



Old Oak and Park Royal Development Corporation Strategic Plan 2016 to 2019

May 2016



Foreword by Chief Executive of the Old Oak and Park Royal Development Corporation

Old Oak and Park Royal is London's largest Opportunity Area and the UK's largest regeneration scheme. It is the site of the second Mayoral Development Corporation, has the potential to be the biggest regeneration project since the 2012 Olympic and Paralympic Games, and will play a key role in delivering the Mayor's manifesto priorities.

There is a golden opportunity to deliver thousands of new homes and jobs in one of London's largest brownfield sites over 30-40 years. Straddling three London boroughs - Ealing, Brent, and Hammersmith and Fulham - the regeneration will create a vibrant new area of North West London in Zone 2/3 with capacity for 25,500 new homes and 65,000 new jobs.

The High Speed 2 station, due to open in 2026, is the only place HS2 connects with Crossrail. Old Oak is set to become one of the most connected parts of the capital. Much of the land surrounding the superhub station site is brownfield and the lynchpin of the regeneration will be the massive, vibrant new commercial centre around the superhub station which will catalyse new jobs and homes across the wider development area, West London and beyond. The site presents a unique opportunity for the new Mayor to use his/her strategic oversight and planning powers to provide the vision, direction and leadership to deliver on the ambitions for Old Oak and Park Royal. The Old Oak and Park Royal Development Corporation (OPDC), stands ready to deliver. This Strategic Plan sets out the priorities for OPDC for the year ahead, to ensure that the regeneration of Old Oak and Park Royal is something of which not only London but the UK can be proud.



Victoria Hills





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Executive Summary

The Mayor of London established Old Oak and Park Royal Development Corporation (OPDC) on 1 April 2015. Capitalising on the transport investment of HS2 and Crossrail, this Mayoral Development Corporation (MDC) will be ambitious, responsible and collaborative in working with partners over a 25-30 year period to develop, regenerate and grow this part of west London. A mix of high quality homes will be built and an exemplar and sustainable network of new neighbourhoods will become a thriving place for communities to live, work, enjoy and be a catalyst for economic growth.

This strategic plan encompasses new developments of the OPDC and provides a direction of travel for a three year period between 2016 and 2019. This plan also provides the organisation with a new set of strategic objectives which underpin the delivery of the Corporation's mission and vision.

This document will be underpinned by:

- An Annual Report, setting out the OPDC's achievements between 2014/15 and 2015/16, which will be published in summer 2016.
- A Business Plan incorporating the OPDC higher level milestones and delivery.
- An Operational Work Plan setting out a programme of work over the next three years. This Work Plan will be a living document, the first iteration of which is due to be produced by autumn 2016.
- A budget which was approved by the Board in October 2015, (see Appendix 1).
- Internal governance and performance management systems designed to manage and quality assure delivery.

Old Oak Common is the only place in London where the High Speed 2 will meet Crossrail presenting a rare opportunity for innovative urban regeneration. Park Royal is home to the biggest industrial estate in London with 1,500 industrial businesses and over 36,000 employees. The two areas combined are 650 hectares and form the largest regeneration site in London.



Illustration 1: The OPDC Boundary

This exciting and ground-breaking regeneration programme aims to create more than 25,500 new homes and 65,000 jobs. That's around 14 per cent of London's employment needs up to 2031. The development of the area will boost the UK economy by an estimated £7 billion a year and create a place for Londoners and the wider UK to live, work and enjoy.

Structure of the ODPC Strategic Plan

This Strategic Plan is split into four core chapters.

1. The first chapter provides context to the reader, laying out the OPDC's strategic vision, mission, structure and governance arrangements.
2. Chapter 2 focuses on the OPDC delivery area, setting out the scope of OPDC's regeneration programme.
3. Chapter 3 includes key facts and demographics about the area
4. The final chapter sets out a clear strategy for the next 3 years.

Appendices have also been provided to demonstrate supporting documents such as the organisational structure, budget and socio-economic baseline.

Chapter 1 – About the Organisation

The OPDC was established on 1 April 2015 as a Mayoral Development Corporation (MDC) under the London Mayor's powers from the Localism Act 2011. The OPDC is the second of its kind in London.

Vision

To create and deliver London homes and jobs to facilitate London's growth and enhance London's competitive position in the global economy.

Mission

The OPDC's mission is supported by regeneration, social and economic growth activities and can be summarised as:

To capitalise on the significant HS2 and Crossrail investment at Old Oak Common to drive forward the delivery of high quality homes and jobs to facilitate London and UK growth and global competitiveness. To realise the Mayor's vision and priorities for London and Londoners.

Values

All OPDC delivery embraces how the Corporation maximises the available opportunities, growth strategy and regeneration. Therefore OPDC Core Values include being Ambitious, Responsible and Collaborative (ARC). ARC will not only shape and develop our organisation but will also help form strong relationships with our partners. ARC will be the underlying framework for how the Corporation operates.

Ambitious: this is to be evident in our strategic and operational delivery in creating exemplary world class neighbourhoods for future generations where people want to live, work and enjoy.

Responsible: our positive response to challenge and how we deliver transparency across the corporation will evidence our responsible and sustainable approach to planning, designing, delivering and communicating developments across London and the UK.

Collaborative: This will be evident in both our internal and external working approaches. We will seek to achieve this in all that we do and our stakeholders' and partners' perspectives will be used as our measure of success in this area.

Organisational Context

The OPDC is a functional body and hence part of the GLA group, we are the second Mayoral Development Corporation and sit alongside organisations like: Transport for London (TfL); Mayor's Office for Policing and Crime (MOPAC); The London Fire and Emergency Planning Authority (LFEPA) and The London Legacy Development Corporation (LLDC). Like the LLDC, the OPDC has the authority to deliver a regeneration strategy which cuts across a number of London Borough boundaries. The OPDC site cuts across the London Boroughs of Hammersmith and Fulham, Brent and Ealing.



Illustration 2: OPDC Strategic Partners

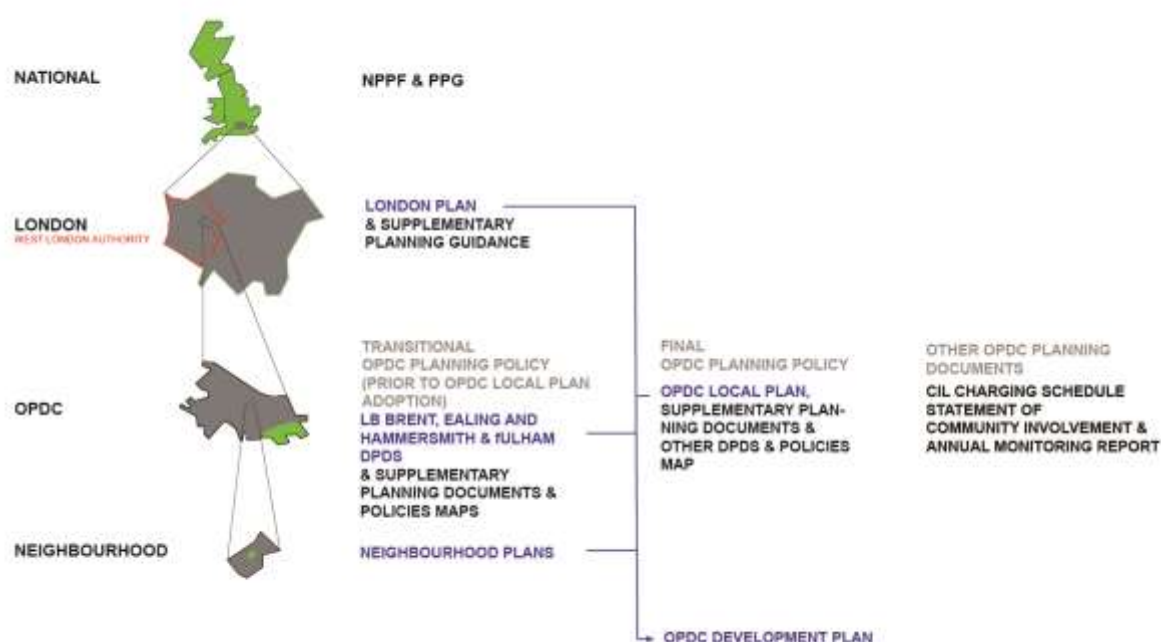
This three-year Strategic Plan builds upon the Business Plan published in June 2015. In September 2015 three interim Directorates were formed to ensure the

Corporation could deliver its objectives in a structured manner and clear lines of accountability and delivery could be established. These Directorates are:

- Planning
- Strategy and Programmes
- Corporate Operations

OPDC was established by a statutory instrument - an order passed by parliament - in January 2015, and was granted planning powers through a further statutory instrument in March 2015. The OPDC also takes some of its powers from the GLA Act 2009 and, when enacted, the Housing and Planning Bill 2015-16.

The Corporation is the statutory local planning authority for its area, and as such it is responsible for preparing and maintaining a Local Plan in addition to producing planning documents such as the Supplementary Planning Guidance. The policies in the Local Plan are the basis for making decisions on planning applications in the area. The Corporation is the Community Infrastructure Levy setting, charging, and collecting authority and guides Neighbourhood planning. The Corporation is responsible for advising on pre-application discussions and for determining planning applications in its area.



The Strategy and Programmes Directorate is responsible for the delivery of a portfolio of projects within the following areas:

- Regeneration;
- Communications and Engagement;
- Delivery Programme;
- Health;
- Land.

Responsibilities include regeneration of existing communities and improving the life chances of those who live and work in the OPDC area. The Directorate is also at the forefront of stakeholder engagement and is leading in dialogue regarding land-ownership and capitalising on opportunities on existing sites like Car Giant.

The Corporate Operations Directorate underpins the OPDC through providing business support which enables the OPDC to comply with various regulatory and organisational functions. These include: corporate governance and performance management; human resources; health and safety and risk management. This Directorate is responsible for monitoring the OPDC's outputs, demonstrating the Corporation's performance against objectives.

Governance

To date OPDC has established a Board and four committees as part of its formal decision making process.

- Planning Committee: determines planning applications and advises OPDC Board on the preparation and adoption of planning policy and the Community Infrastructure Levy. The Committee enables transparent, efficient and effective discharge of the Corporation's planning functions.
- Finance and Investment Committee was established to make recommendations in relation to financial matters and investments in land,

infrastructure, and property to the Board and to make any decisions delegated to it in relation to such matters.

- Appointments and Remuneration Committee was established to make recommendations to the Board on staffing matters and to make any decisions delegated to it in relation to such matters. Audit Committee is responsible for the proper financial administration of the Corporation's financial affairs including but not limited to the maintenance preparation and audit of accounts, internal controls and risk management, internal and external audit.

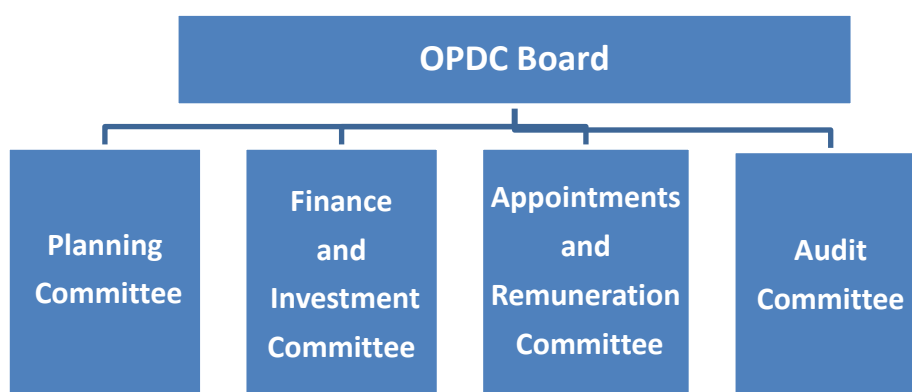


Illustration 4: The OPDC Board Structure 2015-2019

In addition to this, there are a number of time-limited advisory panels established to inform the Corporation's work as policies and programmes are developed. There is also a range of stakeholder engagement forums, which assist the OPDC to engage with stakeholders to understand their needs and aspirations, and to gain their input on activities at Old Oak and Park Royal. As the Corporation moves forward and develops its programmes and projects framework, it will establish appropriate forums and project governance structures.

Examples of Advisory Groups

These groups are dependent on the OPDC's work programme and hence are changeable. The list below provides examples of engagement forums but is not limited to these groups.

- PLACE Review Group
- Transport Panel
- Housing Panel

- Environmental and Utilities Panel
- Public Sector Advisory Panel
- Public Sector Land Owners Forum

The OPDC is a functional body of the Greater London Authority, and as such the Mayor and London Assembly have oversight. The OPDC is also subject to political scrutiny from central government as well as members of the public through mechanisms such as the Freedom of Information Act. The OPDC is evolving and will continue to be developed over the coming years.

Chapter 2 – The Delivery Area

This section provides highlights from the current Business Plan and the ‘Socio-economic Baseline Report for Old Oak and Park Royal 2015/16’, a full version of which can be found in Appendix 3.

Key Facts:

OPDC delivery area is approximately 650 hectares, of this:

- The core development area of Old Oak is 134 hectares:
- Public sector own (or have an interest) in 97 hectares;
- Approximately 37 hectares is mix of private sector ownerships
- The Park Royal industrial area is approximately 450 hectares and is in a mix of ownerships
- Wormwood Scrubs is 67 hectares of Metropolitan Open Land.

The area is spread across the London Boroughs of Brent, Ealing and Hammersmith and Fulham. 10 rail lines are already serving/passing through the area. There are 1,500 existing businesses employing over 36,000 people.

The Mayor of London and OPDC’s objective is to facilitate delivery of 25,500 new homes and 65,000 new jobs across this area.

Old Oak and Park Royal is located in Zone 2/3, west London approximately five kilometres from central London and fourteen from Heathrow. It is located at the meeting point of two major strategic growth corridors: the London-Luton-Bedford Growth Corridor and the Western Wedge. The former comprises the major growth points located along the A1/M1 from London to Bedford and to Luton Airport; including Wembley, Brent Cross/Cricklewood and Colindale/Burnt Oak. The latter comprises the Thames Valley to the west of London, centred on the Heathrow Opportunity Area and stretching out to Slough and the M4. The area is a key component of the Mayor of London’s City in the West, which promotes and is a centre piece of large scale regeneration across West London.

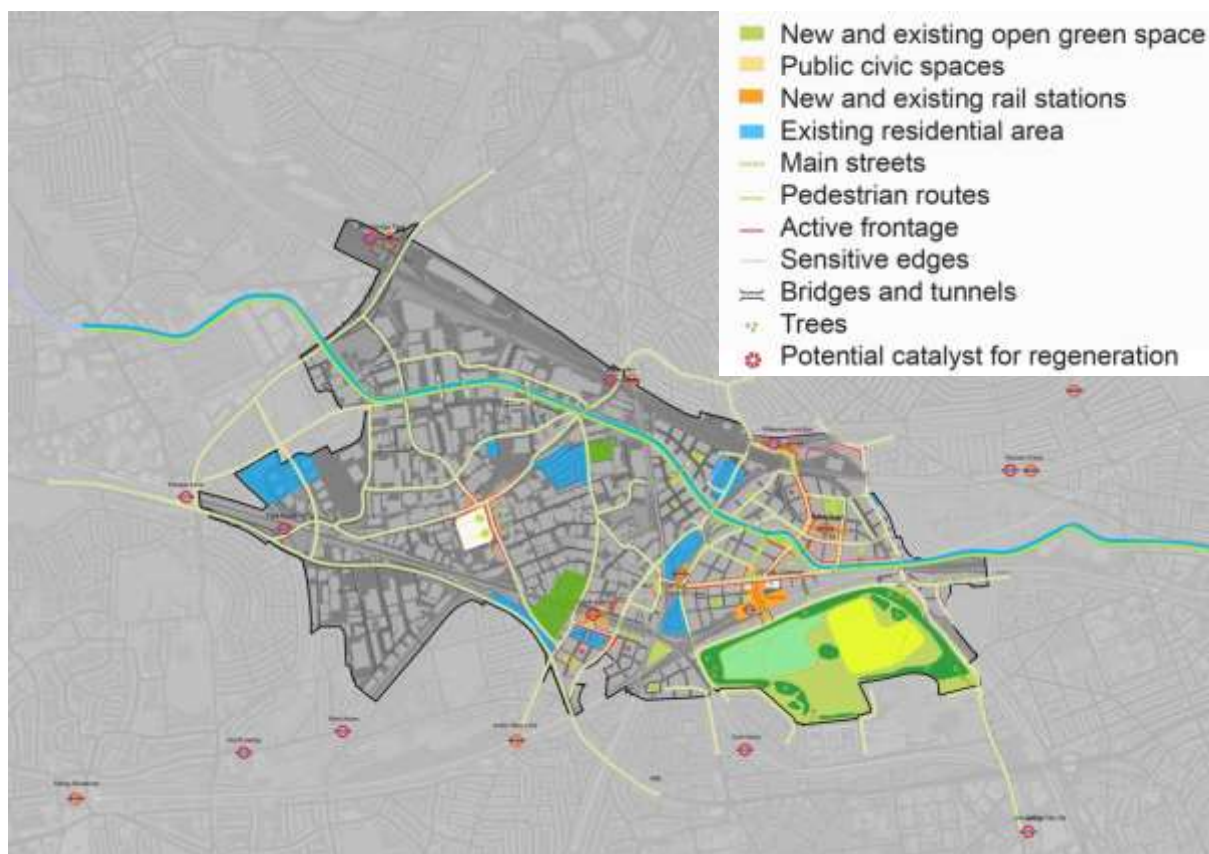


Illustration 5: The OPDC Delivery Area

The primary land uses within the OPDC area include; land for Strategic Industrial Land; land for mixed-use development, Metropolitan Open Land and green space. The total OPDC area is 650 hectares.

Today over a third of this land is used for manufacturing purposes (36.3%), and transport uses account for another third of land (32.4%). Only a small amount of land (2.0%) is currently used for housing. Wormwood Scrubs is 67 hectares of Metropolitan Open Land and accounts for 15.6% of land use within the OPDC area. Wormwood Scrubs will continue to be used as an important leisure and ecological space. Within Old Oak and Park Royal, excluding Wormwood Scrubs, 10% of the land is a mixture of green spaces, including all railway embankments, canal verge and small amenity spaces.



Illustration 6: Existing green space with the OPDC Delivery Area

The OPDC area can play a critical role in meeting London's need for homes and jobs and in the future will become a mixture of different neighbourhoods with individual characters and land uses. The OPDC area will be comprised of three overarching areas:

- Old Oak
- Park Royal
- Wormwood Scrubs

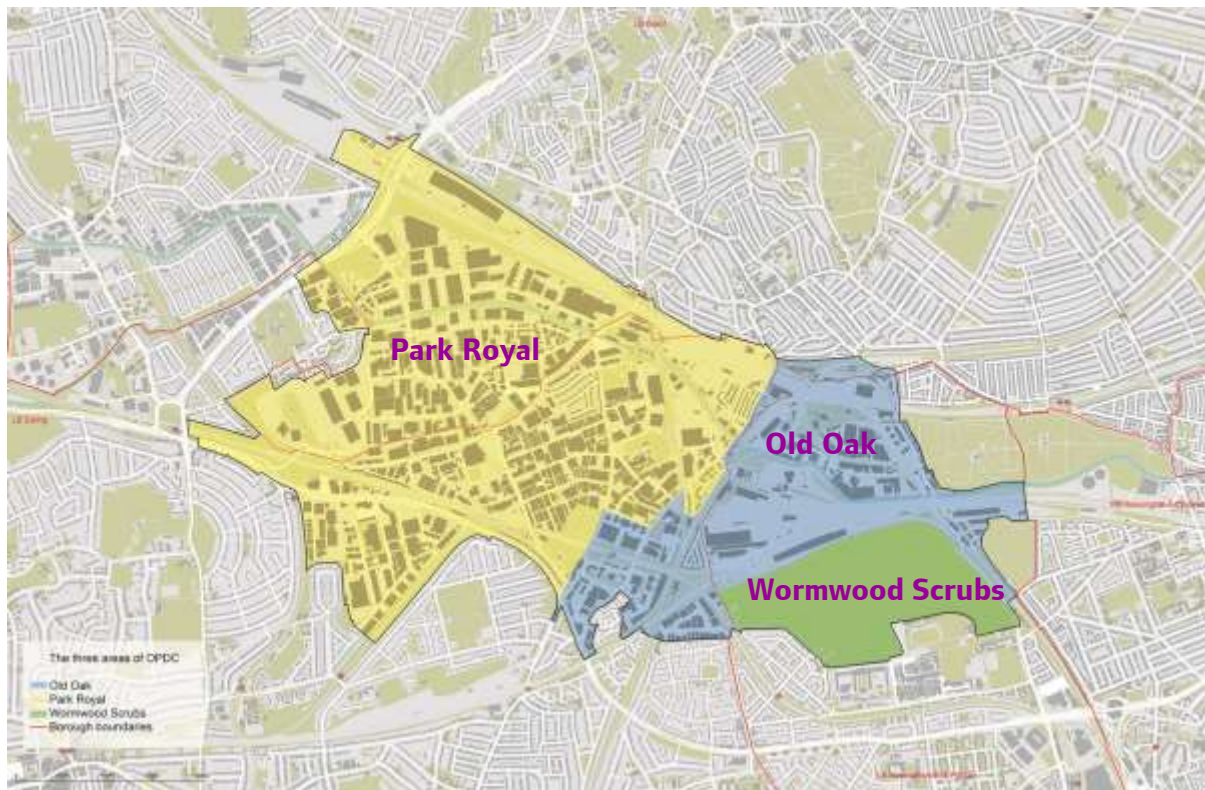


Illustration 7: The OPDC Development Areas
Source: 2015 UK Map, Geo Information Group

Old Oak

Location

Old Oak is 134 hectares of land located on the eastern edge of the OPDC area. It makes up the Old Oak Opportunity Area as identified in the London Plan. It is the largest comprehensive regeneration site in this part of London and is the nexus of national and regional rail connections. It straddles three local authorities: Hammersmith and Fulham to the east, Brent to the north, and Ealing to the west.

History

Originally Old Oak Common was a stretch of land defined by what became the Harrow Road at its northern end, and its eastern edge was the northern source of Stamford Brook, forming a boundary with Wormwood Scrubs. By 1801 the Grand Union Canal cut Old Oak in half. With the coming of the railways, most of the original Common land was lost and what remained became part of Wormwood Scrubs. The Great Western Railway main lines from London Paddington: the Great Western Main Line (GWML) of 1838-1841 to Bristol Temple Meads railway station (passing through Slough, Reading and Swindon), and the 1903 New North Main Line (NNML) via Greenford to Northolt Junction, which is the start of the Great Western and Great

Central Joint Railway line, split at Old Oak junction. The areas historical development saw large amounts of rail lines and operational rail land located at Old Oak and much of this rail use is still evident on site today.

Old Oak Today

The Old Oak area houses a mix of land for transport functions (rail lines and depots); two large waste management facilities; a large 22 hectare car sales and maintenance business; a number of small scale industrial and office buildings; and a small number of residential communities around the periphery including the Island Triangle, Midland Terrace, Shaftesbury Gardens and Wells House Road. The Grand Union Canal runs east-west through the area. To the north is Willesden Junction station, with access onto the London Overground and the Bakerloo lines and further north is Harlesden Town Centre, to the east is St. Mary's and Kensal Cemetery as well as Kensal Gasworks, to the south is Wormwood Scrubs, Wormwood Scrubs Prison and Hammersmith Hospital, Linford Christie Stadium, the Burlington Danes Academy and the Old Oak Estate, while to the west is North Acton, with access onto the Central line, and the wider expanse of the Park Royal Strategic Industrial Land.

Vision

It is proposed that a new Old Oak Common station will be built in Old Oak by 2026 and would be one of the largest new stations built in the country for nearly a century. This station would provide an interchange between HS2 and Crossrail services, as well as the Heathrow Express and existing Great Western Mainline services. Coupled with this there is an opportunity to deliver improved London Overground access and services with new stations at Hythe Road and Old Oak Lane alongside improvements to North Acton and Willesden Junction. This significant rail investment presents a once in a life time opportunity to catalyse the comprehensive regeneration of Old Oak.

Old Oak will be more than just a superhub interchange. It has the capacity to become a major new London centre and destination. The area can support London's continued growth and the UK's global competitiveness.

With opportunities for 55,000 new jobs there will be variety of employment types catering for a broad range of people and skill sets. With capacity for 24,000 new

homes there will be a mixture of housing types that will serve the needs of local people and Londoners. It will be a high density, well designed place with a network of streets and spaces that is inclusive.

Park Royal

Location

The Park Royal industrial area stretches from Alperton, the A406 and Hanger Lane in the west; along the A40 and the industrial areas around Park Royal tube station to the south; Stonebridge Park and Willesden Junction to the north; and to the east the area is bounded by Old Oak and Wormwood Scrubs.

History

The area's 'royal' title comes from use as the showground for the short-lived Royal Agricultural Show (1903-1905). By the 1920s, Park Royal was home to several large manufacturers. This included munitions works, steel refineries, the Guinness Brewery, and Park Royal Vehicles, who went on to produce Halifax bombers and the iconic Routemaster bus. By the 1970s, Park Royal was facing large-scale industrial restructuring as well as general industrial decline, which saw many of the area's largest factories close.

Park Royal Today

Park Royal forms one of the largest industrial estates in Europe. It is the UK's largest, and London's most successful industrial park, occupying over 450 hectares of land across the London Boroughs of Brent and Ealing. It consists of largely private industrial uses housed in a range of industrial buildings of varying sizes and quality. Main access to Park Royal is by road via the A40, the A406 and the tube via Stonebridge Park, Harlesden, North Acton, Park Royal or Hanger Lane stations. There are also some local bus services that run through the area.

The majority of the 450 hectare area is designated Strategic Industrial Land, accommodating over 1,500 businesses. There are some small pockets of residential at Wesley Estate, along the northern part of Western Avenue, the First Central and some key worker and care homes in the middle of Park Royal. There is an existing Gypsy and Traveller site off Bashley Road. There is a designated neighbourhood centre that houses a large ASDA shopping centre, Central Middlesex Hospital and

some small retail units. The Grand Union Canal runs east-west through the area and there is a small amount of public open space at Wesley Park, North Acton Cemetery and at First Central

Vision

The reason for the inclusion of Park Royal within OPDC's boundary is threefold:

- To ensure the continued protection of Strategic Industrial Land;
- To plan for the future of this industrial area and to ensure it can be both intensified to accommodate 10,000 new jobs and that investment is best directed into addressing the areas shortcomings; and
- Providing opportunities to relocate existing businesses from Old Oak.

The significant regeneration of Old Oak presents an excellent opportunity to regenerate and further intensify the Park Royal area with up to 10,000 new jobs. This can be achieved by better integrating Park Royal and Old Oak, providing better transport links and direct access to a new business market on its doorstep.

The scale of development planned for Old Oak presents challenges to existing infrastructure in Park Royal and to realise the regeneration of both areas requires investment in the existing road network, utility network, and in broadband provision. The Corporation will play an important role in facilitating delivery primarily by providing a robust planning policy framework, supporting intensification of uses and coordinating infrastructure delivery – transport, utility and broadband.

Wormwood Scrubs

Location

Wormwood Scrubs is located in the south eastern part of the OPDC area and is entirely within the London Borough of Hammersmith and Fulham. The Old Oak core regeneration area is located immediately to the north. To the south is the Burlington Danes Academy, Linford Christie Stadium, Hammersmith Hospital and Wormwood Scrubs Prison. To the west is the Old Oak Estate and North Acton and to the east, Scrubs Lane and Little Wormwood Scrubs.

History

Wormwood Scrubs was originally part of the larger Old Oak Common area. In the mid-1800s the Grand Union Canal, rail lines and depots were built in the area of Old Oak but Wormwood Scrubs was kept as open space.

Wormwood Scrubs is protected by the Wormwood Scrubs Act 1879 which protects it as an important amenity and ecological space for the use of all Londoners. It has subsequent protection in the Commons Act 2006.

Today

Wormwood Scrubs is 67 hectares of Metropolitan Open Land and has the same level of protection as Green Belt in the Mayor's London Plan. Portions of the Scrubs are designated as Local Nature Reserves and Sites of Borough Importance within the Sites of Importance for Nature Conservation hierarchy.

The Scrubs is managed by the Wormwood Scrubs Charitable Trust who make decisions for works to and the funding of works to the Scrubs. The Ministry of Defence have rights of access to the use the Scrubs. Over half of the Scrubs comprises a mix of young and established woodland, scrub, grassland and tall herbaceous vegetation which give the Scrubs its unique character.

Vision

Wormwood Scrubs will continue to be protected as an important ecological and amenity asset for the use and enjoyment of all Londoners.

The scale of development planned around, and close to, the Scrubs including at Old Oak, White City and Kensal Opportunity Areas will bring significant numbers of new people to this part of west London. There is an opportunity to improve access to the Scrubs so that all Londoners can enjoy it. It will be important to ensure that any increased activity is carefully considered and planned for.

Land Ownership

Across the Old Oak area the land is owned predominantly by six key stakeholders: Network Rail, the Department for Transport, HS2, the London Borough of Hammersmith and Fulham, Car Giant and other private land owners. The majority are public land owners with 28% belonging to private land owners. Land ownership in Park Royal is fragmented with a mix of small and large private landowners.

Responsibilities include regeneration of existing communities and improving the life chances of those who live and work in the OPDC area. Following the agreement to transfer land across to OPDC as set out in the Memorandum of Understanding signed by the DfT and OPDC in March 2016, as a future landowner, the Corporation will take on the role of a master developer and these responsibilities will be distinct from its planning powers and obligations.



Illustration 8: Land use within the OPDC Development Area

The Old Oak and Park Royal Opportunity Area Planning Framework (OAPF) envisages the development of 24,000 homes and business space to support 55,000 jobs. Circa 3 million m² of new floor space is proposed, which will be delivered through a series of phased development projects, together with comprehensive new physical and social infrastructure. In January 2016 the Corporation published a Land Acquisition Strategy:

- providing an overarching framework for OPDC's role in the acquisition of land within the MDC area;
- enabling the OPDC to identify opportunities for comprehensive regeneration of both public and private sector owned land; and
- setting out opportunities to either acquire land and/or property or consider compulsorily acquiring land and/or property where this is considered to be commercially viable and in line with OPDC's vision.

Sites currently in central government ownership are estimated to have capacity for almost 12,000 homes and to accommodate over 46,000 jobs. It is essential that the development of land at Old Oak be delivered in a comprehensive and co-ordinated manner, overcoming the barriers to development presented by fragmented land ownership, and high up-front preparation costs typical of large scale regeneration projects on brownfield land, owing to the need for significant new social and physical infrastructure as well as environmental clean-up, as a result of historical contamination. The OPDC's objectives related to 'land and property' can be found within the ten workstreams in Chapter 4.

Chapter 3 – Demographics, Economic and Business

Demographics

The population of the development area is generally younger than the overall London population, with younger people comprising a noticeably bigger share of the usual residents, offset primarily by a lower share of people aged 60 years or older. Since 2007, population growth in the area has generally been stronger than overall London population growth. Population density within the OPDC Area is quite low creating capacity for growth; however this can be attributed to the small amount of residential land that currently lies within the OPDC Development Zone boundary. The community within the OPDC Area has a lower proportion of white residents, which is offset by the Black / African / Caribbean / Black British ethnic groups which make up a larger share of the population, relative to Greater London.

Within the wider region surrounding OPDC, the proportion of people between the ages of 30 and 59 accounts for 1.2 per cent more of the population when compared to the rest of London; people 60 years or older account for 1.0 per cent less of the population; those under the age of 20 account for 0.2 per cent less of the population.

| Age | OPDC MSOAs* | | OPDC Region | | London | |
|--------------|---------------|-------|----------------|-------|------------------|-------|
| | Number | % | Number | % | Number | % |
| 0-9 | 3,947 | 14.3% | 42,968 | 13.5% | 1,177,571 | 13.8% |
| 10-19 | 3,401 | 12.3% | 34,631 | 10.9% | 926,236 | 10.8% |
| 20-29 | 5,455 | 19.8% | 52,786 | 16.6% | 1,411,361 | 16.5% |
| 30-39 | 4,823 | 17.5% | 59,833 | 18.8% | 1,564,589 | 18.3% |
| 40-49 | 3,827 | 13.9% | 46,154 | 14.5% | 1,205,726 | 14.1% |
| 50-59 | 2,817 | 10.2% | 35,817 | 11.3% | 932,421 | 10.9% |
| 60-69 | 1,634 | 5.9% | 22,851 | 7.2% | 640,519 | 7.5% |
| 70-79 | 1,054 | 3.8% | 14,585 | 4.6% | 403,852 | 4.7% |
| 80-89 | 522 | 1.9% | 7,065 | 2.2% | 222,021 | 2.6% |
| 90+ | 85 | 0.3% | 1,430 | 0.4% | 49,815 | 0.6% |
| Total | 27,565 | | 318,120 | | 8,534,111 | |

* Middle Super Output Area

Table 1: Population by age 2014, GLA Datastore from the ONS

Economic and Business

The Socio-economic baseline study of Old Oak and Park Royal¹ identifies the OPDC Development Zone as primarily an area of commercial activity, with over a third of the land designated for manufacturing use (36.3%). It is estimated the area generated £2.58 billion of economic activity in 2012, predominantly driven by industries such as wholesale and retail trade and motor trades (£570m), information and communication (£564m), and manufacturing (£356m). Over 52,000 people are employed or self-employed in the OPDC area and over 173,000 in the wider OPDC region, which accounts for 1.1% of all employment in London. Wholesale and retail trade, and manufacturing industries are the largest employers in the OPDC area, accounting for 24.7% and 13% of employment, respectively. Employment in these industries is more common in the OPDC area than across London as a whole.

The OPDC area has a lower share of micro-businesses than the wider OPDC region, and across London as a whole, however the share of micro-businesses in the wider OPDC region is broadly in line with the Greater London level. The lower share of micro-businesses in the OPDC area is offset by a higher share of larger businesses (250+ employees), and small businesses (10 to 49 employees), the latter of which is double that of both the wider OPDC region and London, at 16% of all private enterprises.

Wholesale trade, and manufacturing are more common in the OPDC area and region than across London, and motor trades are over four times more common within the OPDC Area when compared to Greater London. Whilst scientific and technical services are the second largest industry in the Area at 11.4% of enterprises, this is well below the share of this industry in Greater London at 23.9%. Further business metrics can be found at:

https://www.london.gov.uk/sites/default/files/working_paper_74.pdf

The Park Royal Atlas, a survey of businesses operating in Old Oak and Park Royal commissioned by the GLA in 2014, identified 2,150 workplaces, of which 1,934 were active businesses. Workplaces were estimated to cover 2,300,000 m² of gross floor area. The Atlas also highlighted a diverse patchwork of workplaces across the

¹ Socio-economic baseline – Old Oak and Park Royal, March 2016

industrial area, 75% of which are micro businesses with less than 10 employees. Small businesses with less than 50 employees make up 20% of all workplaces, and only 4% of workplaces are medium-sized businesses. The 1% of large businesses with over 250 employees is made up of only 19 businesses. Further information on Park Royal can be found in The Park Royal Atlas².

Inward / outward migration

The Socio-economic Baseline study shows that in the 12 months prior to the 2011 Census, 3,489 people that were living in the OPDC Area moved home to another home located in the UK, whilst 5,691 people moved into the OPDC Area from the rest of the UK and overseas. The largest percentages of those that moved out of the OPDC area moved to other parts of London, or remained within the wider OPDC region at 48.5% and 24.1% respectively. Whilst, the largest percentages of people that moved into the OPDC area were from the rest of London, and overseas, at 48% and 20.9% respectively.

Ethnicity

Determining the ethnicity of the area is only possible using data collected in the 2011 Census. Both the OPDC area and region have a lower proportion of white residents, at 42 per cent and 49 per cent respectively compared to the overall London proportion of 60 per cent, and 57 per cent within Inner London. This is offset in the most part by a higher share of residents that identify as Black / African / Caribbean / Black British, which account for 28 per cent in the OPDC area and 19 per cent in the region, compared to 13 per cent across wider London, and 17 per cent within Inner London.

Disability and Long Term Health Problems

The occurrence of long-term health problems or disabilities in the residents as recorded in 2011 was slightly higher than at the London level overall. Whilst the proportion of residents that have their day-to-day activities limited a little is broadly in-line with that of Greater London, those that are limited a lot is slightly higher, at 7.4 per cent of residents in the OPDC region and 7.8 per cent in the OPDC area,

² https://www.london.gov.uk/sites/default/files/park_royal_atlas.pdf

compared to 6.7 per cent of residents across London.

| | Day-to-day activities limited a lot | Day-to-day activities limited a little | Day-to-day activities not limited |
|-------------|-------------------------------------|--|-----------------------------------|
| OPDC Area | 7.8% | 7.2% | 84.9% |
| OPDC Region | 7.4% | 7.5% | 85.1% |
| London | 6.7% | 7.4% | 85.8% |

Table 2: Share of residents with a long-term health problem or disability, 2011 Census

Life expectancy by Gender

Based on Ward-level data, life expectancy in the OPDC area between 2009 and 2013 is generally lower than the London average at 80.3 years overall, compared to 81.8 years across London. For males, life expectancy is 76.6 years which is lower than the London average and, for females, is 83.8 years in-line with life expectancy for females across the capital.

In the OPDC region life expectancy is 81.6 years, slightly below the overall London life expectancy. For males, life expectancy is lower in the region at 78.8 years compared to 79.7 years for London, however for females life expectancy in the region is higher than for London overall, with a life expectancy of 84.7 years compared to 83.8 years at a city-wide level as illustrated in table 3 below.

| | OPDC Area | OPDC Region | London |
|---------|-----------|-------------|--------|
| Persons | 80.3 | 81.6 | 81.8 |
| Males | 76.6 | 78.8 | 79.7 |
| Females | 83.8 | 84.7 | 83.8 |

Table 3: Life expectancy, 2009-13

Further information can be found in Appendix 3, Socio-economic baseline – Old Oak and Park Royal, GLA Economics, March 2016.

Chapter 4 – OPDC Strategy 2016-2019

The Ten Workstreams

The following 10 delivery workstreams have been structured strategically to facilitate the delivery of the OPDC's programme of work. This document will be underpinned by a comprehensive work programme which is due to be developed by autumn 2016. This Chapter provides the rationale behind these workstreams.

1. People:

Between 2016 and 2018 the OPDC will focus on building an exemplar development corporation and fostering a culture of brilliance through its staff. People are essential to the Corporation's key priorities and mechanisms will be put in place to ensure staff and stakeholders are best placed to deliver.

Strategic Objective P1

To create an exemplar team and culture that sets a new benchmark in public sector service delivery.

Strategic Objective P2

To oversee the development of an effective HR service which supports the timely acquisition of exemplar staff to meet corporation objectives.

Strategic Objective P3

To be responsible for the creation, development and management of the Human Resources Development Plan and its alignment to the priority delivery of the corporation.

2. Organisation:

This priority focuses on the delivery of a robust organisational structure that is able to support the OPDC in the delivery of its programme and strategic objectives throughout its growth life cycle.

Strategic Objective O1

Oversee the development and timely management of the corporation's Board and Committee functions ensuring efficient operation of governance and decision making.

Strategic Objective O2

Oversee the development, implementation, management and review of a corporation-wide Performance Management Framework and Programme Management Office, which will include a comprehensive set of reports and templates.

Strategic Objective O3

Oversee, develop and systematically review Risk Management and Assurance arrangements.

Strategic Objective O4

Oversee, develop and manage the Corporation's accommodation requirements and longer term relocation of the corporation to the North West London delivery area.

3. Planning:

The Corporation is the local planning authority for the area and, as such, the Corporation has a statutory duty to carry out its planning functions. This includes determining planning applications and associated legal agreements, the preparation of planning policy and the setting and collection of the Community Infrastructure Levy. The immediate priority under this theme is the production and adoption of a robust planning framework to guide and coordinate all development, and to allow the determination of planning applications. This work will include a series of public consultations and engagement work during 2016.

Strategic Objective PL1

To enable the development of a quality new piece of London that is an exemplar in coordinated large-scale planning

Strategic Objective PL2

To prepare and deliver robust planning policy, community infrastructure levy, strategies and feasibility studies across planning, design, housing, environmental sustainability, transport, infrastructure and section 106.

Strategic Objective PL3

To establish a positive, delivery-focused planning service that encourages participation in the planning process

Strategic Objective PL4

To facilitate the submission of planning applications through a proactive pre-application process and ensure the determination of submitted applications in a timely manner.

4. Local Engagement:

Informing exemplar local engagement with local residents and businesses. Involving residents and businesses is essential to supporting the delivery of the Corporation's socio-economic regeneration objectives around skills, employment, and growth.

Strategic Objective LE1

To develop and implement a programme of local engagement with local residents, businesses, and community groups to increase their understanding and awareness of the developments at Old Oak in particular and how they might benefit from these.

Strategic Objective LE2

To develop and implement a skills and employment programme with partners which allows local people and Londoners to be able to access the opportunities to be created by the development and investment at Old Oak.

Strategic Objective LE3

To develop and implement a series of community events and activities with partners aimed at integrating existing and new residential and business communities as the development progresses at Old Oak.

Strategic Objective LE4

To deliver a programme of local consultation to fulfil OPDC's statutory consultation duties and responsibilities in line with the Statement of Community Involvement.

5. Land and Property:

How and when the land at Old Oak and Park Royal is developed is a crucial determinant of achieving the Mayor's vision for the delivery of jobs and homes in the area within the OPDC's boundary.

Strategic Objective LP1

To understand and monitor land and property ownership at Old Oak and Park Royal and build relationships with land owners and key tenants to help influence the nature and timing of development in order to be in accordance with the Mayor's vision and planning policy.

Strategic Objective LP2

To facilitate the delivery of key infrastructure, and the holistic physical and socio-economic regeneration of Old Oak and Park Royal.

Strategic Objective LP3

To secure the successful transfer of any land holdings to OPDC and develop clear strategies and plans for their development and release to market which delivers on economic, social, and financial objectives.

6. Funding and Finance:

The aim of this workstream is to responsibly manage the financial resources of the OPDC, ensuring value for money and securing the investment necessary to fulfil the Corporation's vision through the development of a clear funding strategy.

Strategic Objective FF1

To develop a sound and robust funding strategy for the OPDC where it is a lead or supporting partner, from both public and commercial sources.

Strategic Objective FF2

To maintain clear and transparent decision and accounting processes in relation to budgeting and spending.

Strategic Objective FF3

To develop clear budgets and business plans for agreement by the Board and Mayor of London to ensure the OPDC is able to deliver against its objectives.

7. Programme Coordination and Delivery:

OPDC will deliver on its mission through both leading and supporting projects and programmes related to land development and infrastructure, and socio-economic regeneration, working in partnership with a range of delivery bodies and stakeholders within the area.

Strategic Objective PCD1

To develop and implement a programme of activity with local businesses and key partners within Old Oak and Park Royal which supports access to supply chain opportunities, innovation, skills and business growth.

Strategic Objective PCD2

To develop a clear integrated delivery programme for the developments and major projects at Old Oak led by both OPDC and key delivery bodies to enable the OPDC to influence and coordinate activities across the site so as to achieve minimal disruption and maximum benefit to local communities and London.

Strategic Objective PCD3

To influence the development of plans for Old Oak South to ensure that the Crossrail Depot and HS2 sites deliver a new commercial centre at Old Oak Common.

8. External Relations and Stakeholder Management:

The OPDC recognises the importance of working with its external stakeholder and partners to deliver on its key objectives. The OPDC will build solid relationships with Government, the GLA (as the current core funder), boroughs, transport bodies, developers, business, investors, and all other external stakeholders.

Strategic Objective ES1

To develop a sophisticated understanding of OPDC's key stakeholders, their needs and priorities, and to build strong relationships with them to enable delivery of the OPDC's agenda.

Strategic Objective ES2

To develop and implement a clear strategy for engagement with the business community regionally, nationally, and internationally to promote Old Oak and Park Royal as an inward investment opportunity and to secure anchor businesses moving to and investing in the area.

Strategic Objective ES3

To develop and implement a clear government relations strategy to understand and influence upcoming legislation and regulations and budgetary decisions in support of delivery of the Mayor's vision for Old Oak and Park Royal.

9. Communications:

Being clear on the purpose, role, and remit of the OPDC; having a clear brand for the organisation and the place; and communicating our activities in a clear and timely manner, is important to create understanding of the opportunities presented by Old Oak and Park Royal, the work of the OPDC, and to help create awareness and 'buy in' to what we do.

Strategic Objective C1

To create and build relationships, gather intelligence from all stakeholders and conduct audience mapping.

Strategic Objective C2

To connect the corporate brand with different audience groups, using suitable channels at the right time, to build profile and reputation and to set a benchmark for evaluation.

Strategic Objective C3

To support communities and the Corporation's statutory planning and consultation processes, and to set benchmarks for levels and quality of involvement.

Strategic Objective C4

To consolidate outputs from communications and engagement to support Corporate, Development, Planning and Regeneration priorities.

10. Managing the New Mayoral Priorities:

The OPDC is a Mayoral Development Corporation (MDC), therefore establishing a relationship with the new Mayor is critical.

Strategic Objective M1

To deliver a comprehensive report to the new Mayor on existing and future plans to minimise any delays to progress being made.

Strategic Objective M2

To be responsive to future requirements and any changes to policies or governance, to influence the next London Plan to support OPDC's planning and development objectives and ensure the organisation is compliant as and when required.

Strategic Objective M3

To Influence the revision of the London Plan to support the OPDC's planning and development Objectives.

OPDC Risks

This section highlights the main risks faced by the OPDC in delivery of the ten workstreams. These strategic risks are managed using an operational risk register which is maintained and reviewed on a regular basis.

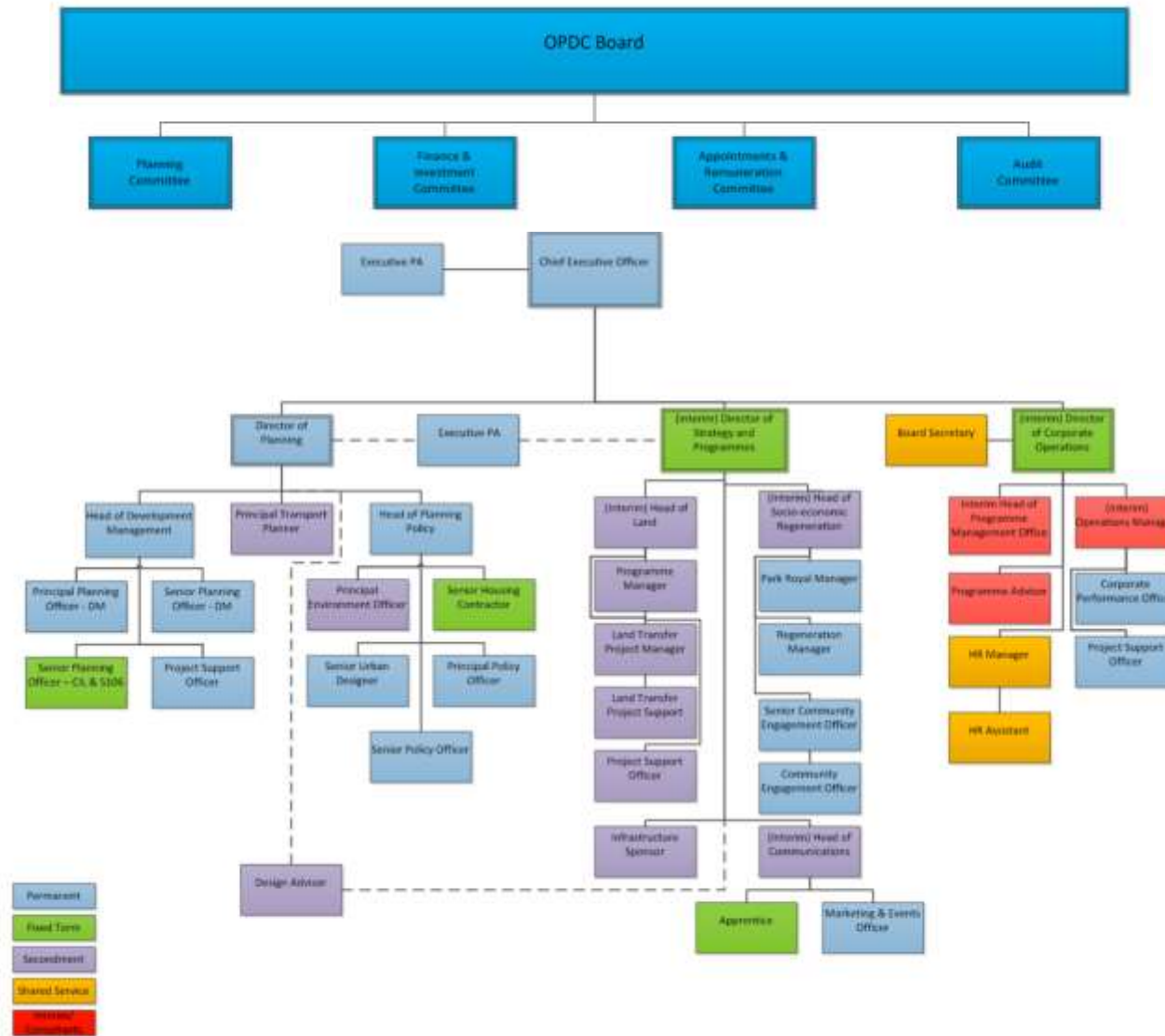
| No | Category of Risk | Risk | Rating | Mitigation | Directorate Owner |
|----|------------------|--|--------|---|-------------------------|
| 1 | People | Delay to staffing/recruitment | A | The OPDC have recruited an in-house HR Manager to oversee a recruitment timetable and process. | Corporate Operations |
| 2 | Organisation | A robust business infrastructure is not put in place to support the OPDC | R | Performance and risk management frameworks being developed. | Corporate Operations |
| 3 | Planning | Future Mayor disagrees with content of Local Plan and/or CIL. | A | At the appropriate opportunity brief all Mayoral candidates on the OPDC and planning issues. | Planning |
| 4 | Local Engagement | Lack of community engagement and a failure to generate sufficient animation/activation in early years. | G | Identify the needs and aspirations of local residents/communities and develop projects that respond to these needs and that will have a positive impact (both short and long term) on their lives. Establish early community outreach and animation projects with local residents and, in local areas such as Harlesden, East Acton etc. to build awareness of the regeneration project and opportunities for residents to help shape it. Develop a programme of community engagement events, meetings and programmes in line with the Communications | Strategy and Programmes |

| | | | | | |
|---|------------------------|---|---|--|-------------------------|
| | | | | and Engagement Strategy. | |
| 5 | Land and Property | If the HS2 or Crossrail construction programmes are delayed or halted this would materially impact on the transfer of land and financial deliverability of the masterplan. | R | Ensure that flexibility is included within OPDC's delivery and implementation plan in the event of delay to the HS2 or Crossrail station programmes. | Strategy and Programmes |
| 6 | Funding and Finance | Inadequate management of OPDC budgets and financial planning | A | Identified financial management as an area for training. This has been actioned and training was completed by SMT members and staff who co-ordinate procurement. Quarterly financial monitoring. Robust negotiation and planning of procured services to ensure value for money. Risk Management workshop/training April 2016. | Corporate Operations |
| 7 | Delivery | Financial market cycles could impact financial viability of masterplan. Delivery programme is over a 35 year period, where multiple property cycles are likely to take place. | A | Apply caution and factor in market volatility when determining financial decisions. | Strategy and Programmes |
| 8 | External Relationships | Failure to build effective relationships with the boroughs and other key partners | G | OPDC Regeneration and Communications and Engagement Teams: Stakeholder mapping; establish and maintain good political relationships with the boroughs and other partners; regular communication with the | Strategy and Programmes |

| | | | | | |
|----|-------------------------------------|---|---|---|--------------------------|
| | | | | boroughs, local communities and businesses; develop Communications and Engagement Strategy | |
| 9 | Communications | Regeneration impact on communities and businesses: Failure to achieve effective co-ordination with local boroughs and other partners. | G | OPDC Regeneration and Communications and Engagement Teams: Stakeholder mapping; establish regular communication with the boroughs, local communities and businesses around strategy, programme development and delivery. | Strategy and Programmes |
| 10 | Managing the new Mayoral priorities | Election of a new Mayor creates uncertainty for the Corporation around Mayoral socio-economic policies and priorities, and/or which may lead to significant policy changes. | G | Monitor Mayoral candidates' Manifestos and communications and ensure that OPDC's emerging strategy and policies are broadly aligned with identified priorities. Discussions with GLA to keep abreast of high-level policy debates and changes and their potential implications for the Corporation. | Chief Executive's Office |

Key (Rating): R: Red, A: Amber, G: Green.

Appendix 1: Organisational Structure



Appendix 2: Budget

2016/17

| Directorates | Planning | Strategy and Programmes | Corporate Operations | Total |
|-----------------------|-----------|-------------------------|----------------------|------------|
| Income | (150,000) | | | (150,000) |
| Expenditure | 1,810,000 | 7,866,700 | 2,328,300 | 12,005,000 |
| Required from the GLA | | | | 11,855,000 |

2017/18

| Directorates | Planning | Strategy and Programmes | Corporate Operations | Total |
|-----------------------|-----------|-------------------------|----------------------|------------|
| Income | (200,000) | | | (200,000) |
| Expenditure | 1,233,000 | 7,910,820 | 2,131,875 | 11,275,695 |
| Required from the GLA | | | | 11,075,695 |

2018/19

| Directorates | Planning | Strategy and Programmes | Corporate Operations | Total |
|-----------------------|-----------|----------------------------|-------------------------|------------|
| Income | (200,000) | | | (200,000) |
| Expenditure | 1,233,000 | 7,910,820 | 2,131,875 | 11,275,695 |
| Required from the GLA | | | | 11,075,695 |

Appendix 3: GLA, The Socio-economic baseline of Old Oak and Park Royal

This report can also be accessed below:

[OPDC Socio-economic baseline report – Old Oak and Park Royal](#)