vocational qualifications and higher and further levels of education. Better progression pathways from school/college into employment or further learning. Growth in green skills.	Employment rate for 16-64 year olds.* Proportion of the population aged 16 – 64 with level 3+ and 4+ qualifications.* Number of apprenticeships Number of businesses located in the area and business diversity. Growth / change in productivity (GVA). Local supply chain spend and proportion of local supply chain paid the London Living Wage. Business and government spending on R&D.* Number of jobs created and proportion of local employment. Number of school-industry partnerships in place. Average travel time in minutes to reach nearest large employment centre (500 + employees).*	Residents and businesses (new and existing).
Regeneration / Brownfield First: addressing regional inequality, social deprivation, and economic stagnation by driving regeneration on brownfield land.	 02 Build more homes	Low incomes relative to the costs of housing Household income in Old Oak West is 16% lower than London (before housing costs are factored in) and 26% after housing costs are factored in. Low levels of home Ownership	Maximise the number of affordable and private homes, ensuring all are built to a high standard of design and construction.	OPDC with Development Partner	<ul style="list-style-type: none"> Deliver c.9,000 new high-quality homes in Old Oak West. Deliver c. 3,900 new high-quality affordable homes in Old Oak West, easing overcrowding/homelessness. Catalyse a further 15,000 homes in the OPDC area over the longer term. 	Contribute towards the West London sub-regional need to provide housing for circa 170,000 (>6,000 per annum) additional households by 2041.	Total (gross) number of homes unlocked. Net additions to the housing stock (affordable and total stock).* Number of affordable homes (starts / completions).	Residents (new and existing).

¹ His Majesty's Government, 2022 *Levelling up the United Kingdom: missions and metrics technical annex* https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1054766/Technical_annex_-_missions_and_metrics.pdf

² All 'related baseline data' is taken from the Arup 2023 Baseline Data Report

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Housing Need and Affordability: delivering the homes that people need and can afford.		<p>25.4% of people own their homes in Old Oak West, compared to 45.2% London, and 61.3% nationally.</p> <p>High levels of social renting Within the OPDC boundary, 34.2% people live in social rented accommodation, compared to 23.1% in London, and 17.1% nationally.</p> <p>High levels of private renting Within Old Oak West, 44.8% people live in privately rented accommodation, compared to 30.0% in London, and 20.5% nationally.</p>				<p>Deliver against West London sub-regional affordable housing need (> 4,000 per annum).</p> <p>Deliver high quality places for people to live in.</p> <p>Deliver housing typologies that meet demand.</p>	<p>Proportion of non-decent rented homes.*</p> <p>Increase in density.</p> <p>Land value uplift.</p> <p>Number of new homes delivered by type.</p>	
Building Better Building Beautiful: promoting high-quality design for new build homes and neighborhoods. Equality, Diversity and Inclusion: making London a fairer and more inclusive city.		<p>Low provision of community facilities Within Old Oak West, there are no libraries, schools, GP facilities, or sports facilities. There is one local community facility.</p> <p>Crime Levels of crime are comparable with London, and nationally. 2,687 crimes were reported in Old Oak West in the 24-month period between January 2021 and December 2022.</p>	Create a distinct place with resilient town centres, quality public realm that reflects local heritage and social infrastructure that meets the community's needs.	OPDC with Development Partner	<ul style="list-style-type: none"> Provision of 180,000 sq ft social infrastructure and amenities (including a new primary school, and a sports/leisure centre with swimming pool). OPDC to build on existing local engagement in schools and colleges, using its education, skills and employment programmes to develop formal partnerships between educational institutions and employers. Deter criminals by introducing 24-hour activity in the area through re-development of brownfield land for housing and town centre uses. Tackling childhood obesity via delivery of new: play spaces; parks; sports/leisure facility; and pedestrian/cycle routes. Establish sense of place and create destination uses which attract visitors. 	<p>Increase the amount of quality public realm and community spaces for local people and visitors to enjoy.</p> <p>Pride of place for residents and employees.</p> <p>Old Oak West seen as an investment opportunity for high growth knowledge sectors.</p>	<p>Percentage of adults who are satisfied with their local area as a place to live,*</p> <p>Percentage of individuals who have engaged in civic participation in the last 12 months.*</p> <p>Increase in social infrastructure.</p> <p>Increase in quality of public realm.</p> <p>Increase in footfall in key areas.</p> <p>Reduction in levels of crime.</p>	Residents (new and existing), businesses and visitors.
HS2 Investment: leveraging greater benefit from the significant public investment in HS2 and maximising value for the public purse. Public-Private Partnerships: deploying public resources and assets effectively to maximise private sector investment.		Significant expenditure on HS2 £1.67bn budget for OOC station (2019 prices) ³	Maximise value for the UK taxpayer by optimising the use of public land to deliver financial, transport, housing and regeneration outcomes.	OPDC with Development Partner	<ul style="list-style-type: none"> Delivery of 2 new bridges; provision of enhanced pedestrian and cycle routes; station upgrades at North Acton and Willesden Junction will improve the ability of local residents and businesses to access the new connectivity from HS2. Relocation of functional land uses such as waste sites and a bus depot, enhances the value of public land. Combining public land with adjacent privately owned sites creates marriage value on public land. 	<p>Legacy created from HS2 and Crossrail investment.</p> <p>Enhanced connectivity between existing communities and OOC Station.</p> <p>Increased attraction from private sector due to upfront investment in infrastructure.</p>	<p>Acres of public land released for regeneration.</p> <p>Value of infrastructure delivered (including station upgrades, bridges, and pedestrian and cycle routes).</p>	Residents (new and existing), wider surrounding community, businesses, and visitors.

³ Parallel Parliament, 2022 *OOO Station* <https://www.parallelparliament.co.uk/question/HL241/old-oak-common-station>

Local and National Policy Priorities	Old Oak West Strategic Objectives	Related Baseline Data ²	Benefits Description	Responsible Party	Interventions	Outcomes	Measures	Beneficiaries
<p>Energy Security: providing secure, clean, and affordable energy for the long term.</p> <p>Climate Crisis and Net Zero: protecting and enhancing the existing environment and biodiversity; enabling healthy and sustainable lifestyles; and decarbonising the economy.</p>		<p>Health Childhood obesity in LBs Brent and Ealing is at or above national average in both Reception year and Year 6.</p> <p>Green space deprivation The Old Oak and Park Royal Opportunity Area has only 15.6% publicly accessible green space, where 30% is the current benchmark.</p> <p>Poor public transport connectivity Most of Old Oak West is given PTAL ratings of between 1b to 4, indicating poor levels of transport accessibility in the area.</p>	Create a place which is resilient to the climate crisis and positively contributes to people's health, wellbeing and the environment.	OPDC with Development Partner	<ul style="list-style-type: none"> Residents will enjoy 10ha of quality public realm and an interconnected network of new green public open spaces, including 2.5ha of new parks and green corridors and over 1km of new or enhanced canal frontage. New urban quarter that is zero carbon in use, will mitigate against noise and air pollution and protect and enhance biodiversity. Improved access to green spaces Delivery of children's play spaces. 	<p>Reduced air pollution.</p> <p>Reduced carbon emissions throughout the project lifecycle.</p> <p>Sustainable energy solutions.</p> <p>Enhanced green spaces.</p>	<p>Usual method of travel to work by region of workplace.*</p> <p>Air quality, noise levels, carbon, life cycle emissions.</p> <p>Mode shift to public transport and active travel.</p> <p>Levels of accessibility (PTAL).</p> <p>Improvement or creation of new green spaces (sqm).</p> <p>Number of green jobs.</p>	Residents (new and existing), wider surrounding community, and businesses.
<p>Social Justice: giving people with multiple disadvantages the support they need to turn their lives around.</p>		<p>Growing Youth Population Within Old Oak West, there is a high concentration of young people; 17.5% of people are aged 16-24, compared to 11.1% across London.</p> <p>High levels of deprivation In the OPDC boundary, 18.38% of households are deprived in two dimensions; this is 4% higher than London more widely.</p>	Act quickly to ensure that Old Oak West is a flourishing place to help maximise the investment in the OOC Station.	OPDC with Development Partner	<ul style="list-style-type: none"> OPDC to build on existing local engagement in schools and colleges, using its education, skills, and employment programmes to develop formal partnerships between educational institutions and employers. Commitment to embed London Living Wage as mandatory as part of a social value and fair employment charter to drive best practice standards in employment. Prioritisation of apprenticeships and skills training for local people. Delivery of new educational facilities to enhance educational and training outcomes. Use procurement process to secure employment, apprenticeships, and skills training for local people. 	<p>Accelerated delivery of development that maximises the investment in HS2.</p> <p>Increase median earnings locally.</p> <p>Increase access to higher level vocational qualifications and higher and further levels of education.</p> <p>Better progression pathways from school/college into employment or further learning.</p>	<p>Number of homes completed by the opening of OOC Station.</p> <p>Amount of infrastructure delivered by the opening of the OOC Station.</p> <p>Employment rate for 16-64 year olds.</p> <p>Proportion of the population aged 16 – 64 with level 3+ and 4+ qualifications.</p> <p>Number of apprenticeships</p> <p>Local supply chain spend and proportion of local supply chain paid the London Living Wage.</p> <p>Number of school-industry partnerships in place</p> <p>New educational facilities delivered.</p>	Residents (new and existing), wider surrounding community, and businesses.