



Response to the Strategic Review of OPDC

MAYOR OF LONDON

Foreword

Old Oak and Park Royal is the largest Opportunity Area in the London Plan and has the potential to be the largest regeneration project in the UK, if not Europe. By transforming the site from what is currently transport and light industrial use, to a new part of the city, where people will want to live and work, it offers the potential to deliver thousands of much needed affordable homes and jobs to support London's economic growth.

In order to secure and maximise these benefits, the Old Oak and Park Royal Development Corporation (OPDC) was established on 1 April 2015.

In June 2016, the Mayor of London commissioned the Greater London Authority to undertake a review of the strategic direction and work programme of the OPDC. This was in the context of the Mayor recognising the importance of the regeneration project to London, but also his concern to ensure the fundamentals were in place to get the best deal for Londoners and create a thriving new area of London.

The review concluded in November 2016 with the Mayor confirming his support for this unique opportunity to deliver thousands of new homes and jobs in the capital.

The review was also clear that in order to ensure Londoners and the UK reap the maximum benefits of this opportunity the Government needed to provide greater support for the ambitions of OPDC. The review put forward recommendations to help achieve this, and also to: improve governance of the programme; support and act on the views of local communities and businesses; reduce unnecessary cost and bureaucracy; and consider what more can be done to speed up the delivery of homes for Londoners.

The OPDC accepts all of the recommendations made in the Review and will discuss with the new Chair the best way to take them forward. Some have already been acted upon and these are shaded in blue. Other recommendations build upon activity undertaken since the review started and have resulted in OPDC going further and faster in response.

What follows are the recommendations made by the review, and OPDC's response as to how and when they are being implemented. An organisation or, more often, a named position (e.g. OPDC Planning Director) is identified as the 'owner' of the response to individual recommendations, and a timeline as to when specific activities will be undertaken in support of implementation of recommendations is contained at Annex A. A map identifying all the locations referred to in the report is attached at Annex B for reference. Annex C is the OPDC response to the summary of stakeholder views that were collected as part of the Review.

OPDC recommends that the OPDC Board maintains regular oversight of progress in implementing the recommendations, and will seek the Board's views as to frequency of such oversight.

OPDC, March 2017

Rec 1 To review the implications of the March 2016 MoU between OPDC and the Secretary of State for Transport in relation to Government-owned land at Old Oak Common

1a: At all points it must be made clear to Government that the land deal the Mayor enters into must be in the best interests of London and Londoners. Terms akin to those offered when Greenwich Peninsula was transferred to the GLA in 2012 should set the benchmark for negotiations.

In 2012 the precedent was set for the transfer of assets for nil consideration from central government departments to local government (the Greater London Authority). The London Settlement, negotiated between the GLA, DCLG, DCMS and HMT, ensured that:

- All assets and liabilities of the London Development Agency (LDA) transferred to the GLA for no consideration. In addition, future grant payments that were scheduled to be paid to the LDA in respect of its borrowings were paid to the GLA;
- All assets and liabilities of the Olympic Park Legacy Company transferred to the London Legacy Development Corporation for no consideration upfront, nor were future receipts guaranteed. In recognition of the contribution from the National Lottery, a receipt sharing agreement was entered into. However, the first tranche of receipts were not to be shared, recognising the need to fund the repayment of the balance of the LDA's debt;
- All London assets and liabilities of the Homes and Communities Agency transferred to the GLA for no consideration, except a receipt-sharing agreement for the Greenwich Peninsula in recognition of the national (outside of London) funding that had gone into this site. No upfront payment was made and future receipts are not guaranteed.

Given that the MoU that this recommendation refers to was agreed by the previous Chair of the OPDC, OPDC proposes that we discuss with the incoming Chair an approach that would review the terms of the land transfer within the MoU to:

- 1) Create clarity for all parties on definitions and respective responsibilities and obligations
- 2) Allow us to seek changes to the terms of payment to, first, better reflect the nature of the costs and revenues anticipated to be achieved by the development at Old Oak, recognising that the MoU does not address the issue of land remediation and associated costs. And second, recognises the precedent set by the transfer of land in the Greenwich Peninsula to the GLA
- 3) Allow the Mayor to present a case for infrastructure funding at a later date to Government, as envisaged in recommendation 3a.

Owner	OPDC Chief Operating Officer
Timing	April 2017, to agree an approach with the incoming Chair
Sign Off	

1b: Work should continue and where necessary additional work should be commissioned to address the issues outlined in point 1.3 <i>[1.3 says 'Not only is the detail of the deal between the Government and the Mayor unclear at this stage, the risks inherent to the land are also uncertain and unquantified. Significant work is therefore required to understand the land's development potential and problems, such as remediation requirements, and with Government to develop and structure a deal that recognises the complexities of the site.]</i> As referred to in the response to recommendation 1a, the terms of any payment for land will need to reflect the land's development potential, including costs associated with any remediation of that land. In order to obtain an accurate and quantified view of the value of the land, OPDC will firstly undertake site investigation work as part of the Masterplanning of the area, and this will be followed by a valuation assessment. Funding for, and costs related to, any transfer of land is not within OPDC's core budget and will therefore need to be accessed from the contingency fund within the Mayor's consolidated budget for 2017/18.	
Owner	OPDC Chief Operating Officer
Timing	Ongoing
Sign Off	

1c: Consideration should be given to having this work carried out by the new Homes for Londoners team, given it will act as a centre for excellence for the GLA Group on land and property issues. It is important to strengthen the negotiating power and expertise available to complete any land deal effectively.	
OPDC is in conversation with GLA officers about the new Homes for Londoners team, the expertise it is likely to have on land and property issues, when this might be available, and how this might support OPDC in achieving its objectives. These conversations should inform how Homes for Londoners could assist OPDC with negotiations and the practicalities regarding the transfer of land from central government to OPDC. The transfer of land is only one element of the potential overall support package that government could provide at Old Oak, and it is envisaged that OPDC's Chair and senior officers will lead the overall discussions with Government. This is likely to commence early in the new financial year, and it is anticipated conversations will continue into the 2017 autumn budget. In respect of the land elements of any agreement, then legal, valuation, and land and property expertise, as well as familiarity with the overall development programme is going to be required in support of OPDC's discussions. Whether this is provided through available human resources within Homes for	

Londoners, within OPDC, within TfL, or within external advisors requires further discussion, and consideration of when resources might likely be available in Homes for Londoners to support such activity.	
Owner	OPDC Chief Operating Officer
Timing	Ongoing
Sign Off	

Rec 2 To review the funding required for infrastructure at Old Oak Common to ensure development there is properly integrated with surrounding communities and that residential development delivers a mix of housing types and housing that is genuinely affordable.

2a: The inequity of expecting London to shoulder the whole cost of infrastructure investment in the area should be pointed out to Government in the strongest terms. A business case should be put to HMT for investment to enable growth.	
A key output of the development of a Masterplan for the area, scheduled to conclude in spring 2018, will be a clear plan for what infrastructure is required, where it is required and when it is required. Once there is clarity on the required enabling infrastructure and the extent of the funding gap, a comprehensive financial model and associated business case will be developed and presented to Government in autumn 2017.	
Owner	OPDC Chief Operating Officer
Timing	Business Case to be submitted to Government in Autumn 2017
Sign Off	

2b: OPDC, with Transport for London (TfL) and the GLA, must bear down on the assumptions about infrastructure investment in the area to ensure only necessary (taking into account future requirements) infrastructure is provided. As such the case for the London Overground stations at Old Oak still needs to be proven; affordability, value for money and technical viability all need to be assessed.	
The OPDC's Infrastructure Adviser, working within the Masterplanning process, will ensure that infrastructure requirements will be classified and challenged to ensure only infrastructure necessary to guarantee the viability or success of the development are taken forward. OPDC will also be engaging with the market to look for opportunities for the private sector to fund elements of the infrastructure to minimise the demand on the public purse.	

In relation to the proposed London Overground stations, OPDC is working with TfL to evaluate the business case for these stations as well as upgrades to the existing stations in Old Oak (Willesden Junction and North Acton). This business case work will also consider capacity requirement at North Acton and Willesden Junction to develop a comprehensive position on station investment. In addition to the station business case, TfL are also progressing work to assess and prioritise the road links that connect Old Oak North, Old Oak South and Willesden Junction.

This work is scheduled to end in autumn 2017. The technical assessment (GRIP 3 study) of the London Overground stations is being developed by TfL and will be completed by autumn to develop the preferred option for both stations in more detail.

So by autumn 2017 OPDC, TfL and the GLA can expect to have a clear view of the case for investment in the London Overground stations, and existing station upgrades and the required road links in Old Oak - including the transport and regeneration benefits and the costs and the technical viability of delivering the transport infrastructure.

Owner	OPDC Planning Director
Timing	Autumn 2017 for London Overground Stations Business Case, required road links and GRIP 3 study. Masterplan assessment of necessary infrastructure costs by end of 2017.
Sign Off	

2c: OPDC must ensure planning policies for the area are in line with the emerging policies on affordable housing being developed by City Hall.

OPDC has developed its draft affordable housing policies in collaboration with GLA's Housing and Planning departments to ensure that they fully align with the Mayor's ambitions with regards to affordable housing.

The draft Homes for Londoners Supplementary Planning Guidance (SPG), published in November 2016, has been used as the basis for the content of OPDC's affordable housing policies. This has been supplemented by the rationale in the Mayor's 'A Manifesto for all Londoners' and the 'City for all Londoners' report.

In light of the above, OPDC's housing policies will look to optimise the provision of housing across the OPDC area, set a target to deliver 50 per cent affordable housing, subject to viability, and accord with the tenure split requirements contained in the Mayor's SPG.

Owner	OPDC Planning Director
Timing	Ongoing
Sign Off	

Rec 3: To review the level of support committed by central Government to date and where additional support might be appropriate.

3a: A strong case must be made to Government to provide financial support, new powers and value capture mechanisms to meet the cost of infrastructure funding.	
See response to Rec 2a above and 3b below	
Owner	OPDC Chief Operating Officer
Timing	Ongoing
Sign Off	

3b: Appreciating that this support may not be in the form of direct grant, the Government, and particularly HMT, must work closely with the Mayor to explore how fiscal devolution can be used to support development and growth in the area. The requirements of the area should feed into the current discussions on further devolution to London.	
The requirements necessary to realise a development solution which is in accordance with the emerging vision for Old Oak Common as contained within the draft OPDC Local Plan, will be included in the Business Case envisaged as a response to recommendation 2a. OPDC will work closely with GLA on the development of this Business Case and will explore the potential for further fiscal devolution as part of it. For example, the potential for retained Business Rate growth to support OPDC objectives in the area will be proactively explored as a result of this recommendation. In addition, a pilot land value capture mechanism, which could be a major step towards incentivising land owners to develop their land in alignment with the Mayor's strategic vision, has the potential to act as a new mechanism to fund London's growth. OPDC is discussing the applicability of such an approach at Old Oak Common with the GLA and TfL.	
Owner	OPDC Chief Operating Officer
Timing	Business Case to be submitted to Government in autumn 2017. Potential for a new land value capture mechanism is ongoing and Business Rate retention by OPDC is ongoing.
Sign Off	

Rec 4: Review the constraints on deliverability and the likely timetable for regeneration and development at Old Oak Common, taking account of the level of additional infrastructure required, the requirements of HS2 and Crossrail, and the timetable associated with the railway developments.

4a: OPDC must provide clear and singular leadership for the area, and be seen to do so, working with the Mayor, the GLA, TfL and the boroughs to convene stakeholders and remove blockages to delivery.

OPDC will continue and intensify its leadership for the OPDC area, recognising the benefits of effective stakeholder engagement. For example:

- The Mayor is appointing a new Chair for OPDC who will have close links to the Mayor and the Mayoral team. OPDC will also continue to work closely with the GLA, who have observer status on OPDC's Board, and will continue to have a key role in future development of the organisation.
- In addition, OPDC has increased its engagement with the three boroughs, at a senior level, through monthly Tri-Borough (Hammersmith and Fulham, Brent and Ealing) meetings, where issues of mutual interest are identified and worked through.

Owner	OPDC Chief Executive Officer
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Timing	Ongoing
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Sign Off	
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4b: Government must make it clear it expects Whitehall, HS2 and Network Rail to work collaboratively with the OPDC so as to facilitate its place making role.

Whitehall is playing a strong role in supporting OPDC to realise the growth and regeneration that can be unlocked through HS2. At Budget 2016, the Government announced an in-principle agreement to transfer selected government-owned land to OPDC, paving the way for regeneration of the area.

DfT, DCLG, HS2 Ltd and Network Rail have been working closely with OPDC to facilitate their role and will continue to work collaboratively on developing an integrated programme of work to maximise the benefits of HS2 in Old Oak Common.	
Owner	DCLG
Timing	Ongoing
Sign Off	

4c: The OPDC must continue to press forward with developments to the north of the canal, ensuring appropriate planning applications are brought forward rapidly.	
As of March 2017, overall there were over 13,000 homes within OPDC's planning system, of which over 10,000 are in pre-application discussion, and over 2,500 are consented or have a resolution to approve. OPDC's draft Local Plan identifies that the area north of the Grand Union Canal could deliver a minimum of 10,000 homes and 6,000 jobs and highlights the importance of early delivery, given that 4,000 homes and 2,000 jobs are envisaged in the next 10 years. To achieve this, OPDC is working closely with developers on a number of sites in Old Oak North and Scrubs Lane to ensure applications are brought forward quickly and Planning Performance Agreements are used to structure pre-application discussions, identify target dates for submission of planning applications, and ensure that schemes progress according to an agreed timetable. As of March 2017, 47 new homes on Scrubs Lane have a committee resolution to grant planning permission. A planning application for a further 164 new homes on Scrubs Lane is under consideration, and is expected to be reported to OPDC Planning Committee in April 2017. An outline planning application for 6,500 homes is expected to be submitted in spring 2018 for Old Oak Park (the current Cargiant site). At 2 Scrubs Lane there is a pre-planning application scheme for approximately 70 new homes and at Mitre Yard (104 & 106-108 Scrubs Lane), there is a pre-planning application scheme for approximately 200 new homes. Both are expected to be submitted in spring 2017. Early delivery of some homes will also take place south of the canal. At Oaklands on Old Oak Common Lane, planning permission has been granted for 605 homes and 3,500sqm of non-residential space. The first houses will be delivered in early 2019. And OPDC is also pursuing the potential for 300 new homes at Oaklands North (again in Old Oak South).	
Owner	OPDC Planning Director
Timing	Ongoing
Sign Off	

4d: Discussions should take place with Government to determine if there are parcels of land in the north of Old Oak that can be transferred to the Mayor early, and ahead of the main land deal being concluded, so as to catalyse development. The OPDC should also explore making acquisitions of small, privately-owned plots of land that could potentially also accelerate and help coordinate development in the north of the area.

A number of sites in the north of Old Oak, and the rationale for including them, have been identified as potentially early acquisitions to support housing and/or infrastructure delivery. Such acquisitions will have resource implications which we will discuss with the GLA – see also the response to recommendation 4e.

Those sites which are currently public sector owned will be included in an options paper that we propose to discuss with the incoming Chair - see the response to recommendation 1a.

Owner	OPDC Chief Operating Officer
Timing	Ongoing
Sign Off	

4e: OPDC's resource allocation must reflect that development will happen to the north of the canal more rapidly, with a lower level of resource going into the southern half of the core area at this stage.

The Mayor has set the OPDC's budget for 2017-18, and this includes a £4.5m reduction but also provision for a further £2m, held by the GLA and accessed under certain conditions (relating primarily to future funding and financing arrangements). The core OPDC budget of £6.9m will, therefore, be focused on bringing forward delivery of privately-owned sites in Old Oak North alongside sites in OOS that are not impacted by the station/depot development site. These are expected to deliver approximately 6,500 and 8,000 homes respectively.

Delivery of the remaining 11,000 homes will be dependent upon access to the £2m contingency with a view to developing a robust financial model for further development. This will be discussed with the GLA.

Owner	OPDC Chief Operating Officer
Timing	Ongoing
Sign Off	

4f: It is vital that a credible longer-term plan be put in place for bringing forward a new commercial centre at Old Oak South. To facilitate this, TfL should conduct and present the Mayor with a thorough options appraisal for repositioning or retrofitting the Crossrail depot.

OPDC will continue to work with TfL to develop the long-term plan for Old Oak South, including the Crossrail depot site. The Deputy Mayor (Transport) has been briefed on this issue by TfL, with the outcome that, to take this recommendation forward, OPDC will work with TfL, HS2 Ltd and DfT to:

- Secure funding and delivery of essential pedestrian, cycle and vehicular connections in time for the opening of HS2 (Phase 1 due 2026) to maximise accessibility and permeability to and from the station and the surrounding area, particularly to Old Oak North. This will need to include connections over or around the Crossrail depot site;
- Ensure that the design for the HS2 station and any associated development do not preclude future options for developing the Crossrail depot site (i.e. foundation and structural support); and
- Develop a longer-term plan for Old Oak South, including how future options for the depot will integrate with the HS2 station, intermodal access and development of adjacent sites. This will form part of OPDC's masterplanning exercise.

TfL will brief the Masterplanning team on the work that has been done previously on the Crossrail depot and will provide technical expertise to assess the impact of any emerging proposals on the operation of the Elizabeth line. The initial vision for Old Oak and Park Royal is estimated to be produced within three months of the start of the masterplanning work (so August 2017), with options for review within a further three months. At that point, TfL and OPDC anticipate being in a position to provide a further update on potential solutions for the Crossrail depot.

Owner	OPDC Development Director
Timing	Ongoing
Sign Off	

4g: The Mayor should press Government to deliver enabling works to allow for development of sites immediately adjacent to the new HS2 station at Old Oak.

In February, the Mayor wrote to the DfT Secretary of State on this issue. This letter asked that:

- The terms of the Memorandum of Understanding are amended, so that central and London government share any development profits, after infrastructure costs and taxation, once the development has been completed (see also the response to recommendation 1a); and,

Consideration is given to Government funding the enabling works. This is on the basis that there is currently no clear understanding as to how any costs associated with enabling works might be recuperated, nor how OPDC would have control over the procurement, design, and construction process associated with any development at this site. The Secretary of State responded 'I note your recent letter requesting amendments to the Memorandum of Understanding agreed between my Department and the Old Oak Common and Park Royal Development Corporation, including for government to fund the enabling works for development around the HS2 station in Old Oak Common. I will consider your request and respond in due course. Any discussion on direct or indirect funding from central government will require a clear rationale given the existing significant government commitments to London and the fact that benefits from development will accrue to London in taxes and jobs. I have asked my officials to work with the GLA to understand the detail of your proposition further.' Before that letter was sent, DfT had instructed HS2 Ltd to assess three options for development adjacent to the station to establish their deliverability within the HS2 programme and inform decisions later this year regarding station design. Specific focus will be on technical feasibility, cost and impact on the HS2 schedule. And since that letter was sent HS2 Ltd has appointed a new Commercial Director for Development, charged with taking work forward work on commercial viability.	
Owner	OPDC Chief Executive Officer
Timing	Ongoing, a decision as to the quantum of oversight development will need to be made to inform the contract award for the next stage of station design in January 2018
Sign Off	

4h: OPDC must quickly progress its master planning exercise. It must, however, do so cognisant of the existing private sector-led master plans for the area and harvest the best ideas from them for use in its plan.	
The process to appoint Masterplanners for Old Oak is currently under way. We intend to have appointed by May 2017, and to have completed the masterplan by spring 2018. OPDC recognises that although the regeneration of Old Oak is a long-term project, a number of critical components being led by others are already well under way. These early projects include work being led by HS2 Ltd on the new Crossrail and HS2 stations at Old Oak Common, for which design work and procurement are already in train. In addition, a number of key landowners are progressing, developing and submitting planning applications for developments within the Old Oak area, which OPDC recognises must ultimately be fully integrated within the wider context. The specification for the masterplan commission has set out clearly that OPDC will be seeking a team which takes as a starting point the extensive work already undertaken by surrounding landowners, such as Car Giant, as well as key stakeholders such as HS2 Ltd,	

TfL and Network Rail. The bidding teams were asked to demonstrate how they will work collaboratively to ensure all emerging development proposals and masterplans are fully integrated into a comprehensive vision. The Masterplanners will be asked to review the range of masterplans being produced across the area, with a view to incorporating and integrating the headline principles into a single, overarching masterplan for the area. Rather than replicating existing work, OPDC will look to the masterplan process as one which will take the robust body of existing work as a starting point, and if appropriate, interrogate, refine and build on it to feed into a comprehensive vision for the development of the area, in order to provide clarity and set a clear context for investment.	
Owner	OPDC Development Director
Timing	March 2018
Sign Off	

4i: OPDC must be mindful of the needs of local residents and businesses in all it does, communicating clearly and widely and listening to and addressing concerns about forthcoming developments and their impacts.

The OPDC Statement of Community Involvement (SCI) sets out how OPDC plans to proactively engage with local communities in the preparation of planning policy, and how developers should engage with communities during pre-applications and after the submission of planning applications.

In relation to business, OPDC has also appointed a Park Royal Business Manager to support local businesses. During 2016, this Business Manager, in collaboration with the Park Royal Business Group, and supported by both Brent and Ealing Councils, conducted a stocktake of the issues and concerns of local businesses. Over 500 businesses were engaged, and four key issues were identified:

- infrastructure requirements;
- availability of a skilled labour market;
- capacity of the Park Royal Business Group to represent the voice of business; and
- how jobs could be created in Park Royal through intensification.

Work is now being undertaken to address these issues, with a focus on improving transport infrastructure, broadband infrastructure; establishing a Park Royal job brokerage hub (with key partners and stakeholders); and evaluating operating models for the Park Royal Business Group, with a view to future implementation of a proposal which works for local businesses; and beginning to work with landowners and leaseholders on intensification case studies and pilot projects.

In addition, OPDC is in regular contact with HS2 Ltd to understand the services and support that organisation is offering to businesses that will be displaced by its construction and operation activities. HS2 Ltd has hosted a number of events in the Old Oak and Park

Royal area to help local residents understand the impacts and benefits of HS2. Further drop-in sessions have been held for businesses which will be directly affected by HS2, with accompanying advice to help identify alternative premises. OPDC's community engagement team attend HS2 meetings with local residents, to support them in addressing their concerns, and also work with HS2 Ltd officials to look at how these concerns can be addressed. The team is also in the process of establishing a partnership with the community and voluntary sector in all three boroughs, the purpose of which is to help OPDC ensure that the views of the sector are taken into account in OPDC consultations on policies and strategies, or when developers are implementing their engagement strategies. The partnership will be instrumental in helping OPDC deliver its vision to assist local people in accessing the opportunities provided by the regeneration of the area.	
Owner	OPDC Chief Executive Officer
Timing	March 2018
Sign Off	

Rec 5: To review the governance arrangements for OPDC in light of issues raised and its history so far.

5a: That the OPDC, working with the GLA, investigates the feasibility and implications of redrawing the Corporation's boundary so as to exclude Wormwood Scrubs.	
OPDC will produce a paper on this issue for discussion with the incoming Chair. Wormwood Scrubs is the largest open space within the OPDC boundary. It is managed by the Wormwood Scrubs Charitable Trust, and protected by the Wormwood Scrubs Act 1879, the Commons Act 2006 and as Metropolitan Open Land in the London Plan, which affords the Scrubs the same level of protection as Metropolitan Green Belt. This protection will continue. The vision for Wormwood Scrubs contained in the draft Local Plan is that it will continue to be a much-cherished public open space and important ecological asset. New sensitive connections and carefully considered improvements will bring Old Oak and White City together and make the Scrubs more accessible to all Londoners. These connections will be agreed by the Wormwood Scrubs Charitable Trust and in discussion with the London Borough of Hammersmith and Fulham and the local community.	
Owner	OPDC Planning Director
Timing	April 2017, to agree an approach with the incoming Chair
Sign Off	

5b: A new Chair must be appointed as a matter of urgency to signal how serious the Mayor is about bringing forward appropriate development in the area. This Chair must have close working relationships with City Hall, share the Mayor's vision and be able to champion the asks of Government outlined above.

The appointment of a Chair is the most urgent requirement for the OPDC. Interviews for the position took place in late February. A final decision on the appointment is expected to be made in April 2017.

This is a Mayoral appointment. However, once the preferred candidate has been nominated by the Mayor, it is subject to a confirmation hearing with the London Assembly.

Owner	GLA
Timing	April 2017
Sign Off	Implemented – 10 April 2017

5c: The DCLG, DfT, Network Rail and HS2 public officials should be asked to step down from the Board and offered observer status instead.

The HS2 Board Member resigned in November 2016 and the DfT and DCLG Board members resigned in April 2017. It is recommended that all three organisations attend as observers instead. OPDC officers will discuss options for Network Rail's membership of the Board with the Chair.

New Board members will be recruited with expertise in commercial and property issues (as per recommendation 5d). Board members are Mayoral appointments, and the Board will need to ratify the appointment of observers to the Board.

OPDC will work closely with the GLA in order to implement these changes.

Owner	OPDC Chair/Chief Executive Officer
Timing	To discuss and agree this approach with the incoming Chair, May/June 2017.
Sign Off	

5d: The resulting vacancies on the Board should be used to recruit experts with property and commercial knowledge and experience – and preferably local knowledge also.	
A recruitment process will be started to find suitable candidates. OPDC will work with the GLA to develop a specification for the roles and launch the advert once the new Chair is in place and we are clear as to the role he or she will want to take in relation to the appointments.	
Owner	OPDC Chair/Chief Executive Officer
Timing	To discuss with the incoming Chair, April 2017
Sign Off	

5e: Support for business and community Board members must be provided to enable them to properly represent their constituent groups. Other regular forums outside the Board and Planning Committee should be developed to allow the voice of business and the community to be heard and shape decision making.	
The Mayor's consolidated budget for 2017/18 contains a contingency fund to, amongst other issues, allow OPDC to fully implement the recommendations contained in the review. To that end, OPDC will explore with the GLA the potential for additional resource to support Board members representing the business community and residents more effectively. This approach would help ensure that such members are more clearly aware of the wider views of the businesses and residents to inform Board meetings. In relation to other opportunities for the voices of the business and community to influence decision making, OPDC's draft Local Plan consultation generated over 7,000 individual responses, including local businesses and community members, and 28 key issues have been identified as a result. These are being considered in the context of the next version of the Local Plan, which goes out for another round of consultation in spring 2017, providing additional opportunities for people to shape and influence decision making. Since April 2016, OPDC has implemented 25 consultation events, feedback from which has been used to help influence and inform the draft policies set out within OPDC's Local Plan framework. As part of the Local Plan consultation, OPDC have implemented sessions to show how the feedback from the earlier sessions has helped to inform the draft policies going forward. Due to the interest shown by local communities, and in response to this recommendation, further feedback sessions were held in January and February 2017. In January 2016, a Park Royal Manager was hired to work closely with the OPDC's business Board member to understand the key issues facing businesses in the Park Royal industrial area. The response to recommendation 4i provides more detail as to how this is being progressed.	

OPDC has also created a Cultural and Creative Stakeholder Forum to allow the voice of business and the community to be heard and to shape decision-making around embedding arts, culture and heritage into the area. The Forum first met in November 2016 to work on an ultimately successful bid to the 'Great Place Scheme', and will continue to grow and expand in 2017.

OPDC's engagement team have also held meetings with residents to discuss OPDC's Statement of Community Involvement. Having taken feedback into account, the Statement of Community Involvement is now more robust in terms of ensuring developers share their engagement strategies with OPDC before they are implemented, and that residents don't experience 'consultation fatigue'. An enhanced Statement of Community Involvement has been prepared and will be submitted to OPDC's Planning Committee and the OPDC Board later in 2017.

OPDC is organising events throughout the year targeting the voluntary/third sector organisations and local communities. The first one took place in January 2017. The purpose of these is to let local communities know of OPDC's plans, provide an opportunity for local communities to engage, and to influence decision-making processes.

Owner	OPDC Chief Executive Officer
Timing	Ongoing
Sign Off	

5f: The Planning Committee should have an additional representative from the London Borough of Hammersmith & Fulham to reflect the fact that the largest part of the core development area is in that borough.

Following this recommendation, OPDC worked with the London Borough of Hammersmith and Fulham and the GLA and an additional member from that Borough now sits on the Planning Committee.

Owner	OPDC Planning Director
Timing	March 2017
Sign Off	Implemented – March 2017

5g: The OPDC should adopt innovative practice on community engagement in the pre-planning and master planning process, ensuring that decisions, pre-app discussions and advice are as transparent as possible.	
OPDC's Statement of Community Involvement (SCI) sets out how OPDC plans to proactively engage with local communities in the preparation of planning policy, and how developers should engage with communities during pre-applications and after the submission of planning applications. In respect of planning policy, OPDC undertook a public consultation on the first draft Local Plan in February 2016, receiving over 7,000 comments from over 2,200 individual respondents. In future, OPDC will be looking at more innovative ways to engage with local communities. For example, developing an online consultation forum where communities can engage and provide feedback on OPDC's plans. In respect of engagement on pre-applications and planning applications, OPDC meets developers to support them in identifying key stakeholders and community groups, and ensuring consultation events are publicised via the most appropriate channels and that consultation material is as accessible as possible. OPDC is also using innovative techniques, such as social media, to raise awareness of opportunities to comment on planning applications. The level of pre-application engagement from some developers had previously been criticised by some local community groups. In response to these concerns, OPDC is in the process of making revisions to its SCI to more clearly set out OPDC's expectations in terms of pre-application engagement. The revised SCI was considered by OPDC Planning Committee in autumn 2016 and was considered by the Board in February 2017. A proposed key revision to the SCI is a requirement for major planning applications to undertake a 'post- occupancy survey' (from occupants as well as surrounding residents and workers) and to provide this information to OPDC. This requirement is especially innovative - no other planning authority in the country currently requires a post-occupancy survey. The survey will look at the performance of buildings and the public realm to help to highlight any immediate teething problems that can be addressed, and identify any gaps in communication and understanding that impacts on the building operation. In terms of transparency, OPDC has started to make written pre-application advice publicly available once a planning application is submitted. In relation to Masterplanning, OPDC has asked that prospective bidders demonstrated innovative approaches in terms of their engagement with businesses, residents and the community and voluntary sector. This was a key criterion in the selection of the winning bid.	
Owner	OPDC Planning Director
Timing	March 2017
Sign Off	Implemented – March 2017

Rec 6 Review the nature of the development being proposed, including the level of affordable housing

6a: See recommendations above in relation to approaches to Government for support to reduce the high cost of infrastructure

The Mayor's Review found that the high cost of infrastructure could have a negative impact on the type and density of development, pushing developers to bring forward schemes that compromise on open space and social infrastructure and that are not conducive to creating sustainable, high-quality neighbourhoods.

OPDC accepts and recognises the need to reduce the cost of infrastructure. As part of the Masterplanning process, infrastructure requirements will be classified and challenged to ensure that the infrastructure necessary to guarantee the viability or success of the development is identified. The Masterplan will also develop options for the different nature of developments based on different funding availability. See the response to recommendation 2 above.

Owner	OPDC Development Director
Timing	Part of the Masterplanning process starting April 2017
Sign Off	

Rec 7: Review the resourcing of OPDC with a view to bringing forward recommendations to ensure it can deliver both efficiently and effectively.**7a: The OPDC must bring forward plans to make greater use of shared services with City Hall and/or the local boroughs so as to bear down on the revenue costs of running the organisation. This plan must be in place as part of the GLA budget setting process for 2017/18.**

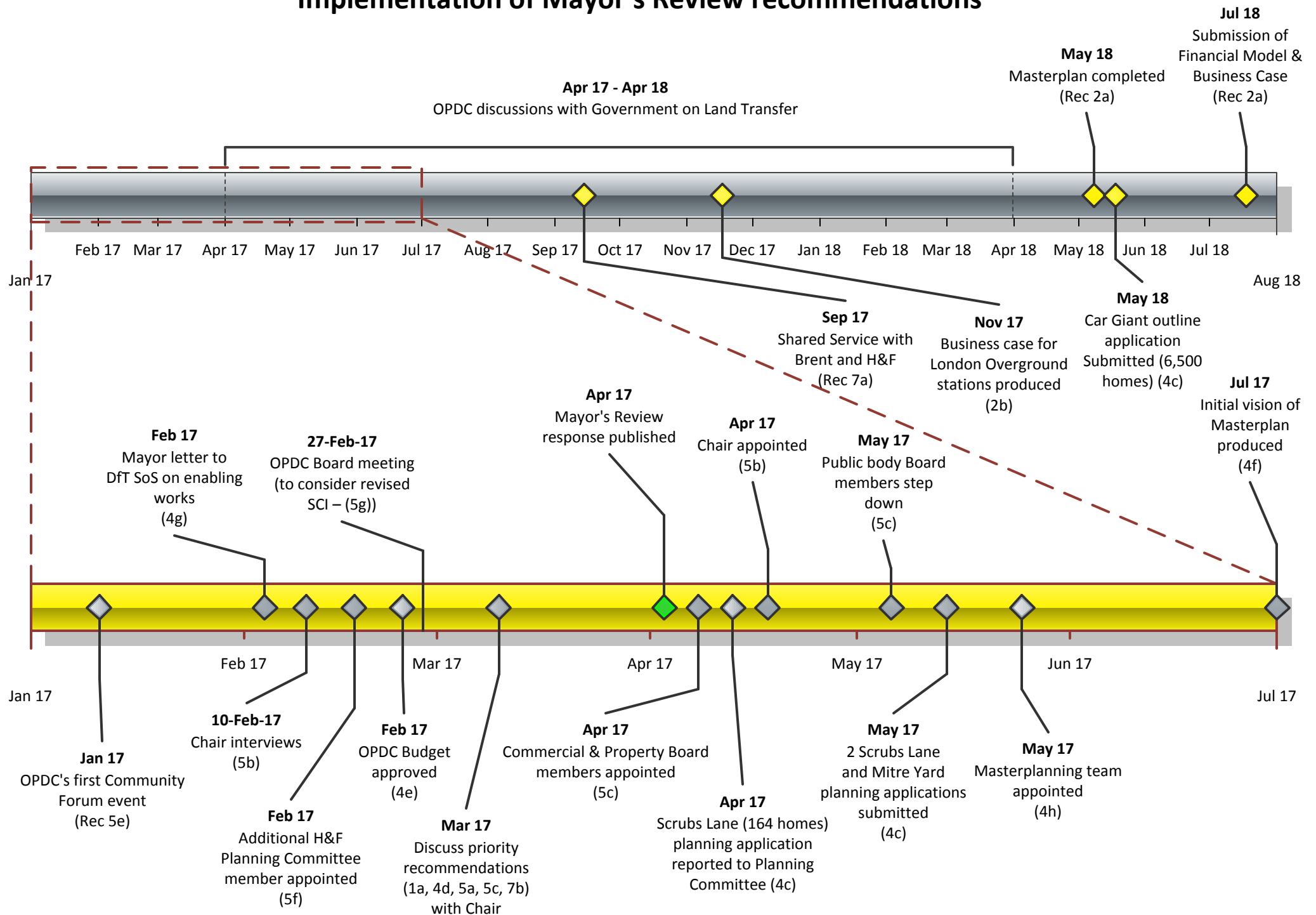
OPDC agrees and will explore what more can be shared to reduce running costs through the effective use of shared services with City Hall, TfL and London Boroughs.

OPDC already shares a significant range of services. Service Level Agreements are currently in place between the Greater London Authority, Transport for London and OPDC for a number of services, including financial services; legal services; procurement; human resources; information technology and external relations and media. As referred to in the response to recommendation 1c, OPDC is in conversation with GLA officers about the potential for the new Homes for Londoners team to support OPDC in achieving its objectives

and continues to seek new opportunities.	
A pilot Service Level Agreement is in place for a period of 6 months up until April 2017 between OPDC and the London Borough of Ealing to cover Planning Enforcement functions within the area of the OPDC. This has worked well and OPDC will consider extending the agreement. There is an agreement in place with the London Borough of Brent, which sees minor planning applications delegated back to them, but not with the London Borough of Hammersmith and Fulham, although OPDC is seeking to discuss the potential for shared services with this borough for consideration later in 2017.	
Owner	OPDC Planning Director
Timing	Ongoing
Sign Off	

7b: The OPDC and the GLA should consider the potential for the land from Government to be transferred to GLA Land & Property Ltd (GLAP) – a company established and wholly owned by the GLA – to make use of this existing structure and reinforce the role of Homes for Londoners in supporting regeneration at Old Oak.	
This is a process we will discuss with the incoming Chair, but given that the GLA has an existing land team and estate management function already in place, allied to the fact that there are tax-efficient reasons for GLAP to deal with any land transfer, it makes sense for this body to manage any land transfer at Old Oak Common.	
Owner	OPDC Chief Operating Officer
Timing	April 2017
Sign Off	

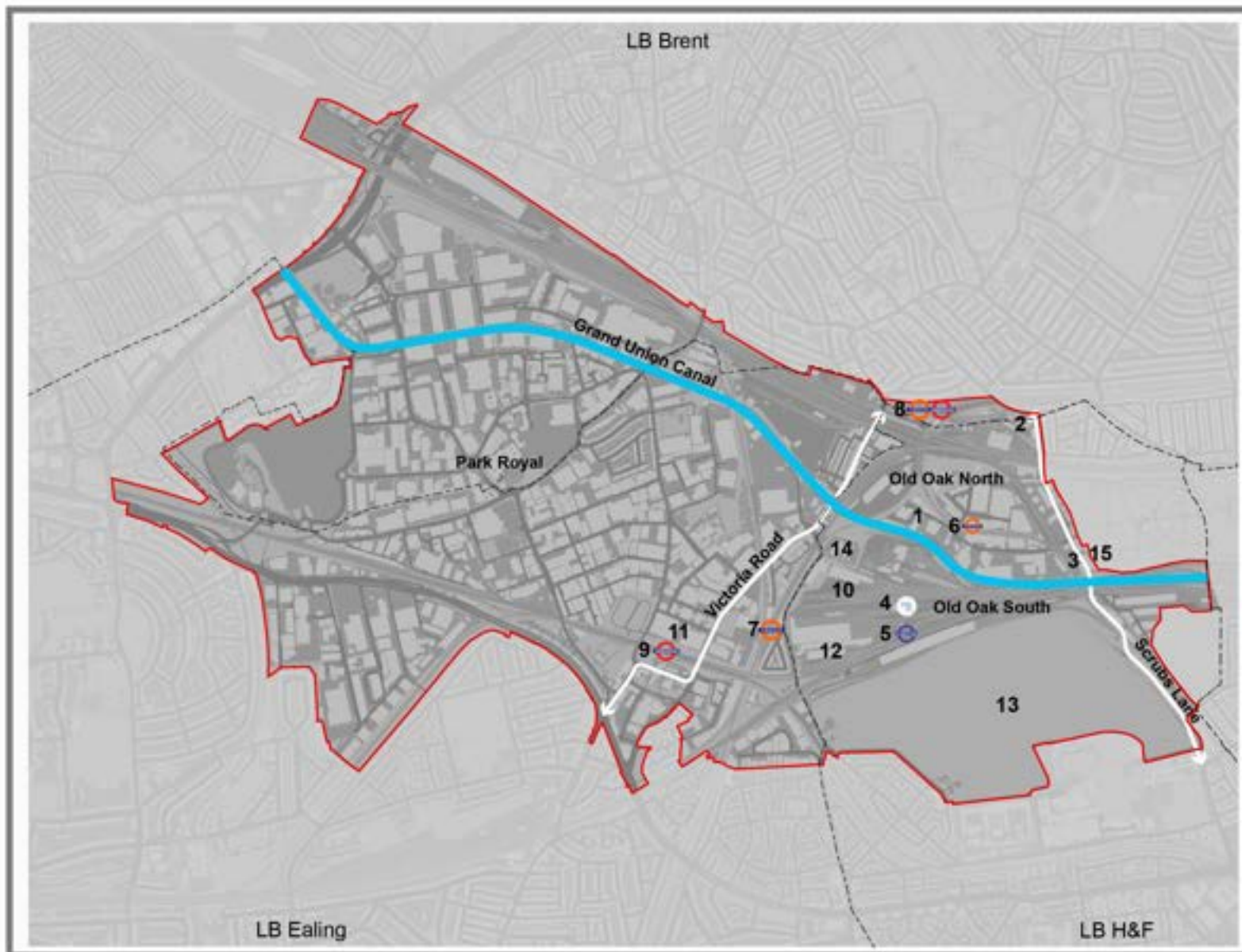
Implementation of Mayor's Review recommendations



Strategic Review March 2017

Key sites in Old Oak

- 1 Car Giant Pre-app site
- 2 2 Scrubs Lane Pre-app site
- 3 Mitre Yard Pre-app site
- 4 HS2 Station
- 5 Crossrail / GWML Station
- 6 Hythe Road Station
- 7 Old Oak Common Lane Station
- 8 Willesden Junction Station
- 9 North Acton Station
- 10 Crossrail Depot
- 11 Victoria Road Box
- 12 Triangle site
- 13 Wormwood scrubs
- 14 Oaklands site
- 15 North Kensington Gate site





Theme and Comments	OPDC Action
OPDC's role and capacity There was broad support for a Mayoral Development Corporation (MDC) at Old Oak and Park Royal. While different parties placed different emphases on different aspects of its role, there was general consensus OPDC needed to show greater leadership. A new Chair was seen as critical in achieving this.	<i>A new Chair will be appointed in April 2017.</i> <i>External governance has been improved through a revamped Delivery Steering Group, chaired by the OPDC's Chief Executive Officer, and monthly senior engagement with the three Boroughs has been established</i>
Developers told the GLA that OPDC needed to be more proactive and decisive and demonstrate greater urgency. In particular, it needed to support investment at Old Oak by decluttering and bringing clarity to the utility and land issues, funding infrastructure and breaking the site up into easier to develop chunks.	<i>This will be achieved through the masterplanning process when requirements will be classified and challenged to ensure only infrastructure necessary to guarantee the viability or success of the development are progressed.</i> <i>A key output of the development of a Masterplan for the area, scheduled to end in spring 2018, will be a clear plan for what infrastructure is required, where it is required and when it is required. Once there is clarity on the required enabling infrastructure and the extent of the funding gap, a comprehensive financial model and associated business case will be developed and presented to Government in autumn 2017.</i> <i>The masterplanning team will begin work in May 2017.</i>
Those with a view were somewhat critical of the land transfer agreement with government, with it variously described as "woolly" and "hasty".	<i>Given that the MoU that this comment refers to was agreed by the previous Chair of the OPDC, OPDC proposes that we discuss with the incoming Chair an approach that would renegotiate the terms of the land transfer within the MoU to:</i>

	• Create clarity for all parties on definitions and respective responsibilities and obligations • Change the terms of payment to, first, better reflect the nature of the costs and revenues anticipated to be achieved by the development at Old Oak, recognising that the MoU does not address the issue of land remediation and associated costs. And second, recognises the precedent set by the transfer of land to the GLA of land at the Greenwich peninsula. • Allow the Mayor to present a case for infrastructure funding at a later date to Government.
• Most supported, and indeed saw as crucial, further government funding for regeneration at Old Oak.	Once there is clarity on the required enabling infrastructure and the extent of the funding gap, a comprehensive financial model and associated business case will be developed and presented to Government in autumn 2017.
• The GLA heard divergent views as to whether OPDC's boundary should be redrawn. Some felt Park Royal should not be within the MDC's remit. Others felt Park Royal did need to be within its boundary so OPDC could approach and address the infrastructure and other problems there holistically. While fewer people expressed a view, the case was put to the GLA that Wormwood Scrubs should also be outside of OPDC's ambit.	<i>The Mayor's review's only recommendation in this area relates to the inclusion of Wormwood Scrubs in the OPDC boundary. OPDC will produce a paper, to discuss with the new Chair that will detail the original rationale for including the Scrubs in the boundary, the pro and cons of keeping the Scrubs in the OPDC boundary, and the implications of removing it.</i> <i>The question of whether Park Royal should remain in the OPDC boundary was not included in the Review of OPDC.</i> Park Royal is critical to the local, sub regional and London economy, so it is important that its future is planned for in a coordinated and holistic fashion. Park Royal does face its own challenges, many of which are infrastructure related, and some of these also apply across the rest of OPDC's area i.e. the need for utilities and transport improvements. Therefore, its inclusion within the OPDC boundary provides opportunities to leverage and co-ordinate inward investment; alongside developing more comprehensive solutions for the benefit of this wider area. <i>Park Royal is hugely successful and there is strong, ongoing demand for industrial land in this location. However, as the transformation of Old Oak gets underway, Park Royal may come under increasing pressure for alternative types of development and this will need to be carefully managed. OPDC has set out 3 priorities for the future of Park Royal: to protect, strengthen and intensify the area. Its inclusion in OPDC's boundary will mean that it can be covered by policies in an up to date Local Plan which support these objectives, and the assessment and management of impacts can be consistent across Old Oak and Park Royal. Aligned to these objectives, OPDC has:</i> • recently started the process of putting in place additional protection for Park Royal through an Article 4 Direction, to prevent existing business uses from converting to residential

	<i>development without the need for planning permission.</i> <i>started to establish working relationships with infrastructure providers in order to help address capacity issues.</i> <i>commissioned the Park Royal Intensification Study. This will proactively identify opportunities to increase the number of jobs; and create more space for new and existing businesses to locate/ expand in the Park Royal industrial estate.</i> <i>secured inward investment as part of a successful bidding round for Great Place Scheme funding (almost £1.5 million). Park Royal will be a key focus for this expenditure and the funding will support projects and events which celebrate arts, heritage and culture, contribute towards meeting local social and economic objectives and deliver a step change in partnership working.</i>
The Board Residents and community groups felt the Board was not representing their views sufficiently strongly. The community, including the business community, they felt, needed stronger representation and enhanced mechanisms for getting its views across to the Board.	<i>The Mayor's consolidated budget for 2017/18 contains a contingency fund to, amongst other issues, allow OPDC to fully implement the recommendations contained in the review. To that end, OPDC will explore with the GLA the potential for additional resource to support Board members representing the business community and residents more effectively. This approach would help ensure that such members are more clearly aware of the wider views of the businesses and residents to inform Board meetings.</i>
The membership of the Board was seen as disproportionately weighted to public sector officials. That had the potential also to create conflicts of interest. Many also thought the Board needed a broader range of expertise.	<i>OPDC will discuss with the Chair a) the removal of any remaining public sector officials as full members of the Board and offer them observer status; and b) recruit commercial and property expertise to the Board.</i> <i>OPDC will discuss with the Chair the requirement for commercial and property expertise on the Board, with a view to commencing recruitment of roles, in consultation with the incoming Chair and the GLA.</i>
Infrastructure & Development It was widely recognised that Old Oak was a very challenging area to develop. In particular, the existing rail infrastructure was problematic. A solution needed to	<i>OPDC will work with TfL to develop the long-term plan for Old Oak South, including the Crossrail depot site. The Deputy Mayor (Transport) has been briefed on this issue by TfL, with the outcome that, to take this recommendation forward, OPDC will work with TfL, HS2 Ltd and DfT to:</i> <i>Ensure that the design for the HS2 station and any associated development do not preclude future</i>

be found swiftly to the location of the Crossrail Depot. Over-station development at the new Old Oak HS2 station was crucial too.	<i>options for developing the Crossrail depot site; and,</i> <i>Develop a longer-term plan for Old Oak South, including how future options for the depot will integrate with the HS2 station, intermodal access and development of adjacent sites. This will form an element of OPDC's masterplanning work.</i> <i>In February 2017, the Mayor wrote to the DfT Secretary of State highlighting the importance of oversight development for the area and asked that consideration is given to Government funding the enabling works for such development. This is on the basis that there is currently no clear understanding as to how any costs associated with enabling works might be recuperated, nor how OPDC would have control over the procurement, design, and construction process associated with any development at this site. As of end of March, no response had been received to the Mayor's letter</i>
From a residents' group, the GLA heard concerns about the quantum of homes and jobs and the impact this would have on densities, social infrastructure and therefore, ultimately, on Old Oak's ability to integrate with the wider area and thrive.	<i>Ensuring Old Oak is not an isolated island and instead is connected to the wider area is a key objective for OPDC and is reflected in the local plan currently scheduled to go out for another consultation in spring 2017. This objective will also be reflected in the masterplanning exercise due to start in May 2018.</i> <i>The local plan envisages a variety of building heights that respond to public transport access and sensitive locations by delivering the tallest buildings over and around Old Oak Common Station and appropriately responding to existing residential areas, including Wells House Road. Development will celebrate the area's unique railway heritage, the Grand Union Canal and Wormwood Scrubs.</i> <i>The necessary social infrastructure required for the planned development will be determined through the masterplanning process.</i>
Social infrastructure, amenities and culture were all seen as vital to the long-term success of the area. And there were concerns social infrastructure was already stretched. OPDC needed a clear needs assessment and a plan for delivering schools and healthcare and community centres.	<i>As above, the needs assessment and plan for the delivery of social infrastructure will be delivered through the masterplanning process.</i>
The GLA was told consistently that affordable housing provision, across a variety of tenures, was important. There were opportunities also to explore self and part-	<i>OPDC has developed its draft affordable housing policies in collaboration with GLA's Housing and Planning departments to ensure that they fully align with the Mayor's ambitions with regards to affordable housing.</i>

build models and Community Land Trusts.	<i>The draft Homes for Londoners Supplementary Planning Guidance (SPG), published in November 2016, has been used as the basis for the content of OPDC's affordable housing policies. This has been supplemented by the rationale in the Mayor's 'A Manifesto for all Londoners' and the 'City for all Londoners' report.</i> <i>In light of the above, OPDC's housing policies will look to: optimise the provision of housing across the OPDC area; set a target to deliver 50 per cent affordable housing (subject to viability); and accord with the tenure split requirements contained in the Mayor's SPG.</i> <i>The issues of self-build and Community Land Trusts were not referred to in the Mayor's Review.</i> However, both provide opportunities to increase the supply of housing. Given the historic low supply of self-build homes in London, and the challenges in bringing high density schemes forward on large plots of brownfield land, it is unlikely that self-build at Old Oak and Park Royal will make a significant contribution to meeting housing need. However, self-build will be supported where it accords with other Policies in OPDC's Local Plan. <i>In addition to the Local Plan OPDC is developing a housing delivery strategy which will explore opportunities to develop Community Land Trusts.</i>
• The GLA heard concerns from residents about the level of disruption and impact they would face from years of construction – of HS2 in particular. OPDC needed to be an advocate for the community to help mitigate these impacts.	<i>OPDC's community engagement team will continue to attend HS2 meetings with local residents to support them in addressing their concerns, and will also work with HS2 Ltd and local Borough officials, for example on environmental health protection matters, to consider how these concerns can be addressed.</i>
Planning & Community Involvement • Some of those contributing views lacked confidence in the Planning Committee and felt it was hamstrung by its structure, with a lack of local representatives and not enough scope for community input.	<i>Given that LB Hammersmith and Fulham is the largest local authority in the OPDC area, an additional member from LBHF has, this year, become a member of the planning committee. OPDC's Planning Committee now has four representatives from the three London boroughs, all of whom are able to relay concerns that stem from the community within their respective constituency. This now provides the elected Councillors with a greater say on whether they feel planning applications are deemed supportive of the needs of the local residents.</i>

	<i>Prior to these planning applications being considered at Planning Committee, the Corporation undertakes a 21 day consultation, so that those concerned in the public have the opportunity to respond to developments being proposed. These consultations are advertised via various channels; more predominantly through letters, site notices and newspaper ads. Consultations for larger planning applications are sometimes advertised through OPDC's many social media outlets, so that the all ages within the community can be informed on proposals within the opportunity OPDC area. Further consultations may also be required if responses received from the initial consultation results in a undertaken if there are material changes to the application during its assessment.</i> <i>All OPDC Planning Committee meetings are held in public at City Hall. Speaking rights are subject to a Public Speaking Protocol, which allows for members of the public to speak at OPDC Planning Committee meetings, by registering an interest to do so two working days before the relevant meeting.</i> <i>The same applies to policy documents such as the Local Plan and the Community Infrastructure Levy</i>
• The GLA heard concerns about an inherent tension and muddling between OPDC's role as a development agency and a planning authority: the two needed to be kept separate.	<i>Although this issue did not make the final cut of the Mayor's Review, OPDC is clear about the distinction between the two. OPDC is not a landowner yet and so the focus of the Development and Planning Directorates is about facilitating and future-proofing the comprehensive redevelopment and regeneration of the area and working to influence other parties in their development proposals. Should OPDC become a land owner and in that capacity be charged with directly delivering development on land then the roles of landowner developer and planning authority would need to be separate and clear.</i>
• Community groups told the GLA that OPDC needed to do more to ensure its Statement of Community Involvement was applied consistently. It needed to actively support the involvement of local people in the planning process, including through a community planning forum.	<i>OPDC's engagement team has held meetings with resident groups to discuss OPDC's Statement of Community Involvement. Having taken feedback into account, the Statement of Community Involvement is now more robust in terms of ensuring developers share their engagement strategies with OPDC before they are implemented, and that residents don't experience 'consultation fatigue'. An enhanced Statement of Community Involvement has been prepared and was approved for the OPDC Board in February 2017.</i>

• Transparency of the pre-application and viability assessment processes was seen by community groups as particularly important. OPDC had an opportunity to learn from others and become 'best in class'.	<i>To aid transparency, OPDC has started to make written pre-application advice publicly available once a planning application is submitted.</i> <i>A key revision to the Statement of Community Involvement is a requirement for major planning applications to undertake a 'post- occupancy survey' (from occupants as well as surrounding residents and workers) and to provide this information to OPDC. This requirement is especially innovative - no other planning authority in the country currently requires a post-occupancy survey.</i>
Engaging with the Community • The GLA was told OPDC needed to be proactive and consistent in engaging with the community, including hard-to-reach groups, and help local people navigate and understand the proposals for the area and the bureaucracies involved.	<i>The OPDC engagement team is in the process of establishing a partnership with the community and voluntary sector in all three boroughs, the purpose of which is to help OPDC ensure that the views of the sector are taken into account in OPDC consultations on policies and strategies, or when developers are implementing their engagement strategies. The partnership will be instrumental in helping OPDC deliver its vision to assist local people in accessing the opportunities provided by the regeneration of the area.</i> <i>OPDC will continue to work with the Park Royal Business Group to develop authentic engagement to ensure that existing local businesses are able to participate in the future regeneration of Old Oak and Park Royal.</i>
• There were concerns about the balance of spending within OPDC's communications and engagement budget, with too much spent on promotion. More transparency was required and some of the budget should be used to directly fund community groups so as to build and maintain their capacity.	<i>Spending within the OPDC Communications and Engagement budget is aligned to the OPDC Communications and Engagement Strategy approved by OPDC Board in January 2016. All expenditure on communications and engagement activities supports key objectives and performance indicators for the Corporation including: building corporate awareness, brand and identity, corporate profile and reputation; supporting statutory planning and Local Plan consultations and the community; supporting other corporate priorities and needs; and, building relationships with all partners and stakeholders including residents and businesses. As the Corporation evolves, the Communications and Engagement Strategy and the associated spending will also evolve.</i>

Air Quality

- A significant proportion of those the GLA talked to were concerned about environmental and especially air quality issues. OPDC needed to give more prominence to such issues, they felt.

Although this issue did not make the final cut of the Mayoral Review, it is a priority for the Mayor because air quality and its impact on health and wellbeing are significant issues in urban areas. The OPDC area has sites that currently exceed European and National Air Quality standards and the impact of development will intensify these problems if they are not addressed. In addition, noise and vibration are also considered to be a particular issue in the area due to the large number of rail services crossing the site and operations within the Strategic Industrial Location (SIL) in Park Royal.

OPDC will work closely with TfL to investigate initiatives to identify the area as an Ultra-Low Emission Zone and in addition is working with the GLA and TfL to consider the appropriateness of designating a Low Emission Neighbourhood in Old Oak and establishing a Zero Emissions Network to help businesses reduce their emissions.

The policies in the Local Plan's transport chapter seek to support the introduction of a sustainable transport hierarchy, restrict parking and promote zero emission vehicles. These measures will make a significant contribution to the improvement of air quality in the OPDC area. The policies also recognise the importance of promoting consolidated logistics and promoting use of the existing rail and water infrastructure to move goods into and out of the area.

All development will be required to comply with the most current air quality standards and the relevant Boroughs Air Quality Action Plans and national noise and vibration standards.



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