

Overview: **Delivery**

Objectives	Time	Spend	Capability	Risk
G	A	G	G	G

Our Delivery objective is to secure a land deal and funding, prepare and seek approval from Government for the Old Oak West (OOW) Outline Business Case (OBC) and to begin the procurement of delivery partner(s).

During Q4 OPDC has secured approval from Government for the OOW OBC and has commenced work on key workstreams to secure a land deal and to develop the strategy for the procurement of a delivery partner. Following successfully securing additional funding in 2022/23 to bring the total available for land assembly to £104m, good progress has been made to enable OPDC to deploy this. Advanced negotiations are underway with multiple landowners and OPDC has completed the acquisition of five sites, exchanged on a further one with anticipated completion in April 2024 and a further site is expected to exchange and complete by end of May 2024.

OPDC has mobilised the team to deliver the Green Heat Network project. Significant progress has been made on the procurement strategy for commercialisation, and during this quarter further progress has been made on the procurement of a development and funding partner to deliver the heat network. Following the shortlisting to four bidders at prequalification stage, the second stage of procurement - the invitation to prepare detailed tenders - was successfully launched.

Objectives: The OOW OBC has now been approved.

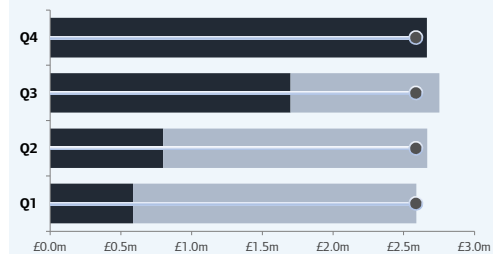
Time: This has been amber rated to reflect the delays to sign off of the OOW OBC and the impact of delays on wider OOW programme (reflected in Q3 monitoring).

Spend: The Delivery Directorate has utilised all available capital and revenue funding this FY.

Capability: Further progress has been made to secure the additional resources required to support the team's increased activity.

Risk: Rated green to reflect progress on land acquisition and the OOW OBC.

Financial review



£m non staff	Yr Budget	YTD Actual	Forecast	Variance	% Variance
Q1	2.6	0.6	2.6	0.0	0%
Q2	2.6	0.8	2.7	-0.1	-3%
Q3	2.6	1.7	2.8	-0.2	-6%
Q4	2.6	2.7	2.8	-0.1	0%

Main budget variances (annual forecast against budget)

Delivery Team amended priorities to facilitate the accelerated land assembly progress and align with a revised timeline of activity for securing approval of the OBC. The increase in costs associated with this acquisition activity was offset by underspends in Development, Design and Infrastructure teams where elements of activity were deferred into next financial year.

A robust review of the R&D costs associated with property acquisition was carried out. All appropriate costs associated with acquiring assets have been capitalised.

Performance indicators

Q4	2
Q3	2
Q2	2
Q1	2

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PI Commentary

PI-1: Five sites have now been purchased, contracts have been exchanged on a further one expected to complete in April 2024, and exchange and completion on an additional site is anticipated in May 2024.

PI-2: All private landowners in OOW contacted and active negotiations on multiple sites as per OPDC's land assembly strategy to acquire sites through agreement.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Political uncertainty: changes in direction could impact HS2 and OPDC's Old Oak West project directly	16	↔	No change to risk this quarter, continue to monitor closely and review potential impacts on programme.
2 Insufficient funding to support necessary land acquisition and infrastructure delivery	10	↔	There are opportunities to acquire sites beyond the current funding envelope. Continues to prioritise and monitor opportunities for additional funding.
3 The Old Oak West project requires the concurrent sequencing of significant, complex and risky workstreams. Slippage or failure of key elements could have major impacts on the project.	6	↔	No change to risk this quarter. OPDC to continue to closely monitor the OOW programme and interdependencies carefully.
Issue	Rating	Trend	Notes
1 OPDC's delivery plans are significantly dependent on the delivery of HS2's programme.	M	↔	Continue to closely monitor HS2 plans and programme to manage key interfaces with the Old Oak West Development.
2 OPDC do not currently have enough key staff in post to effectively deliver the Old Oak West programme.	M	↓	Issue trending down. OPDC continues to make good progress in filling vacant posts in Target Operating Model.

Milestones

Quarter	Q1	Q2	Q3	Q4
Q4	3	1		
Q3	1	3		
Q2	3	1		
Q1	3	1		

		Base	F'Cast	Conf.
1	Develop and approve a procurement strategy for development at Old Oak West	Q4 23/24	Q2 24/25	G
2	Develop an infrastructure delivery strategy for Old Oak West	Q3 23/24	Q4 23/24	CG
3	Carry out structured market engagement with suitable potential private sector partners to provide evidence that delivery structures and approach to procurement strategy in the OBC have been tested.	Q3 23/24	Q2 24/25	G
4	Agree Heads of Terms for the pooling of public sector land at Old Oak Common	Q4 23/24	Q2 24/25	A

Milestone Commentary

M-1: OPDC will develop a procurement strategy for development following the principles agreed in the OOW OBC.

M-2: Infrastructure advisor appointed and work continuing to programme. Milestone complete for this FY.

M-3: Early market engagement to commence in Q2 24/25 to reflect revised OBC programme.

M-4: Heads of Terms for the public land agreement expected in Q2 24/25 to reflect revised OBC programme.

Overview: **Regeneration and Economic Development**

Objectives	Time	Spend	Capability	Risk
A	G	G	G	G

Our objective is to deliver our Regeneration and Economic Development Programme. Performance in the fourth quarter this year has been broadly on track against the agreed KPIs and forecast budget. The loans for small business fund has received greater than expected interest and the first loan agreement has been entered into. Funding has been secured for The Forge@ParkRoyal from Section 106 funding for the next financial year.

Objectives: Objectives are largely being met with a number of PIs near or at the target for the year.

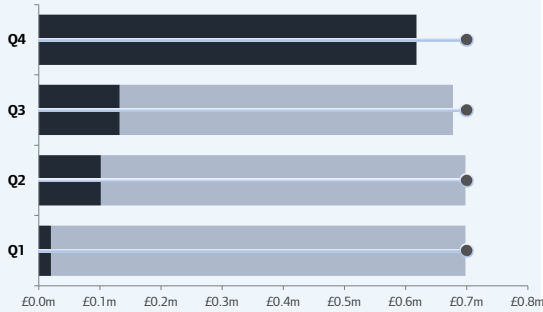
Time: Overall the programme is delivering to time.

Spend: We have largely spent to the forecast budget.

Capability: Staff capacity issues have improved but continue to be closely monitored.

Risk: Continues to be successfully escalated and managed via the RED Programme Board.

Financial review



£m non staff	Yr Budget	YTD Actual	Yr Forecast	Variance	% Variance
Q1	0.7	0.0	0.7	0.0	0%
Q2	0.7	0.1	0.7	0.0	0%
Q3	0.7	0.1	0.7	0.0	3%
Q4	0.7	0.6	0.7	0.1	12%

Main budget variances (annual forecast against budget)
A successful grant application to Ealing Council was submitted to secure £40K of funding towards the Creative Enterprise Zone initiative in Q4.

No GLA small loan funding was drawn down in Q4 as one of the applicant retracted their loan application at the end of February due to their planned project costs escalating past the point of affordability for their business. The Loan to Klatch Studios Ltd was issued in March and they are due to begin the making repayment from 19 July 2024.

'Harlesden Canal costs exceeded the GGF by £246K. Spend on Wesley playing fields, Industrial Regeneration etc was deferred into next financial year to offset this overspend.

In Q4, the RED team issued a grant fund of £22,000 towards the cost of 'Re-Made in Park Royal', a project that is focused on delivering innovative solutions to process and monetise the waste and surplus materials that come from the H52 Old Oak Common station site. A further 5 grants, totalling £49K, were made to small businesses as part of the Acton and Park Royal CEZ initiative to increase affordable workspace and increase employment opportunities for local young people.

Performance indicators



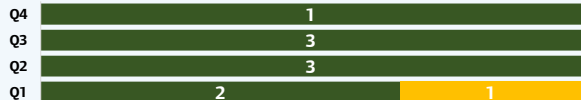
	23/24 →	Target	YTD	Conf.
1	Sqm of public realm/green space being improved	4,500	4,444	A
2	The Forge@ParkRoyal: Total number of people supported into work	50	48	A
3	The Forge@ParkRoyal: Number of successful candidates still employed after six months	60	21	A
4	The Forge@ParkRoyal: Businesses supported through training, events and networking	100	87	A
5	Number of people participating in projects, including volunteers	6,000	10,024	G
6	Number of businesses registering vacancies via The Forge@ParkRoyal	70	46	CA
7	External funding secured for intensification & infrastructure improvements	300,000	0	R
8	£ of OPDC grant funding and services spent on local businesses and organisations	450,000	109,049	R

PI Commentary
PI-1: Works at Harlesden Canalside are complete and the greenspace volunteering programme is delivering improvements in the local area.
PI-2: The Forge@ParkRoyal team have been busy attending jobs fairs and events in Jobcentres, a further twelve individuals have been supported into work.
PI-3: Based on the activity noted under PI-2, we expect high conversion rates of those into continued employment.
PI-4: Business support programme continues to make good progress. Multiple events have been held with high demand for support in the creative, marketing and branding sectors.
PI-5: Canal River Trust continue to work with Groundwork London to deliver the joint OPDC Biodiversity Volunteering Programme.
PI-6: We have continued to register new businesses but have fallen short of the ambitious target set as part of the BLEF grant funding. We will continue to support businesses and will set new KPIs and targets for 24/25.
PI-7: Unfortunately we were unable to secure new funding during this quarter.
PI-8: Delays in the allocation of loan funding and outstanding grant payments has meant that we have been unable to meet the forecast for this PI and be able judge the multiplier effect of OPDC spend with businesses based in the local area (Brent, Ealing, H&F).

Top risks and issues

	There is a risk...	Score	Trend	Notes
1	Park Royal Programme: Projects are at business case stage and reliant on external funding, which we may not secure.	9	↓	Risk trend unchanged in Q4. OPDC continues to actively explore funding options including use of planning obligation contributions to support objectives of the RED programme.
2	Availability of resource to deliver projects makes it difficult to deliver future ambition of the RED Programme.	6	↓	OPDC has made good progress in recruiting to vacant posts and has secured s106 funding to support resource and programme costs of The Forge for the next FY.
3	Poor investment decisions for the Small Business Loan fund means loan funding can't be recycled.	4	↔	direction of travel remains unchanged. OPDC works closely with applicants to test robustness prior to submission and is utilising in-house technical expertise and independent assessors to assess applications.
Issue		Rating	Trend	Notes
1	Slower than expected delivery of jobs outputs for The Forge.	M	↔	OPDC continues to closely monitor the delivery of jobs outputs. A review of The Forge will be undertaken next financial year.
2	Strong interest in the loans for small businesses funding means that it is already potentially oversubscribed.	L	↓	Demand for the small business loan fund remains high. Additional funding has been secured from OPDC's core budget for next financial year.

Milestones



		Base	F'Cast	Conf.
1	Explore options to accelerate the delivery of intensified industrial & affordable workspace within Park Royal & Old Oak North	Q1 23/24	Q4 23/24	CG

Milestone Commentary
M-1: 'Plan in place. One loan fund agreement has been signed (March 2024). A total of 14 Expressions of interest have now been received.

Overview: **Planning**

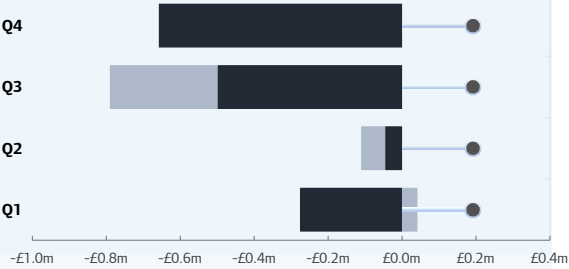
Objectives	Time	Spend	Capability	Risk
G <div><div></div></div>	A <div><div></div></div>	G <div><div></div></div>	G <div><div></div></div>	G <div><div></div></div>

The Old Oak West SPD and Community Infrastructure Charging Schedule were adopted at Board in February completing a major milestone for OPDC. Consultation was undertaken on revisions to the SCI and the Public Realm and Green Infrastructure SPD, these will be brought to the Planning Committee and Board and adopted in June. The approvals target was exceeded for the year with 1714 units approved in this quarter.

PI-2 and PI-3 target was not reached this financial year, reflecting the economic uncertainty and the need to include second staircases, which continues to impact starts and completions. A Housing Delivery Test Action Plan is being prepared to demonstrate that over the next five years OPDC's housing delivery will meet the required targets. PI-4 overall lifetime performance is higher than minimum target.

Objectives, Spend, Capability and Risk: Are all green due to being on track against milestones, programmes, majority of KPIs and in budget.
Time: Amber due to delays but overall we are still on track to deliver.

Financial review



£m non staff	Yr Budget	YTD Actual	Forecast	Variance	% Variance
Q1	0.2	-0.3	-0.2	0.4	-182%
Q2	0.2	0.0	-0.1	0.3	-273%
Q3	0.2	-0.5	-0.8	1.0	-124%
Q4	0.2	-0.7	-0.6	0.8	-130%

Significant budget variances (annual forecast against budget)

1) Planning Legal: underspend of £111k less than forecast at Q3. This is effectively a contingency budget, needed in case legal action is taken against OPDC or if OPDC needs legal advice in relation to enforcement or a specific application. Most of these costs relate to an ongoing public inquiry

2) Pre-app and application fees income: earnings over budget will be wrapped up into the MDC reserve as in prior years

3) MCIL income in excess of budget; expenditure below budget but will increase next year

Performance indicators

Q4	6	2	1
Q3	5	3	1
Q2	5	2	2
Q1	3	5	1

	23-24 →	Target	YTD	Conf.
1	Housing approvals	1,367	2,778	<div><div>A</div><div>G</div></div>
2	Housing starts	1,367	257	<div><div>R</div><div>R</div></div>
3	Housing completions	1,367	701	<div><div>A</div><div>A</div></div>
4	Affordable housing by habitable room through OPDC planning permissions	35% min 50% start target	35%	<div><div>A</div><div>A</div></div>
5	Contribute to London's need for industrial space: net industrial floorspace approved	Net gain	Net gain 35,369 sqm approved	<div><div>G</div><div>G</div></div>
6	% of all formal planning applications determined within statutory time period (or agreed extension of time)	100%	100%	<div><div>G</div><div>G</div></div>
7	% of planning appeals dismissed	100%	100%	<div><div>G</div><div>G</div></div>
8	Number of enforcement cases closed or resolved	20	20	<div><div>G</div><div>G</div></div>
9	% of enforcement appeals dismissed	50%	63%	<div><div>G</div><div>G</div></div>

PI Commentary

'PI-2: The lack of starts is caused by a combinations, which include a break in pipeline due to Covid, the growing economic uncertainty and issues around single staircases causing delays due to the need to amend schemes.
PI-3: The delay in completions is caused by a combination of factors which include a break in pipeline due to Covid, the growing economic uncertainty and issues around single staircases causing delays due to the need to amend schemes.
PI-4: Overall performance higher than minimum target

Milestones

Q4	4		
Q3	3		1
Q2	1	2	1
Q1	3		1

	Base	F'Cast	Conf.
1 Adopt Old Oak West SPD	Q4 23-24	-	CG <div><div></div></div>
2 Adoption of a CIL Charging Schedule	Q4 23-24	-	CG <div><div></div></div>
3 Adopt the Public Realm SPD to provide clearer guidance to developers	Q1 24-25	-	G <div><div></div></div>
4 Publish and adopt OPDC's Statement of Community Involvement for public consultation	Q1 24-25	-	G <div><div></div></div>

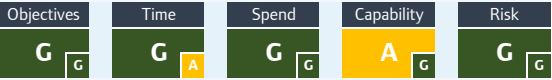
Milestone Commentary

'M-1 & M-2: Both adopted at February Board meeting.
M-3: Public Realm SPD being brought to Board in June for adoption
M-4: OPDC's Statement of Community Involvement being brought to Board in June for adoption and publication

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Inability to recruit experienced planners to fill vacancies and to deal with increasing workload	6	→↔	Response to recent adverts have been strong.
2 Uncertainty regarding planning reform in a new government and timings around laying the regulations for LURA causing delays for Local Plan Review	8	→↔	Uncertainty on timings remain
3 Electrical capacity constraints prevent developers from delivering sites once they have obtained planning permission	8	↓	GLA and Government have progressed mitigation for the electrical supply issues
Issue	Rating	Trend	Notes
Decision to cancel Phase 2a & change modify Euston is impacting on OPDC's Strategic Transport Modelling & what assumptions to assume for Old Oak Common station in 2041	M	→↔	This issue is ongoing
2 Rising costs of building materials & labour are causing viability challenges for schemes, which in turn, is likely to impact on levels of affordable housing.	H	→↔	Costs of materials continue to be high and interest rates remain high
3 The uncertainty of the acceptability of single staircases in tall buildings due to potential issues with fire safety.	M	↓	There is increasing certainty, however delays continue due to the need to change schemes to accommodate second staircases

Overview: Corporate & Engagement



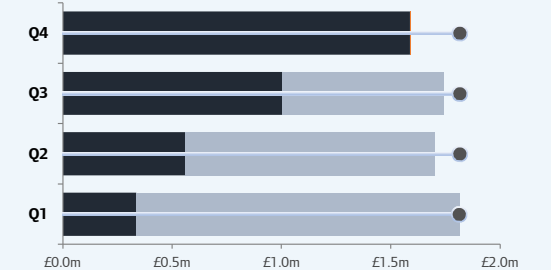
Comms and engagement have successfully completed the engagement and co-design programme for Old Oak West, which engaged over 200 local people across 20 events. We have appointed local artists to create the Ideas Book. We are working with 20 local organisations that provide community-led initiatives via our Small Grants programme, launched in early 2024. Working with Opportunity London we have profiled Old Oak through the Investor Prospectus, showcasing the development opportunity through developing a new suite of collateral and attending major industry events including UKREiIF, MIPIM and LREF. PI-3 was not met, the team have continued to work with digital on ways to drive campaigns via the website, refreshing existing pages but the drive to the website has decreased and reporting issues have been raised. We have had initial meetings with another functional body, LLDC, who have outlined their website process and feedback the pros and cons of creating their own website and procurement process. OPDC will be looking into a new project website in FY 24-25.

HR developed a learning and development toolkit and action plan with a number of the actions being completed. The Performance Management template forms have been refreshed to showcase a simpler way of recording the setting of objectives, mid year, end of year conversations, and an emphasis on individuals learning and development. To improve PI-9 we have recently ran a campaign to encourage staff to update their diversity data, and at the induction process. We also encourage staff to complete their diversity data on the HR system.

Finance continue to develop and improve processes and performance monitoring by developing a new style of reporting for 24-25. Recruitment for permanent staff has progressed with Head of Finance being onboarded and Senior Business partner at interview stage.

Objectives: Green as we are on track to deliver our objectives
Time: Green as there are minor slippages in our goals timescales but majority completed
Spend: Green as spend continues broadly in line with budget
Capability: Amber due to vacant posts in the engagement team but we continue to flex and upskill staff
Risk: Green as they are being managed, and direction of travel (DoT) is stable or falling.

Financial review



£m non-staff	Yr Budget	YTD Actual	Forecast	Variance	% Variance
Q1	1.8	0.3	1.8	0.0	0%
Q2	1.8	0.6	1.7	-0.1	-7%
Q3	1.8	1.0	1.7	-0.1	-4%
Q4	1.8	1.6	1.6	-0.2	-14%

Main budget variances (annual forecast against budget)
Variance due to: Savings - Un-used Procurement shared service cost (£147k), un-used Management and consultancy spend (£59k) as well as low in-take of on-line Health screening (£11.2k)

Performance indicators



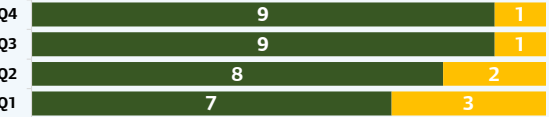
	23-24 →	Target	YTD	Conf.
1	% of correspondence replied to within 20 working days	95%	95%	<div><div>G</div><div>G</div></div>
2	Engagement through social media channels (followers)	550	637	<div><div>G</div><div>G</div></div>
3	Number of unique visits and page views to OPDC section of the GLA website	150,000	85,101	<div><div>R</div><div>R</div></div>
4	Number of new sign-ups to OPDC's consultation platform	140	184	<div><div>G</div><div>G</div></div>
5	% of participants from diverse ethnic backgrounds using OPDC's consultation platform	35%	72%	<div><div>G</div><div>G</div></div>
6	Number of volunteering opportunities for staff identified and promoted	40	48	<div><div>G</div><div>G</div></div>
7	% Staff turnover in past 12 months	<15%	11%	<div><div>G</div><div>G</div></div>
8	% of female staff within the workforce	50%	64%	<div><div>G</div><div>G</div></div>
9	% of Black, Asian and Ethnic Minority staff within the workforce	37%	23%	<div><div>A</div><div>A</div></div>
10	Sickness absence days	460%	19.5	<div><div>R</div><div>R</div></div>
11	% invoices from SMEs paid within 10 working days	90%	85%	<div><div>A</div><div>A</div></div>
12	% all invoices paid within 30 working days	90%	92%	<div><div>G</div><div>G</div></div>
13	Percentage Forecasting against OPDC budget.	+/-20%	-2%	<div><div>G</div><div>G</div></div>

PI Commentary
PI-3: Continue to not see a high intake within the OPDC website views, we continue to work with digital on refreshing and arranging pages as well as on new ways to drive campaigns via website
PI-9: Has decreased in Q4 to 24% making the YTD total 23%. We are reliant on accurate reporting to provide a credible narrative and make correct assumptions, 24% of staff in total have not declared their ethnicity, which means that we are unable to provide a true reflection of ethnicity at OPDC.
PI-10: The original target for this PI has been low for an organisation that has increased in size in the last 12 month, figure is based on short term sickness for the year.
PI-11: Due to being a small organisation, the processing of late invoices has a significant impact on our position.

Top risks and issues

	There is a risk...	Score	Trend	Notes
1	OPDC needs to fill a number of vacancies as it grows to meet its Target Operating Model. There is a risk these vacancies cannot be filled, particularly in specialist roles, as we are competing with higher salaries in the private sector.	9	→←	Recent recruitment campaigns have been successful attracting good calibre candidates but the market is shrinking to fit within the pay scales.
2	There are gaps in capability to support business in its next phase of delivery, including 2 capital projects expertise, business partnering skills, ways of working, culture, streamlined processes	6	↓	We developed a learning and development toolkit and action plan with a number of the actions being completed. Successfully recruited a Head of Finance and actively recruiting for Senior Business Partner.
	Issue	Rating	Trend	Notes
1	As OPDC moves ahead with its land assembly strategy, a need has been identified for an Asset Management Strategy & Tax Strategy to ensure measured decisions are taken going forward.	L	→←	A draft Asset Management Strategy and Tax Strategy will be discussed at DISCO in Q1, due to cancellation of DISCO meeting in Q4 during PEP period.
2	OPDC community activities reviewed and adjusted in response to reduced resources in the team (two previous FTE staff members reduced to 0 FTE).	M	↑	There is an increase in work for C&E team given growth in the organisation - review of current post is underway with recruitment to take place in Q1 24-25.

Milestones



		Base	F'Cast	Conf.
1	Run a inclusive & accessible co-design programme with the community for OOW SPD, ensuring shaped by public feedback	Q4 23-24	-	<div><div>CG</div><div>G</div></div>
2	Support the community by empowering the delivery of projects, activities & through Small Grants funding & volunteering	Q4 23-24	-	<div><div>CG</div><div>G</div></div>
3	Commission a new baseline study & assessment tool to measure & monitor good growth through regeneration	Q4 23-24	-	<div><div>CG</div><div>G</div></div>
4	Refresh OPDC's digital presence & external facing communications by updating and revising the OPDC webpages	Q4 23-24	-	<div><div>CG</div><div>G</div></div>
5	Support GLA in its Pay and Grading Review	Q4 23-24	-	<div><div>G</div><div>G</div></div>
6	Create a wellbeing action plan, including a charter to embed hybrid ways of working	Q4 23-24	Q1 24-25	<div><div>A</div><div>A</div></div>
7	Review our finance team processes, and implement the finance restructure	Q4 23-24	-	<div><div>CG</div><div>G</div></div>
8	Implementation of an improved performance and budget monitoring process.	Q4 23-24	-	<div><div>CG</div><div>G</div></div>
9	Climate budgeting: Progress against funded programmes/projects across OPDC.	Q4 23-24	-	<div><div>G</div><div>G</div></div>
10	Climate budgeting: Progress against unfunded programmes/projects across OPDC.	Q4 23-24	-	<div><div>G</div><div>G</div></div>

Milestone Commentary
M-4: We have completed the refresh on existing pages, but will now be exploring the creation of new project webpages which will take place in FY 24-25
M-5: With the Pay and Grading review still ongoing, we await further timelines from the GLA although we have ensured we implement any outcomes consistently throughout the year to the OPDC team.
M-6: The Wellbeing Charter is continuing to be scoped and will be developed and socialised with staff in Q1 24-25
M-9: Concluded procurement of a development and funding partner for the Low Carbon Heat Network.
M-10: OPDC working with key partners to explore funding opportunities