
Old Oak and Park Royal Development Corporation

1. The Old Oak and Park Royal Development Corporation (OPDC) is the Mayoral Development Corporation (MDC) for the Old Oak and Park Royal Opportunity Area to deliver the strategic regeneration opportunity, creating an inclusive and accessible new urban district.
2. The new High Speed Two interchange station at Old Oak Common is due to open within the next decade, bringing outstanding transport connectivity between Old Oak and central London, Heathrow and the wider UK. OPDC will utilise its planning and regeneration powers to ensure that these benefits are maximised by delivering much needed homes, jobs and facilities.
3. The budget has been prepared in the context of OPDC moving closer towards delivering the 'Western Lands' regeneration strategy, which will see a new mixed-use urban centre of around 9,000 homes, predominantly on land in public ownership, where key sites are owned by the Department for Transport and Network Rail. Delivering OPDC's aspirations for Western Lands will involve four key areas of activity, as components of a comprehensive plan to secure: an adopted Local Plan; an agreement with government to organise their land holdings; unlocking enabling and early infrastructure funding and; procuring a private sector investment and master developer partner.
4. Underpinning this work, OPDC's 2022-23 budget includes the costs of administering its existing statutory planning functions, which spans an area in three boroughs (Hammersmith & Fulham, Brent and Ealing); funding to support a significant increase in interventions in Park Royal to boost the productivity and sustainability of London's largest industrial estate, including a number of third party funding bids; and support to enable OPDC to work with investors and landowners to bring forward innovative early development sites.

Key deliverables

5. The key deliverables for 2022-23 are as follows:
 - **Western Lands:** Secure agreement from government on how its land assets will be brought forward for the regeneration of Old Oak and a funding package including the development of a full business case.
 - **Accelerated development:** Targeted interventions to address market failure and/or optimise development where land can be unlocked, including mobilising Homes for Londoners Land Fund investment for the early delivery of up to 1,500 housing starts by 2028. OPDC will also seek to maximise public benefit through a range of public realm, meanwhile use and programming interventions.
 - **Local Plan:** Securing the adoption of the Local Plan, a planning policy framework, that will pave the way for development for the next 20 years and beyond. Upon adoption, OPDC will hold public consultation on the supplementary planning documents that support the Plan.
 - **Infrastructure, housing and vision:** Progressing Planning Obligations and Community Infrastructure Levy (CIL) strategies to devise the optimal way to secure contributions towards infrastructure requirements. OPDC has plans to grow its Development Management team in order to facilitate continued delivery of an efficient, high quality pre-application

service, bringing enforcement in-house and the determination of significant applications including 1 Portal Way and Atlas Wharf.

- **Industrial regeneration:** Supporting the intensification of industrial land use, through infrastructure improvements, and economic development and innovation including support for emerging sectors. OPDC will work to accelerate the decarbonisation of local industry and infrastructure through increased efficiency, renewable energy, supporting the adoption of electric vehicles etc. and improving access to skills, training and employment with a targeted emphasis on OPDC's most disadvantaged communities.
- **Engaging communities and stakeholders:** Empowering local communities through genuine participation and agency in projects, policies and programmes. OPDC will increase community ownership of assets and programmes, support sustainable funding and pilot new approaches to design and delivery on the ground for the benefit of OPDC's longer term development.

Responding to the London Recovery Board's missions

6. Following OPDC's immediate response to support local communities during the height of the pandemic, the Corporation is now considering how to maximise the regeneration opportunity at Old Oak and Park Royal to support London's long-term recovery and prosperity. Set out below is some of the continuing progress made by the Corporation against the London Recovery Board's five key aims.

7. Accelerate delivery of a cleaner, greener London

- Setting out ambitious policies within our Local Plan to improve health and reduce health inequalities, promoting healthier travel with walking and cycling connections and delivering more green space (30% of OPDC's area will be public green space).
- Developing a Public Realm and Green Infrastructure Supplementary Planning Document (SPD) providing guidance to developers on how to optimise green infrastructure and biodiversity within the public realm, working with developers as part of the pre-application process to ensure that green space meets the SPD's aspirations.
- Delivering public realm projects and a volunteering initiative along the Grand Union Canal that encourages people to use and care for the outdoor spaces in Old Oak and Park Royal.
- Working with the local boroughs to deliver TfL funded Streetspace enhancements in Park Royal and a series of improvements at Willesden Junction and Harlesden which will help to make Old Oak and Park Royal more pedestrian friendly. The next step will be further, more significant improvements around new developments in North Acton.
- Developing the commercial and business case for building a zero-carbon heat network using waste heat from data centres.

8. Reverse the pattern of rising unemployment and lost economic growth caused by the economic scarring of COVID-19

- An ambitious framework for the delivery of 200,000 sqm of additional commercial space, supporting the creation of 56,000 new jobs for West Londoners.
- A job brokerage service, in collaboration with OPDC's three host boroughs, the Department for Work and Pensions, West London College and Shaw Trust, through an employment and

skills hub, the Forge@ParkRoyal. This is matching the talent pool in Ealing, Brent and Hammersmith & Fulham with the substantial local job opportunities available. OPDC has already placed 43 people in employment through this initiative and is working with major employers in the area, like HS2 and Cargiant, to unlock further employment and apprenticeship opportunities for local people.

- A solar pilot project, providing support to businesses through the installation of solar across Park Royal. This will help to make businesses more resilient, more sustainable and save money.
- Developing affordable workspace policies which will enable smaller businesses to thrive in the local area.

9. Narrow social, economic and health inequalities

- 42% of the 6,000 homes, calculated on a habitable room basis, granted planning permission are affordable homes. The Old Oak and Park Royal Opportunity Area provides an ideal place to drive forward the Mayor's ambition to deliver truly affordable homes for Londoners and OPDC has a strong pipeline of new schemes for the year ahead.
- A Social Infrastructure Needs Study (SINS) to reflect the proposed modifications to OPDC's Local Plan. This sets out recommendations for the Local Plan to ensure developments contribute to providing social infrastructure like schools and childcare facilities.
- Developing an Equality, Diversity and Inclusion Strategy, with a focus on OPDCs external facing working, ensuring that fairness and equality are embedded into how we procure suppliers, engage with our communities and plan developments for the future.

10. Support our communities, including those most impacted by the virus

- Supporting local mutual aid organisations within the community through community outreach programmes. As part of the Great Place Scheme programme, OPDC funded the manufacturing of local products that were sold online with the proceeds going towards mutual aid groups in the local area.
- OPDC's Small Grants programme has donated £250,000 to 49 local community projects and organisations, including mentorship programmes, swimming for children with learning disabilities, musical entertainment for the elderly and skills training courses.
- Working with local community groups to open-up and improve Harlesden Canalside, engaging a cross section of the community including local schools, residents living on houseboats and homeless charities to create a welcoming place with facilities for all local people to enjoy.

11. Help young people to flourish with access to support and opportunities

- Provisioned four super-nurseries, one Primary School and two community hubs, together with expansions of existing schools in surrounding areas. First Central, a new housing development in Park Royal has just opened a new nursery facility.
- Through the employment and skills hub, the Forge@ParkRoyal OPDC is working with HS2's contractors to help place the available 250 apprenticeships, connecting young people from

the local area with opportunities in the industry. OPDC has already placed apprentices within HS2 who have now gone on to be offered permanent jobs.

- Established Talking Planning, an ambitious three-year creative programme in Brent, Ealing and Hammersmith & Fulham, that works with local young people interested in a career in planning and development to demystify, engage and influence the planning process of Old Oak and Park Royal.

Gross revenue and capital expenditure

12. Gross revenue expenditure in 2022-23 for the OPDC is budgeted to be £7.5 million. This is £1.0 million higher than the gross forecast revenue expenditure for 2021-22.

Net change in service expenditure and income

13. The budget proposes a £0.4 million net increase in service expenditure. This allows the Corporation to continue its critical path activities to secure adoption of the Local Plan and progress its Western Land strategy, with provision also to strengthen economic development. It will also, more broadly, support the Mayor of London's Recovery Programme: addressing social and economic challenges amplified by Covid-19, adapting existing projects and programmes, and building recovery and resilience into future regeneration plans for Old Oak and Park Royal.

Change in use of reserves

14. The budget proposes no transfer to or from reserves.

Change in retained business rates funding

15. The OPDC receives its revenue funding via the GLA, paid from business rates and funds held in the Mayoral Development Corporation Reserve. The funding provided by the GLA will increase by £0.4 million in 2022-23, compared to the revised 2021-22 Budget.

Equalities

16. Under s149 of the Equality Act 2010 ('the Equality Act'), as a public authority, the OPDC must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. This is known as the Public Sector Equality Duty ("PSED"). Protected characteristics under the Equality Act are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status (the duty in respect of this last characteristic is to eliminate unlawful discrimination only). Compliance with the PSED may involve treating people with a protected characteristic more favourably than those without the characteristic.
17. Equality and inclusivity is at the centre of the OPDC's corporate vision, which is to help Old Oak and Park Royal become a renewed urban community, where a thriving local economy supports a great place to work, visit and live; a place that inclusive, accessible, and diverse, displaying the best practice in social and environmental design, and making a major contribution to London's success as a global city. OPDC's approach to inclusion also aligns with the Mayor's Inclusive London strategy.

18. The OPDC will deliver new housing and employment capacity for London in ways that are accessible and inclusive for all sections of new and existing communities. OPDC's Local Plan recognises the importance of this and seeks to deliver 'Lifetime Neighbourhoods' with inclusive design at the heart of development. OPDC is allocating funding for a range of investment, policies and programmes to positively impact equalities outcomes.
19. Supporting a diverse and inclusive workforce including the development of an Equality, Diversity and Inclusion Strategy and a Race Equity Action plan.
20. OPDC will continue to monitor, analyse and publish workforce equalities data, and the findings will be used to inform areas for improvement and action. Through its recruitment policies, OPDC will aim to attract diverse talent and will continue to strive to meet its commitment to ensuring that the its workforce, including senior staff, are representative of London's working age population.
21. OPDC promotes regeneration and community engagement through measures such as providing training and skills development for residents and businesses; developing volunteering and mentoring opportunities for residents and communities; and reducing the impact of health inequalities by maximising health and sports facilities in the development area. OPDC has published a new community engagement strategy which centres around inclusive engagement to involve, collaborate with and champion the diverse community in Old Oak and Park Royal. The decisions outlined in this budget have been taken in accordance with these principles of equality, diversity and inclusion.
22. This budget sets out how the GLA will resource its contribution to the ongoing work to support London's recovery from COVID-19. There is clear evidence that the pandemic was not felt by all Londoners in the same ways or to the same effect, with a disproportionate impact on some Londoners including those from BAME communities, disabled Londoners, and those living on lower incomes. Much of the uneven and disproportionate impact of the pandemic results from long-standing structural inequalities. Addressing the reasons for this disproportionate and unequal impact is central to the aims of the London Recovery Programme and is therefore central to this budget.
23. Accordingly, budget will be set aside to ensure that the OPDC is able to work effectively with partners to reduce inequalities in London, with choices underpinned by the production and implementation of the Corporation's EDI Strategy, analysing the evidence of the disproportionate impact of COVID-19. This includes:
 - Continuing to work on equality, diversity and inclusion as a cornerstone, and critical cross-cutting area of work for the OPDC.
 - Supporting the ongoing allocation of resources to support an increased level of engagement with London's communities, with an emphasis on communities and groups who face the greatest challenges and inequalities.
 - Ensuring that the direct impacts of the pandemic on health inequalities can be addressed across the work of the OPDC through specialist public health support.

24. In accordance with the Public Sector Equality Duty and the Mayor's Equality, Diversity and Inclusion Strategy, OPDC will continue to assess the likely impacts of the proposals set out in this budget on external groups as proposals are further developed and refined. Equalities assessments of individual programmes will be carried out as appropriate.

Environmental impact

25. OPDC's draft Local Plan includes a range of environmental planning policies that will support the Mayor's target for London to become a zero carbon city by 2030. This includes policies requiring developments to be air quality and biodiversity positive, reduce and re-use waste materials, minimise energy, source energy generation needs from low carbon sources, in accordance with the Mayor's Energy Hierarchy and for 30% of OPDC's area to be public open space - when green roofs are also included this will contribute to the Mayor's target of 50% green cover by 2050. OPDC is developing planning guidance to support the implementation of these policies and is pushing developers to deliver carbon savings that go beyond what is required.
26. The OPDC area will benefit from a highly connected network of new and improved streets and open spaces, which will encourage exemplary levels of walking and cycling with plans for all residents to be within a 10-minute walk of a green or open space. Sustainable transport will be embedded at the heart of the future developments, with a redesigned and improved local bus network, and a significantly transformed road network.
27. Through its Economic Development programme, OPDC is working to develop strategies and pilot implementation of low carbon technologies suitable to support Park Royal's development and reduce its environmental impact. OPDC has been awarded £315k funding to develop the commercial and business case for building a zero carbon heat network using waste heat from data centres in the OPDC area and work will progress on this project in this financial year. OPDC has also been awarded £200k funding to support businesses and landlords install 5 MW solar panels on roofs, and develop an operating model that can be applied to other industrial estates. Additional public and private sector funding will be sought to scale the programme up to 40 MW. OPDC is also commissioning work to establish the most cost effective, resilient and low carbon way to meet power supply across OPDC and to reinforce the grid.
28. OPDC is committed to carrying through our green ambitions in the building of new homes, and when delivering new housing, will work with the GLA to ensure best-practice and innovative eco-standards for heating, insulating and powering buildings, as well as ensuring that ample cycle parking and electric charging points come as standard with new developments.

Reserves

29. The OPDC has no reserves as its operational expenditure is funded by retained business rates and balances held in the GLA's MDC Reserve. The balance of the contingency for activity in the OPDC area, held in the MDC Reserve, is available to meet unexpected operational pressures.