



OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION

Quarterly Performance Report

Q1 2024-25

Old Oak and Park Royal
Development Corporation

MAYOR OF LONDON

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1. Introduction

Old Oak and Park Royal Development Corporation (OPDC) is a Mayor of London’s statutory Mayoral Development Corporation, a planning and delivery agency established to regenerate the 650 hectare Old Oak and Park Royal Opportunity Area that spans three London boroughs (Ealing, Hammersmith & Fulham and Brent).

OPDC was established as a Local Planning Authority in 2015 to oversee the delivery of thousands of new jobs and homes in west London around the new High Speed 2 superhub station. The organisation is now shifting its focus and emphasis from planning to delivery, overseeing and coordinating far-reaching change across Old Oak and Park Royal.

Our ambition is simple; to create an exemplar new part of our capital city; a super-connected place of opportunity and prosperity for those who already live, work and invest here, and for the many more who will follow in the generations to come.

This is the Corporation’s quarterly report, which provides an update on our financial position, our strategic risks, and our organisational performance against our thematic pillars, **Delivery, Community, and Innovation**, as set out in our Corporate Strategy, underpinned by the deliverables established in our annual Management Plan.

2. Executive Summary

Achievements

OPDC's key achievements for Q1 have been:

- Successfully launched the second stage of the procurement process to select a Development and Funding partner to deliver our district heating network.
- Through negotiation, three privately owned sites have been acquired to help develop and deliver the Old Oak scheme.
- OPDC's Board adopted and published the Public Realm and Green Infrastructure Supplementary Planning Document (SPD) and Revised Statement of Community Involvement.
- OPDC's Industrial SPD won two awards: the National Planning Awards award for Plan Making; and the Royal Town Planning Institute's London and South-East Award for Plan Making.
- Successfully launched a new round of our Small Grants Programme, providing over £70k of funding to 17 local organisations supporting a wide range of initiatives including food banks; skills and training; local schools programmes and arts, heritage, and culture programmes.
- Held an inclusive and exciting Family Fun Day at Harlesden Canalside, bringing together local residents, businesses and community organisations to celebrate the area and enjoy the OPDC-led improvements at the Canalside.
- Established an internal Learning & Development (L&D) Steering Group to ensure we maintain a continuously improving approach to our L&D offer for staff.
- Published our draft unaudited accounts and entered into a borrowing facility agreement of £100m with GLA, with £50m earmarked for FY 2024-25 and 2025-26, to further progress our land assembly programme.

Forward look

For Q2, we will prioritise the below workstreams:

- Launch the third and final stage of the procurement process to select a Development and Funding Partner to deliver the heat network and commence the assessment of final tenders.
- Continue to work with public and private sector stakeholders to acquire land for the Old Oak development scheme and develop public land agreements.
- Working with Department for Transport (DfT), High Speed 2 (HS2), Transport for London (TfL), and other key stakeholders to update the modelling for how buses, taxis, private cars, pedestrians, and cyclists will travel to and around the Old Oak Common station, to help inform the designs for Old Oak Common Lane and the station's bus, private vehicle, and interchange facilities.
- Drafting a timetable for Local Plan review and responding/reacting to proposed national planning reforms, including reviewing and responding to the revised National Policy Planning Framework (NPPF) consultation.
- Launch the Old Oak "Ideas Book", an exciting and innovative publication where OPDC has partnered with local artists to display the key themes and priorities for the future of Old Oak, informed and influenced by feedback from the local community.
- Continue to support and roll out the 2024-25 Small Grants Programme, working closely with all successful awardees to promote, amplify and support their events and programmes, using OPDC's wide audience to encourage active participation with the wider local community.
- Completion of OPDC's Equity, Diversity and Inclusion Annual Report for submission to our Board.
- Progressing the corporate Readiness Review, to ensure our processes are robust and efficient as we transition into our delivery phase.

3. Financial Position

The tables below provide an overview of OPDC's financial position for this quarter, setting out in detail our revenue and capital positions as well as the status of funding sources at the Corporation's disposal. They provide breakdowns on income and expenditure, forecast, and explanatory commentary on variances. Further detail is set out in Annex B.

Revenue

The following section sets out the revenue expenditure for OPDC for April to June 2024. The first quarter was £522k of savings against budget, caused in the main by rephasing of Delivery activities around Old Oak to later quarters and recruitment and onboarding completing later than budgeted. The full year outturn is expected to be on budget. Further details by business unit are shown below.

YTD Actuals Apr-Jun 24 £ 000's	YTD Budget Apr-Jun 24 £ 000's	Variance Apr-Jun 24 £ 000's	Business Units	FY Forecast 2024-25 £ 000's	FY Budget 2024-25 £ 000's	Variance 2024-25 £ 000's
190	235	(45)	CEO Office	1,071	1,071	-
311	447	(135)	Planning	2,003	2,140	(137)
1,685	1,942	(257)	Delivery	8,661	8,132	529
618	680	(62)	Corporate Operations	3,047	3,047	-
(732)	(709)	(23)	Planning application and other income	(3,068)	(2,590)	(478)
2,073	2,595	(522)	Net service expenditure	11,714	11,800	(86)

Quarter 1

- CEO Office - Establishment costs are £45k under budget due to recruitment taking longer than originally forecast.
- Planning - £135k under budget due to vacancies and rephasing of Development Management activities.
- Delivery - Expenditure on major activities such as procurement and business plan development moved to later in the year (£222k).
- Corporate Operations - £62k under budget due to vacancies.

Full Year

- FY Forecast is expected to be £86k under budget with significant increases in expenditure in Q3 and Q4.
- This will be validated by a detailed re-forecast at Q2.
- Increased land assembly purchases will generate higher than budgeted rental income throughout the year. Asset management costs are higher as a consequence (£296k).
- Additional Establishment costs in Delivery (£205k) have been funded by vacancies elsewhere in the business and additional income so is broadly neutral.

Revenue (cont.)

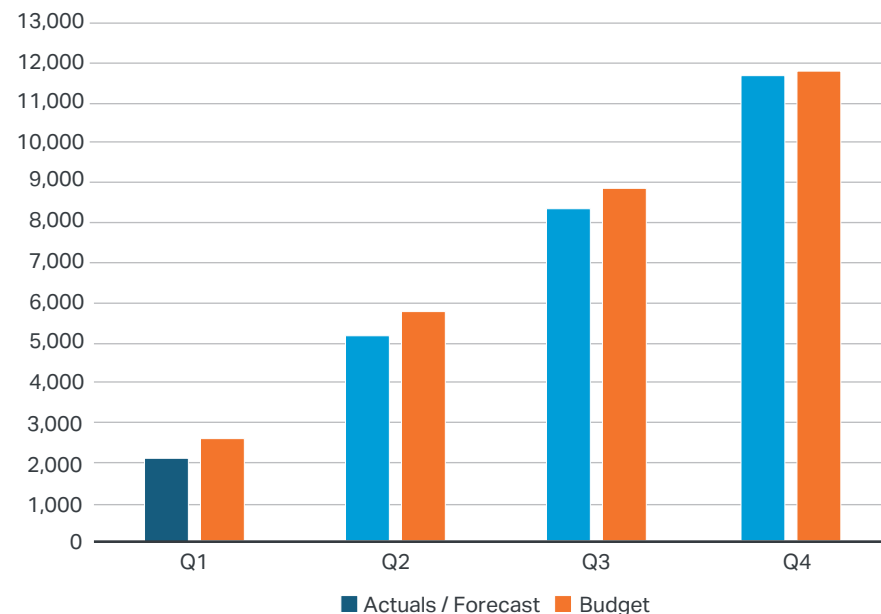
2024-25 Budget vs FY Forecast (£000's)



Full Year

- Full year budget is £11.800k. The forecast at Q1 has a minor underspend of £86k.
- Accelerated land assembly will generate higher than budgeted rental income throughout the year (£530k).
- Asset management costs are higher as a consequence (£296k).
- Other: Planning applications fees are running ahead of schedule but are not budgeted as they are demand-led and cannot be accurately planned.

Cumulative Budget vs Forecast (£000's) for the year



Capital

Capital is the cost of acquisition of long term assets in accordance with our Outline Business Case. The following section sets out the capital expenditure for OPDC for April to June 2024 and full year forecast.

YTD Actuals Apr-Jun 24 £m	YTD Budget Apr-Jun 24 £m	Variance Apr-Jun 24 £m	Capital Expenditure & Funding	FY Forecast 2024-25 £m	FY Budget 2024-25 £m	Variance 2024-25 £m
Expenditure						
-	-	-	Heat Network Development	-	36.0	(36.0)
4.3	-	4.3	Heat Network Acquisition	4.3	-	4.3
54.2	47.4	6.8	Land Assembly	76.9	70.1	6.8
58.5	47.4	11.1	Total expenditure	81.2	106.1	(24.9)
Funding						
-	-	-	Capital Grants & Third Party Contributions	7.8	52.8	(45.0)
4.3	-	4.3	S106	4.3	-	4.3
54.2	47.4	6.8	Borrowing	69.1	53.3	15.8
58.5	47.4	11.1	Total Funding	81.2	106.1	(24.9)

Quarter 1

- S106 funding (£4.3m) has been used to purchase a Heat Network site.
- The land assembly programme has completed on four sites (£54.2m), three in Q1 and one originally expected to complete in the prior year. These have been funded by borrowing from GLA.

Full Year

- The approved capital plan is £106.1m. The forecast outturn is £81.2m.
- The difference of £24.9m is made up of:
- Heat Network Development budget (£36.0m) has been deferred until 2025-26 and is partially offset by additional land assembly expenditure (£6.8m) on a property carried forward from 2023-24 completing in the current year.
- S106 funding (£4.3m) that has been used to purchase a Heat Network site is not part of the main budget.
- The Heat Network Development funding must be spent by March 2026.

Capital (cont.)

This section gives details of the lifetime funding and expenditure of the capital programme, including S106 funding utilised from OPDC's fund of developer contributions.

Lifetime Funding

Funding Source	Total programme	
£m	Total Funding	Total Expenditure
Land Fund	50.0	50.0
BIL	53.9	47.0
S106	4.8	4.8
GLA Borrowing	100.0	34.2
DESNZ	35.0	0.0
Total	243.7	136.1

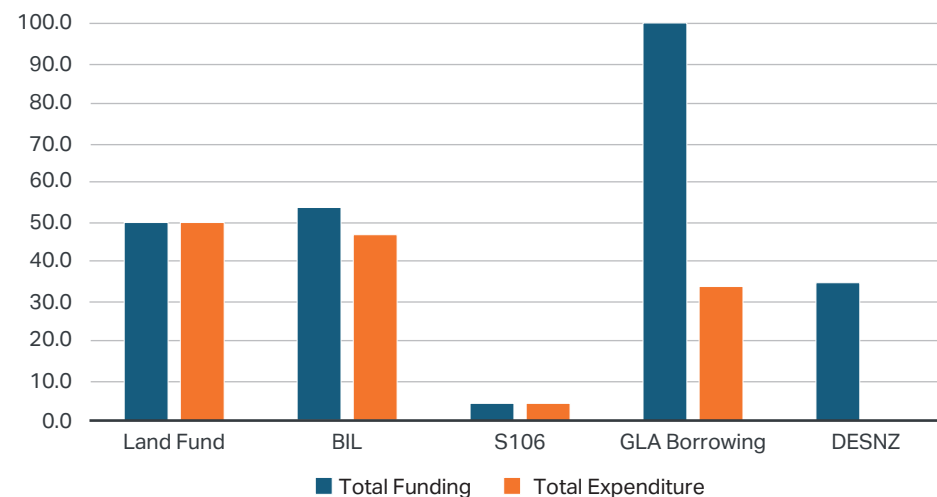
- This table shows the sources of capital funding and the cumulative expenditure up to the end of June 2024.
- This includes S106 expenditure from wider fund on the capital programme.

In Year (Q1)

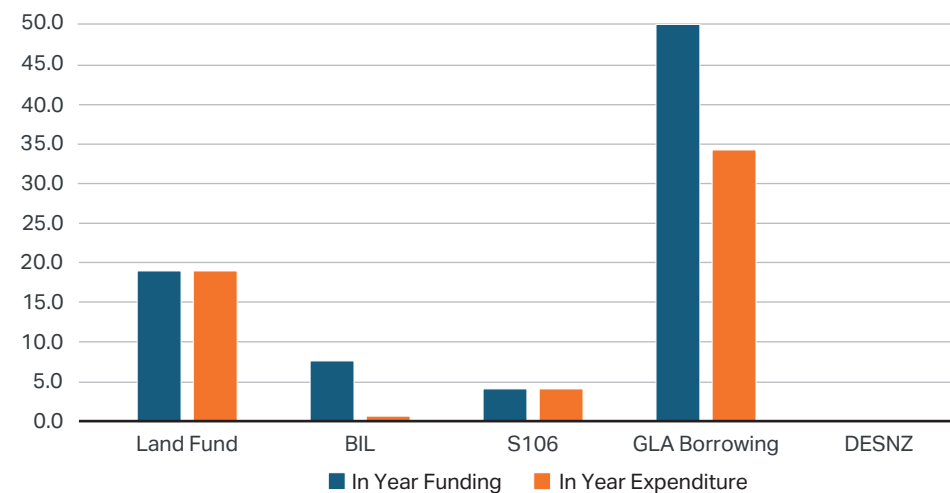
Apr to Jun 2024			
£m	In Year Funding	In Year Expenditure	Budget Remaining
Land Fund	19.1	19.1	0.0
BIL	7.8	0.9	6.9
S106	4.3	4.3	0.0
GLA Borrowing	50.0	34.2	15.8
DESNZ	0.0	0.0	0.0
Total	81.2	58.5	22.7

- This table shows the funding available in 2024-25 with the amount spent to June 2024 and the remaining budget available.

Total Approved Funding Available vs Lifetime Expenditure (£ m)

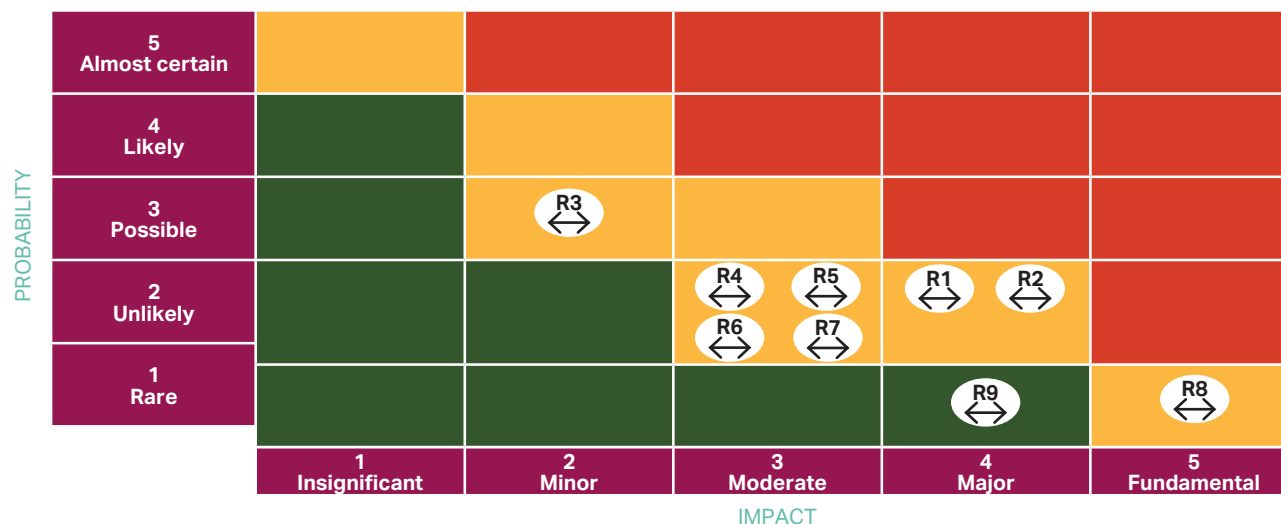


2024-25 Capital Funding vs Expenditure: April-June 2024 (£ m)



4. Strategic Risks

This section sets out strategic risks for the Corporation, mapped using our Risk Management Framework. The below heat map shows where our risks sit within our scoring matrix and the current trend for this quarter. Subsequent tables set out risk score, following application of control measures, and individual commentary on those risks which are 1) severe / critical 2) trending upwards 3) trending downwards.



Severe / critical risks

ID	Description	Commentary
N/A	N/A	No severe / critical risks this quarter, due to effective controls but will continue to keep under close review during Q2 and beyond.

Risks trending upwards

ID	Description	Commentary
N/A	N/A	No risks trending upwards as of this quarter but will continue to monitor.

Risks trending downwards

ID	Description	Commentary
N/A	N/A	Risks remain steady, with none trending downwards this quarter.

Critical/severe		
ID	Description	Score
N/A	None	

Moderate		
ID	Description	Score
R1	Infrastructure Capacity/Heat Network: Electrical grid capacity issues within West London continue to affect project development.	8
R2	HS2 Station: Delays to the delivery of the HS2 Station could result in delays to the delivery of homes and jobs targets in the OPDC area.	8
R3	Old Oak: Economic uncertainty - Inflation, values and funding uncertainty will impact Old Oak, but may benefit site acquisitions.	6
R4	Old Oak: Funding availability and profile to support the continued development of Old Oak. Full alignment with the strategic delivery programme.	6
R5	Environment/Climate: Environmental sustainability is a major priority for the Mayor of London and OPDC. There is a risk that OPDC will not meet its sustainability objectives.	6
R6	Old Oak: Inadequate resourcing to maintain delivery momentum (OPDC, Public Bodies & wider supply chains).	6
R7	Construction: Impacts of supply side challenges and material/labour inflation on the construction industry may adversely affect the viability of schemes and speed of delivery of new homes & jobs.	6
R8	Old Oak: Project delivery sequencing is challenging given statutory processes around land assembly, procurement and delivery.	5

Slight/negligible		
ID	Description	Score
R9	Old Oak: Maintaining stakeholder alignment across public and private sector, and certainty around the appetite for project funding, support and delivery. This includes pooling of land from public stakeholders.	4

5. Performance

OPDC measures its performance through its thematic pillars; **Delivery, Community, and Innovation**, supported by our **Core Functions**. Each section provides a summary of steps taken this quarter towards meeting our strategic pledges, shown below in **bold**.

Delivery

Realising ambition through action

Summary

Establish our role as landowner and steward

In the last quarter, three key sites have been acquired which support the development of the Old Oak scheme. Engagement with private landowners in Old Oak continues in line with OPDC's land assembly strategy. Work continues on the public land collaboration agreements that will allow for agreement across the public sector. Work continues on managing the new assets as they are acquired, alongside proactive engagement with the existing community or businesses.

Secure the right investment and development partners

Progression of the Interim Business Plan includes consideration of the overall procurement strategy/development partner approach for internal review. OPDC will undertake early market engagement ahead of a formal procurement launch in 2025.

Deliver positive changes and local enhancements now

Whilst the early activation strategy to provide the framework for early delivery continues to be developed, the OPDC team has a number of active public realm projects which are already being delivered and new opportunities are being discussed with members of the local community.

In response to resident complaints, this quarter saw an increased monitoring of construction activity at the data centre sites in the OPDC area. While much of this resident engagement does not require formal investigation and does

not relate to planning enforcement, ensuring that residents are kept up to date with construction activities and liaising with host boroughs as appropriate ensures that Corporate Strategy pledges around positive changes are being met. Monitoring work around unlawful shisha lounges continues with quarterly visits and other residential enforcement case work was progressed this quarter. Several issues relating to fly tipping, unlawful parking and other matters impacting on the area have been raised directly with the host boroughs and through the Joint Working Group with Ealing.

Maximise affordable homes, jobs and funding contributions for new and improved infrastructure

OPDC continued to progress overall project and infrastructure, funding and delivery strategy and plans, and aligned these to overall Old Oak delivery strategy.

Despite the fact that we have not collected any additional S106 in Q1, work has advanced on spending S106 already collected delivering against the clauses in the relevant section S106 agreements. The current balance is £25.7 million with £3.1 million spending proposals agreed by the Planning Obligations Advisory Group in Q1. Ongoing work is taking place to advance expenditure and delivery of infrastructure, including public realm improvements in Park Royal and North Acton and meetings are underway with borough education colleagues regarding demand for additional school places.

Performance against our Management Plan deliverables can be found in Annex A.

Community

A place for everyone, reflecting local needs and aspirations

Summary

Empower everyone to have a say in the future

We held two community led consultation events this quarter - inviting the local community to have their say on a number of public improvement projects (Wesley Playing Fields and Midland Terrace). We will take on board all comments received and will use these to guide and inform the improvement works to be made at each project.

A revised Statement of Community Involvement was adopted this quarter, which sets out OPDC's commitments for how and when OPDC will consult communities in the process of planning for the Old Oak and Park Royal area, both in producing planning policy and in carrying out its development management functions. All planning applications have been consulted on in line with the Statement of Community Involvement and the revised arrangements relating to pre-application engagement set out in it have been implemented.

Celebrate and champion diversity, heritage and local identity

Our 2024-25 Small Grants Programme is supporting a range of local initiatives, events and programmes that support and champion the diversity of the OPDC area. Key highlights of this quarter include: supporting a community bookshop at Levant, a Syrian-owned business in Park Royal, and launching a programme designed to allow young girls to gain experience in professional kitchens, as well as dementia-inclusive events.

Build capacity and skills for the future

We are progressing our youth engagement programme and have achieved a high level of engagement with schools and universities this quarter. This includes hosting a work experience pupil from the nearby Twyford School; a careers day and site visit with Westminster University; the Open City, Makers Challenge with hundreds of primary school pupils; sponsoring and judging the Young Ealing Foundation awards; funding a range of youth training programmes via Small Grants and supporting West London film production school with local youth organisations.

Care and protect for the local area

We hosted a family fun day event to celebrate the completion of Harlesden Canalside. The event promoted the improvement works for people to use and enjoy the canal, encouraging stewardship and protection of the area. Before the event, OPDC also undertook a volunteering clean up and we have canal clean-ups programmed across the year. We have commenced joint working with Ealing Council to promote public realm improvements in North Acton and the Love Streets app.

Performance against our Management Plan deliverables can be found in Annex A.

Innovation

Creating a sustainable and prosperous future

Summary

Net-Zero and nature positive regeneration

Delivery of a district heating network directly aligns with our Local Plan and wider Mayoral objectives and targets to reach Net-Zero by 2030. OPDC is progressing the second stage of the procurement to appoint a partner to develop and build the network. In addition, we have secured commitments in this quarter for the supply of waste heat from two data centres in Park Royal, as well as connection from the Central Middlesex Hospital.

OPDC is also developing the Sustainability Charter which will underscore the ambitions for Net-Zero and nature positive regeneration.

Jobs for the future and local prosperity

We are commissioning the development of a comprehensive economic vision and narrative setting out OPDC's ambitions and aspirations for delivering inclusive growth benefits to local communities, residents and businesses. The work will explore what the OPDC's short, medium and long-term approach to job creation and local prosperity can be and identify the partnerships necessary to deliver it successfully.

Attract diverse industries and technologies

The development of the economic vision and narrative will by its nature allow for the creation of a breadth of workspaces that are suitable for a wide range of industries and technologies.

The UKREiiF conference had a major focus on innovation zones and senior OPDC staff attended a number of sessions on this topic.

Planning applications and pre-applications are in the system for a wide range of types of industry and this is supported by our Local Plan.

Performance against our Management Plan deliverables can be found in Annex A.

Core Functions

An efficient and equitable team, fit for the future

Summary

The right capacity and capability to deliver

This quarter has seen increased collaboration with GLA Finance as programme activity increases. We have made final preparations for relocating to One West Point and will be on site as of early Q2, which will be a key catalyst in enabling us to deliver effectively. We have also made good strides this quarter in ensuring we have sufficient capacity to step into our role as delivery agent and are now fully staffed against our Target Operating Model. Finally, we continue to progress our corporate Readiness Review, in order to test the efficacy and efficiency of our systems and processes.

Foster a people centred approach

Following the roll out of the organisation-wide Learning & Development (L&D) Framework, there has been a notable increase in staff undertaking specialist training, with 13 members of staff having completed courses this past quarter. This is an area we will continue to drive to ensure our staff are able to develop their skills at OPDC and establish ourselves as best in class as we move into our delivery phase. The Learning and Development Steering Group was launched, and our Development Director is the senior sponsor for this group and will take a leadership role in this area. This group will be instrumental in helping to enhance our L&D offer for staff.

Embed equity, diversity and inclusion in everything we do

Unison ran an in-person and online session with staff to increase the awareness of the menopause in the workplace and its potential effects on staff. We have encouraged staff to complete the Menopause e-learning, which is designed to provide valuable insights and support. Our LGBTQ+ Network issued a special edition Network Newsbites in honour of London Pride.

Performance against our Management Plan deliverables can be found in Annex A.

6. Annex A – Performance

This annex sets out in further detail OPDC's corporate performance, measuring our progress against the metrics detailed in our [Management Plan](#).

Delivery

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	6	7	Majority of milestones and PIs on track.
Amber	8	2	Minor delays to milestones which are reliant on Government's planning reforms. Some workstreams subject to post election engagement to progress effectively.
Red	0	0	None this quarter.
Closed Green	1	0	Public Realm SPD adopted.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Current status	Commentary
M-1	Agree Old Oak Collaboration Agreement	Delivery	1	Q2 24-25	Q2 24-25	NEW	A	Progress is being made on the public partnership with government and rail agencies. The Collaboration Agreement is still on track to be agreed by the end of Q2, however remains subject to engagement post-Election.
M-2	Approval of draft Old Oak Interim Business Plan	Delivery	1	Q3 24-25	Q3 24-25	NEW	A	Work is progressing well across the key workstreams that make up the Interim Business Plan. It is on track to be approved in Q3 but will be reliant on the completion of a number of key inputs from external stakeholders.
M-3	Publish OPDC's Regeneration Strategy	Delivery	3	Q3 24-25	Q3 24-25	NEW	A	Work on the Regeneration Strategy is ongoing, the next key milestone is to brief key stakeholders before finalising the document for approval by OPDC Board.
M-4	Finalise approach of Master Development Partner procurement for Old Oak West	Delivery	2	Q4 24-25	Q4 24-25	NEW	G	Through existing workstreams, the approach for the master developer procurement will be agreed and secured.

Delivery (cont.)

M-5	Develop Infrastructure Strategy	Delivery	3	Q2 24-25	Q3 24-25	NEW	A	The development of the infrastructure strategy continues to evolve and good progress has been made. It will continue to develop throughout the year.
M-6	Agree Old Oak Public Land Agreements with public sector landowners	Delivery	1	Q4 24-25	Q4 24-25	NEW	A	Good progress has been made on the Public Land Agreement with draft Heads of Terms in circulation. Land due diligence underway. Due to be completed at Q4.
M-7	Proactively work to secure additional funding to support the Delivery work programme	Delivery	1	Q4 24-25	Q4 24-25	NEW	G	Continued dialogue with the GLA with respect of future funding to OPDC to support the delivery of Old Oak.
M-8	Take to Planning Committee at least 1,367 homes and 10,000 sqm of industrial/employment space	Planning	4	Q4 24-25	Q4 24-25	NEW	G	There is a healthy pipeline of residential/mixed use and industrial applications.
M-9	Adopt the Public Realm SPD to provide clearer guidance to developers	Planning	4	Q1 24-25	Q1 24-25	NEW	CG	Adopted in June 2024.
M-10	Develop a detailed programme for the commissioning of evidence, consultation and engagement to review the Local Plan, in line with the new requirements set out in the Levelling Up and Regeneration Act	Planning	4	Q4 24-25	Q4 24-25	NEW	A	Reliant on Government's planning reforms to be introduced to provide clarity on required evidence and procedures.
M-11	Produce an Employment and Housing Land Review to underpin a future Local Plan review.	Planning	4	Q4 24-25	Q4 24-25	NEW	A	Reliant on Government's planning reforms to be introduced to provide clarity on required evidence and procedures.
M-12	Publish a study to explore options to improve the North Acton Public gyratory for pedestrians and cyclists	Planning	4	Q3 24-25	Q3 24-25	NEW	G	Draft long list of options has been developed and client team is reviewing this to produce a shortlist of options to be developed in further detail.
M-13	Ensure procedures, resources and process in place to determine applications no longer delegated to Ealing	Planning	4	Q1 24-25	Q2 24-25	NEW	G	Processes are in place to determine applications. Staff structure and resourcing is being finalised.
M-14	Develop an infrastructure funding strategy for Community Infrastructure Levy (CIL) and Section 106 income	Planning	4	Q3 24-25	Q4 24-25	NEW	A	Awaiting revised infrastructure requirements and updated development capacities and phasing from delivery to inform projections and prioritisation.
M-15	Produce a template for OPDC-wide design code to be developed as part of the Local Plan review	Planning	1	Q4 24-25	Q4 24-25	NEW	G	Work underway, reviewing case studies, national and regional guidance and commencing template production.

Delivery (cont.)

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Current status	Commentary
PI-1	Number of Land Deals concluded	Delivery	1	3	3	G	G	Three site acquisitions have been concluded in Q1 this year with a fourth one due to complete in early Q2. Engagement with private landowners in Old Oak continues in line with OPDC's land assembly strategy.
PI-2	Housing capacity pipeline of sites acquired	Delivery	1	300	300+	G	G	All private landowners in Old Oak area have been contacted and we are in active negotiation on multiple sites as per OPDC's Land Assembly Strategy to acquire sites through agreement. Sites already acquired will unlock significant housing capacity across Old Oak as part of the future regeneration programme.
PI-3	Housing approvals	Planning	4	1367	0	G	G	No approvals in first quarter. Working to meet target by end of year subject to planning approvals coming forward.
PI-4	Affordable housing by habitable room through OPDC planning permissions	Planning	4	35% min 50% strategic target	N/A	A	G	No approvals in first quarter. Expect to meet target by end of year.
PI-5	Percentage of all formal planning applications determined within statutory time period (or agreed extension of time)	Planning	4	100%	100%	G	G	All decisions within time or within agreed extensions of time.
PI-6	Percentage of planning appeals dismissed	Planning	3	75%	N/A	G	G	There have been no appeal decisions this quarter.
PI-7	Percentage of valid enforcement cases registered within 3 days of receipt	Planning	3	100%	100%	NEW	G	All cases registered on time in Q1.
PI-8	Percentage of registered enforcement cases actioned within 6 weeks of registration	Planning	3	100%	100%	NEW	G	All cases actioned on time in Q1.
PI-9	Percentage of enforcement appeals dismissed	Planning	3	80%	0%	G	A	Both appeals were allowed for very specific reasons relating to the cases. Enforcement Notice on Bamboo Lounge to be re-issued. Pending cases on track to be dismissed, percentage will improve in coming Qs.

Community

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	5	5	Strong performance this quarter.
Amber	0	0	None this quarter.
Red	0	0	None this quarter.
Closed Green	1	0	Published OPDC's Statement of Community Involvement.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Status	Commentary
M-1	Refresh OPDC's brand and supporting collateral, including digital presence, to amplify and raise awareness about regeneration at Old Oak	Comms	1	Q4 24-25	Q4 24-25	NEW	G	Our new corporate strategy was approved by Board in June, setting a new vision, mission and set of values for the corporation which will shape OPDC's brand and public presence. Initial conversations with external graphic design agencies to refresh and overhaul OPDC's brand have now commenced, as well as commissioning a new photography library. We aim to have a new and refreshed brand in place by the end of this FY, supported by key channels and collateral, including a new website.
M-2	Roll out OPDC Small Grants programme 24-25, culminating in spotlight event to celebrate community projects	Comms	3	Q4 24-25	Q4 24-25	NEW	G	We awarded grants to 17 recipients in April 2024. We held a Small Grants launch event in May 2024, attended by 10 of our Small Grant's awardees and kicked off our 2024-25 programme. We have commissioned detailed project plans from awardees and are establishing 121 check-in meetings to monitor progress, as well as attending a series of awardee-led events with the community including summer fetes, dance competitions and workshops.

Community (cont.)

M-3	Build awareness and excitement around early activation projects with communications and engagement programmes for Harlesden Canalside, North Acton, Wesley Playing Fields and more	Comms	4	Q4 24-25	Q4 24-25	NEW	G	We have held in person and online engagement events for Wesley Playing Fields and Midland Terrace. These included interactive activities and connected with a wide range of community members of all ages. We also held a Harlesden Canalside Family Fun Day in May in partnership with local community organisations and businesses. We have established a working group with Ealing Council to promote activation in North Acton, this includes promoting the Love Streets app and creating branded marketing collateral to support shared public realm projects.
M-4	Increase network of stakeholder and community relationships particularly with diverse groups, through engagement initiatives and events including PRDD, Park Royal Food Festival and youth engagement	Comms	1	Q4 24-25	Q4 24-25	NEW	G	Created a programme of wider engagement initiatives specifically targeted at broadening our networks and reaching diverse groups. This has included volunteering and supporting community events including World Reggae Day in Harlesden and the For Brian CIC street party for community members with dementia in Old Oak. We are forging working relationships with several local organisations this quarter, including Peabody, Safety for Women and Girls and Young Ealing Foundation, including sponsoring and judging the latter's young people awards. Our youth engagement programme is progressing well, this quarter we completed the City Makers challenge, a programme that engaged hundreds of local primary school pupils, the West London Film Festival at BoxPark in partnership with the West London boroughs, which trained young people in media and film and provided local media work experience opportunities, as well as hosting Westminster University students for careers talks.
M-5	Expand volunteering programme for staff to ensure everyone in OPDC has participated in supporting the local community	Comms	4	Q4 24-25	Q4 24-25	NEW	G	We are creating more regular volunteering opportunities through developing programmes with local organisations, rather than one-off sporadic events. This includes opportunities at Brent Food Bank every other month and ongoing opportunities with ReConnect, offering staff opportunities to become companions for the local elderly community. This quarter, we have also created volunteering opportunities to run canal clear-ups, working with primary school children and providing mentoring advice on careers to university students. As a result, participation from staff in volunteering events continues to grow.
M-6	Publish OPDC's Statement of Community Involvement	Planning	1	Q1 24-25	Q1 24-25	NEW	CG	Approved and published in June 2024.

Community (cont.)

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Status	Commentary
PI-1	Engagement through social media channels (followers)	Comms	1	600	275	G	G	Q1 followers: LinkedIn – 247 Instagram – 23 YouTube – 5 Lifetime Followers: Twitter - 2,620 Facebook - 862, LinkedIn - 2,448 Instagram - 1,237 YouTube - 149
PI-2	Number of unique visits and page views to OPDC consultation platform	Comms	1	20000	9917	NEW	G	OPDC has received 7,205 page views for Q1 and 2,712 unique visits.
PI-3	% of correspondence replied to within 20 working days *	Comms	1	97%	90%	G	G	OPDC received 30 enquiries for Q1. This included 13 FOI's. Achieved 90% for this quarter - margin for error small as start of quarter, no outstanding FOIs as of Q2.
PI-4	% of participants from diverse backgrounds participating in engagement activities	Comms	2	35%	50%	G	G	During Q1, we have had a 50% engagement rate with diverse communities. This metric is from the successful applicants from the Small Grants Fund, Ideas Book and other engagement activities.
PI-5	Number of staff participating in volunteering opportunities	Comms	4	60	27	G	G	This quarter, 27 OPDC staff have volunteered for activities such as Brent Food bank, Harlesden Canalside clean up, and launch event, Westminster students visit. These opportunities were advertised via the internal newsletter and email.

Innovation

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	5	2	Majority of workstreams performing well.
Amber	2	1	Minor delays to several milestones and award of the Small Business Loan Fund.
Red	0	2	Forge targets underperforming but this is being considered as part of wider review.
Closed Green	0	0	None this quarter.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Status	Commentary
M-1	Develop strategy and delivery plan for Early Activation projects within Old Oak West area	Delivery	2	Q2 24-25	Q3 24-25	NEW	A	Whilst any early activation opportunities are being looked into as they arise there has been a delay to the commencement of the overall strategy due competing priorities.
M-2	Develop Economic Vision and narrative for OPDC	Delivery	2	Q3 24-25	Q3 24-25	NEW	G	The scope is ready and a consultant is expected to be appointed by end of July.
M-3	Undertake strategic review of the Forge	Delivery	3	Q4 24-25	Q4 24-25	NEW	G	Wide ranging conversations have been taking place between boroughs and other stakeholders to determine the most optimised delivery mechanism for The Forge. Officers will be piloting the new approach over the next two quarters.
M-4	Heat Network Full Business Case Sign Off	Delivery	1	Q3 24-25	Q4 24-25	NEW	G	Preparation of the Final Business Case will begin once the Development and Funding partner has been selected, currently forecasted for Q4 24-25.
M-5	Heat Network Commercialisation Partner in contract	Delivery	1	Q4 24-25	Q4 24-25	NEW	G	Currently in the second stage of a procurement process. Work is progressing on target for appointment of a Development and Funding Partner by Q4 24-25.
M-6	Publish OPDC's Sustainability Charter	Delivery	1	Q3 24-25	Q3 24-25	NEW	G	Initial drafts have been circulated for comment by OPDC's DISCo and overall programme remains on target for Q3 24-25.

Innovation (cont.)

M-7	Work with academia and developers of schemes built in the OPDC area to learn lessons from completed development particularly relating to high rise development	Planning	3	Q4 24-25	Q4 24-25	NEW	A	Work is underway investigating the options for this work but we do not currently have a partner.
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PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Current status	Commentary
PI-1	Public realm/green space improvement projects delivered	Delivery	1	5	2	NEW	G	Two projects have been completed to date, with a number of other projects undergoing design development.
PI-2	Direct and indirect jobs supported	Delivery	2	85	6	NEW	R	Six jobs have been supported to date. A review of The Forge is currently being undertaken and performance is one of the key areas being reviewed to improve the support of direct and indirect jobs.
PI-3	Number of businesses supported through training, specialist advice, small grants via the Forge, Delivery (relocation) and CEZ programmes	Delivery	2	100	12	NEW	R	12 businesses have been supported by The Forge within the first quarter. The number of businesses supported is forecast to grow as the Relocation and CEZ programmes progress.
PI-4	Funds provided via the Small Business Loan Fund	Delivery	3	300000	0	NEW	A	No funding has been issued yet, however, the combined funding request of the pipeline of applicants at Eol and application stage exceeds the £300,000 budget set for the project. This provides confidence that the full budget will be spent by the end of the year.
PI-5	Contribute to London's need for industrial space: net industrial floorspace approved	Planning	3	Net gain	Net gain	G	G	Net gain 3,101sqm.

Core Functions

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	8	4	Performance is strong for first quarter with key workstreams on track.
Amber	1	1	More work to be done on progressing our corporate Readiness Review.
Red	0	0	Currently no metrics severely underperforming.
Closed Green	3	0	Three milestones achieved.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Current status	Commentary
M-1	Refine new quarterly performance reporting	Corp Ops	1	Q2 24-25	Q1 24-25	NEW	CG	OPDC has rolled out its new quarterly reporting process which will be presented to the Audit and Risk Committee in September.
M-2	Publish annual EDI Report	Corp Ops	3	Q2 24-25	Q2 24-25	NEW	G	On track for submission to Board in September.
M-3	Facilitate OPDC's relocation to North Acton	Corp Ops	2	Q3 24-25	Q2 24-25	NEW	G	OPDC is on track to move into One West Point w/c 17th July.
M-4	Conduct staff survey	Corp Ops	2	Q3 24-25	Q3 24-25	NEW	G	We are collaborating with GLA Group counterparts to begin scoping procurement exercise.
M-5	Develop OPDC's well-being charter	Corp Ops	2	Q2 24-25	Q2 24-25	NEW	G	On track, due to be shared with EDI Working Group.
M-6	Conduct organisational Readiness Review to ensure financial, governance, risk and assurance arrangements are robust and efficient	Corp Ops	1	Q4 24-25	Q4 24-25	NEW	A	The Readiness Review project is progressing, the Risk Management Framework is currently under review and OPDC's governance policies and procedures are being systematically updated.
M-7	Implement business and process changes through OPDC's Continuous Improvement Programme	Corp Ops	1	Q4 24-25	Q4 24-25	NEW	G	Two successful improvements made to procurement (communicating escalation routes) and HR (performance management) processes this quarter.
M-8	Develop a Treasury Strategy	Corp Ops	1	Q2 24-25	Q2 24-25	NEW	G	We are working closely with GLA Group Finance to ensure we are aligned with the Group strategy for funds management.

Core Functions (cont.)

M-9	Finalise Borrowing Facility with GLA	Corp Ops	1	Q1 24-25	Q1 24-25	NEW	CG	OPDC has entered into a borrowing facility agreement of £100m with GLA, with £50m earmarked for FY 2024-25 and 2025-26.
M-10	Update finance strategy and governance framework for landholdings	Corp Ops	1	Q2 24-25	Q2 24-25	NEW	G	We are developing our group asset management and financial control frameworks to manage the diverse property portfolio we now own.
M-11	Review of new L&D Framework	Corp Ops	1	Q4 24-25	Q4 24-25	NEW	G	Established the L&D Steering Group, to continue improving the L&D framework and offer for staff.
M-12	Finalise implementation of Target Operating Model	Corp Ops	1	Q1 24-25	Q1 24-25	NEW	CG	OPDC has now fully recruited against its Target Operating Model.

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Current status	Commentary
PI-1	% Staff turnover in past 12 months	Corp Ops	2	15%	13%	G	G	No changes to staff turnover, as it remains under our target.
PI-2	% of female staff within the workforce	Corp Ops	3	50%	64%	G	G	No changes to female staff within the workforce.
PI-3	% of Black, Asian and Ethnic Minority staff within the workforce	Corp Ops	3	37%	26%	A	A	Small increase from last quarter due to recent recruitment. We are reliant on accurate reporting disclosure rates to provide a credible narrative. We will provide awareness and education sessions for staff about the importance of diversity data.
PI-4	% invoices from SMEs paid within 10 working days	Corp Ops	1	90%	94%	A	G	Increase from previous quarter.
PI-5	Percentage Forecasting against OPDC budget	Corp Ops	1	+/-5%	1%	G	G	Outturn was within 1% of budget for 2023-24.

6. Annex B – Finance

The following sets out the quarter and full year income and expenditure in the subjective format as set out in the approved Mayoral funding 2024-25 (£11.8m).

YTD Actuals Apr-Jun 24 £ 000's	YTD Budget Apr-Jun 24 £ 000's	Variance Apr-Jun 24 £ 000's	Expenditure & Income	FY Forecast 2024-25 £ 000's	FY Budget 2024-25 £ 000's	Variance 2024-25 £ 000's
(250)	(336)	86	Rental Income	(1,986)	(1,456)	(530)
(446)	(350)	(96)	Pre-apps + Application fees	(1,044)	(600)	(444)
(35)	(23)	(12)	Other Development Management Income	(38)	(534)	496
(732)	(709)	(23)	Total Revenue	(3,068)	(2,590)	(478)
23	45	(22)	Communications, Engagement & Strategy	246	246	-
481	414	67	Corporate Operations	1,892	1,892	-
518	732	(213)	Old Oak West Development	2,210	2,212	(1)
262	286	(24)	Land Assembly	1,161	1,132	29
63	53	9	Regeneration and Economic Development	593	593	0
86	121	(35)	Delivery Strategy	974	974	(0)
91	40	50	Asset Management	471	175	296
17	29	(11)	Planning Policy	337	279	58
5	47	(42)	Planning Development Management + Enforcement + MCIL	147	205	(58)
-	-	-	Planning legal	113	50	63
1,259	1,538	(278)	Establishment	6,639	6,632	6
2,805	3,304	(499)	Total Expenditure	14,782	14,390	392
2,073	2,595	(522)	Net Revenue	11,714	11,800	(86)

Q1

- Establishment costs are £278k underspent reflecting vacancies and the rephasing of recruitment in across the business.
- The Old Oak development work has been deferred to Q2 onwards (£213k)
- Other minor overspends and underspends are being managed through in year monitoring to deliver on target performance by year-end.

Full year forecast

- The revenue variance is because the budget assumed a £445k drawdown from the ring-fenced Planning reserve. This is now not needed due to an increase in pre-application fees received and forecast.
- Establishment costs will be in budget by the end of the year as recruitment and deferred activities ramp up.
- Increased land assembly purchases will generate higher than budgeted rental income throughout the year. Asset management costs are higher as a consequence (£296k).