

OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION



Old Oak and Park Royal
Development Corporation

Management Plan 2024-2025

MAYOR OF LONDON

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1. Introduction

This sets out the key elements of OPDC's work programme for 2024-25, in line with the organisation's new Corporate Strategy. This document should be read in conjunction with the Corporate Strategy.

It outlines the practical steps we will take as the organisation shifts from an emphasis on planning to delivery, overseeing and coordinating far-reaching change across Old Oak and Park Royal. It has a strategic focus on Old Oak, the major development areas, largely in public ownership, close to the new High Speed 2 Old Oak 'superhub' station.

This plan aligns with the Mayor's London priorities to strengthen local communities, secure a zero-carbon future, help Londoners into good work, and create flourishing high streets for all.

How we will use this document

This plan will help frame our work over 2024-2025, distilled across our three priority pillars:

- **Delivery - realising ambition through action**
- **Community - a place for everyone, reflecting local needs and aspirations**
- **Innovation - leading the way for a sustainable and prosperous future**

Each directorate will support these pillars through their programme activity, enabled by our Core Functions.

The document sets out key pledges for each pillar, together with milestones and performance indicators that will provide the basis for our quarterly performance reporting and risk management, and our accountability to our Board and the Mayor.

They also form the basis for individual team members' performance management arrangements.

2. Our Corporate Strategy

Underpinning our three pillars is a set of values, which support our commitment to being an efficient, adaptable and equitable team that nurtures and grows talent, ensuring we are fit for the future. These are at the heart of our ways of working, our corporate culture and our decision making. All OPDC colleagues embody these values, and they enshrine what we expect from our partners and suppliers.



3. Delivery

Delivery is fundamental to realising our vision for a sustainable, prosperous and inclusive neighbourhood. Our Local Plan sets out ambitious targets to deliver 25,000 new and affordable homes and 56,000 new jobs and with the adopted plan in place, supported with more detailed, supplementary planning guidance, we are shifting focus from strategic planning to practical delivery and implementation, ensuring that the benefits of regeneration outlined in policy are realised.

The key to this is Old Oak, our principal development scheme and London's largest brownfield development opportunity, where the scale of the opportunity, coupled with the significant investment in transport infrastructure, enables us to create inclusive growth and a holistic place, that meets local needs, while attracting global investment.

As well as housing delivery at scale on government land holdings and our own smaller sites, this includes overseeing other developers planning applications in our capacity as Local Planning Authority and making important shorter-term improvements to the public realm, pedestrian and cycle ways and public transport hubs, to make the area a safer, more attractive and welcoming place.

Our pledges are:

- Establish our role as a landowner and steward
- Secure the right investment and development partners
- Deliver positive changes and local enhancements now
- Maximise affordable homes, jobs and funding contributions for new and improved infrastructure

To achieve these pledges, we will undertake the following deliverables:

Assembling privately owned sites for development

We will continue to build our portfolio of landholdings in Old Oak. These sites have been strategically chosen to either unlock or complement the larger, public sector landholdings, to create a contiguous new neighbourhood. Our land assembly programme will include landowner negotiation and engagement with current occupiers, a relocation strategy for existing businesses and once in OPDC ownership, we will carefully manage our assets, whether that be working closely with businesses with longer leases, delivering shorter term, temporary uses or maintaining and readying land for development.

Progress our public partnership with government and the rail agencies

In accordance with the approved Outline Business Case, we are establishing a Collaboration Agreement, the aim of this Agreement is to ensure that all Parties move forward with a common purpose in pursuing the Strategic Objectives and clearly sets out OPDC's role as Delivery Agent for the Old Oak Project. Parties to the agreement include Government Departments and Rail agencies. We are also progressing the negotiation of Land Agreement(s) between the Public Sector landowning parties, namely OPDC, Department for Transport, and Network Rail to ensure all public land holdings are pooled, providing clarity and certainty to any future development and investment partners.

A Local Plan review, supported by design codes

Our Local Plan sets the entire planning policy framework for our regeneration area guiding all development to ensure it is in line with the Mayor's London Plan, his healthy streets, inclusive growth and Net Zero priorities and our vision for a sustainable, prosperous and inclusive new neighbourhood at Old Oak and Park Royal. In line with new government reform we will be undertaking a wholesale review of the policies in place over the next few years and this will include creating a design code ensure that a high-standard for design is set for all new buildings and spaces. We will be developing this in close consultation and co-design with our local communities.

Procuring a development partner

Now the Outline Business Case is approved, and we have greater certainty over the development land in our area, we can go out to the market to seek investment and expertise from the private sector. We will commence early market engagement and research before launching our procurement to find a development partner who matches OPDC and the Mayor's ambitions and values for sustainable, inclusive and innovative regeneration at Old Oak.

Running an efficient and effective development management service

As a Local Planning Authority, we are responsible for decisions on planning applications across our area. Interest from developers is growing as our plans progress and we have a planning pipeline of over 8,000 new and affordable homes. We will work hard to process these applications, working with developers and our planning committee to ensure that applications maximise affordable housing wherever possible, create schemes that meet local needs and generate funding for infrastructure and community benefits.



Delivering early activation and meanwhile uses

While the full promise of the plan for regeneration will take some years to realise, we're committed to bringing positive changes to the local area now to activate the area, improving safety, accessibility and appearance of public spaces and places, as well bringing more facilities, amenities and activities for local people. This will include delivering public realm enhancements at North Acton station, the Grand Union Canal, Old Park Royal, Wesley Playing Fields and Cerebos and Victoria Gardens, as well as delivering more substantial meanwhile uses in partnership with local residents and businesses.

A regeneration strategy for Old Oak

Our primary focus over the duration of this corporate strategy will be progressing the delivery of Old Oak, building on the excellent progress made in recent years, namely the agreement for comprehensive regeneration on government land secured through our approved outline business case and the accumulation of privately-owned sites now under OPDC's ownership.

Our next significant steps will be the preparation of a regeneration strategy. The purpose of the strategy is to build on both the Old Oak West supplementary planning document and the community co-design that informed it, as well as the outline business case, creating a public facing vision and mission statement for Old Oak, setting out what kind of place Old Oak will be and how OPDC will deliver our ambitions. It will be used in support of land assembly and to attract and inform delivery partner procurement.

We will develop the strategy with community consultation and working closely with our key stakeholders, including our host boroughs, DfT, DLUHC and Homes England.



| Delivery Pledges | | | | | |
|--|--|-------------|--------|-----------------|------------------------------------|
| 1. Establish our role as a landowner and steward | | | | | |
| 2. Secure the right investment and development partners | | | | | |
| 3. Deliver positive changes and local enhancement now | | | | | |
| 4. Maximise affordable homes, jobs and funding contributions for new and improved infrastructure | | | | | |
| ID | Milestone Description | Directorate | Pledge | Previous Target | Quarter to be delivered in 2024-25 |
| M-1 | Agree Old Oak Collaboration Agreement | Delivery | 1 | N/A | Q2 24-25 |
| M-2 | Approval of draft Old Oak Interim Business Plan | Delivery | 1 | N/A | Q3 24-25 |
| M-3 | Publish OPDC's Regeneration Strategy | Delivery | 3 | N/A | Q3 24-25 |
| M-4 | Finalise approach of Master Development Partner procurement for Old Oak | Delivery | 2 | N/A | Q4 24-25 |
| M-5 | Develop Infrastructure Strategy | Delivery | 4 | N/A | Q2 24-25 |
| M-6 | Agree Old Oak Public Land Agreements with public sector landowners | Delivery | 1 | N/A | Q4 24-25 |
| M-7 | Proactively work to secure additional funding to support the Delivery work programme | Delivery | 1 | N/A | Q4 24-25 |
| M-8 | Take to Planning Committee at least 1,367 homes and 10,000 sqm of industrial/employment space | Planning | 4 | N/A | Q4 24-25 |
| M-9 | Adopt the Public Realm SPD to provide clearer guidance to developers | Planning | 4 | N/A | Q1 24-25 |
| M-11 | Produce an Employment and Housing Land Review to underpin a future Local Plan review. | Planning | 4 | N/A | Q4 24-25 |
| M-12 | Publish a study to explore options to improve the North Acton Public gyratory for pedestrians and cyclists | Planning | 4 | N/A | Q3 24-25 |
| M-13 | Ensure procedures, resources and process in place to determine applications no longer delegated to Ealing | Planning | 4 | N/A | Q1 24-25 |
| M-14 | Develop an infrastructure funding strategy for Community Infrastructure Levy (CIL) and Section 106 income | Planning | 4 | N/A | Q3 24-25 |
| M-15 | Produce a template for OPDC-wide design code to be developed as part of the Local Plan review | Planning | 1 | N/A | Q4 24-25 |
| ID | Performance Indicator Description | Directorate | Pledge | Previous Target | 2024-25 Target |
| PI-1 | Number of Land Deals concluded | Delivery | 1 | 3 | 3 |
| PI-2 | Housing capacity pipeline of sites acquired | Delivery | 1 | 300 | 300 |
| PI-3 | Housing approvals | Planning | 4 | 1367 | 1367 |

| | | | | | |
|------|--|----------|---|---------------------------------|---------------------------------|
| PI-4 | Affordable housing by habitable room through OPDC planning permissions | Planning | 4 | 35% min 50% strategic target | 35% min 50% strategic target |
| PI-5 | Percentage of all formal planning applications determined within statutory time period (or agreed extension of time) | Planning | 4 | 80% | 100% |
| PI-6 | Percentage of planning appeals dismissed | Planning | 4 | 80% | 75% |
| PI-7 | Percentage of valid enforcement cases registered within 3 days of receipt | Planning | 4 | New PI | 100% |
| PI-8 | Percentage of registered enforcement cases actioned within 6 weeks of registration | Planning | 4 | New PI | 100% |
| PI-9 | Percentage of enforcement appeals dismissed | Planning | 4 | 80% | 80% |

4. Community

We collaborate closely with those who live, work and visit Old Oak and Park Royal, and with our three local boroughs, to ensure development reflects the needs and priorities of our communities.

Our community engagement strategy sets out our commitment to inform, involve, collaborate with, and empower local people across the five key priorities: developing a shared vision; improving places and spaces; nurturing heritage art and culture; promoting skills and employment; and supporting communities affected by change. We use a range of online, in-person and grassroots engagement techniques to build awareness about our plans and the many benefits of regeneration, but also to listen to different viewpoints, particularly those whose voices can go unheard.

Our regeneration ambitions need to reflect and build on what people love and enjoy about the area now, its rich cultural, historic and ethnic diversity, its manufacturing heritage, and its renowned assets. Through meaningful and careful engagement, as well as community capacity building, we will strive to ensure that changes are brought forward collaboratively in a way that delivers long-term social value, celebrating heritage and making tangible improvements to the public realm, street safety and access to jobs and affordable housing.

Our pledges are:

- Empower everyone to have a say in the future of the area
- Celebrate and champion diversity, heritage and local identity
- Build capacity and skills for the future
- Care for and protect the local area

To achieve these pledges, we will undertake the following deliverables:

Meaningful and inclusive engagement and consultation to shape Old Oak

We will build on the extensive engagement and co-design programme run across 2023, where we gathered community feedback and ideas to shape the SPD for Old Oak, to take our communities and businesses on the journey of influencing the future of the area at every step of the way.

We will launch our Ideas Book, which is the culmination of the feedback received so far. Following this, we will hold interactive and engaging events and consultations to help influence and shape our regeneration strategy and development partner procurement process in partnership with local people.

Embedding community champions and capacity building into our programmes, panels and projects

It's important to give local people every opportunity to take ownership of the changes happening in their area. We will do this by establishing community champions to help shape engagement processes, sit on procurement panels and activate new public spaces and community hubs. We will work closely with our Community Review Group and community steering boards to help oversee local projects, including Harlesden Canalside, Cerebos Gardens, North Acton and future meanwhile uses on OPDC-owned sites.

Volunteering and clear-up programmes

Making the area a cleaner, greener and more enjoyable place in the here and now is a key priority for OPDC and to do this, we're committed to make sure that everyone in the organisation plays their part.

We will roll out a volunteering plan that includes regular clean-ups and greening projects across Old Oak, the Grand Union Canal, Wormwood Scrubs and Park Royal. We will launch mentoring with local schools, colleges and universities to share skills and support young people fulfil their career aspirations. We will also partner with local charities and local foodbanks to help those communities most in need.

Appointing a community-coordinator

As the area undergoes transformative change, we understand that the impacts of longer-term construction can be disruptive. With many different organisations operating in the area, including HS2, the three host boroughs and individual developers, we understand that it can be confusing to know who is responsible for what and where to go to promptly find solutions to issues that need addressing.

We will employ a dedicated community co-ordinator, sitting between our planning enforcement and community engagement teams to manage, coordinate and address local issues on the ground supporting residents and businesses with enquiries relating to construction, planning, litter and local amenities.

Outreach initiatives to engage and inspire people from diverse backgrounds

We will invest in outreach initiatives to involve more people in regeneration, celebrate and champion diversity and heritage, and support those locally who need it most. This includes delivering our successful Small Grants programmes, with a particular focus on young people, health and wellbeing and supporting people through the cost of living.

A key focus will be expanding our youth engagement programme, encouraging young people to be more involved in planning through City Makers, helping young people from disadvantaged backgrounds with skills and careers through Street Elite and supporting the award-winning Youth Zone in White City.



| Community Pledges | | | | | |
|--|---|--------------------|--------|-----------------|------------------------------------|
| 1. Empower everyone to have a say in the future of the area | | | | | |
| 2. Celebrate and champion diversity, heritage and local identity | | | | | |
| 3. Build capacity and skills for the future | | | | | |
| 4. Care for and protect the local area | | | | | |
| ID | Milestone Description | Directorate | Pledge | Previous Target | Quarter to be delivered in 2024-25 |
| M-1 | Refresh OPDC's brand and supporting collateral, including digital presence, to amplify and raise awareness about regeneration at Old Oak | Comms & Engagement | 1 | N/A | Q4 24-25 |
| M-2 | Roll out OPDC Small Grants programme 24-25, culminating in spotlight event to celebrate community projects | Comms & Engagement | 3 | N/A | Q4 24-25 |
| 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 & Engagement | 4 | N/A | Q4 24-25 |
| 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 & Engagement | 1 | N/A | Q4 24-25 |
| M-5 | Expand volunteering programme for staff to ensure everyone in OPDC has participated in supporting the local community | Comms & Engagement | 4 | N/A | Q4 24-25 |
| M-6 | Publish OPDC's Statement of Community Involvement | Planning | 1 | N/A | Q1 24-25 |
| ID | Performance Indicator Description | Directorate | Pledge | Previous Target | 2024-25 Target |
| PI-1 | Engagement through social media channels (followers) | Comms & Engagement | 1 | 550 | 600 |
| PI-2 | Number of unique visits and page views to OPDC consultation platform | Comms & Engagement | 1 | New PI | 20,000 |
| PI-3 | % of correspondence replied to within 20 working days * | Comms & Engagement | 1 | 95% | 97% |
| PI-4 | % of participants from diverse backgrounds participating in engagement activities | Comms & Engagement | 2 | 35% | 35% |
| PI-5 | Number of staff participating in volunteering opportunities | Comms & Engagement | 4 | 40 | 60 |



5. Innovation

When Old Oak Common station is operational, there will be rapid rail links to established innovation zones including Euston, Barts Life Sciences, Birmingham Innovation Quarter, the Thames Valley corridor and Oxford.

The area is home to major knowledge sector institutions and an ecosystem of major businesses, logistics infrastructure and innovative and creative SMEs, makers and artists. Regeneration can drive cutting edge, innovative, commercial and economic activities, with its population providing the workforce for future industries.

Our plans can create a new innovation district for London, with links between innovative institutions like Imperial College and the manufacturing SMEs of Park Royal that can help drive forward the green industrial revolution.

Old Oak and Park Royal will be a suitable and attractive location for a diverse range of sectors, including knowledge and innovation; green tech and the circular economy; international trade and business service centres; and creative, media and digital industries.

Our plans also present an opportunity to lead the way in social, economic and environmental sustainability, helping to meet the Mayor's ambitions for Net Zero by delivering healthy streets, active travel, 30% green space and innovative carbon resilience measures, as well as championing and enabling inclusive growth that supports local prosperity. A key priority is to deliver a thriving, healthy and sustainable place, preserving the planet and enriching livelihoods, communities and nature.

Our pledges are:

- Net-Zero and nature positive regeneration
- Jobs for the future and local prosperity
- Attract diverse industries and technologies

To achieve these pledges, we will undertake the following deliverables:

Support an inclusive economy through training and jobs, capacity building, affordable workspace and attracting local investment

Working with existing businesses and employees across our area, we will continue to deliver our regeneration and economic development programme to support the local business community to grow and thrive.

This work will include creating more training and job opportunities for local people through our skills and employment service, the Forge, delivering more capacity building and affordable workspace for artists, creatives and makers, attracting investment through our Creative Enterprise

Zone and Park Royal Design District and improving local spaces through improvement projects and wayfinding.

Prepare an economic vision

Building on our recently adopted Industrial Supplementary Planning Document and working closely with our host boroughs and other local business stakeholders, we will set out an economic vision for Old Oak and Park Royal. This will inform our strategic plans for the future of Old Oak and Park Royal's economic regeneration, setting out our ambitions to create a new innovation district for London that stimulates economic growth for everyone, while driving industrial intensification and green jobs.

Deliver our plans for a district heat network

We will deliver a 'UK-first' district heat network, using recently granted £36m from DESNZ, that will take surplus heat from datacentres to power and heat over 10,000 new homes, hospitals, and businesses, resulting lost-cost, low-carbon energy.

We will procure of private sector partner to deliver the project, develop designs, planning and construction, so that the network will be up and running, powering homes and businesses as early as 2027.

Adopt a sustainability charter

Our sustainability charter and supporting action plan will join up OPDC's economic, social and environmental sustainability aims, with a clear pathway to achieve our Net Zero goals and help communities and businesses to flourish. It will align our sustainability work to complement and support local and regional strategies and action plans and set ambitious, innovative and deliverable targets in the short, medium and long term, that will help ensure that regeneration is sustainable, adaptable and resilient, not only by informing our own plans but to set performance requirements to ensure developers and consultants meet our goals and objectives.

| Innovation Pledges | | | | | |
|--|--|-------------|--------|-----------------|------------------------------------|
| 1. Net-Zero and nature positive regeneration | | | | | |
| 2. Jobs for the future and local prosperity | | | | | |
| 3. Attract diverse industries and technologies | | | | | |
| ID | Milestone Description | Directorate | Pledge | Previous Target | Quarter to be delivered in 2024-25 |
| M-1 | Develop strategy and delivery plan for Early Activation projects within Old Oak area | Delivery | 2 | N/A | Q2 24-25 |
| M-2 | Develop Economic Vision and narrative for OPDC | Delivery | 2 | N/A | Q3 24-25 |
| M-3 | Undertake strategic review of the Forge | Delivery | 3 | N/A | Q4 24-25 |
| M-4 | Heat Network Final Business Case sign off | Delivery | 1 | N/A | Q4 24-25 |
| M-5 | Heat Network Development and Funding Partner in contract | Delivery | 1 | N/A | Q4 24-25 |
| M-6 | Publish OPDC's Sustainability Strategy | Delivery | 1 | N/A | Q3 24-25 |
| 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 | N/A | Q4 24-25 |
| ID | Performance Indicator Description | Directorate | Pledge | Previous Target | 2024-25 Target |
| PI-1 | Public realm/green space improvement projects delivered | Delivery | 1 | New PI | 5 |
| PI-2 | Direct and indirect jobs supported | Delivery | 2 | New PI | 85 |
| PI-3 | Number of businesses supported through training, specialist advice, small grants via the Forge, Delivery (relocation) and CEZ programmes | Delivery | 2 | New PI | 100 |
| PI-4 | Funds provided via the Small Business Loan Fund | Delivery | 3 | New PI | £300,000 |
| PI-5 | Contribute to London's need for industrial space: net industrial floorspace approved | Planning | 3 | Net gain | Net gain |

6. Core Functions

As we move further towards large scale delivery, we will ensure that the organisation is fit for the future and that we have the right capacity and capability to deliver. This will be done as part of readiness review to ensure our financial, governance, risk and assurance arrangements are fully up to date and effectively managed, as well as the continued implementation of our target operating model which has already seen OPDC grow in both size and expertise, and sets out the skills and capabilities we need to build over the coming years.

A people centred approach is key to ensure that we realise our ambitions for Old Oak and Park Royal, so creating the environment where all staff can develop and thrive is a key priority. This includes a new framework for our staff's learning and development with a broad range of development and progression opportunities to support talent within the organisation; and increasing collaboration and sharing knowledge and skills with our GLA Group colleagues, boroughs and other partners.

Inclusivity is central to our ethos, not only in the places we create, but by ensuring we are an organisation where everyone can thrive and where respect and equity are at the heart of our culture, values and working practices. This is equally the case in the interface with our communities and partners and is enshrined in our Equity, Diversity & Inclusion Strategy.

Our pledges are:

- The right capacity and capability to deliver
- Foster a people centred approach
- Embed equity, diversity and inclusion in everything we do

To achieve these pledges, we will undertake the following deliverables:

Undertake a corporate readiness review

As we gear up for delivery, it's important that we are ready to take on the role of lead delivery agency, as agreed in our outline business case, with the capability it requires. To ensure this, we will conduct a comprehensive readiness review across our finance and governance structures, ensuring that our core functions, including decision making, management and risk assurance are working effectively and efficiently, in line with best practice industry standards.



Finalise the implementation of our target operating model

The first year of implementing our three-year target operating model is now complete. We have successfully grown our team to provide accountability and bandwidth, mostly in delivery and finance, including the appointment of an Executive Director of Delivery. In total, 25 new roles are required, and the full target operating model will see OPDC grow from 53 staff to 78 staff by the end of 2025.

Inclusive Recruitment

We will further improve our inclusive recruitment practice. This will involve tracking all recruitment campaigns from Grade 10 upwards to assist with making informed decisions on how we can make improvements. We will roll out apprenticeship programmes, and we will collaborate with the GLA to establish whether there are any opportunities to benchmark best practice across the group.

Roll out a refreshed learning and development framework

Our people centred approach will see us continue nurturing and developing talent across our workforce, ensuring everyone in the organisation has equitable opportunities to enhance their skills and career path. We are rolling out a new learning and development framework for all staff which will include training, industry accreditations and memberships, mentoring opportunities, external insight sessions and site visits, as well as sharing opportunities from across the GLA.

Leadership commitment and involvement in EDI

Working closely with our senior executive and non-executive team we will create a top-down approach to EDI, setting ambitious targets and ensuring every board member and senior director plays their part in taking an active role and leading by example, embedding EDI into the organisation. This will involve practical actions, including mentoring, staff networks, policy development, charity work and engaging local groups on the ground.

| Core Functions Pledges | | | | | |
|---|---|----------------------|--------|-----------------|------------------------------------|
| 1. The right capacity and capability to deliver | | | | | |
| 2. Foster a people centred approach | | | | | |
| 3. Embed equity, diversity, and inclusion in everything we do | | | | | |
| ID | Milestone Description | Directorate | Pledge | Previous Target | Quarter to be delivered in 2024-25 |
| M-1 | Refine new quarterly performance reporting | Corporate Operations | 1 | N/A | Q2 24-25 |
| M-2 | Publish annual EDI Report | Corporate Operations | 3 | N/A | Q2 24-25 |
| M-3 | Facilitate OPDC's relocation to North Acton | Corporate Operations | 2 | N/A | Q3 24-25 |
| M-4 | Conduct staff survey | Corporate Operations | 2 | N/A | Q3 24-25 |
| M-5 | Develop OPDC's well-being charter | Corporate Operations | 2 | N/A | Q2 24-25 |
| M-6 | Conduct organisational Readiness Review to ensure financial, governance, risk and assurance arrangements are robust and efficient | Corporate Operations | 1 | N/A | Q4 24-25 |
| M-7 | Implement business and process changes through OPDC's Continuous Improvement Programme | Corporate Operations | 1 | N/A | Q4 24-25 |
| M-8 | Develop a Treasury Strategy | Corporate Operations | 1 | N/A | Q2 24-25 |
| M-9 | Finalise Borrowing Facility with GLA | Corporate Operations | 1 | N/A | Q1 24-25 |
| M-10 | Update finance strategy and governance framework for landholdings | Corporate Operations | 1 | N/A | Q2 24-25 |
| M-11 | Review of new L&D Framework | Corporate Operations | 1 | N/A | Q4 24-25 |
| M-12 | Finalise implementation of Target Operating Model | Corporate Operations | 1 | N/A | Q1 24-25 |

| ID | Performance Indicator Description | Directorate | Pledge | Previous Target | 2024-25 Target |
|------|--|----------------------|--------|-----------------|----------------|
| PI-1 | % Staff turnover in past 12 months | Corporate Operations | 2 | 15% | 15% |
| PI-2 | % of female staff within the workforce | Corporate Operations | 3 | 50% | 50% |
| PI-3 | % of Black, Asian and Ethnic Minority staff within the workforce | Corporate Operations | 3 | 37% | 37% |
| PI-4 | % invoices from SMEs paid within 10 working days | Corporate Operations | 1 | 90% | 90% |
| PI-5 | Percentage Forecasting against OPDC budget. | Corporate Operations | 1 | +/-20% | +/-5% |



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