



NORTH ACTON SQUARE

Old Oak and Park Royal
Development Corporation

Management Plan 2026-2027

MAYOR OF LONDON

Contents

3	1. Introduction
3	2. Our Corporate Strategy
4	3. Delivery
7	4. Community
10	5. Innovation
12	6. Core Functions

1. Introduction

This sets out the key elements of OPDC's work programme for 2026-27, in line with the organisation's 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, having assembled the majority of land required for comprehensive development and due to launch procurement for a private sector partner in Spring 2026. OPDC's vision, mission and organisational values underpin all aspects of its work, guiding the Corporation's approach to regeneration and shaping the long-term future of Old Oak and Park Royal.

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 2026-2027, distilled across our three priority pillars:

- *Delivery - realising ambition through action*
- *Community - a place for everyone, reflecting local needs and aspirations*
- *Innovation – a vision of industrial innovation*

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

We're delivering both short- and longer-term benefits for Londoners, including thousands of affordable and high-quality homes, welcoming new investors and business sectors and improving green spaces and our public realm.

With long term targets to deliver 25,000 new and affordable homes and 56,000 new jobs, and with a recent Local Plan in place, our focus is moving from strategic planning and short-term interventions to the delivery of our longer-term ambitions.

Old Oak, with around 70 acres of future brownfield development sites, just minutes away from a world-class new high speed rail station, will create a new, inclusive district with around £10 billion of inward investment value. Working collaboratively with colleagues at the Ministry of Housing, Communities & Local Government (MHCLG), the Department for Transport (DfT), HS2 and Network Rail, we have been confirmed as the public sector lead, working on behalf of all the public landowners at Old Oak, to ensure the delivery of the project. By pooling both land and investment across the public agencies and taking a patient view of the return on these assets, we are in a strong position to ensure a fully planned approach that will optimise the quality, quantity and sustainability of the place we are creating.

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
- A strategic approach to deliver comprehensive regeneration

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

- undertaking the procurement process to appoint a private sector partner for the delivery of Old Oak
- progressing the Old Oak CPO, while actively negotiating and securing agreements with private landowners wherever possible
- delivering against the Land Assembly and Relocation Strategy, supporting tenants vacating properties required for development, with tailored business support to minimise the negative impact on businesses
- initiating design and planning work for the first phases of housing at Old Oak
- progressing the design and planning work for critical early infrastructure at Old Oak
- undertaking public engagement on a “direction of travel” draft Local Plan
- submitting the West London Waste Plan for formal examination as part of a regional waste management strategy
- securing funding for the next phase of development for the West London Orbital

- maximising development opportunities to deliver affordable housing and employment as the Local Planning Authority
- advancing plans to enhance the improvements to the North Acton gyratory for pedestrians and cyclists
- developing an Infrastructure Strategy to guide the use of Community Infrastructure Levy (CIL) and S106 contributions

We will measure our progress against these using the following metrics:

Milestone ID	Milestone summary	Directorate	Pledge	Quarter to be delivered in 2026-27
M-1	Launch first stage of private sector partner procurement	Delivery	2	Q1 26-27
M-2	Complete initial shortlisting for private sector partner	Delivery	2	Q2 26-27
M-3	Finalise Public Land Agreements with public sector landowners	Delivery	1	Q2 26-27
M-4	Submit Old Oak Compulsory Purchase Order	Delivery	1	Q1 26-27
M-5	Finalise interim Planning Strategy for Old Oak	Delivery	5	Q3 26-27
M-6	Maintain the profile of Old Oak, building community, stakeholder and industry understanding of the current phase of the project through engagement and communications	Comms & Engagement	2	Q4 26-27
M-7	Refresh OPDC's brand and communication materials, including refreshing our new digital platform. We will develop a new refreshed brand and branded materials that will support OPDC as we move into the next stage of delivery	Comms & Engagement	2	Q3 26-27
M-8	Take to Planning Committee at least 1,367 homes	Planning	4	Q4 26-27
M-9	Take to Planning Committee 10,000 sqm of industrial-employment space	Planning	4	Q4 26-27

M-10	Consult on and adopt the Revised Validation Checklist	Planning	4	Q2 26-27
M-11	Publish a study to further develop the two preferred options for improving the North Acton Public gyratory for pedestrians and cyclists	Planning	4	Q2 26-27
M-12	Publish OPDC's Strategic Transport Modelling Study, which includes updated transport modelling for the OPDC area and will be used to inform policy formulation for OPDC's Local Plan review D37	Planning	4	Q1 26-27
M-13	Produce and publish a Good High Density Study which will provide guidance for delivering high quality living at high densities, which will be used to inform policy formulation for OPDC's Local Plan review	Planning	4	Q3 26-27
M-14	Produce and publish an Economic and Town Centre Uses Study which will inform land use policy for OPDC's Local Plan Review	Planning	4	Q3 26-27
M-15	Publish Notice of Intent to commence Local Plan review and commence Scoping Consultation	Planning	4	Q4 26-27
PI ID	Performance Indicator Summary	Directorate	Pledge	2026-27 Target
PI-1	Number of land and property interest deals agreed	Delivery	1	4
PI-2	Housing approvals	Planning	4	1367
PI-3	Affordable housing by habitable room through OPDC planning permissions	Planning	4	35% min 50% strategic target
PI-4	Percentage of all major planning applications determined within statutory time period (or agreed extension of time)	Planning	4	100%
PI-5	Percentage of planning appeals dismissed	Planning	3	75%

4. Community

We listen carefully to all our local voices to ensure that change is delivered collaboratively. Our regeneration ambitions reflect and build on what people love and value about the area, especially its rich cultural, historic and ethnic diversity and local assets. The new places we create must also serve all our people, both existing residents and newcomers who will arrive in the years ahead, providing inclusive economic and social opportunities in a pleasant, welcoming and lively environment where people can comfortably live, work, socialise and thrive.

Working closely with young people is particularly important to us, creating opportunities and an environment where the next generation feel valued, engaged and excited about the future, whether through schools and youth programmes, apprenticeships and mentoring or targeted outreach to inspire young people to take an active role in shaping the area.

We will create a place that fosters diverse, adaptable and resilient communities and we're investing in community and small business grants and loans, supporting social networks, protecting and enabling affordable workspace and operating a jobs brokerage service for local businesses and residents. We have supported over 240 local people into work, provided £250,000 in low-cost loans to local SMEs to aid with access to finance challenges, provide affordable workspace and invest in green tech.

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 for the future
- Care for and protect the local area

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

- organising outreach and volunteering programmes to support local communities, with a particular focus on engaging young people
- updating and implementing OPDC's Community Engagement Strategy for 2026-28
- enhancing OPDC's digital presence through the launch of the new website and the development of a supporting digital strategy
- embedding a robust Code of Construction practice to guide development activities across the OPDC area

We will measure our progress against these using the following metrics:

Milestone ID	Milestone summary	Directorate	Pledge	Quarter to be delivered in 2026-27
M-1	Prepare and planning for the 2027-28 Small Grants Programme	Comms & Engagement	2	Q4 26-27
M-2	Develop OPDC's volunteering programme to increase staff participation in community activities, with a particular focus on opportunities that engage with our diverse communities	Comms & Engagement	3	Q4 26-27
M-3	Develop a Youth Engagement charter 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. This will form part of the Community Engagement strategy.	Comms & Engagement	1	Q1 26-27
M-4	Update, implement and monitor the Community Engagement Strategy, ensuring coordinated activity across OPDC to strengthen community and stakeholder engagement	Comms & Engagement	1	Q4 26-27
M-5	Launch and embed OPDC's new website. Using the website to increase visibility of OPDC and enhance effectiveness of our stakeholder and community engagement	Comms & Engagement	1	Q3 26-27
M-6	Increase open rates for the Community Newsletter to strengthen engagement with the local residents and stakeholders.	Comms & Engagement	1	Q4 26-27
M-7	Deliver the 2026-27 OPDC Small Grants programme, culminating in a spotlight event celebrating funded projects and marking the programme's fifth year.	Comms & Engagement	2	Q1 26-27
M-8	Review OPDC's enforcement policy	Planning	4	Q3 26-27
M-9	Establish a Code of Construction Practice	Planning	4	Q2 26-27
PI ID	Performance Indicator Summary	Directorate	Pledge	2026-27 Target
PI-1	Net follower growth: Engagement through social media channels (followers)	Comms & Engagement	1	1500
PI-2	Number of unique visits and page views to OPDC consultation platform	Comms & Engagement	1	15000
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	35%
PI-5	Number of days staff participating in volunteering opportunities	Comms & Engagement	4	80
PI-6	Instagram social media engagement rate (increase on last year)	Comms & Engagement	1	2%
PI-7	LinkedIn social media engagement rate increase (increase on last year)	Comms & Engagement	1	15%
PI-8	Open rate on Community Newsletter (increase on last year)	Comms & Engagement	1	29%
PI-9	Percentage of valid enforcement cases registered within 3 days of receipt	Planning	4	100%
PI-10	Percentage of registered enforcement cases actioned within 6 weeks of registration	Planning	4	100%
PI-11	Percentage of enforcement appeals dismissed	Planning	4	80%

5. Innovation

Old Oak and Park Royal offers huge potential to support the Mayor's [Growth Plan](#), combining substantial capacity for new and enhanced commercial development with the largest and industrial estate in the UK at Park Royal.

Located in the new WestTech Corridor that is emerging from Imperial College's hugely successful White City Innovation District and connecting world-leading research expertise in London and Oxford, it will be less than forty minutes' from the West Midlands' advanced manufacturing centre and a few minutes' journey to Heathrow, the world's most connected airport. With a combination of superb connectivity, the UK's largest industrial estate, a skilled local labour market and 70 acres of development land, our area has unparalleled scope to become a new economic and business hub.

Our vision is to establish Old Oak and Park Royal as a world-leading location for Industrial Innovation; a place where high growth, long-cycle, frontier industries can be spawned, nurtured and grow, forming a crucial part of the London growth plan, transforming productivity for foundational industries through the new technologies and innovation. It uses our investment in new development, our planning powers, and our convening and partnership levers to:

- Build upon neighbouring centres of innovation and catalyse further growth and commercialisation, prioritising frontier industries
- Create a physical and social environment that nurtures pioneering research and entrepreneurs and attracts frontier technology
- Enable the establishment of new production facilities for manufacturing innovation at scale
- Substantially increase the scale and diversity of knowledge economy jobs
- Bring innovative practice to our foundational industries and market-leading creative sector, ensuring they have the space to stay and grow, even as the area transforms and land values increase
- Meet our host boroughs' priorities to deliver inclusive growth, offering good jobs and training for our residents and businesses, alongside affordable homes and other amenities.

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:

- collaborating with Hemiko to deliver a sustainable Heat Network for the area
- developing and publishing the Old Oak Sustainability Strategy to guide environmentally responsible growth

- facilitating temporary uses and early activation of development sites to maintain vibrancy and engagement
- delivering targeted initiatives to promote inclusive growth, including SME support through additional loans, provision of affordable workspace, and the delivery of OPDC's skills programme to develop pathways into key growth sectors

We will measure our progress against these using the following metrics:

Milestone ID	Milestone summary	Directorate	Pledge	Quarter to be delivered in 2026-27
M-1	Develop and publish the Old Oak Sustainability Strategy	Delivery	1	Q1 26-27
M-2	Ensure that OPDC's vacant sites are utilised in a way in which supports Old Oak Regeneration in line with its early activation strategy	Delivery	2	Q4 25-26
M-3	OPDC's Development and Funding partner achieves interim financial close	Delivery	1	Q4 26-27
M-4	Completion of a delivery model for the Park Royal Smart Energy Transformation Programme	Delivery	1	Q4 26-27
M-5	Launch the Life Science and Innovation Skills Hub @ One Portal Way	Delivery	2	Q2 26-27
M-6	Launch North Acton Business Improvement District	Delivery	2	Q1 26-27
M-7	Continue to build awareness around early activation and meanwhile use projects in the OPDC area, supporting and promoting key projects via OPDC's communications channels, building a successful narrative.	Comms & Engagement	2	Q4 26-27
M-8	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	Q1 26-27
M-9	Publish the Draft (Regulation 19) West London Waste Plan following comments from the public consultation (Regulation 18)	Planning	1	Q2 26-27

M-10	Submit the West London Waste Plan to the Secretary of State for public examination	Planning	1	Q3 26-27
PI ID	Performance Indicator Summary	Directorate	Pledge	2026-27 Target
PI-1	Public realm/green space improvement projects delivered	Delivery	1	3
PI-2	Number of hours of business support provided to local SMEs	Delivery	2	75
PI-3	Number of local residents trained	Delivery	2	60
PI-4	Number of local residents supported into work	Delivery	2	30
PI-5	Number of young people benefitting from intensive careers engagement in schools	Delivery	2	60
PI-6	Number of local schools participating in OPDC's careers-led education programme	Delivery	2	6
PI-7	% of employees completing climate literacy training	Delivery	1	95%
PI-8	Contribute to London's need for industrial space: net industrial floorspace approved	Planning	2	Net gain

6. Core Functions

As we move into our next phase of large-scale delivery, we will ensure that the organisation is fit for the future and that we have the right capacity and capability to achieve our plans.

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. 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:

- working in partnership with the GLA Group Collaboration Board to embed best practice and drive value for money through shared service agreements
- rationalising the Group structure to reduce administrative and governance complexity, and developing a tax strategy to manage exposure across the Group
- strengthening responsible procurement and contract management, with a proactive approach to supplier engagement, contract lifecycle planning and embedding social value and sustainability principles

We will measure our progress against these using the following metrics:

Milestone ID	Milestone summary	Directorate	Pledge	Quarter to be delivered in 2026-27
M-1	Embed the new Risk Management Framework and risk appetite across the organisation	Corp Ops	1	Q2 26-27
M-2	Rationalise the OPDC Group structure and develop an OPDC Tax Strategy	Corp Ops	1	Q3 26-27
M-3	Develop a People Strategy	Corp Ops	3	Q1 26-27

M-4	Resolve outstanding external audit recommendations and strengthen OPDC's assurance position.	Corp Ops	1	Q4 26-27
M-5	Implement business and process improvements arising from the self-assurance statement which will feed into the action plan for 2026-27	Corp Ops	1	Q4 26-27
PI ID	Performance Indicator Summary	Directorate	Pledge	2026-27 Target
PI-1	% Staff turnover in past 12 months	Corp Ops	2	<15%
PI-2	% of female staff within the workforce	Corp Ops	3	46.6%
PI-3	% of Black, Asian and Minority Ethnic staff within the workforce	Corp Ops	3	42.3%
PI-4	% of SME suppliers invoices paid within 10 working days	Corp Ops	1	90%
PI-5	Percentage variance between forecasting and approved OPDC budget	Corp Ops	1	+/-5%
PI-6	Number of working days required to complete period end close.	Corp Ops	1	<8 days
PI-7	% of decisions made (positive - or negative) within 14 days	Corp Ops	1	>90%
PI-8	% of Internal Audit recommendations completed within timeframe	Corp Ops	1	>90%
PI-9	% of staff who have completed an annual performance review within the annual cycle.	Corp Ops	2	>75%

OPDC OLD OAK AND PARK ROYAL DEVELOPMENT CORPORATION



@OldOakParkRoyal

OldOakParkRoyal

@OldOakParkRoyal

london.gov.uk/opdc



MAYOR OF LONDON