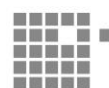




Candidate Brief for the position of

## Chief Executive Officer – Old Oak and Park Royal Development Corporation (OPDC)

February 2019



**Berwick Partners**  
an Odgers Berndtson company

Dear Applicant

**Old Oak and Park Royal Development Corporation (OPDC) Chief Executive Officer**

Thank you for your interest in the role of Chief Executive Officer of Old Oak and Park Royal Development Corporation.

There is no larger regeneration project anywhere in the UK than Old Oak and Park Royal. Its importance to London is enormous and the impact will be felt throughout the country. It is also a tremendously exciting professional landscape to work in if, as I hope you are, you are passionate about place making.

The OPDC was established to secure the maximum benefits from the newly planned transport interchanges of High Speed 2, Crossrail and London Overground stations, to deliver the much-needed homes and jobs in what will be one of the largest regeneration projects the capital has seen for decades and will result in an outstanding new community for West London.

The OPDC Board is responsible for promoting and delivering physical, social, economic and environmental regeneration at Old Oak and Park Royal, through high-quality sustainable development and investment for the benefit of the area and the communities that surround it. It will plan for significant future growth at Old Oak; and for the protection and regeneration of the industrial areas of Park Royal.

Old Oak and Park Royal is an area brimming with potential and the OPDC is a very special organisation. I was both delighted and proud to take up the role of Chair of the Old Oak and Park Royal Development Corporation (OPDC) in 2017.

We are now looking to appoint an outstanding Chief Executive Officer. Your role will be to bring a real sense of pace and lead the OPDC through this critical stage of delivery. We expect to appoint a talented individual with real imagination, a strong commitment to our vision and who will bring an exceptional track record of regeneration, commercial acumen and a focus on delivering the best deal for Londoners.

I hope you find this information interesting and informative. Our partners at Berwick Partners will be able to clarify any other information you require at this stage and this briefing pack contains details about the application process, background information on the organisation and the role and responsibilities of the post.

I look forward to receiving your application.

Yours Sincerely

**Liz Peace CBE**

**Chairman**

**Old Oak and Park Royal Development Corporation**



## Old Oak and Park Royal

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

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

The High Speed 2 station, due to open in 2026, is the only place HS2 will connect with Crossrail, making Old Oak one of the most connected parts of the capital. Much of the land surrounding the superhub station site is brownfield and the lynchpin of the regeneration will be the massive, vibrant new commercial centre around the superhub station which will catalyse new jobs and homes across the wider development area, West London and beyond.

The site presents a unique opportunity for the Mayor to use his strategic oversight and planning powers to provide the vision, direction and leadership to deliver on the ambitions for Old Oak and Park Royal. The Old Oak and Park Royal Development Corporation (OPDC), stands ready to deliver.

## Company Overview

OPDC is developing a whole new centre and community for West London. We're using the investment in rail infrastructure projects High Speed 2 (HS2) and the Elizabeth Line (formally known as Crossrail) to create new opportunities for people in the area.

The Corporation was officially launched on 1 April 2015 by the Mayor of London. OPDC is the Local Planning Authority and regeneration agency for the 650 hectare site.

## Our Board

The OPDC is chaired by Liz Peace CBE who was appointed to the role in March 2017.

Liz has more than 35 years' experience in government and the property sector. With prior experience as Chief Executive of the British Property Federation she has also been Honorary President of the Property Litigation Association, Chair of the Centre for London think tank and Chair of the Government Property Agency.

The other OPDC board members are as follows:

- Councillor Julian Bell, Leader of Ealing
- Councillor Muhammed Butt, Leader of Brent
- Councillor Steven Cowan, Leader of Hammersmith & Fulham
- Natalie Campbell, Director of Insight and Innovation, The Royal Foundation
- Rahul Gokhale, Commercial Director Allpex
- William Hill, Property Investment Specialist
- William McKee, CEO Assessable Retail
- Jules Pipe CBE, Deputy Mayor Planning, Regeneration and Skills
- Shevaughn Rieck, Partner at Farrells LLP
- Michael Simms, Director Acton Community Forum
- Victoria Quinlan, Managing Director, Investment Management, Lendlease
- Helen Ward, Professor Public Health, Imperial College

Representatives from the Greater London Authority, Transport for London, and the London Boroughs of Brent, Ealing and Hammersmith & Fulham are observers to the Board.

## OPDC Vision and Mission

### Vision

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

### Mission

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

### Strategy

Old Oak and Park Royal will be a sustainable new community built on brownfield land in West London. It will be an accessible, healthy, high quality and 'smart' regeneration project, seeking to

showcase the very best practice in 'placemaking'. Over the next 20 to 30 years its development will make a major contribution to strengthening London's role as a global city.

As the future major landowner for the core development area in Old Oak, this vision and mission will now be more achievable.

### **OPDC Strategic Plan 2016-2019**

The OPDC Strategic Plan encompasses OPDC's direction of travel for a three year period between 2016 and 2019 it can be found here

[https://www.london.gov.uk/sites/default/files/strategic\\_plan\\_2016-2019.pdf](https://www.london.gov.uk/sites/default/files/strategic_plan_2016-2019.pdf)

### **Objectives of the Old Oak and Park Royal Development Corporation**

Old Oak and Park Royal is the only place where HS2 meets Crossrail. It's our task to use this opportunity to create a thriving new area in the city; somewhere people will aspire to live, work and play, and a destination people will return to visit time and time again.

New towns, however, do not appear overnight. They require years of strategic planning with clear direction and governance. That's why the Mayor launched OPDC as a Mayoral Development Corporation: to ensure the huge potential of the area is fulfilled.

It's our mission to secure the maximum benefits for London and Londoners in the area, by achieving the following:

- Transforming one of London's most inaccessible areas into a well-connected, world-class transport interchange.
- Providing new housing and commercial development surrounded by sustainable and thriving neighbourhoods and valued amenity space.
- Protecting and improving Wormwood Scrubs.

More information on the OPDC can be found here

[www.london.gov.uk/opdc](http://www.london.gov.uk/opdc)

## The Role

### Job Description

**Job Title:** Chief Executive Officer for Old Oak and Park Royal Development Corporation (OPDC)

**Accountable to:** Chair of Old Oak and Park Royal Development Corporation

**Accountable for:** Staff and resources of the OPDC.

### Job Purpose

- To effectively lead the delivery of the housing and regeneration plan for Old Oak and Park Royal Development Corporation (OPDC) in order to begin to realise the Mayor's vision for the area.
- To manage the OPDC relationship with the board and ensure the organisation is well administered and meets its governance responsibilities.
- To work with the Chair, board and management team to keep the delivery plan under review, to modify where necessary and also to ensure a long term strategic plan is put in place to realise the longer term benefits.
- To work with key delivery partners and stakeholders at both local and regional level to ensure the plans for OPDC can be realised.

### Principal accountabilities

#### Leading and Managing Delivery

- Work with the Chair to implement the delivery plan for OPDC including reviewing progress and setting appropriate targets.
- Continue to develop the longer term strategy for the OPDC in order not to lose sight of potential housing and regeneration benefits.
- Provide appropriate leadership and direction in the various aspects of delivery, namely land assembly, infrastructure planning and procurement, deal negotiation – and ensure that the necessary expertise in all these areas is available to OPDC.
- Provide visible leadership to staff across the organisation and work with the senior management team to develop a culture which motivates and supports staff to deliver the organisation's objectives.

- Provide regular reports and updates to the Board on the progress of the organisation and on all matters relevant to the Board's discharge of its responsibilities.
- Take a lead role in promoting the work and achievements of the OPDC at the most senior level and across sectors, identifying areas for continuous opportunity and improvement.
- Establish and manage relationships with the Mayor's office, GLA, TfL and other GLA Group bodies to effectively deliver the Mayor's vision and OPDC strategy for Old Oak and Park Royal.
- Identify, build and manage effective relationships with delivery partners and stakeholders across the boroughs, government, private sector, local resident and business communities, landowners and developers to promote the OPDC and harness support for delivering its strategies and objectives.
- Oversee a programme of engagement with communities, stakeholders and partners that is appropriate to the range of different audiences. Implement opportunities for two-way communication and ensure stakeholder feedback is given genuine consideration.

### Strategic and Operational Accountabilities

- Lead the work of the OPDC in the development and transformation of land and assets to maximise commercial opportunities.
- Lead the delivery of an integrated regeneration approach that realises and maximises the returns brought by the HS2/Crossrail stations, local public transport improvements and long term regeneration opportunities for West London communities.
- Lead the provision of a planning service and planning policy development in line with the Town and Country Planning Act for the OPDC area.

### The Candidate

#### Technical Requirements/experience/qualifications

- Significant experience and expertise in the planning for, and delivery of, major urban regeneration projects, including infrastructure specification and procurement, land assembly and the negotiation of deals with potential partners and contractors.
- Excellent record of achievement operating at senior executive level within a relevant or comparable role and demonstrable understanding of the scrutiny and visibility of leading a high profile organisation.

- Financially astute with proven experience of budgets and financial planning and also an understanding of how complex infrastructure and development projects are appraised and funded.
- A high level of credibility and business acumen to engender trust and confidence and to successfully influence a complex and diverse stakeholder mix, particularly private landowners, central government departments and local government.

### **Skills and abilities**

- Ability to think and act strategically and to respond to changing complex circumstances.
- Ability to delegate effectively, to exercise judgement and to make informed, pragmatic and timely decisions within a pressurised environment.
- Strong interpersonal skills with the ability to influence decision-makers and stakeholders at the highest level across sectors.
- Excellent communication and presentation skills with the ability to promote and articulate key priorities for OPDC and communicate high level vision and broad objectives.

### **Personal style and behaviour**

- Personally credible with a professional demeanour that generates trust and confidence.
- Challenges and confronts conflict, brokering solutions in order to achieve goals.
- Applies concepts and learning from outside own field/environment, looking ahead over the long-term to deliver improvements and avoid problems.
- Politically aware and emotionally intelligent.
- Able to work in a manner that achieves the Mayors Goals and vision for the area.
- Promote an inclusive organisational culture that realises the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.

### **Reasonable adjustment**

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.



## How to Apply

OPDC has engaged the services of Berwick Partners (an Odgers Berndtson company), to whom applications should be sent.

In order to apply, please submit a comprehensive CV along with a covering letter setting out your interest in the role and details of how you meet the Qualifications, Experience and Knowledge criteria outlined in the Person Specification.

Please include in your application your current salary and names and contact details of three referees. (Referees will not be approached until the final stages and not without your prior permission).

The preferred method of application is online at: [www.berwickpartners.co.uk/66367](http://www.berwickpartners.co.uk/66367)

If you are unable to apply online please email your CV and cover letter, citing reference 66367, to: [response.manager@berwickpartners.co.uk](mailto:response.manager@berwickpartners.co.uk)

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process.

## Timetable

Activity	Date
Closing Date for Applications	Wednesday 1st May 2019
Longlisting	TBC
Preliminary Interviews with Berwick Partners	TBC
Shortlisting	W/C 6th May 2019
Final Panel Interviews	May / June 2019

***\* Please note that the dates indicated on this timetable are pre-determined therefore should your application be successful you be required to be available on the above listed dates.***

If you have any queries or would like more information in regards to this document please contact:

Marek Dobrowolski

Principal Consultant

D: 0121 654 5912

M: 0779 352 9576

[marek.dobrowolski@berwickpartners.co.uk](mailto:marek.dobrowolski@berwickpartners.co.uk)

Katherine O'Donnell

Researcher

D: 0121 654 5901

M: 0773 637 8615

[katherine.odonnell@berwickpartners.co.uk](mailto:katherine.odonnell@berwickpartners.co.uk)