



**OPDC**  
OLD OAK AND  
PARK ROYAL  
DEVELOPMENT  
CORPORATION

# Quarterly Performance Report

## Q2 2024-25

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Old Oak and Park Royal  
Development Corporation

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**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 Q2 have been:

- Launched the final stage of the heat network procurement process to select a Development and Funding Partner in September. The Heat Network Partner will be responsible for developing the network in the coming months.
- Board approval of OPDC's Sustainability Charter.
- Progress made on updating the strategic modelling for travel to and from Old Oak Common Station. This work is ongoing.
- Our Planning Team has advanced work on the Local Plan review ahead of the revised system being confirmed, reacting to priorities of the new Government and in anticipation of a need to increase housing delivery and economic growth.
- Engaged with the local community and updated them on our emerging principles for Old Oak. Throughout August and September, we held two community drop-ins where around 40 community members attended to learn about our work to date, the next steps and ways they can get involved.
- Held an exciting boat race, working with and engaging local partners - raising money for a local charity with support from The Sharks. Young Ealing awards - supported them with judging, attendance at the event. This was attended by 250 people including key local politicians. One of our grant recipients completed her programme working with 12 young women to help them understand how to become a chef.
- The Corporation has updated its Scheme of Delegation to reflect the growing size and scale of the organisation and senior staff structure.
- We have relocated to North Acton and are now established within our opportunity area.

## Forward look

For Q3, we will prioritise the below workstreams:

- Following the assessment of tender returns, conclude the heat network procurement process and select a preferred Development and Funding Partner.
- Continue to work with public and private sector stakeholders to acquire land for the Old Oak development scheme and develop public land agreements.
- Review approach to construction management to ensure it is as robust as possible going forward including tightening up on restrictions on construction worker parking and preparing to adopt a Code of Construction Practice for the OPDC area.
- Procure an Employment and Housing Land Review to underpin a future Local Plan review, whilst awaiting on Government's planning reforms to be introduced to provide clarity on required evidence and procedures.
- Launch the Old Oak "Ideas Book", an exciting and innovative publication partnering 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. Set to launch late 2024, in tandem with regeneration strategy for Old Oak.
- Continue to support the Small Grants programme and start to focus launching the next round to launch at the end of Q3 to ensure sufficient time is given for responses and setting them up on the system. Forward plan a programme of activation for the Canalside.
- Finalise draft budget for Board consideration before submission to the GLA in November.
- Conclude Board Effectiveness Review and take on findings.

# 3. Financial Position

The table below provides an overview of OPDC's financial position up to September 2024, 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 September 2024. Due to recent system issues, the financial data has had to rely on greater estimation than would normally be the case. YTD we are £1.47m underspent, which is due to a rephasing of activities to the second half of the year than was originally envisaged. By the full year, we expect to be overspent by £475k as we progress our development programme.

YTD Actuals Apr - Sep 24 £ 000's	YTD Budget Apr - Sep 24 £ 000's	Variance Apr - Sep 24 £ 000's	Business Units	FY Forecast 2024-25 £ 000's	FY Budget 2024-25 £ 000's	Variance 2024-25 £ 000's
438	474	(36)	CEO Office	1,070	1,071	0
679	944	(265)	Planning	2,001	2,201	(200)
2,506	3,406	(900)	Delivery	7,054	6,676	379
1,325	1,260	65	Corporate Operations	3,202	3,047	155
(706)	(372)	(334)	Planning Application and Other Income	(1,053)	(1,194)	141
4,242	5,712	(1,470)	Net Service Expenditure	12,275	11,800	475

### Quarter 2

- Delivery is £900k under budget largely due to increased rental income & phasing variances for Old Oak & Delivery Strategy. We expect this to reverse over the second half of the year.
- Planning expenditure is £265k under budget largely due to vacancies as recruitment is planned later in the year.
- Planning application fees have exceeded target to date as we have received more complex applications.

### Full Year

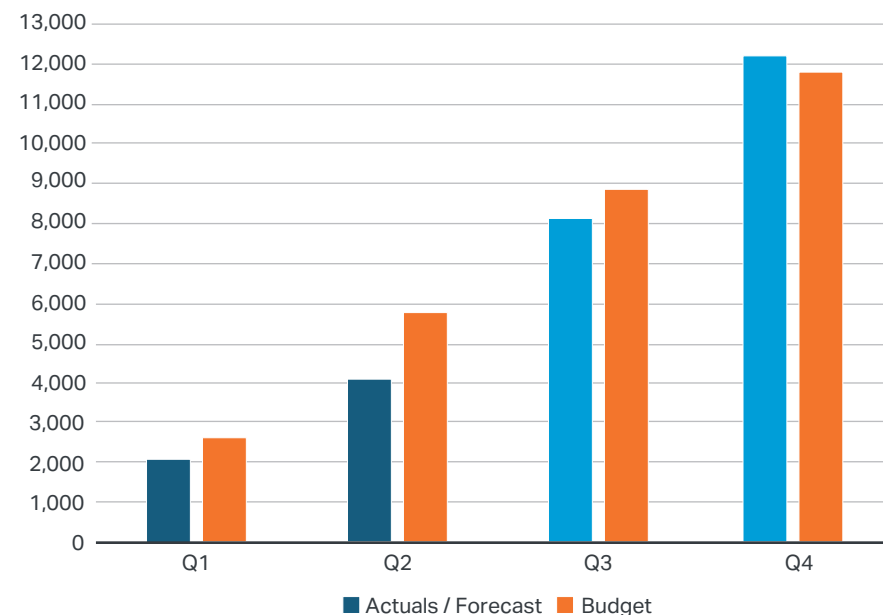
- Delivery is £379k over full year budget to fund increased activity in Old Oak development as we progress procurement of a delivery partner.
- Planning expenditure is forecast to be below budget due to lower Establishment cost as we have absorbed increase in volume within existing resources.
- Corporate Operations are £155k over budget as a result of increased rent to facilitate a growing organisation, cost per square feet has remained the same. The rest is driven by Shared Service costs as they have been rebased by the provider

## Revenue (cont.)

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



Cumulative Budget vs Forecast (£000's)



### Full Year

- Higher expenditure in Delivery due to increased activity for the Old Oak development.
- Increased costs in Corporate Operations due to increased rent and shared service costs.
- Above budget income more than offset other increases in expenditure



## Capital

Capital is the cost of acquisition of long term assets for our land assembly programme. The following section sets out the capital expenditure for OPDC for April to September 2024 and full year forecast. Full year forecast outturn is £81m which is £25m below budget due to deferment of capital spend for Heat Network Development (£36m) and is partially offset by additional land assembly expenditure (£7m).

YTD Actuals Apr-Sep 24 £m	YTD Budget Apr-Sep 24 £m	Variance Apr-Sep 24 £m	Capital Expenditure & Funding	FY Forecast 2024-25 £m	FY Budget 2024-25 £m	Variance 2024-25 £m
<b>Expenditure</b>						
-	-	-	Heat Network Development	-	36.0	(36.0)
4.3	-	4.3	Heat Network Acquisition	4.3	-	4.3
61.7	50.0	0.0	Land Assembly	76.9	70.1	6.8
0.0	0.0	0.0	Other	0.1	-	(0.1)
66.0	50.0	0.0	<b>Total expenditure</b>	<b>81.3</b>	<b>106.1</b>	<b>(24.8)</b>
<b>Funding</b>						
16.8	16.8	-	Capital Grants & Third Party Contributions	16.8	52.8	(36.0)
4.3	-	4.3	S106	4.3	-	4.3
44.9	33.2	11.7	Borrowing	60.2	53.3	6.9
66.0	50.0	16.0	<b>Total Funding</b>	<b>81.3</b>	<b>106.1</b>	<b>(24.8)</b>

### Quarter 2

- In the first half of the year, OPDC completed on Ursula Lapp (which exhausted the last of the Land Fund), Kildun Court (which completed the BIL Funding) and Minerva Road was the Heat Network acquisition
- The purchase of Park Score Limited to acquire the Bus Depot completed in Q1 and was the first draw down against the GLA borrowing facility.

### Full Year

- Heads of Terms have been agreed for the purchase of two more acquisitions, and conveyancing and due diligence has begun. The deals are structured to exchange by end of October and complete in spring 2025.
- A number of other acquisitions are targeted for completion in FY 24-25 which will further utilise GLA borrowing facility.
- The Heat Network Development Funding condition of spend is 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
GLA Funding	0.9	0.9
BIL	53.0	53.0
S106	4.8	4.8
GLA Borrowing	100.0	34.8
DESNZ	35.0	0.0
<b>Total</b>	<b>243.7</b>	<b>143.6</b>

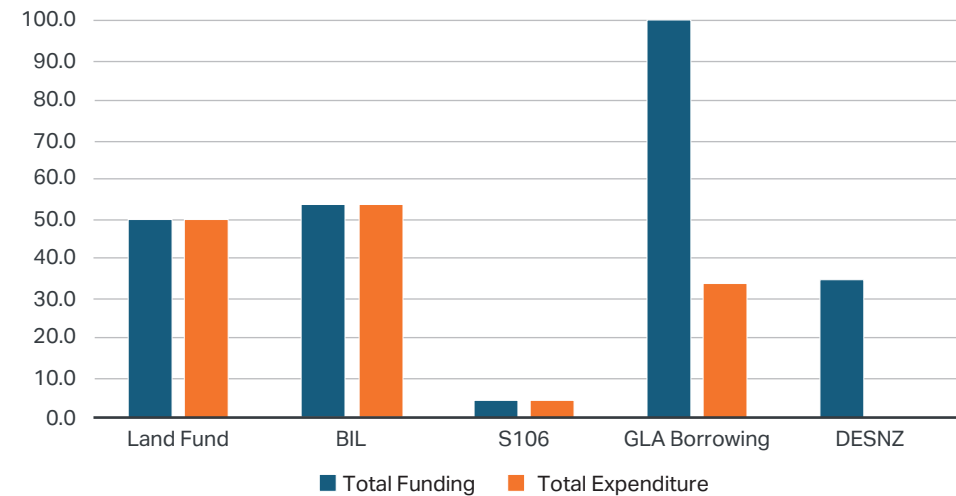
- This table shows the sources of capital funding and the cumulative expenditure up to the end of September 2024.
- This includes S106 expenditure from wider fund on the capital programme.

### In Year (Q2)

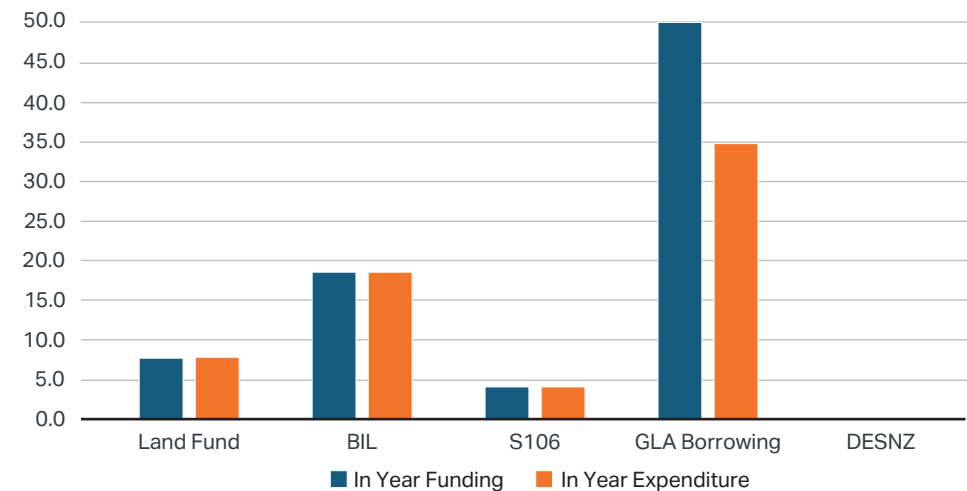
Apr to Sep 2024			
£m	In Year Funding	In Year Expenditure	Budget Remaining
Land Fund	8.1	8.1	0.0
BIL	18.7	18.7	0.0
GLA Funding	0.0	0.0	0.0
S106	4.3	4.3	0.0
GLA Borrowing	50	34.8	15.2
DESNZ	0	0.0	0.0
<b>Total</b>	<b>81.2</b>	<b>66.0</b>	<b>15.2</b>

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

### Total Approved Funding Available vs Lifetime Expenditure (£ m)

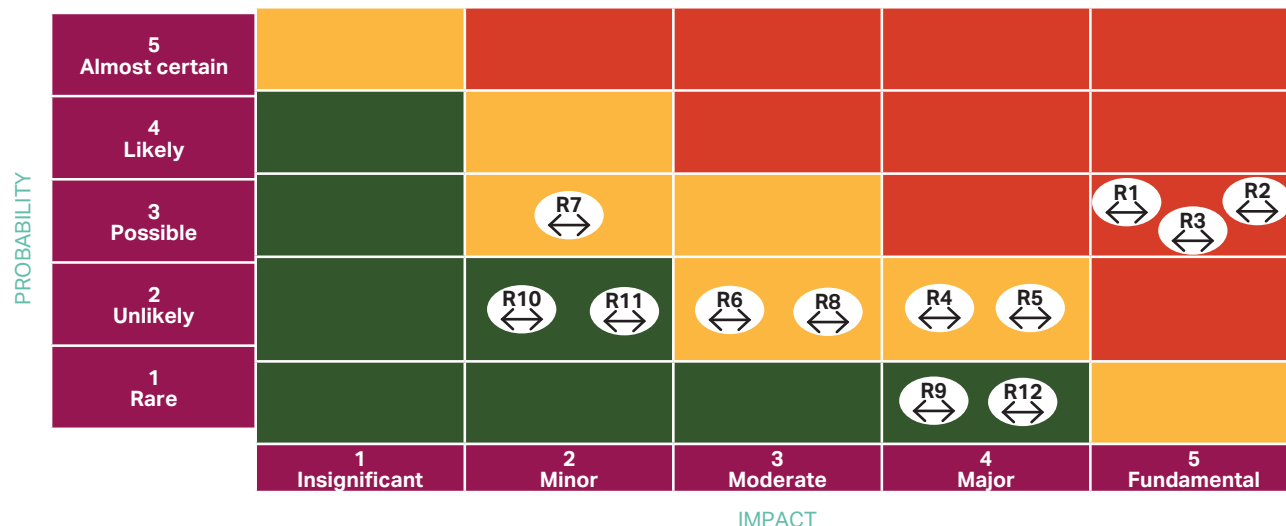


### 2024-25 Year to Date Capital Funding vs Expenditure (£ m)



# 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 and 2) current trend, where applicable.



## Critical / severe risks

ID	Description	Commentary
R1	Old Oak: Inability to complete activities and secure approvals	OPDC continues to work closely with stakeholders across government to secure the necessary approvals.
R2	Cyber security	Remains a live risk for OPDC, one which will we work closely with TfL and GLA to effectively mitigate.
R3	Asset failure from OPDC owned land and buildings	OPDC is managing its assets as a responsible landlord, and has engaged professional support to do this.

## Risk trends

ID	Description	Commentary
N/A	N/A	Risks remain stable with no trends to report this quarter.

Critical/severe		
ID	Description	Score
R1	Old Oak: Inability to complete activities (e.g. public land agreements) and secure approvals necessary to launch public procurement.	15
R2	Cyber security: OPDC relies on a number of shared services, including IT. This has the potential to significantly impact OPDC critical processes should a cyber attack take place.	15
R3	Asset failure from OPDC owned land and buildings.	15

Moderate		
ID	Description	Score
R4	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
R5	Maintain resource, alignment and appetite for OO project, funding, support and delivery within OPDC and wider GLA group, and wider Government stakeholders. To continue strategic alignment with OPDC objectives	8
R6	Construction: Impacts of supply side challenges & material/labour inflation and challenges around Building Safety on the construction industry may adversely affect the viability of schemes and speed of delivery of new homes & jobs	6
R7	Old Oak: Economic uncertainty/Market shocks: Inflation, values and funding uncertainty will impact Old Oak, but may benefit site acquisitions	6
R8	Old Oak: Inability to secure requisite funding and resources e.g. due to competing policy priorities/ competing schemes etc.	6

Slight/negligible		
ID	Description	Score
R9	Maintain resourcing and stakeholder alignment including work on land pooling, as well as alignment and appetite for Old Oak project, funding, support and delivery with external government departments and partners	4
R10	Old Oak: Adequate resourcing to maintain delivery momentum (OPDC, Public Bodies & Wider supply chains).	4
R11	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	4
R12	Formal challenges to public procurement exercises	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, a further key site was acquired to 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 and with the existing community or businesses, as they are acquired.

#### **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 OPDC review. OPDC is undertaking early market engagement in 2024/25 to help further understand the market position for a project of Old Oak's scale, ahead a procurement launch in 2025-26.

#### **Deliver positive changes and local enhancements now**

Planning Enforcement Officers undertook evening site visits with the Metropolitan Police, Ealing Licensing and Food Safety colleagues on 27 July 2024 to shisha lounges in OPDC's area. This ongoing work is seeking to close unauthorised night time economy uses causing significant amenity issues in OPDC's protected industrial areas.

OPDC and Ealing Council have received a number of complaints relating to construction works which are ongoing in Park Royal. OPDC with Ealing Council has been in liaison with construction contractors at the sites, local residents and business to seek to remedy issues and mitigate disruption.

OPDC's early activation strategy will provide the framework for early delivery within the built environment of Old Oak. Whilst this is being developed the OPDC team are reviewing opportunities and has a number of active public realm and meanwhile use projects which are already being delivered with new opportunities being discussed with members of the local community. One successful project has been the circular economy hub set up within an OPDC asset.

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

OPDC officers had a series of discussions with council education departments to identify priority projects for investment from planning contributions. The Corporation has also commissioned a North Acton Gyrotory Study and Portal Way Study which are developing infrastructure schemes to improve walking and cycling in North Acton.

OPDC's Infrastructure Delivery Plan (IDP) which was published in 2021 showed a funding gap for infrastructure. Officers are updating the IDP and working together with the delivery team on identifying funding for infrastructure.

The delivery of the Old Oak scheme is a long term project and will need to be able to adapt to any external market trends. This is achieved through scheme development, due diligence and engagement with public and private sector bodies.

*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

Update events on Old Oak held with around 40 people attending. Wesley Playing Fields engagement took place in July with 50 people attending the events, additionally a focused session was held with Young Ealing Foundation with 10 young people attending. In addition, OPDC is supporting a newly formed women's group in Oaklands.

Ensuring we are continuing to reach those from diverse communities remains a high priority. We have arranged more regular engagement with the Bashley Road traveller site to improve engagement and feedback mechanisms with this group.

### Celebrate and champion diversity, heritage and local identity

This quarter, we supported the Young Ealing Foundation awards, with around 250 attendees on the day. In addition, OPDC officers attended the Brent Brazilian day with over 1000 people attending. Attended Contact (a charity that works with disabled children) fun day and supported some aspects of the running. Running Black History Month social media takeovers across October. Planned comms around OPDC Street Elite programme.

We are also streamlining work across directorates to maximise impact. This challenge is being addressed through the social value working group and the development of our OPDC-wide youth engagement programme.

### Build capacity and skills for the future

We have developed a Youth Engagement Programme, which includes key objectives around jobs and skills, to build on our work with schools and colleges, as well as programmes like Street Elite. Our Small Grants programme funded culinary training with local aspiring young chefs, with workshops held in Q2. We have also facilitated workshops with Make Space for Girls, for young girls and young women to shape plans for the public realm.

To ensure and maintain high levels of attendance and interest from young people, we have been developing non-traditional means of engagement, including interactive workshops; design competitions; social media takeovers and softer means of engagement, including our Small Grants programme

### Care and protect for the local area

A new joint project coordinator (with Canal & River Trust) has started in the quarter and will be taking forward the work previously completed to date. There has been 23 days of volunteering by staff in this quarter including canal clean ups and working at Brent Food bank.

To broaden reach with longer term programmes of volunteering, we have agreements in place with Brent Food Bank, Canal & River Trust, and Contact, but there is a requirement to build other networks with voluntary organisations. Resource to continue to grow this programme is stretched, with only two staff overseeing it. Wider buy-in and support from other directorates is required if this programme is to continue to grow.

*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 heat network directly aligns with our Local Plan and wider Mayoral objectives and targets to reach net zero by 2030. Having secured commitments for the supply of waste heat from two data centres and several large potential customers, we continue to engage with potential suppliers and customers. The developed Sustainability Strategy will measure and monitor our net zero and nature positive pledges and targets, as highlighted within our new Sustainability Charter.

The development and delivery of a heat network is a complex and challenging process, particularly within the context of Old Oak and Park Royal. It will involve the organisation and coordination of multiple concurrent workstreams and extensive stakeholder engagement. Close working relationships will be critical.

### Jobs for the future and local prosperity

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.

Low numbers of vacancies from employers in the Park Royal area have

proved challenging in terms of generating job outcomes at scale. A review and realignment of The Forge have been implemented and closer working relationships with our local Borough brokerages have been established to drive a more partnership-based approach to jobs and skills in the OPDC area.

### Attract diverse industries and technologies

The development of an economic vision and narrative that sets out OPDC's ambitions and aspirations for delivering inclusive growth benefits to local communities, residents and businesses, will by its nature allow for the creation of a breadth of workspaces that are suitable for a wide range of industries and technologies.

*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

OPDC's updates to the Scheme of Delegation were approved at Board in September. It governs authority levels in relation to programme expenditure. These increased thresholds will facilitate more agile decision making and streamline recommendations submitted to our Board, enabling us to deliver at pace.

OPDC is also currently drafting its budget proposal to the GLA, working closely with directorates to establish requirements. The draft budget will be presented to our Board in November for their endorsement before being submitted to the GLA for review. This work is integral to ensuring OPDC has sufficient capacity and capability to progress planned activities while also representing efficiency and value for money.

In addition, the organisation is currently conducting a Board Effectiveness Review which will conclude in Q3. Alongside this, we are conducting a corporate readiness review to ensure we have systems and processes in place to deliver effectively. These reviews and the learnings we establish from them will translate into further activity for our core functions and workstreams will be prioritised accordingly.

### Foster a people centred approach

Future of London ran a knowledge share session to ensure our employees can utilise the membership to engage and grow individuals professional networks. This included sign posting staff to speaker diversity network, which staff can use as a mentoring experience and help build growth in confidence but also in

the industry. The Future of London Leaders Plus programme was also shared with staff giving them an opportunity to express an interest, the benefits of this programme include equipping staff in leadership. Six members of staff having completed specialist training courses this past quarter with our commitment to drive learning and development at OPDC.

### Embed equity, diversity and inclusion in everything we do

We are reliant on accurate reporting disclosure rates to provide a credible narrative to our annual target on the % of Black, Asian and Minority Ethnic staff within the workforce. We will provide awareness and education sessions for staff about the importance of diversity data and will be asking all staff to check and update their diversity information on MyHR in the next quarter.

We have a corporate membership with Real Estate Balance and they carry out a Equity, Diversity and Inclusion survey with members every two years. The survey was launched and we have taken part along with 128 member organisations. The outputs of the survey will provide OPDC with insights that we can benchmark against similar sized/sector organisations.

*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	5	6	Good performance on majority of PIs.
Amber	8	1	Slippage on milestones, some reliant on external factors, others under close monitoring.
Red	1	0	Work on Public Land Agreements continues but at risk of completing after Q4.
Completed	0	2	Two PI targets have been achieved due to successful land assembly.

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	Q3 24-25	A	A	Progress is being made on the Old Oak Collaboration Agreement, final comments are awaited from stakeholders before the agreement goes through the approval process. This is on track to be completed by the end of Q3.
M-2	Approval of draft Old Oak Interim Business Plan	Delivery	1	Q3 24-25	Q4 24-25	A	A	Work is progressing well across the key workstreams that make up the Interim Business Plan. To capture outputs from Early Market Engagement, which will take place during Q3 24/25, has meant that the final output will be completed during Q4 24/25.
M-3	Publish OPDC's Regeneration Strategy	Delivery	3	Q3 24-25	Q4 24-25	A	A	Work on the Regeneration Strategy is on-going, following internal review, 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	G	G	Through existing workstreams and feedback from the Early Market Engagement, the approach for the master developer procurement will be agreed and secured.

## Delivery (cont.)

M-5	Develop Infrastructure Strategy	Delivery	3	Q3 24-25	Q4 24-25	A	A	Development of the infrastructure strategy continues to evolve in line with development of the Old Oak scheme. The first iteration will be a part of the Interim Business Plan.
M-6	Agree Old Oak Public Land Agreements with public sector landowners	Delivery	1	Q4 24-25	Q4 24-25	A	R	Work continues with stakeholders on the Public Land Agreement with draft Heads of Terms still in discussion. Land due diligence continues. The Agreement is targeted to be completed by the end of Q4 however this is at risk.
M-7	Proactively work to secure additional funding to support the Delivery work programme	Delivery	1	Q4 24-25	Q4 24-25	G	G	Continued dialogue with the GLA and MHCLG 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	G	G	There continues to be a healthy pipeline of residential/mixed use and industrial applications.
M-9	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	A	A	Continue to be reliant on Government's planning reforms to be introduced to provide clarity on required evidence and procedures.
M-10	Procure an Employment and Housing Land Review to underpin a future Local Plan review	Planning	4	Q4 24-25	Q4 24-25	A	A	Continue to be reliant on Government's planning reforms to be introduced to provide clarity on required evidence and procedures.
M-11	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	G	G	A draft long list of options has been developed and the client team is reviewing this to produce a shortlist of options to be developed in further detail.
M-12	Ensure procedures, resources and process in place to determine applications no longer delegated to Ealing	Planning	4	Q2 24-25	Q3 24-25	G	G	Structure now finalised and recruitment is underway.
M-13	Develop an infrastructure funding strategy for Community Infrastructure Levy (CIL) and Section 106 income	Planning	4	Q4 24-25	Q4 24-25	A	A	Infrastructure Delivery Plan (IDP) update is currently underway, which will inform infrastructure funding requirements and prioritisation.
M-14	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	G	A	Considering whether to progress with this as national planning consultation proposes to remove requirement for area-wide design codes.



## 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	Completed	A further site acquisition was concluded in Q2 this year taking the total for the year to 4 with further deals expected in Q3 & Q4. 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	Completed	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 second quarter. 1 scheme obtained a resolution for 525 equivalent homes in Q2, subject to GLA stage 2 and s106 agreement. 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	G	G	No approvals in second 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%	G	G	All cases registered on time in Q2.
PI-8	Percentage of registered enforcement cases actioned within 6 weeks of registration	Planning	3	100%	100%	G	G	All cases actioned on time in Q2.
PI-9	Percentage of enforcement appeals dismissed	Planning	3	80%	100%	A	G	1 Enforcement Appeal Decision was issued in Q2. This was dismissed.

## Community

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	5	5	Performance against all milestones and PIs remains strong.
Amber	0	0	None this quarter.
Red	0	0	None this quarter.
Completed	0	0	None this quarter.

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	G	G	We have commissioned and briefed two professional photographers who have collectively provided a suite of over 500 photographs of the OPDC area. These photos will be used both internally and externally, across corporate documents, social media and on our new website. Procurement is underway for our new website which will allow us to engage more effectively with our stakeholders. We will be sending out the brief for this shortly and hope to have a new website provider on board by Q4.
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	G	G	We are continuing to work closely with our Small Grantees, supporting their projects and events and hosting regular check-in meetings. We have promoted and amplified their events and messaging across on our social media channels as well as attending events they have run such including the For Brian community picnic, Society Dances's end of summer Jam, Young Ealing Foundations awards ceremony and workshops informing school children about FGM,

## Community (cont.)

<b>M-3</b>	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	<b>G</b>	<b>G</b>	We attend regular meetings with Ealing Council to discuss how we can collaborate and support each other's initiatives. We are continuing to promote the Love Clean Streets app on social media and in our community newsletter and will soon be starting a campaign to promote new public realm projects which we are delivering in partnership.
<b>M-4</b>	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	<b>G</b>	<b>G</b>	We provided funding to the Park Royal Design District to support the popular two-day festival for a fourth year, showcasing the talented artists and makers in the area. We were also headline sponsors for the Young Ealing Foundation Awards, promoting the event through our social media channels and presenting an award on the night. We are also working closely with Make Space for Girls on a series of workshops on how we can make improvements to Wesley Playing Fields. Our community engagement team attended the Brent Brazilian Community Day and had a stall with Brent Council where we engaged with the Brazilian community about who we are and our plans for the area.
<b>M-5</b>	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	<b>G</b>	<b>G</b>	Our community engagement team are continuing to work with staff to promote volunteering opportunities through our internal newsletter and email, offering opportunities through our Small Grantees and their programme of events. Since the appointment of the Canal and River Trust's volunteering coordinator, we will see more regular clean-up opportunities available to attend.

## 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	507	G	G	Q2 followers: LinkedIn – 193 Facebook - 4 Instagram – 33 YouTube – 2 Lifetime Followers: Twitter - 2,583 Facebook - 866, LinkedIn - 2,641 Instagram - 1,270 YouTube - 151
PI-2	Number of unique visits and page views to OPDC consultation platform	Comms	1	20000	17609	G	G	OPDC has received 5,471 page views for Q2 and 2,221 unique visits.
PI-3	% of correspondence replied to within 20 working days *	Comms	1	97%	93%	G	G	OPDC received 26 enquiries for Q2. This included 5 FOI's. Achieved 96% for this quarter - missed one enquiry which we responded to in 22 days due to high number of enquiries.
PI-4	% of participants from diverse backgrounds participating in engagement activities	Comms	2	35%	45%	G	G	OPDC has reached 40% engagement with people of diverse backgrounds during Q2 which is an average of 45% to date.
PI-5	Number of staff participating in volunteering opportunities	Comms	4	60	50	G	G	Q2 has seen 23 OPDC staff volunteering for activities such as Brent Food Bank, Harlesden Canalside clean up, PRDD and Small Grants.

# Innovation

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	5	1	Good performance on majority of milestones.
Amber	2	2	Some workstreams delayed, delivery of two PIs have been slow but progress against target should show next quarter.
Red	0	2	Undeperformance on employment and business support, strategic review of the Forge under way.
Completed	0	0	No completed milestones 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	Q3 24-25	Q4 24-25	A	A	The scoping for the Early Activation Strategy has begun and it will develop through Q3 and Q4. Whilst this is being developed any early activation opportunities will be assessed as they arise.
M-2	Develop Economic Vision and narrative for OPDC	Delivery	2	Q3 24-25	Q3 24-25	G	G	In Q2 2024/25 a consultant was appointed and began work on the OPDC Economic Vision, it is expected that this will be completed by the end of Q3.
M-3	Undertake strategic review of the Forge	Delivery	3	Q4 24-25	Q4 24-25	G	G	The strategic review of The Forge is underway, this has led to early recommendations that will be actioned over the coming period to help optimise The Forge to support the wider area.
M-4	Heat Network Interim Final Business Case Sign Off	Delivery	1	Q4 24-25	Q4 24-25	G	G	An interim final business case is being prepared to support the selection of a Development and Funding Partner. This is on target for completion during Q4 2024/25.
M-5	Heat Network Commercialisation Partner in contract	Delivery	1	Q4 24-25	Q4 24-25	G	G	The final tender stage has been launched. The procurement process remains on target for the appointment of a Development and Funding Partner during Q4 2024/25.
M-6	Publish OPDC's Sustainability Charter	Delivery	1	Q3 24-25	Q3 24-25	G	G	OPDC's Sustainability Charter has been approved and will be published by Q3.
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	Q1 25-26	A	A	Investigating options for this work but we do not currently have a partner.

## Innovation (cont.)

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	G	A	No projects have been completed within this quarter. A number of projects are going through the process of delivery.
PI-2	Direct and indirect jobs supported	Delivery	2	85	20	R	R	20 jobs have been supported to date. The review of The Forge is ongoing and new ways of working with the boroughs are being piloted. 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	24	R	R	24 businesses have been supported by The Forge to date. The launch of the relocation programme is still awaited and OPDC looks to raise the profile of the service through the CEZ programme.
PI-4	Funds provided via the Small Business Loan Fund	Delivery	3	300,000	0	A	A	No funding has been issued in Q2, however, three projects are now at the final stages of assessments. A review of internal due diligence has occurred and it is expected that funds will be issued by the end of Q3.
PI-5	Contribute to London's need for industrial space: net industrial floorspace approved	Planning	3	Net gain	Net gain	G	G	Net gain 16,597sqm.



## Core Functions

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	4	3	Majority of milestones and performance indicators on track.
Amber	3	1	Some workstreams delayed by a quarter. One PI underperforming, plans in place to address.
Red	0	0	No metrics currently critical.
Completed	2	0	Successfully relocated to new office in North Acton and developed a new well-being charter for staff.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Current status	Commentary
M-1	Publish annual EDI Report	Corp Ops	3	Q2 24-25	Q3 24-25	G	A	The draft EDI Annual report has been completed and going through consultation with SMT. The EDI Annual report will go to the November Board for endorsement.
M-2	Facilitate OPDC's relocation to North Acton	Corp Ops	2	Q2 24-25	Q2 24-25	G	Completed	OPDC have successfully relocated to North Acton and are now occupying a fully operational office. Minor improvements and adjustments to follow.
M-3	Conduct staff survey	Corp Ops	2	Q3 24-25	Q1 25-26	G	A	The cyber incident has delayed the procurement process. TfL are in the process of reviewing timetable forecast has been amended to reflect this.
M-4	Develop OPDC's well-being charter	Corp Ops	2	Q2 24-25	Q2 24-25	G	Completed	Charter has been developed and shared with Unison, and the EDI Action Group who have provided comments. Next steps is to share with SMT ahead of launching with staff.
M-5	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	A	G	OPDC is currently reviewing its risk management and reporting arrangements, which will coincide with taking on learnings from our Board Effectiveness Review.

## Core Functions (cont.)

<b>M-6</b>	Implement business and process changes through OPDC's Continuous Improvement Programme	Corp Ops	1	Q4 24-25	Q4 24-25	<b>G</b>	<b>G</b>	The Corporate Operations Team held an away day workshop reviewing current systems and processes and raised key areas of focus for the coming quarters.
<b>M-7</b>	Develop a Treasury Strategy	Corp Ops	1	Q2 24-25	Q3 24-25	<b>G</b>	<b>G</b>	Draft Treasury Management strategy is going through approvals prior to publication.
<b>M-8</b>	Update finance strategy and governance framework for landholdings	Corp Ops	1	Q2 24-25	Q3 24-25	<b>G</b>	<b>A</b>	All group assets are now coming under the same framework with a view to reviewing and streamlining the group going forwards.
<b>M-9</b>	Review of new L&D Framework	Corp Ops	1	Q4 24-25	Q4 24-25	<b>G</b>	<b>G</b>	OPDC has successfully relocated to North Acton and is now occupying a fully operational office. Minor improvements and adjustments to follow.

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Current status	Commentary
<b>PI-1</b>	% Staff turnover in past 12 months	Corp Ops	2	15%	8%	<b>G</b>	<b>G</b>	No changes to staff turnover.
<b>PI-2</b>	% of female staff within the workforce	Corp Ops	3	50%	63%	<b>G</b>	<b>G</b>	Still above target, no significant changes.
<b>PI-3</b>	% of Black, Asian and Ethnic Minority staff within the workforce	Corp Ops	3	37%	25%	<b>A</b>	<b>A</b>	To increase diversity declaration rates we will be asking all staff to check and update their diversity information on MyHR.
<b>PI-4</b>	% invoices from SMEs paid within 10 working days	Corp Ops	1	90%	75%	<b>G</b>	<b>A</b>	The ability to make timely payments has been impacted by recent system issues.
<b>PI-5</b>	Percentage Forecasting against OPDC budget	Corp Ops	1	+/-5%	4%	<b>G</b>	<b>G</b>	Continuing improvements to the forecasting and control framework.

# 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-Sep 24 £ 000's	YTD Budget Apr-Sep 24 £ 000's	Variance Apr-Sep 24 £ 000's	Expenditure & Income	FY Forecast 2024-25 £ 000's	FY Budget 2024-25 £ 000's	Variance 2024-25 £ 000's
(873)	(631)	(242)	Rental Income	(2,273)	(1,402)	(871)
(601)	(300)	(301)	Pre-apps + Application fees	(901)	(600)	(301)
(1,209)	(1,109)	(101)	Other Development Management Income	(2,389)	(2,649)	260
(2,683)	(2,039)	(644)	<b>Total Revenue</b>	(5,563)	(4,651)	(912)
94	94	-	Communications, Engagement & Strategy	254	246	8
792	727	65	Corporate Operations	2,047	1,892	155
823	1,284	(462)	Old Oak West Development	2,727	2,211	516
455	458	(3)	Land Assembly	1,055	1,133	(78)
145	441	(296)	Regeneration and Economic Development	673	673	-
321	420	(99)	Delivery Strategy	927	974	(47)
724	631	93	OPEN	1,429	1,247	182
271	81	191	Asset Management	664	121	543
63	82	(19)	Planning Policy	351	279	72
11	95	(84)	Planning Development Management + Enforcement + MCIL	140	206	(66)
2	(6)	8	Planning legal	8	40	(32)
3,225	3,447	(222)	Establishment	7,564	7,430	134
6,925	7,751	(827)	<b>Total Expenditure</b>	17,837	16,451	1,386
4,242	5,712	(1,471)	<b>Net Revenue</b>	12,275	11,800	475

## Q2

- Income is ahead due to increased rental income as a result of accelerated land assembly and this is countered by increased asset management costs,
- Additional income from higher planning application fees due to complexity and size of recent applications.
- Expenditure to date is lower than budgeted due to rephasing of Delivery activities in the Old Oak development programme.

## Full year forecast

- Overall net position is £475k over. This will be monitored and opportunities for mitigation will be explored.
- Full year income forecast to be £912k over budget, due to increased rental income, offset by corresponding asset management costs.
- Further income from higher planning application fees also forecast. Any excess will be moved to a ringfenced Planning reserve.