

DRAFT FOR DISCUSSION

**Old Oak & Park Royal Development
Corporation (OPDC)**

Delivery Steering Group

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Programme Delivery.

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Approvals

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version
Victoria Hills		CEO		
Delivery SG				
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Distribution

This document has been formally distributed to:

Name	Title	Date of Issue	Version
	tba		

1.0 Purpose of This Document

This document sets out the Terms of Reference (ToR) for the Delivery Steering Group (DSG) within the Old Oak & Park Royal Development Corporation (OPDC) Programme. This includes the rationale for creating the DSG and the suggested membership.

2.0 Programme Context

The OPDC Organisation

The Old Oak and Park Royal Development Corporation (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.

The OPDC is a part of the GLA group and sits 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.

The OPDC Site

Old Oak Common and Park Royal are 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.

Of the 650 hectares within the Development Zone, over a third of the land is used for manufacturing (36.3%), with transport tracks and places comprising almost another third of the land (32.4%). The land used for housing is small at just 2.0% of land within the development area and, green space comprises 15.6 per cent of the land, which is primarily due to Wormwood Scrubs Park which lies at the south-east edge of the development area.

3.0 Programme Vision

Old Oak and Park Royal will be a sustainable new community built on brownfield land in the centre of London. It will be an exemplar in accessible, healthy, high quality and 'smart' regeneration, and will seek to showcase the very best practice in placemaking. Over the next 20 to 30 years it will make a major contribution to strengthening London's role as a global city.

Old Oak and Park Royal will be a highly accessible location focussed around a world class transport 'super-hub' that will become one of the country's most connected and largest railway interchanges. The area will also benefit from significant London-wide and local transport connections. This will help transform an area previously cut off from the rest of London, and will also help bring economic benefits to surrounding local centres in Harlesden, Acton, Ealing and Kensal, including local employment opportunities both during and post-construction.

Old Oak and Park Royal will offer a unique employment opportunity. There will be a new commercial and office hub providing the opportunity for 55,000 new jobs focussed around a new Old Oak Common station.

Park Royal will be protected and strengthened where possible. This industrial area will continue to be London's largest industrial estate housing more than 2,000 businesses that will thrive as they take advantage of new opportunities to grow. New and diverse businesses from a broader range of sectors will be attracted to Park Royal, along with relocated businesses from Old Oak, allowing the area to accommodate an additional 10,000 jobs.

Old Oak will be a new, well-connected neighbourhood of high quality design integrated into its surroundings. By the mid-2020's Old Oak will be a vibrant and attractive place with a strong sense of community, where people will want to live, work and play, and a place that encourages healthy lifestyles and sustainable living. It will include a minimum of 24,000 new homes, in a mix of house types and tenures, including low cost homes, that cater for residents at all stages of life. This large new residential population will be served by new amenity spaces and local facilities within a new town centre and high street that provide abundant opportunities and choices not only in housing and employment but also in education, culture, sport and leisure. In addition, there will be opportunities for a minimum of 1,500 new homes in specific non-industrial locations in Park Royal.

The area will benefit from a highly connected network of new and improved streets and open spaces that encourage and openly invite walking and cycling; alongside improved bus networks and a significantly transformed road network. Wormwood Scrubs will continue to be protected as a valuable amenity and ecological space for Londoners, supporting local biodiversity. Sensitive enhancements will enable more Londoners, especially those from the surrounding boroughs to use and enjoy the space for recreation.

4.0 Rationale

The delivery of the OPDC programme will be a hugely complex endeavour with multiple stakeholders and delivery partners. Crucial to the success of this programme will be the integration and coordination of a large number of programmes, projects and work-streams within OPDC and across partner Departments and Agencies.

The key purpose of the DSG is to engage with the key stakeholders involved in or affected by the Programme and its outcomes. The DSG will also oversee the development and delivery of the Conditions Precedent set out below.

The membership of the Steering Group will undoubtedly change as the programme progresses through its lifecycle.

The DSG is intended as a key conduit to partner organisations who the programme may be intending to influence or needs support from or needs to keep informed of issues and blockages within the programme. Members will act as the "bridge" to their respective Departments/Organisations feeding back information and escalating issues as appropriate.

It is expected that a large amount of information will be generated and there will be a need to efficiently disseminate it to avoid conflict and ensure alignment of activities and interests and manage stakeholder expectations.

The DSG will therefore provide an important role to support this work and enable the link between the various streams of activity, the member parent Departments/Organisations and the OPDC Board.

5.0 Remit

The Steering Group will have no executive authority to make decisions pertaining to programme objectives, scope and budget. It will however make recommendations to the OPDC Board, where appropriate.

The purpose of the Delivery Steering Group (DSG) is to steer the working groups (WG) to ensure transparency between OPDC, DfT and DCLG.

Specifically the DSG provides a forum to:

- Engage and communicate with stakeholders
- Report progress
- Obtain stakeholder support and buy-in
- Escalate key issues

Meeting members will also, where appropriate, escalate, communicate or make recommendations to their respective boards and seek approvals in accordance with their own governance processes.

The OPDC External Working Group's (WG) that will feed into the DSG include: the Land Transfer WG, the Programme Delivery WG and the Infrastructure WG.

Early focus

The Chancellor announced at Autumn Statement 2015 his intention to pool public sector land in order to enable the Old Oak and Park Royal Development Corporation's (OPDC) comprehensive regeneration of the area around the proposed new HS2 /Crossrail/Great Western Main Line interchange. This area has the potential to be one of London's largest regeneration sites, accommodating development for 25,500 new homes and 65,000 jobs with associated infrastructure and amenities. The area is identified in the London Plan as one of the Mayor of London's opportunity areas.

A Memorandum of Understanding (MoU) has been agreed between the Secretary of State for Transport and the OPDC to set out the basis upon which such land pooling might take place in respect of land owned by, or under the control of, Network Rail and Department for Transport.

The condition on which the Land is being transferred is that the OPDC has in place, approved by its Board:

1. A masterplan showing proposed land uses and associated social and economic infrastructure requirements for the whole of Old Oak Common and, specifically for Old Oak South, sets out how the OPDC vision for new homes and jobs can be delivered across the various sites (including both the HS2 and GWML stations and the Crossrail depot site);

2. A programme for the phased installation of infrastructure and development activity over time, aligned with construction (and operation) of HS2 and Crossrail;
3. A Business Plan that sets out the corporation's strategy for undertaking the role as a development and delivery body for Old Oak and the process for obtaining necessary planning consents; and
4. A Delivery Plan for the development over time, including the mechanisms for securing design, funding, financing and construction of the various phases of the scheme, including how other public sector and privately owned land will be incorporated into the scheme, using private capital wherever practicable.

The DSG is responsible for supporting the OPDC Board in overseeing the discharging of the Conditions Precedent requirements. DSG members will play a key role in escalating issues within their respective organisations; ensuring key information is disseminated and shared as appropriate. The Programme team will highlight blockages and issues to the DSG for resolution allowing the work to progress as efficiently as possible.

Medium term focus

Where possible the medium term focus should be on:

- Early delivery opportunities and quick wins
- Early buy-in
- Business relocation strategy (HS2)
- Support to local communities
- Creating a local presence (pop up shops for example)

Longer term focus

The ongoing role of the SG will be:

- Review and agree the OPDC Programme delivery strategy for approval by the OPDC Board.
- Ensure continuing alignment with the short term and longer term objectives of the Programme.
- Identify, manage, and where appropriate, escalate risks and issues for attention by those most able to address said risk.
- Support the submission of applications to OPDC/GLA/DfT/TfL governance to obtain authorisation to invest and authorisation to contract for all OPDC delivery and/or funding.
- Support the preparation of delivery approach and strategies prior to submission to the OPDC Board for approval.
- Ensure OPDC is achieving value for money
- Agree effective controls for the management of risk
- Create an environment in which the programme can thrive
- Approve the progress of the programme against the strategic objectives
- Provide visible leadership and commitment to the programme
- Confirm successful delivery and sign-off at the closure of projects and ultimately the Programme itself.

6.0 Membership

It is proposed that the DSG will be chaired by Victoria Hills (OPDC), with [REDACTED] (DCLG) as Deputy Chair.

Attendees:

- CEO OPDC – Victoria Hills
- OPDC Development Director
- OPDC Finance Director
- DCLG – [REDACTED]
- DfT – [REDACTED] (role), tba
- DfT – [REDACTED] (role), tba
- HS2 Ltd [REDACTED], tba
- HS2 Ltd – [REDACTED], tba
- Network Rail – [REDACTED] (role), tba
- TfL – [REDACTED] (role), tba
- TfL – [REDACTED], tba
- HMT – tba [REDACTED] to suggest
- HS2 Growth Partnership – [REDACTED]
- London Borough's membership, tba
- GLA representative – Tim Steer, tba

7.0 Management & Timing

Management

The OPDC Programme Management Office will provide support to the DSG, collating papers and preparing minutes and actions.

Audit trail

Meetings will be minuted and decisions recorded

Meetings

Meetings will be scheduled monthly initially, this frequency will be revised in the coming months as the workload becomes more stable. Where possible a DSG meeting should be scheduled for 1-2 weeks before the OPDC Board meeting. Other meetings may be convened as required – for example to ensure that key milestone or approval dates for major investment decisions are achieved