

**OPDC**  
OLD OAK AND  
PARK ROYAL  
DEVELOPMENT  
CORPORATION



Old Oak and Park Royal  
Development Corporation

# Management Plan 2025-2026

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**MAYOR OF LONDON**

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# 1. Introduction

This sets out the key elements of OPDC's work programme for 2024-25, in line with the organisation's new Corporate Strategy. This document should be read in conjunction with the Corporate Strategy.

It outlines the practical steps we will take as the organisation shifts from an emphasis on planning to delivery, overseeing and coordinating far-reaching change across Old Oak and Park Royal. It has a strategic focus on Old Oak, the major development areas, largely in public ownership, close to the new High Speed 2 Old Oak 'superhub' station.

This plan aligns with the Mayor's London priorities to strengthen local communities, secure a zero-carbon future, help Londoners into good work, and create flourishing high streets for all.

## How we will use this document

This plan will help frame our work over 2024-2025, distilled across our three priority pillars:

- **Delivery - realising ambition through action**
- **Community - a place for everyone, reflecting local needs and aspirations**
- **Innovation - leading the way for a sustainable and prosperous future**

Each directorate will support these pillars through their programme activity, enabled by our Core Functions.

The document sets out key pledges for each pillar, together with milestones and performance indicators that will provide the basis for our quarterly performance reporting and risk management, and our accountability to our Board and the Mayor.

They also form the basis for individual team members' performance management arrangements.

# 2. Our Corporate Strategy

Underpinning our three pillars is a set of values, which support our commitment to being an efficient, adaptable and equitable team that nurtures and grows talent, ensuring we are fit for the future. These are at the heart of our ways of working, our corporate culture and our decision making. All OPDC colleagues embody these values, and they enshrine what we expect from our partners and suppliers.



### 3. Delivery

Delivery is fundamental to realising our vision for a sustainable, prosperous and inclusive neighbourhood. Our Local Plan sets out ambitious targets to deliver 25,000 new and affordable homes and 56,000 new jobs and with the adopted plan in place, supported with more detailed, supplementary planning guidance, we are shifting focus from strategic planning to practical delivery and implementation, ensuring that the benefits of regeneration outlined in policy are realised.

The key to this is Old Oak, our principal development scheme and London's largest brownfield development opportunity, where the scale of the opportunity, coupled with the significant investment in transport infrastructure, enables us to create inclusive growth and a holistic place, that meets local needs, while attracting global investment.

As well as housing delivery at scale on government land holdings and our own smaller sites, this includes overseeing other developers planning applications in our capacity as Local Planning Authority and making important shorter-term improvements to the public realm, pedestrian and cycle ways and public transport hubs, to make the area a safer, more attractive and welcoming place.

Our pledges are:

- Establish our role as a landowner and steward
- Secure the right investment and development partners
- Deliver positive changes and local enhancements now
- Maximise affordable homes, jobs and funding contributions for new and improved infrastructure

### To achieve these pledges, we will undertake the following deliverables:

- developing the scheme masterplan and engaging with the Local Planning Authority ahead of a formal planning application
- launching the procurement process to appoint our preferred investment and delivery partner(s) for the Old Oak regeneration scheme
- continuing to acquire private land sites within Old Oak through negotiation wherever possible to derisk the CPO (Compulsory Purchase Order) process and scheme delivery securing Mayoral consent to begin the CPO process and progress towards a Public Inquiry
- leading, as approved agent, on pooling arrangement of all public brownfield land necessary for the delivery of the scheme to derisk delivery and provide confidence to the market
- managing a growing asset portfolio and supporting the businesses operating within our landholdings to build and maintain a revenue stream ahead of these being vacated for scheme delivery over the medium to long term.
- overseeing the determination of an 8,000-home pipeline of planning applications, maximising the delivery of affordable homes, jobs and new and improved infrastructure accelerating allocation and expenditure of Section 106 contributions and Community Infrastructure Levy

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- implementing the policies set out in our Local Plan
- progressing the Local Plan Review and developing a detailed programme for the commissioning of evidence, consultation and engagement to review the Local Plan following the government's confirmation of planning reforms.

Milestone ID	Milestone summary	Directorate	Pledge	Quarter to be delivered in 2025/26
M-1	Approval of draft Old Oak Interim Business Plan (IBP)	Delivery	1	Q2 25/26
M-2	Launch first stage of development partner procurement	Delivery	2	Q2 25/26
M-3	Complete initial shortlisting for development partner	Delivery	2	Q4 25/26
M-4	Publish the Infrastructure Delivery Plan	Delivery	4	Q2 25/26
M-5	Agree Old Oak Public Land Agreements with public sector landowners	Delivery	1	Q1 25/26
M-6	Secure OPDC Board and Mayoral Decision to make CPO and submit to Secretary of State	Delivery	1	Q2 25/26
M-7	Secure OPDC Board endorsement for Illustrative Masterplan	Delivery	4	Q2 25/26
M-8	Complete pre-application meetings with the Local Planning Authority for illustrative masterplan	Delivery	4	Q1 25/26
M-9	Refresh OPDC's brand and supporting collateral, including digital presence, to amplify and raise the profile of OPDC's work including the forthcoming Old Oak regeneration project	Comms & Engagement	2	Q3 25/26
M-10	Develop and raise the profile of Old Oak, building community, stakeholder and industry understanding of the project through engagement and communications around the illustrative masterplan for the area	Comms & Engagement	2	Q4 25/26
M-11	Take to Planning Committee at least 1,367 homes and 10,000 sqm of industrial/employment space	Planning	4	Q4 25/26
M-12	Prepare a programme and evidence for OPDC's Local Plan Review and formally notify stakeholders of commencement of Local Plan Review	Planning	4	Q4 25/26

M-13	Publish a study to further develop the two preferred options for improving the North Acton Public gyratory for pedestrians and cyclists	Planning	4	Q4 25/26
M-14	Develop an infrastructure funding strategy for Community Infrastructure Levy (CIL) and Section 106 income	Planning	4	Q4 25/26
M-15	Consult on and adopt revisions to the Planning Obligations SPD, focussed on construction management and employment and skills.	Planning	4	Q3 25/26
M-16	Review OPDC's enforcement policy	Planning	4	Q4 25/26
M-17	Review OPDC's validation checklist for planning applications	Planning	4	Q4 25/26

PI ID	Performance Indicator Summary	Directorate	Pledge	2025/26 Target
PI-1	Number of Land Deals concluded	Delivery	1	3
PI-2	Housing capacity pipeline of sites acquired	Delivery	1	450+
PI-3	Housing approvals	Planning	4	1367
PI-4	Affordable housing by habitable room through OPDC planning permissions	Planning	4	35% min 50% strategic target
PI-5	Percentage of all formal planning applications determined within statutory time period (or agreed extension of time)	Planning	4	100%
PI-6	Percentage of planning appeals dismissed	Planning	3	75%

## 4. Community

We collaborate closely with those who live, work and visit Old Oak and Park Royal, and with our three local boroughs, to ensure development reflects the needs and priorities of our communities.

Our community engagement strategy sets out our commitment to inform, involve, collaborate with, and empower local people across the five key priorities: developing a shared vision; improving places and spaces; nurturing heritage art and culture; promoting skills and employment; and supporting communities affected by change. We use a range of online, in-person 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 can go unheard.

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. Through meaningful and careful engagement, as well as community capacity building, we will strive to ensure that changes are brought forward collaboratively in a way that delivers long-term social value, celebrating heritage and making tangible improvements to the public realm, street safety and access to jobs and affordable housing.

Our pledges are:

- Empower everyone to have a say in the future of the area
- Celebrate and champion diversity, heritage and local identity
- Build capacity and skills for the future
- Care for and protect the local area

### **To achieve these pledges, we will undertake the following deliverables:**

- inclusive engagement, consultation and community relations to shape development, in particular, best practice engagement and consultation in support of the development of the emerging Old Oak masterplan
- community outreach and network building, particularly with those whose voices go unheard, through small grants, volunteering and meanwhile use projects, including the roll-out of OPDC's youth engagement programme
- promoting the Old Oak regeneration scheme across a wide range of audiences and channels through events, marketing, research, media and stakeholder engagement opportunities
- implementing an updated community engagement strategy, monitoring social value, diversity and community sentiments
- establishing a Code of Construction Practice for the OPDC area in partnership with the host boroughs, and expanding enforcement capacity especially in relation to Construction Management
- addressing unauthorised development to protect the amenity of residents and businesses and ensure industrial land supply is protected and used intensively and efficiently.

Milestone ID	Milestone summary	Directorate	Pledge	Quarter to be delivered in 2025/26
M-1	Roll out the OPDC Small Grants programme 25/26, culminating in a spotlight event to celebrate community projects that are recipients of funding.	Comms & Engagement	2	Q2 25/26
M-2	Preparation and planning for the 2026-27 Small Grants Programme	Comms & Engagement	2	Q4 25/26
M-3	Expand OPDC's volunteering programme to ensure all staff participate in programmes and initiatives that support the local community	Comms & Engagement	3	Q4 25/26
M-4	Develop a Youth Engagement Strategy that details formal mechanisms to capture and share insights from young people within the local community and stakeholder networks, facilitating their engagement with the Board	Comms & Engagement	1	Q2 25/26
M-5	Design and implement formal mechanisms to capture and share community and stakeholder insight and engagement with the OPDC Board, involving resident representatives when shaping the approach, fulfilling a recommendation from the Board Effectiveness Review.	Comms & Engagement	1	Q2 25/26
M-6	Develop the Engagement Strategy	Comms & Engagement	1	Q4 25/26
M-7	Consult on neighbourhood Community Infrastructure Levy (CIL)	Planning	1	Q2 25/26

PI ID	Performance Indicator Summary	Directorate	Pledge	2025/26 Target
PI-1	Engagement through social media channels (followers)	Comms & Engagement	1	800
PI-2	Number of unique visits and page views to OPDC consultation platform	Comms & Engagement	1	30000
PI-3	% of correspondence replied to within 20 working days *	Comms & Engagement	1	97%

PI-4	% of participants from diverse backgrounds participating in engagement activities	Comms & Engagement	2	37%
PI-5	Number of staff participating in volunteering opportunities	Comms & Engagement	4	70
PI-6	Percentage of valid enforcement cases registered within 3 days of receipt	Planning	4	100%
PI-7	Percentage of registered enforcement cases actioned within 6 weeks of registration	Planning	4	100%
PI-8	Percentage of enforcement appeals dismissed	Planning	4	80%



## 5. Innovation

When Old Oak Common station is operational, there will be rapid rail links to established innovation zones including Euston, Barts Life Sciences, Birmingham Innovation Quarter, the Thames Valley corridor and Oxford.

The area is home to major knowledge sector institutions and an ecosystem of major businesses, logistics infrastructure and innovative and creative SMEs, makers and artists. Regeneration can drive cutting edge, innovative, commercial and economic activities, with its population providing the workforce for future industries.

Our plans can create a new innovation district for London, with links between innovative institutions like Imperial College and the manufacturing SMEs of Park Royal that can help drive forward the green industrial revolution.

Old Oak and Park Royal will be a suitable and attractive location for a diverse range of sectors, including knowledge and innovation; green tech and the circular economy; international trade and business service centres; and creative, media and digital industries.

Our plans also present an opportunity to lead the way in social, economic and environmental sustainability, helping to meet the Mayor's ambitions for Net Zero by delivering healthy streets, active travel, 30% green space and innovative carbon resilience measures, as well as championing and enabling inclusive growth that supports local prosperity. A key priority is to deliver a thriving, healthy and sustainable place, preserving the planet and enriching livelihoods, communities and nature.

Our pledges are:

- Net-Zero and nature positive regeneration
- Jobs for the future and local prosperity

### **To achieve these pledges, we will undertake the following deliverables:**

- entering into the finalised contract with a commercial partner to deliver the Old Oak and Park Royal Energy Network (OPEN) by the end of 2025
- providing support to local residents, communities and businesses to promote economic growth e.g. through provision of finance to local micro and small businesses
- delivering on the commitments in our Sustainability Charter
- progressing the strategic priorities set out in our emerging Economic Vision

Milestone ID	Milestone summary	Directorate	Pledge	Quarter to be delivered in 2025/26
M-1	Implement early activation strategy	Delivery	1	Q1 25/26
M-2	Produce Economic Development Strategy	Delivery	2	Q2 25/26
M-3	Shape corporate social value ask within master developer procurement	Delivery	2	Q2 25/26
M-4	Draw down remainder of GHNF (Green Heat Network Fund) Grant	Delivery	1	Q4 25/26
M-5	Develop and publish the Old Oak Sustainability Strategy	Delivery	1	Q2 25/26
M-6	Build awareness around early activation and meanwhile use projects in the OPDC area, supporting and promoting them via communications and engagement plans and strategies	Comms & Engagement	2	Q4 25/26
M-7	Work with academia and developers of schemes built in the OPDC area to learn lessons from completed development particularly relating to high rise development and commission a study to develop guidance to support the delivery of high quality high rise developments	Planning	2	Q3 25/26
M-8	Undertake the 1st public consultation (regulation 18) on the West London Waste Plan	Planning	1	Q3 25/26

PI ID	Performance Indicator Summary	Directorate	Pledge	2025/26 Target
PI-1	Public realm/green space improvement projects delivered	Delivery	1	3

PI-2	Number of hours of business support provided	Delivery	2	100
PI-3	Number of local residents trained	Delivery	2	60
PI-4	Number of local residents supported into work	Delivery	2	30
PI-5	% of employees completing climate literacy training	Delivery	1	75%
PI-6	Contribute to London's need for industrial space: net industrial floorspace approved	Planning	2	Net gain

## 6. Core Functions

As we move further towards large scale delivery, we will ensure that the organisation is fit for the future and that we have the right capacity and capability to deliver. This will be done as part of readiness review to ensure our financial, governance, risk and assurance arrangements are fully up to date and effectively managed, as well as the continued implementation of our target operating model which has already seen OPDC grow in both size and expertise, and sets out the skills and capabilities we need to build over the coming years.

A people centred approach is key to ensure that we realise our ambitions for Old Oak and Park Royal, so creating the environment where all staff can develop and thrive is a key priority. This includes a new framework for our staff's learning and development with a broad range of development and progression opportunities to support talent within the organisation; and increasing collaboration and sharing knowledge and skills with our GLA Group colleagues, boroughs and other partners.

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

Our pledges are:

- The right capacity and capability to deliver
- Foster a people centred approach
- Embed equity, diversity and inclusion in everything we do

### To achieve these pledges, we will undertake the following deliverables:

- building capacity and skills in finance as OPDC's asset portfolio grows to ensure assurance and compliance to statutory obligations and group reporting
- ensuring appropriate resources in governance and HR to support an expanding and more complex organisation through effective business partnering
- designing the new office space in OPDC's regeneration area to a modern specification in line with GLA standards
- working in partnership with GLA Group Collaboration Board to leverage best practise and drive value for money through our shared service arrangements with the wider group
- sound financial management and governance, entailing effective, accurate budget management and financial reporting.

Milestone ID	Milestone summary	Directorate	Pledge	Quarter to be delivered in 2025/26
M-1	Conduct a workforce report and incorporate other key strategic documents	Corporate Ops	3	Q1 25/26

M-2	Conduct staff survey	Corporate Ops	2	Q2 25/26
M-3	Implement business and process changes through OPDC's Continuous Improvement Programme	Corporate Ops	1	Q4 25/26
M-4	Publish group draft Annual Report & Accounts	Corporate Ops	1	Q1 25/26
M-5	Implementation of Board Effectiveness Review	Corporate Ops	1	Q3 25/26
M-6	Respond and implement the findings of the readiness review to ensure financial governance and assurance arrangements are efficient and robust	Corporate Ops	1	Q4 25/26
M-7	Implementing the new risk management framework ensuring process is adopted across the organisation	Corporate Ops	1	Q3 25/26
M-8	Recruitment and onboarding of new Board Members	Corporate Ops	1	Q3 25/26
M-9	Review the future target operating model	Corporate Ops	2	Q4 25/26
M-10	Develop a Tax Strategy	Corporate Ops	1	Q2 25/26
M-11	Finalise London Treasury management	Corporate Ops	1	Q2 25/26
M-12	Facilitate OPDC's relocation to the permanent office	Corporate Ops	1	Q3 25/26
M-13	Develop a People Strategy	Corporate Ops	3	Q3 25/26
M-14	Meeting Disability Competent level 2 assessment	Corporate Ops	3	Q4 25/26

PI ID	Performance Indicator Summary	Directorate	Pledge	2025/26 Target
PI-1	% Staff turnover in past 12 months	Corporate Ops	2	TBC (awaiting wider GLA review)
PI-2	% of female staff within the workforce	Corporate Ops	3	50%

PI-3	% of female staff at G12 or above	Corporate Ops	3	50%
PI-4	% of Black, Asian and Minority Ethnic staff within the workforce	Corporate Ops	3	TBC (awaiting wider GLA review)
PI-5	% invoices from SMEs paid within 10 working days	Corporate Ops	1	90%
PI-6	Percentage Forecasting against OPDC budget.	Corporate Ops	1	+/-5%
PI-7	Days taken to complete Period Close	Corporate Ops	1	<5 days
PI-8	Days taken to complete Financial Quarterly Reporting	Corporate Ops	1	<10 days
PI-9	% of decisions made (positive / or negative) within 14 days	Corporate Ops	1	>90%
PI-10	% of Internal Audit recommendations completed within timeframe	Corporate Ops	1	>90%
PI-11	% of recommendations addressed / implemented from the BER closure report	Corporate Ops	1	>90%



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