

Remaking Old Oak – *Our Strategy for a new and reimagined west London community*

Regeneration Strategy

2025-2050

OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION

MAYOR OF LONDON



FOREWORD



SIR SADIQ KHAN
Mayor of London

Old Oak and Park Royal is London’s largest and best new opportunity to drive inclusive growth. The colossal new HS2 interchange at Old Oak Common, together with huge adjacent development sites, brings immense opportunities to create a fantastic new neighbourhood in our amazing city – one that is greener, more prosperous, and full of opportunities for those who already live, work and invest here, and for the many more who will follow in the years to come.

With a Mayoral Development Corporation in place, planning and delivery powers to make things happen, and strong partnerships with government, rail agencies, the community and boroughs, the foundations are now firmly in place for the delivery of many thousands of new and affordable homes alongside new workspace, parks, high streets, leisure facilities and local amenities.

The opportunity set out in this strategy is vast – more than £10 billion of inward investment over the next decade – and so too are the local assets that can drive the potential rewards. Old Oak Common will become the largest newly built train station that has been constructed in the UK for some time, with direct fast connections to central London, the regions and Heathrow Airport. Park Royal has long been home to the country’s largest industrial estate – a thriving economic hub for the logistics, food, manufacturing, film, TV and creative industries. And with seventy acres of prime public sector land around the new super-hub train station, much of it with a waterfront along the Grand Union Canal, the potential for economic growth, which benefits Londoners and the wider UK economy is enormous.

The far-reaching impact of regeneration at Stratford and Queen Elizabeth Park in East London has shown how a comprehensive and masterplanned approach to regeneration, partnership working between the public and private sector, together with a dedicated Mayoral Development Corporation, can bring about transformative change.

Now it is time to emulate this success in west London. With an adopted local plan, funding, public land released for development, and HS2 just a few years away from completion, this regeneration strategy sets out the path towards delivering a truly comprehensive and carefully planned new and revitalised neighbourhood, helping to build a fairer, more sustainable and prosperous London for all.



CONTENTS

ABOUT THIS DOCUMENT	03
1 VISION	04
2 OPPORTUNITIES AND CHALLENGES	07
3 REGENERATION OBJECTIVES	11
4 ACTION IN OLD OAK	12
5 DELIVERING OLD OAK	19
GLOSSARY AND ANNEXES	21

(Community input, borough strategies and spatial principles)

ABOUT THIS DOCUMENT

This strategy sets out our vision for the comprehensive regeneration of Old Oak. At its heart is the creation of a revitalised urban district that captures the huge potential of the new HS2 superhub at Old Oak Common. With major new investment into the local economy, thousands of new and affordable homes, and a transformed public realm, an area now dominated by rail infrastructure and associated HS2 construction sites will become a flourishing urban community in the heart of West London.

The strategy outlines the six priorities that underpin the actions we will take to deliver this transformation. It explains how these, together with powerful public-private partnerships, provide a strategic framework that can unlock the investment required for transformational economic growth, physical development and social well being, now and in the years ahead.

WHO IS THIS DOCUMENT FOR?



Partners, Developers and Investors.
To clarify and communicate our vision for Old Oak.



Local communities and businesses,
future residents and occupiers.
To promote collaboration on shaping the future of our area.



To find out more about OPDC and our regeneration plans, please contact
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london.gov.uk/opdc



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OLD OAK AND PARK ROYAL DEVELOPMENT CORPORATION (OPDC)

OPDC is the Mayor of London's statutory Mayoral Development Corporation - a planning and delivery agency established to regenerate the 650 hectare Old Oak and Park Royal Opportunity Area that spans parts of three London boroughs (Ealing, Hammersmith & Fulham and Brent). We exist to promote, organise and deliver the full potential for change generated by the £1.7bn Old Oak Common interchange, where HS2, Great Western, the Elizabeth line and Heathrow Express will meet.

OPDC is partnering with central government, HS2 and Network Rail as the delivery agent for the extensive public sector land holdings in Old Oak into a unified land pool to enable comprehensive, masterplanned and sustainable development to come forward.

OPDC has worked in close collaboration with stakeholders from the public and private sectors, local communities, civil society, and specialists in real estate, design and planning to prepare this Regeneration Strategy. It will be reviewed after the appointment of our delivery partners, and periodically after this to ensure that we remain on track to achieve our regeneration objectives.

PLANNING CONTEXT

The strategy is informed by local data and insights and builds on policies within the OPDC Local Plan that was adopted in June 2022, in particular Policy SP10 - and the Old Oak West Supplementary Planning Document (SPD).

It is not a formal planning policy document, nor a part of the development plan for Old Oak although it has been informed by national, regional and local planning policy, and by OPDC's corporate strategy. Future development proposals for Old Oak will be considered against policies in the London Plan, the OPDC Local Plan, the Old Oak West SPD, relevant SPD documents and other material considerations, including this Regeneration Strategy.

Proposals will be expected to reflect the ambitions and needs of the local community and support the regeneration of Old Oak as set out in this Regeneration Strategy which will be a material consideration in determining planning applications.

HOW ENGAGEMENT HAS INFORMED OUR PLANS

This strategy has been shaped by a deep and detailed programme of local community engagement, consultation and co-design (Annex X). The regeneration objectives have been developed in collaboration with the Ministry for Housing, Communities and Local Government (MHCLG), Department for Transport (DfT), Homes England, the Greater London Authority (GLA), HS2 Ltd and Network Rail and following review of local boroughs' policies and strategies (Annex Y).

FOCUS ON EQUALITY

It is crucial that our communities enjoy the benefits of regeneration and our plans for Old Oak will tackle and reverse existing inequalities in and around our area. To develop this strategy, we have used data from a 2023 baseline study of socio-economic demographics across the OPDC area, and an ongoing Equality Impact Assessment (EqIA) process. Our proposals will continue to be shaped by the output of our full EqIA.

1. OUR VISION FOR OLD OAK

Old Oak, a reimagined west London community, where global opportunities are lived and shared locally.

The Old Oak scheme will deliver transformational change in this part of West London, where an unprecedented potential exists for growth, innovation, new homes and improved life chances.

Our vision is to build a place where residents, businesses and visitors will benefit from the social and economic opportunities that regeneration offers, and our plans will always promote equitable growth and enhance lived experience.

With the new Old Oak Common interchange at its heart, Old Oak will become a major new gateway between the capital and the rest of the country, and an attractive new canalside neighbourhood. New and diverse workplaces and a carefully integrated public realm and green spaces will create a sustainable and multi-faceted urban community where people are proud to live, work and visit.

Old Oak will enable the construction of up to 9,000 new and affordable homes. Our plans will deliver a mix of housing types and tenures to complement the diversity of the area and maximise affordable homes.

Alongside new homes, Old Oak also has sites for up to 2.5 million square feet of new workspace, with opportunities for cutting edge innovation and production facilities, new retail and cultural space, and essential community and social infrastructure. We will create a centre for transformational growth, innovation, and productivity, driving excellence in high tech, life sciences and green industries by connecting into the exciting plans for a new WestTech corridor.

Creating opportunities for jobs, skills and training is at the heart of our work and we benefit from one of the youngest, most dynamic and diverse populations in the capital. Connecting businesses to this local talent and rich potential is core to our ambitions, and helps to celebrate the diversity of our local area.

Our area has a unique industrial, culinary, and creative heritage that is very much alive and well in the Park Royal, and our vision is to build on this, integrating existing communities and businesses with the innovative new workspaces, institutions, facilities, and public realm to define Old Oak both as a thriving, creative hub and an important and popular destination.

Old Oak will be a model of creative regeneration, where ideas become innovation in industry, workspace, housing and place.



OLD OAK: CONNECTIVITY



PEOPLE IN OLD OAK
ARE MORE LIKELY
THAN LONDONERS AS A
WHOLE TO:

BE YOUNG

31.9%

compared to 30.3% across London

BE DIVERSE

60.6%

compared to 46.2% from non white ethnic backgrounds across London

EARN LESS

£33K

on average compared to £38k across London

LIVE IN A DEPRIVED HOUSEHOLD

59.7%

compared to 51.9% across London

NOT OWN THEIR OWN HOME

28.1%

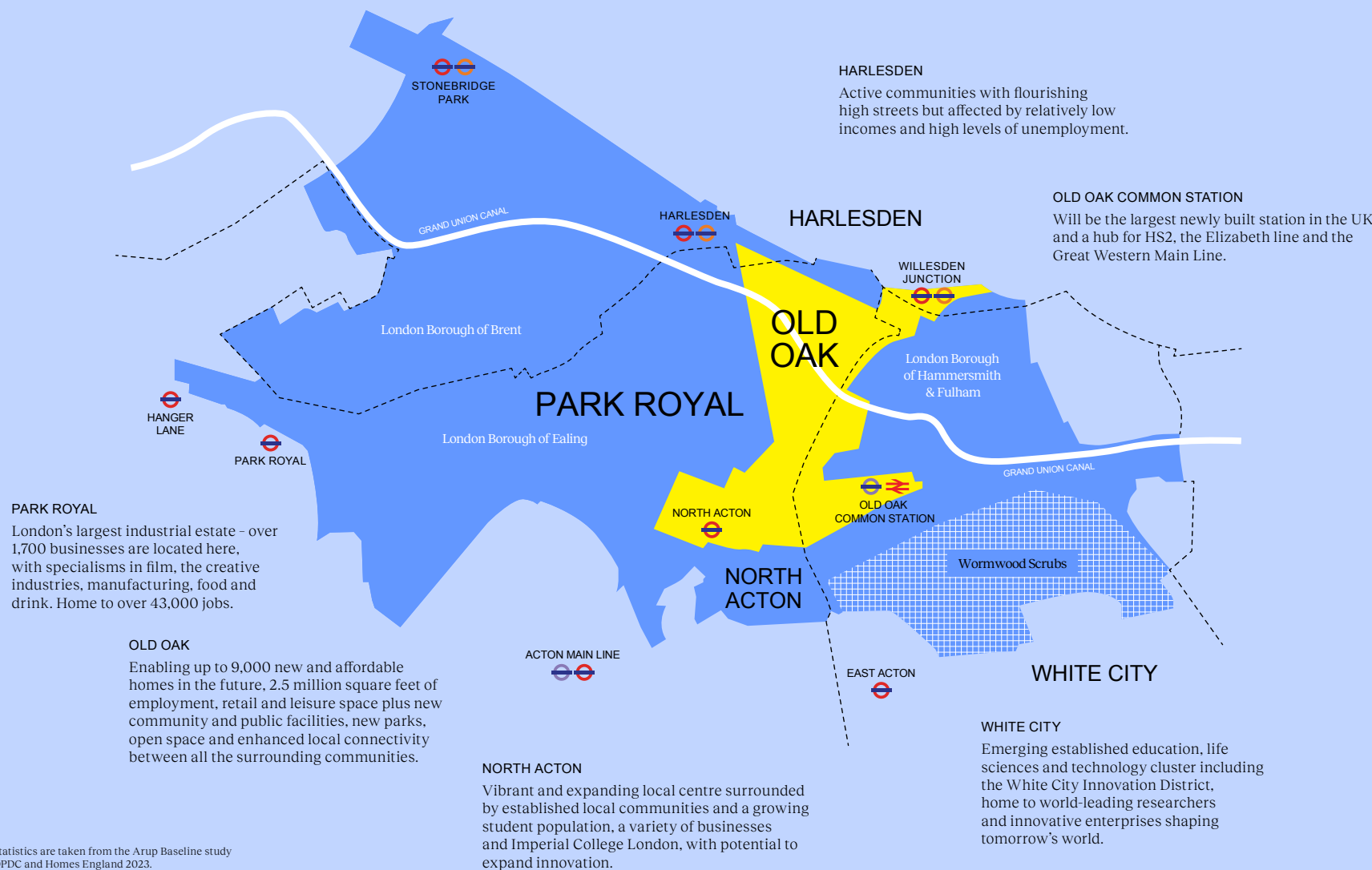
compared to 45.2% across London

BE UNEMPLOYED

£7.1%

compared to 4.8% across London

OLD OAK: CONNECTED COMMUNITIES



2. OPPORTUNITIES AND CHALLENGES AT OLD OAK

OPPORTUNITIES

SCALE OF OPPORTUNITY

Old Oak presents a unique opportunity to deliver comprehensive regeneration and create a new urban district for London.

An area that includes nearly 70 acres of brownfield development land offers the chance to plan strategically and innovate to ensure sustainable outcomes that benefit local residents, businesses and communities and newcomers alike.

TRANSPORT CONNECTIVITY

Old Oak already enjoys excellent connectivity, with the Bakerloo, Central and Overground services, but when the new HS2 interchange opens, it will bring exceptional transport links, with Heathrow and Bond Street only ten minutes away, and high speed services to the Midlands, south west and beyond.

Our ambitious plans for new pedestrian and cycling routes will enhance local connectivity within Old Oak, creating a walkable “15-minute City” environment with safe and pleasant streets, spaces and parks. We will also improve the Grand Union Canal and its towpath to enhance the walking, cycling and boating links to central London and the Midlands.

DIVERSE HERITAGE

Old Oak has a rich, culturally diverse and industrious heritage. The area is home to a talented and ambitious creative and business community on its border with Park Royal, London’s largest and most diverse industrial estate. Our strategy will build upon the existing thriving food manufacturing, distribution, creative, and cultural and media sectors.

NATURAL ASSETS

Old Oak is home to a variety of existing green and blue infrastructure, including pocket parks, the Grand Union Canal and the nearby Wormwood Scrubs open space. These form important foundations for connecting new public realm and open spaces.

INVESTMENT IN OLD OAK

Old Oak is the centre of enormous recent and current transport investment as the interchange point between HS2 and the Elizabeth line. In addition to the £1.7bn investment into the new Old Oak Common station, the public sector has also committed over £340m of investment to Old Oak to support our ambitions, enabling OPDC to acquire strategic land assets to support comprehensive development, and to press ahead with innovative and early infrastructure, especially our proposed heat network, recycling waste heat from

local data centres to bring low carbon energy into both new and existing homes and other buildings. The private sector is also already investing in Old Oak, with major new developments in North Acton and Old Oak and investment in industry and data centres in neighbouring areas.

CONTROL OF DEVELOPMENT LAND

The majority of land is already in public ownership and we are actively progressing a land assembly strategy to secure additional private land. We will bring these ownerships together to maximise the potential of this opportunity and to ensure land can be released in a timely way to enable development.

Old Oak has potential to develop as a global hub for growth supporting WestTech expansion between White City, North Acton and Park Royal.



Old Oak’s excellent connectivity to other parts of London and beyond will be vastly enhanced by the new station at Old Oak Common, linking HS2, the Elizabeth line and the Great Western Railway to become a transport super-hub.

Despite the strength of the opportunity at Old Oak, there are also challenges. These challenges can only be addressed by taking a comprehensive approach to redevelopment and through the public and private sectors working closely together with communities.

CHALLENGES

SITE SEVERANCE AND BARRIERS TO CONNECTIVITY

The same railway links that enable fast connections into and out of Old Oak also create local barriers to movement within the area. New local links are needed to enable local communities, including those in the adjacent neighbourhoods of Harlesden and North Acton, to better connect and to create a stronger sense of place. To address this challenge, we are developing and investing in a planned approach to new routes for walking, cycling and for people with restricted mobility. These plans will also support more sustainable, efficient delivery of goods and servicing which is important for businesses as well as residents and visitors.

FRAGMENTED LAND OWNERSHIP

Historically, land ownership in Old Oak has been disparate, complex, and fragmented, and without public sector intervention this would mitigate against comprehensive development and instead see piecemeal and sub-optimal development in the area, or at worst, speculative land banking and land trading, with little or no co-ordinated development activity.

In the last few years, the pattern of land ownership has changed. The Department for Transport (DfT) has acquired substantial sites to support the construction of HS2, and OPDC has more recently acquired numerous sites from private landowners in Old Oak through private treaty. We are now preparing to begin a compulsory purchase order to enable our regeneration objectives to be delivered.

TACKLING INEQUALITIES

The community at Old Oak is relatively young and faces high housing costs and relatively high levels of deprivation and unemployment. A key challenge - and also an opportunity - will be harnessing social capital to improve quality of life for existing residents. We will do this through a range of mechanisms.

Section 4 sets out how we will monitor our success in delivering this.



THE NEED FOR COMPREHENSIVE REDEVELOPMENT

Our vision requires a comprehensive, planned approach to redevelopment at a strategic level via a 'master developer approach'. It cannot be delivered via piecemeal, disconnected and uncoordinated development sites.

Comprehensive site assembly and development creates a critical mass of development that enables a coordinated approach to regeneration.

Should schemes be proposed on individual sites on a piecemeal basis they would compromise the delivery of a comprehensive approach to regeneration in Old Oak.

CO-ORDINATED NEIGHBOURHOODS

Comprehensive regeneration unlocks opportunities for excellent placemaking and enables optimal connectivity, public realm, land uses, building heights, densities, and housing typologies. Our Spatial Principles identify the foundations upon which comprehensive regeneration will be achieved.

OPTIMISED HOUSING DELIVERY

Comprehensive regeneration will enable more homes and more affordable homes to be delivered, and at pace. This is crucial in the context of the London and UK-wide housing shortage and the pressing need to develop new homes of different types, tenures and affordability. We must optimise housing delivery to support both national housebuilding targets and the targets for OPDC set out in the London Plan.

CLIMATE RESILIENCE

Comprehensive regeneration at Old Oak enables a strategic approach to be taken towards achieving a sustainable future. It enables active travel to be planned and delivered across the area and unlocks opportunities for site-wide initiatives such as the Heat Network project, which will provide low cost, low carbon heating for existing and future residents and businesses in Old Oak.

SCHEME VIABILITY

Comprehensive regeneration supports overall scheme viability, setting the best framework for us to achieve the Mayor's targets for affordable homes. It helps to safeguard against piecemeal development and offers control of phasing. This allows us and our delivery partners to respond flexibly to market conditions over time. It also means that rather than relying on a single housing tenure or type we can bring forward multiple options together to accelerate the pace of housing delivery.

INFRASTRUCTURE DELIVERY

Comprehensive regeneration supports investment and enables upfront delivery of key infrastructure. This will create new safe and direct routes within Old Oak, for example a new bridge enabling a link between North Acton to Old Oak Common.

PLANNED RETENTION AND RELOCATION

Comprehensive regeneration enables functional uses, such as transport and waste infrastructure, to be relocated and re-provided in a planned manner. It allows us to work closely with existing businesses located on sites within Old Oak in respect of their future locations.

We are developing a set of Spatial Principles for Old Oak that build on the area's distinct qualities, and support inclusive, sustainable, and well-connected regeneration and development.

Spatial Principles

Providing a flexible plan





Early activation and meanwhile use projects will align with OPDC's longer term regeneration and sustainability ambitions to create a legacy befitting Old Oak.

WHY NOW

Our role as steward for Old Oak has already begun and will continue through the development process into the long-term. We know too, that it is important to our local communities to see positive change from the outset.

By intervening actively in land assembly, we are supporting local residents' ambitions for welcome changes to the area whilst acknowledging the disruption and disturbance that development activity can cause. OPDC will manage the redevelopment process actively through a robust construction management plan.

We will create an early and meaningful activation strategy for the area, including plans for meanwhile uses on key sites, enabled by supportive guidance in our planning framework.

We will minimise the presence of long-term vacant sites and we are carefully assessing the timing of the release of HS2 worksites to ensure they don't remain vacant unduly.

We are already investing in projects that celebrate the area's special and distinctive character, including a meanwhile use as a new circular economy hub in the building at Minerva Road that will become the site for the Heat Network's energy centre.

We are supporting emerging businesses to become future tenants of the Old Oak development, prototyping innovative sustainability initiatives, and laying the foundations for future employment and educational opportunities.



3. REGENERATION OBJECTIVES

Our six regeneration objectives set out our strategic priorities for the successful regeneration of Old Oak. We have developed action plans to underpin these priorities and to define how our regeneration objectives will be achieved.



BUILD A PLACE TO CALL HOME

- Deliver diverse housing options including family homes and homes for later living.
- Create inclusive communities where people want to live and put down roots.
- Build high quality, sustainable homes that contribute to addressing West London's housing need, across all tenures and levels of affordability.

MAKE A PLACE TO BE PROUD OF

- Develop diverse and characterful neighbourhoods with a thriving and revitalised London high street connecting Harlesden to North Acton.
- Deliver new social infrastructure and community spaces.
- Work with diverse groups to design public spaces that are accessible, safe and welcoming.

DRIVE INCLUSIVE ECONOMIC GROWTH

- Create a fairer economy for everyone by embedding inclusive growth, securing pathways into employment and training.
- Establish a new commercial district and workspace address for London, complementing the diverse existing employment in the area.

CREATE A THRIVING ENVIRONMENT

- Deliver sustainable outcomes and support zero-carbon goals at a strategic scale with a focus on environmental, social and economic sustainability.
- Promote healthy lifestyles through improved pedestrian and cycle connectivity and high-quality public realm.

DELIVER AT PACE

- Ensure sites are brought into active use as soon as practically possible, delivering meanwhile uses where appropriate.
- Ensure development is paced to deliver the right infrastructure and mix of uses at the right times.

ENSURE VALUE

- Create opportunities for community capacity building and wealth creation, ensuring existing and future residents benefit from local investment.
- Deliver high quality, climate resilient development to ensure long term value for the public.

4. ACTION IN OLD OAK

DELIVERING OUR REGENERATION OBJECTIVES →

We have developed Action Plans for each of the six regeneration objectives, which set out the priorities underpinning our objectives and how we will deliver high quality, co-ordinated development at Old Oak.

Most of our activities have already begun or will start imminently. These actions, and their impacts, are set out below and will be monitored annually and progress reported.

- BUILD A PLACE
TO CALL HOME
- MAKE A PLACE
TO BE PROUD OF
- DRIVE INCLUSIVE
ECONOMIC GROWTH
- CREATE A THRIVING
ENVIRONMENT
- DELIVER AT PACE
- ENSURE VALUE



BUILD A PLACE TO CALL HOME

KEY OBJECTIVES

BUILD MORE HOMES

Enable and build more homes to address West London's housing needs and deliver the Mayor's housing targets across a range of tenures and housing types.

ENSURE HIGH QUALITY

Build high quality, energy efficient and climate resilient homes to create healthy living environments with affordable running costs.

INTEGRATE WITH NEIGHBOURING COMMUNITIES

Strengthen physical and social connections between Old Oak and established communities in Harlesden, Park Royal, and North Acton to create a strong sense of place built on the character and strengths of surrounding areas.

INNOVATIVE AND DIVERSE HOUSING TYPOLOGIES

Deliver a mix of housing typologies and tenures including affordable homes, family homes and homes for later living.

Explore the potential for innovative housing models.



ACTIONS TO DELIVER

- Optimise the range and type of housing delivered
- Work with MHCLG, boroughs and the GLA to maximise public investment in affordable and supported housing
- Release land, phase the delivery of the masterplan and diversify housing types and tenures to optimise the pace of supply
- Secure and promote clear design quality standards

HOW WILL WE MEASURE SUCCESS?

- Monitor the number, range and tenures of new homes granted planning consent and constructed
- Monitor housing delivery by affordability (social, intermediate, market) - tracking approvals, starts, and completions
- Monitor quantum of land released for development
- Monitor design quality including through post occupancy evaluations

MAKE A PLACE TO BE PROUD OF

KEY OBJECTIVES

A PLACE TO LIVE WORK AND VISIT

Revitalise Old Oak to create a place where people are proud to live, work and visit.

Build high quality homes, infrastructure, public realm and green space, with excellent social infrastructure including health and community provision, a new primary school and leisure centre.

TWO NEW NEIGHBOURHOODS

Build two new and distinctive neighbourhoods: a mixed-use workspace district to the south as a major new town centre; and a new canalside residential neighbourhood centre to the north, with local shops and amenities.

A SENSE OF IDENTITY

Develop characterful neighbourhoods with a strong sense of place that build on the area's rich heritage and industrious nature and celebrate its diversity.

THE OLD OAK MILE

Deliver the Old Oak Mile as a thriving and revitalised London street, connecting Harlesden to North Acton. Introduce improvements to prioritise pedestrians and cyclists and improved active travel routes, with shops and services, planting and high quality public realm.



ACTIONS TO DELIVER

- Deliver and enable community and social infrastructure to support existing populations and the creation of new communities
- Identify opportunities for new visitor and cultural attractions
- Create places where people feel safe and welcome
- Deliver meaningful and participative community engagement programmes
- Establish destinations to attract visitors and create a sense of place

HOW WILL WE MEASURE SUCCESS?

- Monitor the delivery of new social infrastructure facilities, sports and leisure facilities
- Monitor satisfaction with the local area as a place to live
- Monitor the levels of funding invested in local community initiatives
- Monitor the number of residents and businesses engaged
- Monitor the number of schemes reviewed by OPDC's Community Review Panel
- Active youth / community sounding board in place

DRIVE INCLUSIVE ECONOMIC GROWTH

KEY OBJECTIVES

JOBS FOR THE FUTURE

Create jobs for the future as part of London's next innovation district; support new and emerging industries to boost our capital's economy and enhance a diversity of skilled, local employment. Create a strong new east-west link from Old Oak Common Station to North Acton and Park Royal, establishing a memorable mixed-use workspace location.

INVEST IN TRAINING AND APPRENTICESHIPS

Focus on a range of outcomes in key growth sectors across the skills spectrum by investing in employer led training, careers work in schools, creating apprenticeships and varied pathways into work, securing local employment benefits and embedding fair and inclusive employment at London Living Wage and above.

DRIVE INNOVATIVE COMMERCIAL OPPORTUNITIES

Capitalise upon Old Oak's rapid rail links to established innovation zones to drive wider cutting edge, innovative, commercial and economic opportunities. This will enable both big brands and small start-ups to flourish, fostering education, upskilling and training to future-proof employment, and form a creative and productive place to work, learn and rest.

ATTRACT GROWTH SECTORS

Ensure that Old Oak complements the diversity of employment within Park Royal and the emerging WestTech Corridor with additional opportunities to attract future growth sectors.



ACTIONS TO DELIVER

- Develop our Economic Vision for Old Oak
- Create new jobs and opportunities for local residents, secured by S106 agreements, the procurement of works and services by OPDC, and other partnership mechanisms
- Retain and support local businesses to thrive and grow. Pursue a retention and relocation strategy for existing businesses to remain in the area where possible
- Optimise the amount and type of new work space to be provided, including a wide range sizes and typologies across the regeneration area

HOW WILL WE MEASURE SUCCESS?

- Regular monitoring of jobs on site and employment supported within the Old Oak red line boundary
- Monitor the percentage of jobs filled by local residents
- Monitor the number of existing businesses and jobs retained on site and relocated
- Annual Monitoring of approvals, starts and completions of employment space
- Regular monitoring of the number of apprenticeships and other work pathways available in the development area and the percentage filled by local residents

CREATE A THRIVING ENVIRONMENT

KEY OBJECTIVES

LEAD ON CLIMATE ACTION

Ensure that Old Oak realises its exceptional opportunity to deliver sustainable outcomes by driving innovation, circularity and collaboration at a strategic scale, contributing to London's transition to a low-carbon economy.

DELIVER STRATEGIC OPPORTUNITIES

Enable the delivery of a new Heat Network, reusing ambient heat from Park Royal's data centres to provide low carbon heat for new residents and existing businesses.

CONNECT PEOPLE, PLACE AND PLANET

Ensure that environmental, social and economic sustainability forms the foundation of our regeneration plans at Old Oak to create a lasting positive legacy for new and existing communities.

Create new and enhanced green and blue habitats to boost biodiversity, combat noise and pollution, mitigate flooding and positively contribute to health and wellbeing.

SUPPORT ACTIVE TRAVEL

Deliver improvements to three key routes: the east-west link; the Old Oak Mile; and the Common Cut, with enhanced pedestrian and cycle routes, high quality public realm and connected green space, to support active travel and wellbeing.



ACTIONS TO DELIVER

- Monitor our Contribution to the Mayor's target for London to be net zero carbon by 2030
- Monitor and measure new connected and biodiverse green spaces, including new parks and green spaces and Sustainable Urban Drainage Systems (SUDS)
- Establish metrics for analysing and assessing the creation of a place that contributes positively to health and wellbeing
- Measure enhanced connectivity that encourages active travel and modal shift
- Enable the delivery of the Heat Network project, providing low-carbon heat to existing and new residents and businesses

HOW WILL WE MEASURE SUCCESS?

- Monitor the modal shift to public transport and active travel
- Monitor air quality
- Ensure the delivery of the East-West bridge
- Monitor the delivery of new/enhanced pedestrian and cycle routes by kilometres
- Monitor the upgrade of canalside by kilometres
- Monitor the number of new homes connected to OPDC's Heat Network

DELIVER AT PACE

KEY OBJECTIVES

SUPPORT THE DEVELOPMENT OF NEW AND EXISTING COMMUNITIES

Ensure that development in Old Oak is paced to deliver the right infrastructure and mix of uses at the appropriate times to support the development of existing and new communities. Look for opportunities to work with host boroughs to pioneer changes to service delivery (e.g. waste collection).



CAPITALISE ON THE OPPORTUNITY OF HS2

Establish strong governance at central, regional and local levels to drive the project forward. Ensure there is an emerging revitalised place at Old Oak by the time the new HS2 station at Old Oak Common opens.

Within the overall masterplan for the scheme, ensure future phases are delivered in a timely way and integrate into the existing and new communities in and around Old Oak.

EARLY ACTIVATION

Ensure that sites are brought into active use as soon as practical after they have been released as HS2 work sites and from existing occupiers.

Harness opportunities for early activation projects and meanwhile uses that will contribute to early placemaking and deliver tangible local benefits ahead of the longer term regeneration.

ACTIONS TO DELIVER

- Ensure effective governance to bring forward public and private land parcels and appoint delivery partners
- Work with HS2 to ensure that early works to integrate the new station with the surrounding area are addressed in the future Old Oak scheme and that significant development is underway when the station opens
- Develop a strategy and delivery plans for early activation projects in Old Oak. These will celebrate the area's distinctive qualities, support local social and economic networks, and sow the seeds for Old Oak's evolution

HOW WILL WE MEASURE SUCCESS?

- Complete site assembly for the Old Oak scheme
- Appoint delivery partner via a procurement process
- Successful planning consent granted for the Old Oak scheme
- Early infrastructure in place
- Old Oak Common Station complete and surrounding development completed or underway
- Early activation KPIs agreed and set out in an Early Activation Strategy
- Early delivery of new and improved public realm and park spaces wherever feasible

ENSURE VALUE

KEY OBJECTIVES

CREATE LONG TERM VALUE

Create long term value for the public sector through excellent placemaking and high quality, climate resilient development.

Ensure public value is delivered to UK and London by optimising development into planned clusters which are well connected and phased to ensure homes and jobs come on stream quickly.

MAXIMISE LOCAL BENEFIT FROM INVESTMENT

Deliver high quality new infrastructure including bridges, roads, paths, and community facilities such as healthcare facilities and a new school.

Ensure that existing and future residents can share in new investment in the area, contributing to London's transition to a low-carbon economy, including affordable fuel bills from low carbon buildings and a new Heat Network.

SOCIAL VALUE

Use OPDC's investment activities to maximise social value in the local area.

Utilise our power as a commissioning authority and role as client to deliver projects that bring extensive social, economic, community and diversity benefits.



ACTIONS TO DELIVER

- Realise the value of public investment in HS2 by the co-ordinated and strategically-planned release of public land for new development
- Ensure communities benefit from new infrastructure in the area, including the provision of new social facilities and physical infrastructure
- Ensure economic prosperity is shared by all with protected characteristics through our skills and employment interventions and by monitoring the impact of these measures
- Embed a minimum of 10% social value weighting in all relevant OPDC procurements
- Develop a bespoke and best practice OPDC social value approach

HOW WILL WE MEASURE SUCCESS?

- Monitor amount of publicly owned land released for development
- Monitor annual expenditure on publicly accessible infrastructure
- Monitor the percentage of the workforce with protected characteristics relative to the wider population
- Measure the impact of social value activities across a series of defined measures related to jobs, training, education, sustainability, community engagement, and diversity and inclusion

5.DELIVERING OLD OAK

COORDINATED DELIVERY

Our vision for Old Oak will be delivered in a timely and coordinated way that is responsive to evolving needs and strategies. This will require active site assembly, management and drive from OPDC during the early years and over the longer term.

TEAMWORK

Teamwork is at the heart of this project. To successfully deliver the vision and benefits outlined in this strategy, the public sector has committed to work collaboratively. We have a shared vision and agreed regeneration objectives for Old Oak, which are embraced across local, regional and central government partners.

PARTNERSHIP

Arrangements between public sector partners have been put in place and commitment secured to ensure the benefits of the regeneration are realised for the existing community and local businesses as well as for future residents, investors and visitors.

The private sector is crucial to the success of our plans and we will partner with a wide range of investors, businesses, occupiers, developers and sector specialists to drive innovation and secure the expertise and investment a scheme of this complexity and scale requires.

CAPABILITY

Our team at OPDC includes deep and senior experience across a wide range of professions and sectors, and we will supplement this as we move towards a delivery partnership/s including private sector expertise. Backed by the Mayor of London, we have the financial resources and capacity to complete our land assembly programme and to prepare for procurement of private delivery partner/s. OPDC's role is likely to include delivery in partnership with the private sector and may include direct delivery of some early infrastructure - possibly in partnership with the private sector and / or host boroughs and other public / third sector bodies such as the Canal & River Trust, Transport for London and Network Rail.



OUR ROLE

OPDC, as the lead agent for delivery, has assembled an experienced and high calibre professional team to drive the Old Oak project. We have drawn staff with passion for this project from across the industry, with specialist skills in regeneration, land assembly, design, finance and funding, infrastructure, development management, community engagement and sustainability. We will use our experience and adjust our team to respond to the project's needs over time. Our role includes planning for the long-term stewardship for the project, and we will continue to provide proactive leadership in our roles as both a regeneration authority and local planning authority.

MASTERPLANNING

We will prepare a Masterplan Framework for Old Oak and this will inform OPDC's future partnership arrangements with the private sector to facilitate delivery of the project. We will act as a steward to ensure that a planned and properly phased approach to delivery is undertaken.

To inform future masterplanning for the whole development area, OPDC has published a clear set of spatial principles. These principles, together with our six regeneration priorities, set our expectations for the quality of place and the distribution and density of uses across the site (see Annex Z for detail on these spatial principles).

COMMUNITY ENGAGEMENT

We will continue to enable meaningful opportunities for the community and businesses to work with us on this journey to ensure the vision is achieved.

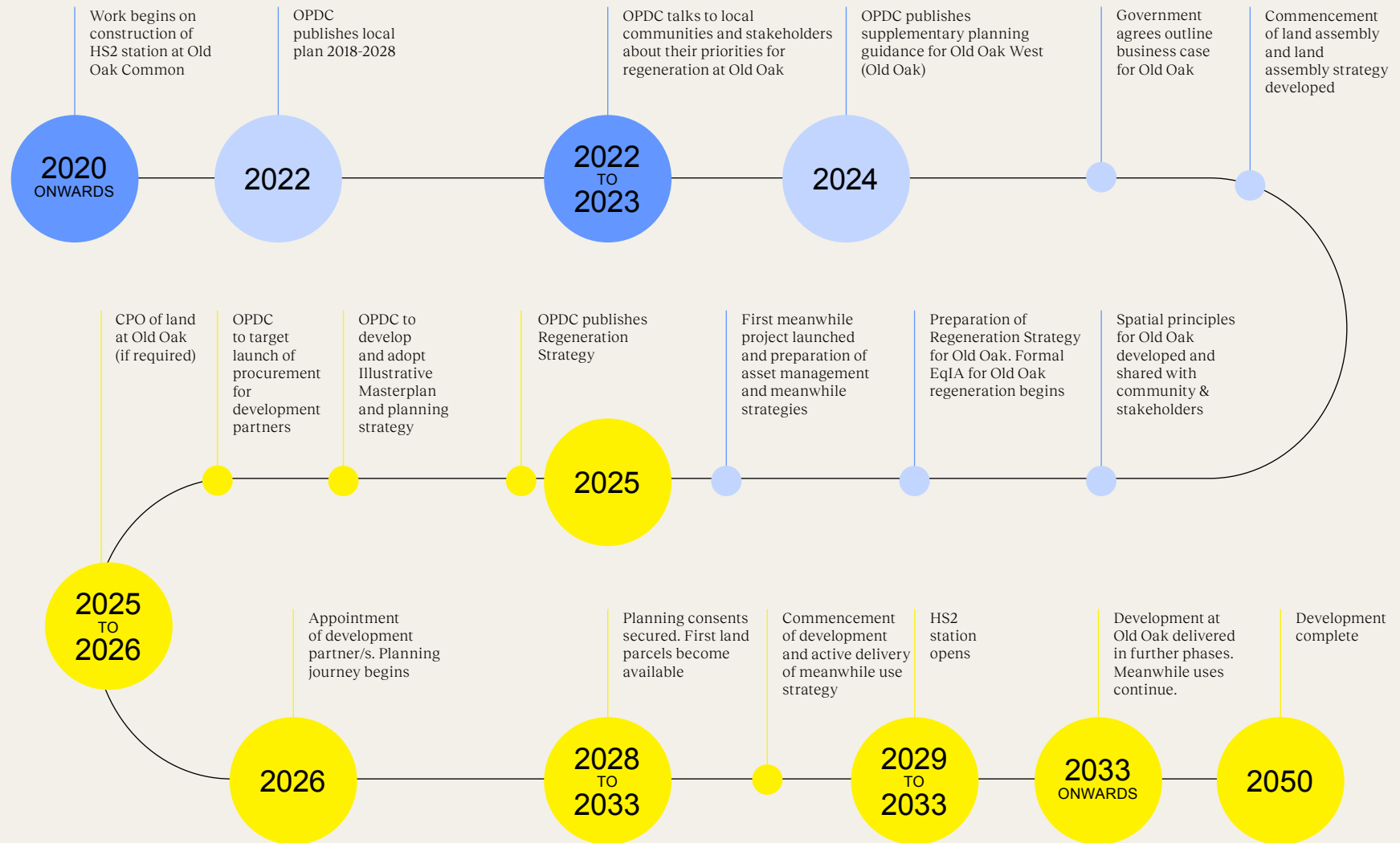
MONITORING

We will monitor progress in delivering the work programme and the Regeneration Strategy Action Plan priorities via our Board on an annual basis. Progress will also be reported to key stakeholders.

NEXT STEPS

Our ambitions for Old Oak will be realised through a long-term regeneration programme spanning at least 30 years. The first phase is already well underway and has involved, and will continue to involve, close collaboration and engagement with our local boroughs, businesses, public sector partners and the local community.

This timeline outlines the indicative next steps on our regeneration journey.



GLOSSARY AND LINKS TO KEY DOCUMENTS



AFFORDABLE HOUSING

Housing that is designated in the planning system as affordable to rent or buy. Currently in London there are three main types: homes for Social Rent, which include council homes; homes for London Living Rent set at one-third of local average incomes; and homes for shared ownership, part-buy, part-rent, which help Londoners to buy a home without needing a large deposit.

EQUALITIES IMPACT ASSESSMENT (EQIA)

An EqIA is a process to ensure that an organisation's work does not discriminate against or disadvantage any particular group - particularly those groups with protected characteristics as identified in the Equality Act 2010. The assessment must be based on analysis and data and can be kept up to date over time. All data in this report comes from an initial baseline analysis carried out by Arup for Homes England (2023) and this is currently being updated. A link to the baseline document is [here](#).

INCLUSIVE GROWTH

Economic growth that is distributed fairly across society so that alongside overall growth all people in society have the chance to benefit from the opportunities, not just a few.

OPDC LOCAL PLAN 2022

Sets the planning guidelines for the OPDC area including Old Oak. A link to the document is here: <https://www.london.gov.uk/who-we-are/city-halls-partners/old-oak-and-park-royal-development-corporation-opdc/planning-policy/opdc-planning-policy/local-plan>

OLD OAK WEST SUPPLEMENTARY PLANNING DOCUMENT (SPD)

A supplementary planning document that guides development in Old Oak. A link to the document is here: <https://www.london.gov.uk/who-we-are/city-halls-partners/old-oak-and-park-royal-development-corporation-opdc/planning-policy/opdc-planning-policy/old-oak-west-supplementary-planning-document-spd>

WESTTECH CORRIDOR

An emerging cluster of high tech/ science research and manufacturing businesses based around Imperial College London at White City with spin offs at Park Royal. We believe Old Oak provides the missing geographical link between White City, Park Royal and the growing WestTech Corridor into North Acton.

ILLUSTRATIVE MASTERPLAN

The Masterplan Framework for Old Oak will set out a defined area that will change over a period of time. It will set out proposals for spaces, movement and land use within the boundary of the Old Oak Development area (which it will also further define).

ANNEX X

LOCAL COMMUNITY VIEWS AND PRIORITIES

In 2023, OPDC carried out an extensive programme of public consultation assisted by independent consultation experts, Soundings.

A report setting out their key findings is available for review here: [Old Oak West have your say \(london.gov.uk\)](https://www.london.gov.uk/consultation/old-oak-west-have-your-say). The consultation was based around a number of key principles ('the golden threads') which members of the community considered in depth and commented upon. These principles were:

- A celebration of the area's identity
- A sustainable future
- A green space that keeps on growing
- A vibrant town centre, active day and night
- A welcoming place for diverse residents, businesses and visitors
- A neighbourhood of thriving communities
- A creative and productive place to work, learn and test ideas

The consultation activity was extensive and in summary comprised 20 community engagement events with more than 260 participants, meetings with 13 local groups and organisations, a series of co-design workshops attended by over 70 people, events with five

youth groups and newsletters distributed to more than 16,000 postal addresses.

The topics of most interest to the local community identified during this process included:

- Local identity
- Town centre character
- Green spaces and public realm
- Connections and active travel
- Social infrastructure
- Local economy
- Early activation
- Meanwhile and activation uses

These topics are reflected in the six regeneration priorities for a new and reimagined West London community.

Following this public consultation, OPDC has produced an 'Ideas Book', illustrating how the community feedback is informing our regeneration plans.



LOCAL COMMUNITY PRIORITIES FOR OLD OAK

LOCAL ECONOMY

TOWN CENTRE CHARACTER

LOCAL IDENTITY

SOCIAL INFRASTRUCTURE

CONNECTIONS & ACTIVE TRAVEL

GREENSPACES & PUBLIC REALM

EARLY ACTIVATION

MEANWHILE & ACTIVATION USES

REGENERATION OBJECTIVES FOR OLD OAK

BUILD A PLACE TO CALL HOME

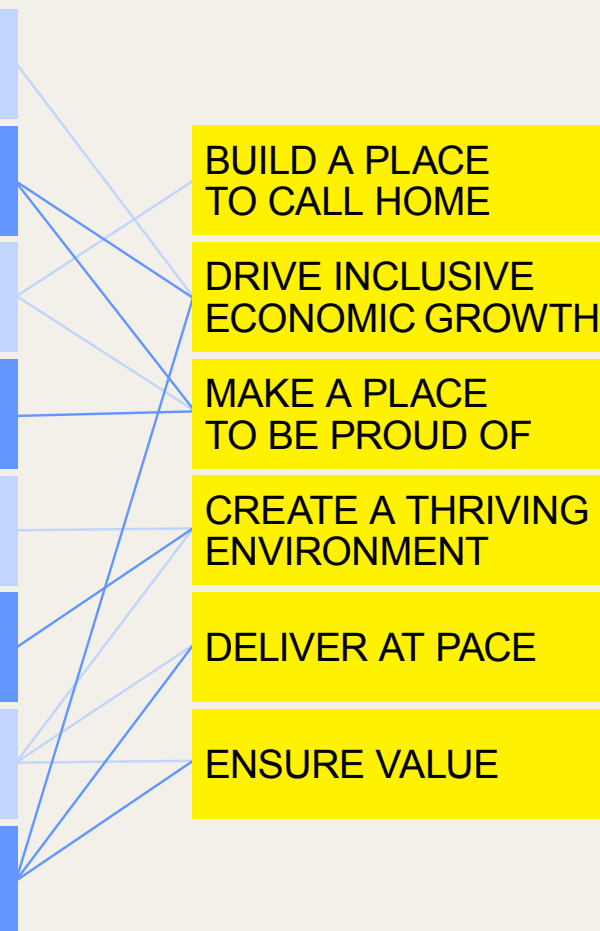
DRIVE INCLUSIVE ECONOMIC GROWTH

MAKE A PLACE TO BE PROUD OF

CREATE A THRIVING ENVIRONMENT

DELIVER AT PACE

ENSURE VALUE



ANNEX Y

ALIGNMENT WITH BOROUGH STRATEGIES AND PRIORITIES

Old Oak is located across three boroughs – Brent to the north, Ealing to the south and Hammersmith & Fulham to the east. Communities will live and work in one of these boroughs. Therefore, the principles for a new and reimagined West London community at Old Oak have taken as a key input the host boroughs' strategies and priorities for regeneration, housing and economic development.

This annex sets out in summary the key priorities of the three boroughs taken from a review of their published strategies and plans and also how these have fed into the regeneration objectives for Old Oak within this Regeneration Strategy.

LONDON BOROUGH OF BRENT

View: Borough Plan 2023 - 2027

Sets out five main priorities for Brent over the next five years (Prosperity and Stability, A Cleaner, Greener Future, Thriving Communities, the Best Start in Life, a Healthier Brent). Underpinned by a guiding principle to 'leave no resident behind'.

View: Inclusive Growth Strategy 2019 - 2040

Identifies Brent as a borough for population growth and sets out 7 priority areas for how to accommodate growth in a sustainable way (Economy, Housing, Environment, Education, Health, Culture, Infrastructure). Recognises the economic changes being driven by the decline of traditional retail / high streets and sets out ambition for growth in creative and circular economic sectors. Notes the need to promote business and jobs growth, reduce skills gaps across the population, diversify housing types and choices and develop cultural facilities to revive high streets. Wishes to promote healthy lifestyles through active travel and improvements to green and blue spaces and tackling infrastructure challenges, particularly the availability of water and sewage infrastructure.

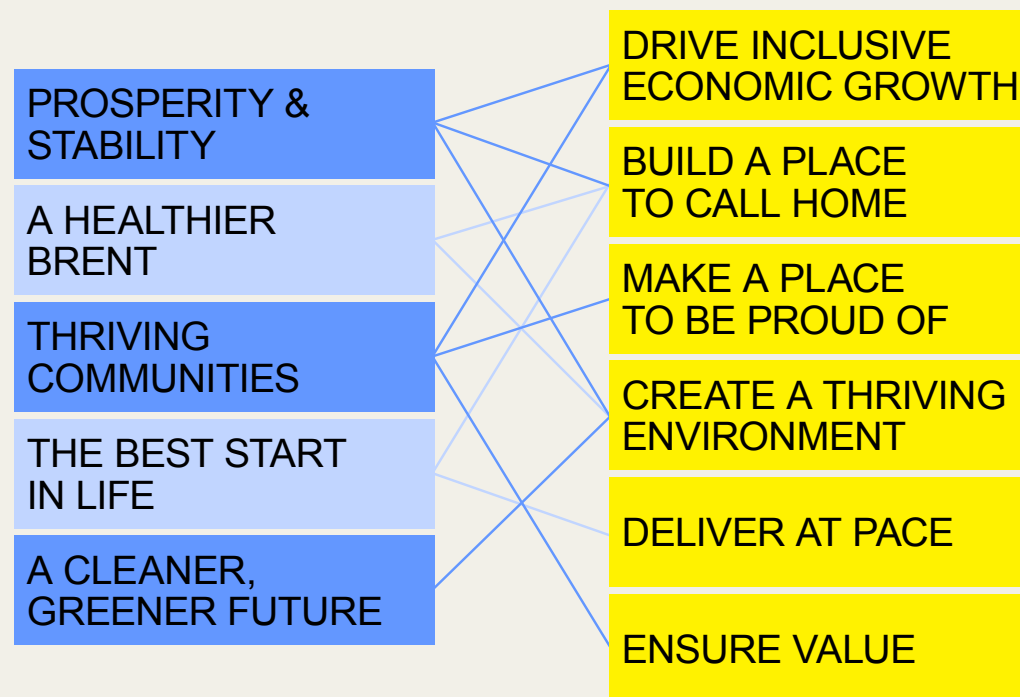
View: Our response to the climate emergency

Sets out how Brent will respond to the climate emergency through insulation and energy efficiency in homes, more use of renewable power sources and the need for more trees, better open spaces and support for biodiversity.

Brent Council's priorities are reflected in the six priority principles for a new and reimagined West London community.

BRENT COUNCIL'S PRIORITIES FOR OLD OAK

REGENERATION OBJECTIVES FOR OLD OAK



LONDON BOROUGH OF EALING

Corporate Plan

View: Ealing Council Plan (ealing.gov.uk)

Three key priorities:

- Creating good jobs. We want growth in Ealing to be inclusive, where people can both contribute to and benefit from growth and economic development. We want to create good quality jobs in our borough and deliver an ambitious programme of building more genuinely affordable homes.
- Tackling the climate crisis. We will work to keep Ealing clean and green and take leadership in ensuring the borough we build is sustainable. We will take leadership on tackling the ramifications of the climate crisis.
- Reducing inequality. We want to create a borough where we work hard to address inequality in all its forms, to ensure that no-one is left behind in achieving their potential.

Ealing draft housing strategy View: Report (modern.gov.co.uk)

Identifies four strategic priorities:

- Increasing the supply of Genuinely Affordable Homes
- Quality housing - homes that are safe, secure, and sustainable through low carbon, safe and healthy homes
- Supporting people to live well in the community ensuring a range of different housing types
- Promoting resilience, inclusion and fighting inequality

CLIMATE STRATEGY

View: Ealing's climate and ecological strategy (ealing.gov.uk)

Aim to be a carbon neutral borough by 2030. Focus on reducing emissions in five key areas: energy, food, waste, travel and nature. A big priority is to increase tree canopy cover across the borough as a whole.

Ealing is currently developing an economic strategy and has identified six key priority growth areas: film, screen, music; green economy; life sciences; high street and hospitality; healthcare; construction. Alongside this, Ealing is committed to delivering neighbourhoods for residents as a vital principle in its emerging Local Plan. The proposals for a new commercial centre at Old Oak reflect this priority. Ealing is also preparing a legacy framework for Old Oak which OPDC is discussing with Ealing Council officers in the context of this Regeneration Strategy.

Ealing Council's priorities are reflected in the six priority principles for a new and reimagined west London community.

EALING COUNCIL'S PRIORITIES FOR OLD OAK

CREATING GOOD JOBS

Shared prosperity; building genuinely affordable homes.

TACKLING THE CLIMATE CRISIS

Sustainable building, green energy, sustainable travel, protection for nature, reduction in waste.

REDUCING INEQUALITY

Ensuring no one left behind and residents feel safe.

REGENERATION OBJECTIVES FOR OLD OAK

DRIVE INCLUSIVE ECONOMIC GROWTH

BUILD A PLACE TO CALL HOME

MAKE A PLACE TO BE PROUD OF

CREATE A THRIVING ENVIRONMENT

DELIVER AT PACE

ENSURE VALUE



LONDON BOROUGH OF HAMMERSMITH & FULHAM (H&F)

The Council's Corporate Plan sets out a number of core values. View: [Hammersmith & Fulham Council \(lbhf.gov.uk\)](https://www.lbhf.gov.uk)

Of prime importance is the first identified - 'Building shared prosperity through genuinely affordable homes and our industrial strategy.' The industrial strategy, 'Economic Growth for Everyone', aims to ensure that high value jobs are created and that prosperity is shared.

View: [Industrial Strategy \(lbhf.gov.uk\)](https://www.lbhf.gov.uk)

- How we will make it easier for savvy entrepreneurs to start a business, creating more affordable workspaces, exploring business rates cuts for key sectors, and creating a new venture capital fund to support tech and creative businesses
- Details of major regeneration and infrastructure schemes, including delivering 10,000 new homes, half of which will be affordable, as well as improvements to rail links and the station at Old Oak Common
- Our investment in local skills, with extra support for science and maths teachers and apprenticeships.

Two other core corporate values of relevance to Old Oak are 'taking pride in our place' and 'responding to the challenge of the climate and ecological emergency'. https://www.lbhf.gov.uk/sites/default/files/section_attachments/hf-climate-and-ecology-strategy.pdf sets out a route to net zero by 2030. It identifies five priority areas for action: Homes, buildings and energy - how these are built, heated and powered; Travel - how we move around; Things we use - what we buy use and dispose of; Ecology - how we make space for nature; and Adapting to Climate Change - how we make ourselves resilient to the changes happening. Its Housing Strategy 2021 to 2026 [here](#) sets out how H&F will meet their future housing needs in the borough.

H&F Council's priorities are reflected in the six priority principles for a new and reimagined west London community.

HAMMERSMITH & FULHAM COUNCIL'S PRIORITIES FOR OLD OAK

REGENERATION OBJECTIVES FOR OLD OAK

BUILDING SHARED PROSPERITY

Genuinely Affordable Homes, Industrial Strategy, Inclusive Growth, Investment in Skills

TAKING PRIDE IN OUR PLACE

RESPONDING TO THE CHALLENGE OF THE CLIMATE AND ECOLOGICAL EMERGENCY

DRIVE INCLUSIVE ECONOMIC GROWTH

BUILD A PLACE TO CALL HOME

MAKE A PLACE TO BE PROUD OF

ENSURE VALUE

CREATE A THRIVING ENVIRONMENT

DELIVER AT PACE



ANNEX Z

SPATIAL PRINCIPLES FOR OLD OAK

In 2023, OPDC held an extensive programme of community engagement and co-design activities, including a series of 'PlaceLabs' and 1-2-1s, which engaged over 200 local residents and businesses. This community input informed the Old Oak West Supplementary Planning Document and will help to shape our regeneration plans for Old Oak.

In order to create a successful and coherent place with characterful and integrated neighbourhoods, OPDC has developed a set of overarching design principles, or Spatial Principles, that will form the foundation of a future masterplan. These principles, shared with local communities and stakeholders in Summer 2024, establish key priorities and ambitions for Old Oak, including for a new town centre, as well as new and improved neighbourhoods, connections, local services, community facilities, public realm, and green space.

The emerging Old Oak Spatial Principles are summarised below:

THE OLD OAK MILE: a vibrant new London street connecting Old Oak to Harlesden and North Acton, changing character along its length in response to neighbouring context.

THE COMMON CUT: an improved active travel route connecting the new station at Old Oak Common with the rest of Old Oak and Harlesden to the north, and Wormwood Scrubs and White City to the south.

THE OLD OAK LINE: a new east-west route connecting Old Oak Common station to North Acton and Park Royal, significantly reducing pedestrian journey times via a series of interconnected green spaces and a new high-quality 'statement' bridge.

CONNECTING PARKS: A network of multi-functional parks and green spaces, which are easily accessible by people and wildlife, climate resilient and biodiverse.

OLD OAK TOWN CENTRE: a major new town centre and innovation district for West London, bringing transport, connectivity, jobs and homes all within easy walking distance.

CANALSIDE NEIGHBOURHOOD: a new neighbourhood centre benefiting from a 2-hectare local park, the Grand Union Canal, and social infrastructure including a new primary school.





Remaking Old Oak – *Our Strategy for a new and reimagined west London community*

Regeneration Strategy

2025-2050

OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION

MAYOR OF LONDON

