



OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION

Quarterly Performance Report

Q3 2024-25

Old Oak and Park Royal
Development Corporation

MAYOR OF LONDON

Contents

1.	Introduction	2
2.	Executive Summary	3
3.	Financial Position	4
4.	Strategic Risks	8
5.	Performance	9
	• Delivery	9
	• Community	10
	• Innovation	11
	• Core Functions	12
6.	Annex A & B – Performance and Finance	13

1. Introduction

Old Oak and Park Royal Development Corporation (OPDC) is one of the Mayor of London's statutory development corporations; 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 Q3 have been:

- Progressed early market engagement and launched public Prior Information Notice, notifying the development and investment market of the Old Oak development opportunity.
- Finalised procurement exercise for a prospective development and funding partner for the Old Oak and Park Royal Energy Network (OPEN) project.
- Collaboration with London boroughs to deliver best practice and draft changes to the Section 106 Supplementary Planning Document currently in train.
- OPDC's Industrial Supplementary Planning Document received a commendation at the Royal Town Planning Institute's national awards.
- OPDC and Canal & River Trust have worked with local businesses in the area to "adopt" areas of the canal near their businesses. Several businesses including McVities and Garden Studios have formally taken ownership of sections of the canal. This will ensure those areas are regularly maintained, kept safe and utilised by local businesses.
- Developed prospectus for next round of Small Grants funding for 2025-26.
- OPDC submitted a final budget proposal to GLA for consultation on 22 November. There was an increase in costs to support an expanding, more complex, and growing organisation and to support our land acquisition and delivery programme.
- External Board Effectiveness Review shared with Board, which was positively received, work is now underway on implementation of the review's recommendations.
- Successfully appointed Dame Karen Buck as Chair of our Board. Dame Karen has extensive experience in regeneration and placemaking and is currently Chair of the South Kilburn Trust and Co-Chair of the North Paddington Delivery Board.

Forward look

For Q4, we will prioritise the below workstreams:

- Conclude all necessary Board and internal governance to appoint the preferred bidder for the OPEN project and begin the next phase.
- Continue to work with public and private sector stakeholders to acquire land for the Old Oak development scheme.
- Develop Public Land Agreement with Department for Transport and Network Rail and enter into this.
- Recruitment to construction management officer posts and procurement for the drafting of a Code of Construction Practice.
- Launch the Ideas Book and Regeneration Strategy, including an exhibition of the artwork along with copies of both displayed at a launch event at The Lab, our community space.
- Launch of Youth Engagement Strategy, including advertising for the EDI workshops and Youth Engagement Panel with a view for them to be held in spring 2025.
- Launch our fourth Small Grants round with grants of up to £7,000 available to support grass-roots initiatives that make a positive difference to our communities.
- Board Effectiveness Review implementation plan to be submitted to Board for approval.
- Undertake a skills and capacity audit of the Board to build a profile of the range of complementary and additional skills and experience that the Board and OPDC can use in the recruitment process for future Board vacancies.
- Continue the recruitment for a new Chief Executive Officer.

3. Financial Position

The table below provides an overview of OPDC's financial position up to December 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

Year to date, we are £1.45m 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 £122k as we progress our development programme. This has reduced from Q2 and we are confident that this will be brought down to a balanced position for the full year.

YTD Actuals Apr - Dec 24 £ 000's	YTD Budget Apr - Dec 24 £ 000's	Variance Apr - Dec 24 £ 000's	Business Units	FY Forecast 2024-25 £ 000's	FY Budget 2024-25 £ 000's	Variance 2024-25 £ 000's
677	694	(17)	CEO Office	1,070	1,071	0
1,176	1,477	(301)	Planning	1,696	2,201	(505)
3,352	4,353	(1,001)	Delivery	7,053	6,676	378
2,006	1,874	132	Corporate Operations	3,206	3,047	159
(838)	(566)	(272)	Planning Application and Other Income	(1,103)	(1,194)	91
6,373	7,832	(1,459)	Net Service Expenditure	11,922	11,800	122

Quarter 3

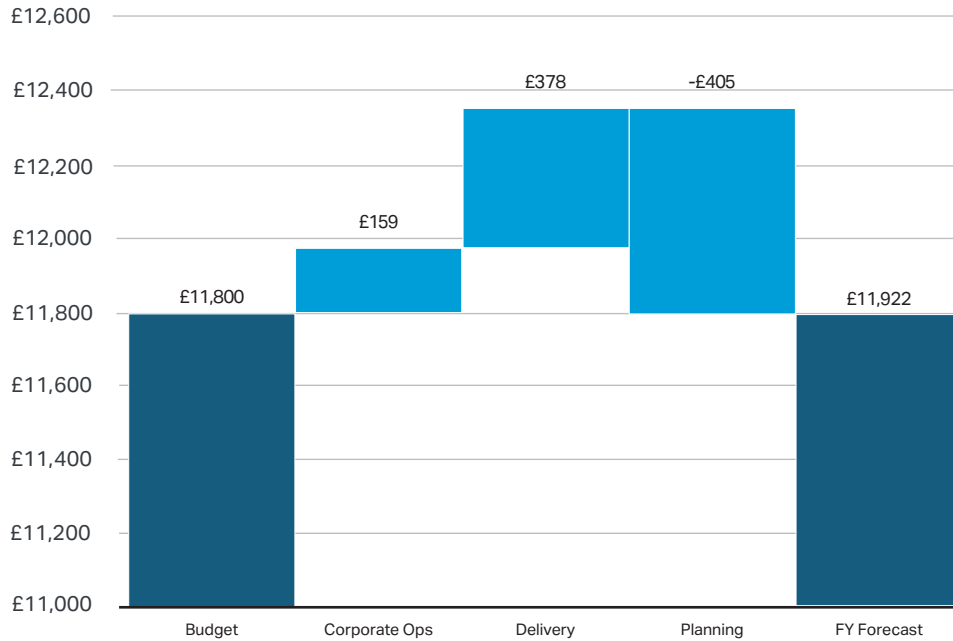
- Delivery is £1m under budget largely due to increased rental income & phasing variances for Old Oak & Delivery Strategy. We expect this to reverse by year-end due to ramp up of activity in Q4.
- Planning expenditure is £301k under budget largely due to vacancies as recruitment is planned later in the year.
- Planning application fees have exceeded target to date as we have received more complex applications.

Full Year

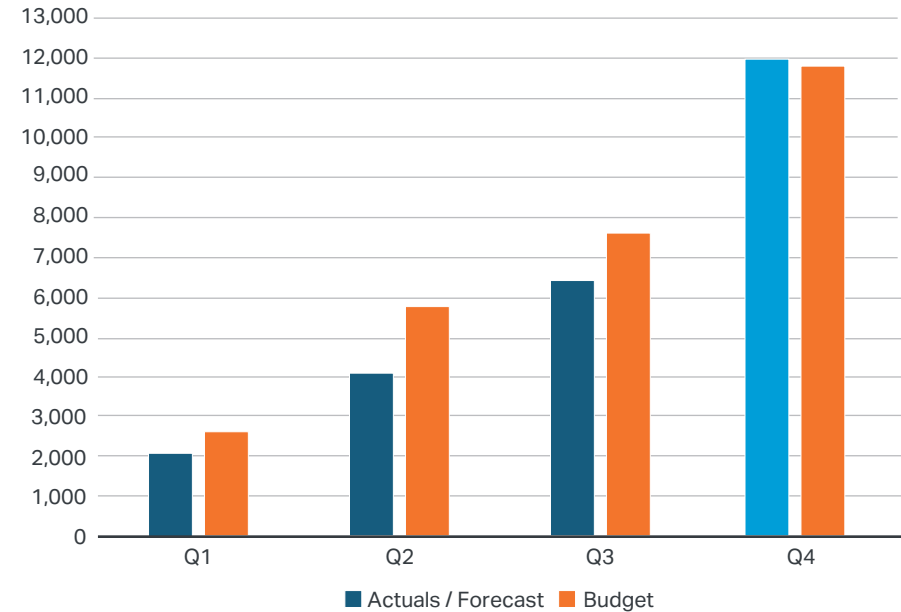
- Delivery is £378k over full year budget to fund increased activity in Old Oak development as we progress procurement of a delivery partner.
- Planning expenditure is forecast to be below budget due to lower Establishment cost as we have absorbed increase in volume within existing resources.
- Corporate Operations are £159k 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 corporate overheads due to step-change reflecting increase in size and scope of the organisation.
- Higher expenditure in Delivery due to increased activity for the Old Oak development.
- Planning expenditure below budget due to lower Establishment costs.

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 December 2024 and full year forecast. Full year forecast outturn is £76.5m which is £29.6m below budget due to deferment of capital spend for Heat Network Development (£36m).

YTD Actuals Apr-Dec 24 £m	YTD Budget Apr-Dec 24 £m	Variance Apr-Dec 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)
4.3	-	4.3	Heat Network Acquisition	4.3	-	4.3
65.5	60.0	5.5	Land Assembly	72.2	70.1	2.1
0.0	0.0	0.0	Other	0.0	-	-
69.8	60.0	9.8	Total expenditure	76.5	106.1	(29.6)
Funding						
16.8	16.8	-	Capital Grants & Third Party Contributions	16.8	52.8	(36)
4.3	-	4.3	S106	4.3	-	4.3
48.7	43.2	5.5	Borrowing	55.4	53.3	2.1
69.8	60.0	9.8	Total Funding	76.5	106.1	(29.6)

Quarter 3

- 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 have been structured complete in spring 2025.
- A small 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	38.7
DESNZ	35.0	0.0
Total	243.7	147.5

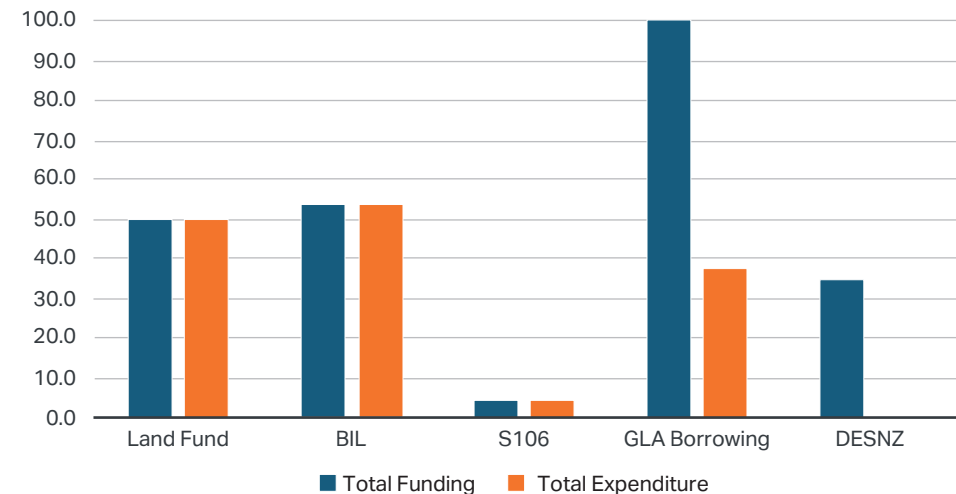
- This table shows the sources of capital funding and the cumulative expenditure up to the end of December 2024.
- This includes S106 expenditure from wider fund on the capital programme

In Year (Q3)

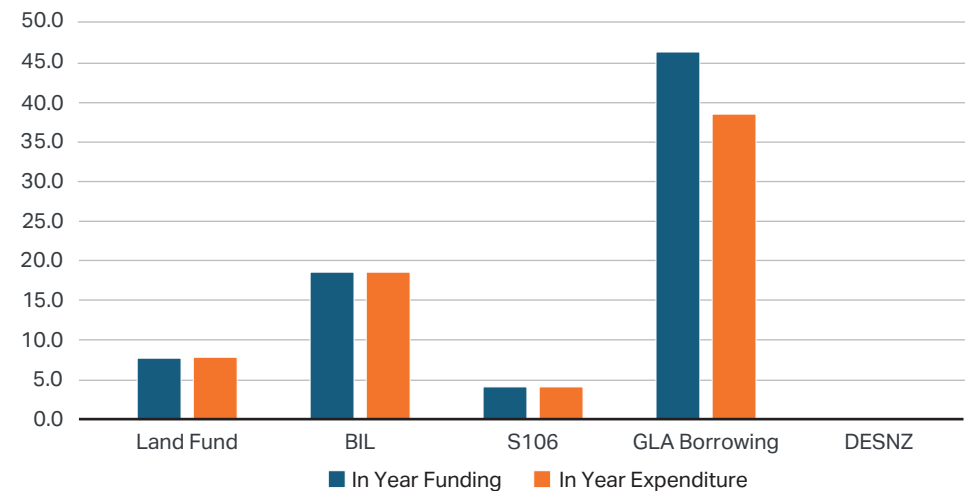
Apr to Dec 2024			
£m	In Year Funding	In Year Expenditure	Budget Remaining
Land Fund	8.1	8.1	0.0
BIL	18.7	18.7	0.0
GLA Funding	0.0	0.0	0.0
S106	4.3	4.3	0.0
GLA Borrowing	45.4	38.7	11.3
DESNZ	0.0	0.0	0.0
Total	76.5	69.8	11.3

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

Total Approved Funding Available vs Lifetime Expenditure (£ m)

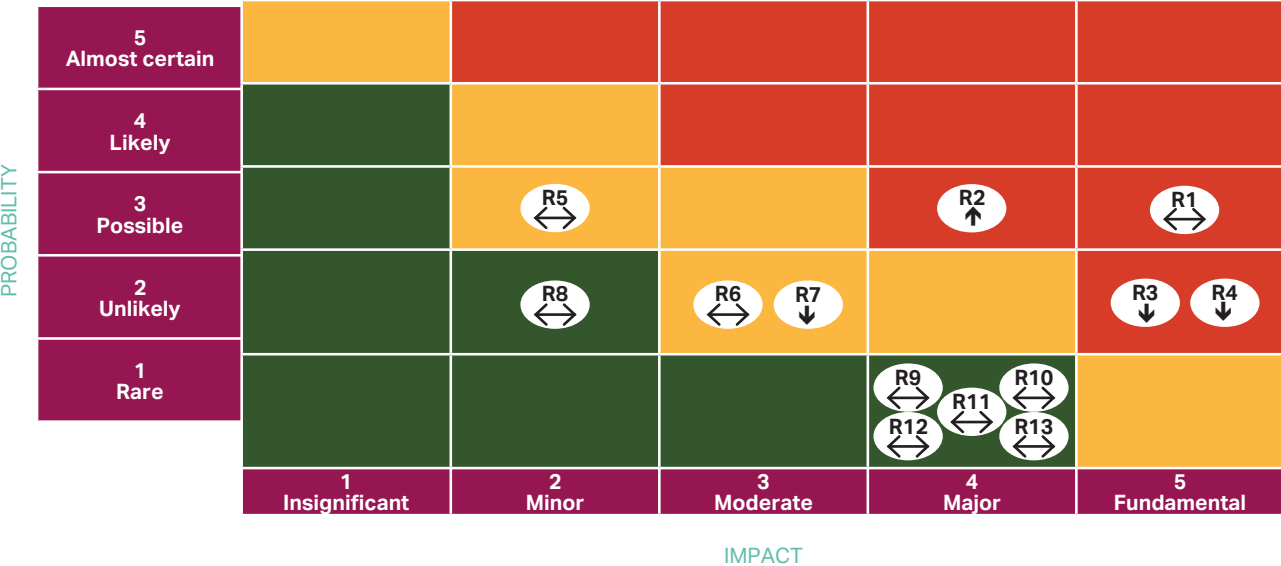


2024-25 Year to Date Capital Funding vs Expenditure (£ m)



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.

Risk trends

ID	Description	Commentary
R2	HS2 - Programme Delays ↑	OPDC continues to engage with HS2 and key programme updates, including impact of planned reset, will be regularly tabled by our Board.
R3	Asset management ↓	OPDC is managing its assets as a responsible landlord, and has engaged professional support to do this.
R4	Cyber security ↓	We continue to work closely with TfL and the wider GLA Group to effectively mitigate.
R7	Old Oak - Insufficient funding and resources ↓	OPDC is working closely with GLA and other partners to ensure that the scheme is funded to maintain momentum, and will leverage private capital in due course.

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	HS2 - Programme Delays: Delays to the delivery of HS2 programme could result in delays to delivery of homes and jobs targets in the OPDC area.	12
R3	Asset management: Asset failure from OPDC owned land and buildings.	10
R4	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 incident take place.	10

Moderate		
ID	Description	Score
R5	Old Oak: Economic uncertainty/Market shocks: Inflation, values and funding uncertainty will impact Old Oak, but may benefit site acquisitions.	6
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 - Insufficient funding and resources: Inability to secure requisite funding and resources e.g. due to competing policy priorities/competing schemes etc.	6

Slight/negligible		
ID	Description	Score
R8	Old Oak: Adequate resourcing to maintain delivery momentum (OPDC, Public Bodies & wider supply chains).	4
R9	Stakeholder and policy misalignment: 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, partners and the GLA.	4
R10	Procurement: Formal challenges to public and market facing processes such as procurement, town planning and compulsory purchase.	4
R11	Infrastructure: Failure to plan, fund and deliver the requisite infrastructure needed to support development at Old Oak and surrounding area.	4
R12	Heat Network: Failure to deliver proposed heat network in line with the strategic plan.	4
R13	Scheme phasing and land release: Failure to secure vacant possession for development and infrastructure delivery.	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

OPDC continues to engage with private and public landowners in Old Oak in line with our land assembly strategy. Work continues on the public land collaboration agreements that will allow for agreement across the public sector and a long term strategy for Old Oak. Work continues on managing new assets and the existing community or businesses, as they are acquired.

Secure the right investment and development partners

OPDC continues to undertake early market engagement with a cross-section of organisations which provide a variety of insights, experiences and lessons learned to help shape the emerging proposition at Old Oak.

The Interim Business Plan includes the overall procurement strategy and will lay out the development partner approach. Once approved this document lays out the framework for procurement launch in 2025-26.

Working to ensure OPDC has a compelling proposition for the market that is informed by robust market engagement, stakeholder engagement and continued de-risking of the project. Given the longevity of the project, strategic decisions need to be made that take into account macro influences.

Deliver positive changes and local enhancements now

The early activation strategy will provide the framework for early delivery within the built environment of Old Oak. The OPDC team have a number of active public realm and meanwhile use projects which are already being delivered and new opportunities are being discussed with members of the local community.

One successful meanwhile use project has been the circular economy hub set up within an OPDC asset.

In seeking to better manage our canal-side areas, the OPDC Enforcement Team completed an informal walking survey of the canal tow paths within OPDC's area. The survey data will be used to better engage with Canal & River Trust and help OPDC ensure that canal users are compliant with the Trust's terms and conditions for live-aboard boats.

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

OPDC is working to progress its project and infrastructure funding and plans, and align these to the overall Old Oak delivery strategy. The Corporation continues to work with both public and private partners and identify any opportunities for funding infrastructure.

The Corporation has published its annual Infrastructure Funding Statement for monitoring period 2023-24. We have also undertaken a review of our Planning Obligations Supplementary Planning Document and have identified some modifications which will undergo public consultation before being adopted later in 2025.

Community

A place for everyone, reflecting local needs and aspirations

Summary

Empower everyone to have a say in the future

In this quarter OPDC has held several consultation events for Wesley Playing Fields, working directly with the local community and Make Space for Girls to ensure the improvements are reflective of the community's needs.

There were initial challenges in attracting numbers to the workshops, however, following the first session the attendees shared the opportunity with their peers, leading to greater attendance (fifteen in total).

We have received really positive feedback on our proposals which have been directly shaped by the feedback received to date.

Celebrate and champion diversity, heritage and local identity

We have now appointed a local graphic designer and copywriter to develop the Ideas Book. Due to the Christmas period, there have been some delays in the finalising the book but we are now on track to deliver in late January. The book will then be published online with a launch event to follow in February 2025, as well as an exhibition displaying the original pieces of art.

Build capacity and skills for the future

We have undertaken a wide range of volunteering in the local community supporting Brent Food Bank, Canal & River Trust, food and care packages for the local community, as well as supporting employment and skills in a local school and supporting an older people's festive party.

We have been working closely with businesses and charities in the local area to find more opportunities for staff to take part in. We are continuing to

work with our partners to understand their needs and build our volunteering programme, with many more opportunities due over the coming months.

Care and protect for the local area

OPDC and Canal & River Trust have worked with local businesses in the area to "adopt" areas of the canal near their businesses. Several businesses, including McVities and Garden Studios, have now formally taken ownership of sections of the canal. This will ensure those areas are regularly maintained, kept safe and utilised by local businesses and communities.

We know that activities and opportunities on the canal reduce over the winter months. We will work closely with the organisations who have adopted sections of the canal to develop a plan for activation and celebrate the adoption over the coming months.

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 target 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 the Sustainability Charter.

Jobs for the future and local prosperity

OPDC is developing a comprehensive economic vision and narrative setting out the organisation's ambitions and aspirations for delivering inclusive growth benefits to local communities, residents and businesses. The work is exploring what 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 of The Forge has taken place and closer working relationships with our local Borough brokerages established to drive a more partnership-based approach to jobs.

Attract diverse industries and technologies

OPDC's Local Plan identifies the need for a range of employment premises to attract a diversity of employment sectors to the OPDC area but OPDC is considering how it can better support and encourage a diversity of businesses through the Local Plan review. OPDC is defining a scope to commission an Employment and Town Centre Uses Study which will be used to underpin revised planning policy and guidance.

OPDC is also securing contributions from developments towards affordable workspace which can help support a diversity of industrial sectors in Old Oak and Park Royal.

OPDC's new Circular Economy Hub is due to open in spring 2025, this hub will support many local businesses and organisations to expand their operations and develop their businesses. Due to a planning application that was needed for change of use, the opening date for the hub has been slightly delayed. However, the application has now gone in and we are expecting a successful launch to go ahead in March.

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 Board Effectiveness Review was presented to Board in November. An implementation plan has been prepared for the next meeting in February 2025.

OPDC's draft budget was presented and endorsed by our Board in November, and subsequently submitted as a final proposal to the GLA for consultation. It is currently going through the Mayoral and London Assembly governance process.

All staff and OPDC Board Members attended legal health and safety training hosted by Eversheds. The Planning team also held professional APAS software training which supports the handling of planning applications efficiently.

Foster a people centred approach

OPDC held its first SMT Knowledge sharing session with our CEO, which provided an opportunity for staff to hear about learning and development within the CEO's career journey.

Staff have completed their mid-year reviews with managers. Six members of staff having completed specialist training courses as we continue to deliver on our commitment to drive learning and development at OPDC.

Embed equity, diversity and inclusion in everything we do

Medigold, our new Employee Screening provider, launched the service with staff this quarter. The organisation's MyHR portal has been updated with new recruitment and onboarding modules, which were launched this quarter.

We continue to be reliant on accurate reporting disclosure rates to provide a credible narrative to our annual target on the percentage of Black, Asian and Minority Ethnic staff within the workforce. We will drive forward awareness and education sessions for staff in Q4.

OPDC has established a Social Value Working Group which is currently developing a process to ensure social value outcomes, including EDI, are effectively embedded into projects and procurement activity at inception stage.

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	7	All performance indicators on track.
Amber	6	0	Majority of milestones under close monitoring to ensure delivery.
Red	1	0	Work on Public Land Agreements continues but at risk of completing after Q4.
Completed	2	0	Resources secured to manage applications no longer delegated to Ealing, area-wide design codes no longer required so this workstream has been closed.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Current status	Commentary
M-1	Agree Old Oak Collaboration Agreement REVISED: Agree Old Oak Collaboration Memorandum of Understanding	Delivery	1	Q3 24-25	Q4 24-25	A	A	As agreed with partners, the draft Collaboration Agreement has been simplified and shortened into a Memorandum of Understanding. This is currently in circulation with partners and their respective legal teams for comment.
M-2	Approval of draft Old Oak Interim Business Plan	Delivery	1	Q4 24-25	Q4 24-25	A	A	Work continues to progress well across the key workstreams that make up the IBP. Early Market Engagement, which will feed into the IBP, is underway and due to complete during the early part of Q4 24-25. The target for completing a draft of the IBP remains as Q4 24-25.
M-3	Publish OPDC's Regeneration Strategy	Delivery	3	Q4 24-25	Q4 24-25	A	G	The draft Regeneration Strategy has been shared with Boroughs and presented to the OPDC Development, Investment and Sustainability Committee. Approval of the Strategy by OPDC Board is targeted for Q4 24-25.
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 continued feedback from the Early Market Engagement, the approach for the master developer procurement will be agreed.

Delivery (cont.)

M-5	Develop Infrastructure Strategy	Delivery	3	Q4 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	R	A	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 24-25 however this at risk due to its complex nature.
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 Ministry of Housing, Communities and Local Government with respect of future funding to OPDC to support the delivery of Old Oak. Engagement with private sector organisations continues.
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 is 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	Q2 25-26	A	A	The Government has not published further guidance on the plan-making reforms. The guidance and legislation is now not expected until spring 2025.
M-10	Produce an Employment and Housing Land Review to underpin a future Local Plan review	Planning	4	Q4 24-25	Q1 25-26	A	A	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	Q4 24-25	G	G	A draft of the study has now been completed. Comments and proposed revisions have been sent to the consultants and a final draft is expected in February 2025.
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	Completed	Interviews for additional staff have taken place and offers have been made.
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	Awaiting revised infrastructure requirements and updated development capacities and phasing from delivery to inform projections 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	A	Completed	The Government has confirmed that area-wide design codes are no longer required or supported so officers will not be producing an area wide design code to support the future Local Plan review.

Delivery (cont.)

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Current status	Commentary
PI-1	Housing approvals	Planning	4	1367	0	G	G	No approvals in third quarter. 1 scheme obtained a resolution for 669 homes in Q3, subject to GLA stage 2 and s106 agreement. 1,056 homes in total currently with resolution. Working to meet target by year end subject to planning approvals coming forward and s106 agreements being signed.
PI-2	Affordable housing by habitable room through OPDC planning permissions	Planning	4	35% min 50% strategic target	N/A	G	G	No approvals in third quarter. Expect to meet target by end of year.
PI-3	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-4	Percentage of planning appeals dismissed	Planning	3	75%	N/A	G	G	There have been no appeal decisions this quarter .
PI-5	Percentage of valid enforcement cases registered within 3 days of receipt	Planning	3	100%	100%	G	G	All cases registered on time in Q3.
PI-6	Percentage of registered enforcement cases actioned within 6 weeks of registration	Planning	3	100%	100%	G	G	All cases actioned on time in Q3.
PI-7	Percentage of enforcement appeals dismissed	Planning	3	80%	100%	G	G	Two enforcement appeals were issued in Q3, they we dismissed.

Community

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	5	5	Performance strong across milestones and performance indicators.
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	The initial tender process for OPDC's new website is now underway, we are planning to have the new supplier on board by Q4. As part of this website update, we will look to update some elements of OPDC's branding including templates and digital assets.
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	OPDC's 25-26 Small Grants programme will be launched in January. This round of small grants will focus on providing funding to organisations who we have not provided funding to before and will focus on organisations supporting a range of initiatives including young people, mental health support and work with minority communities. A celebration event for the 24-25 programme will be held in early Spring, bringing together all awardees along with the 25-26 awardees to celebrate the programmed achievements and share knowledge and experience.
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	G	G	OPDC continues to work with Ealing Council to raise awareness of early activation projects with new branded banners due to be put up around north acton in January. Public consultation on Wesley Playing Fields has now concluded with works due to begin in Summer 2025. The changes were received well by the community.

Community (cont.)

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	G	G	In December we held a festive party for the community with around 40 residents/stakeholders in attendance. We invited members from across the community including our small grants awardees, key stakeholders and local suppliers. The Make space for girls workshops were concluded and have helped feed into the designs for Wesley playing fields, we have over 15 young girls involved in the workshops. The team also attended Young Ealing Funders fair, Your Town Your Voice workshop and youth practitioners meetings.
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	G	G	A number of key opportunities took place in this quarter including a Corporate Operations away morning with Brent Foodbank. Our volunteering hours helped to get them to their fundraising target for their Christmas campaign. From the start of the financial year, we have now delivered 70 days of volunteering. We also did a food drive for the foodbank and a toy drive for Ace Cafe. Canal and River Trust (CRT) have held a couple of events with families along the canal, along with two clean ups. The adoptions of parts of the canal by local businesses is nearly complete and we will promote shortly.

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	767	G	G	Q3 followers: LinkedIn – 228 Facebook - 9 Instagram – 20 YouTube – 3 Lifetime Followers: Twitter - 2,541 Facebook - 875, LinkedIn - 2,869 Instagram - 1,290 YouTube - 154 (Achieved annual target - succeeding target by 167 followers)"
PI-2	Number of unique visits and page views to OPDC consultation platform	Comms	1	20000	25399	G	G	OPDC has received 5,391 page views for Q3 and 2,399 unique visits. (Achieved annual target - succeeding target by 5,399)
PI-3	% of correspondence replied to within 20 working days	Comms	1	97%	96%	G	G	OPDC received 47 enquiries for Q3. This included 9 FOI's. Achieved 100% for this quarter.
PI-4	% of participants from diverse backgrounds participating in engagement activities	Comms	2	35%	38%	G	G	OPDC has reached 32% engagement with people of diverse backgrounds during Q3 which is an average of 38% to date.
PI-5	Number of staff participating in volunteering opportunities	Comms	4	60	97	G	G	Q3 has seen 47 OPDC staff volunteering for activities such as Brent Food Bank, Harlesden Canalside clean up, The purls christmas party, packing parcels for christmas and Small Grants. This is a total of 70 working days.

Innovation

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	5	1	Strong performance across milestones.
Amber	1	2	One milestone and two PIs under monitoring to ensure delivery.
Red	0	2	Underperformance relating to Forge which is under strategic review, delay to award of small business loans but significant percentage will be issued next quarter,
Completed	1	0	Procurement report submitted to the Development, Investment and Sustainability Committee.

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	Q4 24-25	Q4 24-25	A	A	The scoping for the Early Activation Strategy is being procured and will commence in Q4 24-25.
M-2	Develop Economic Vision and narrative for OPDC	Delivery	2	Q3 24-25	Q4 24-25	G	G	Three drafts have been produced for consultation with external partners (including GLA) and OPDC SMT. Approval of the economic vision by OPDC is expected by the end of Q4.
M-3	Undertake strategic review of the Forge	Delivery	3	Q4 24-25	Q4 24-25	G	G	Strategic review of The Forge has been undertaken with recommendations being considered by SMT.
M-4	Heat Network Interim Final Business Case sign off REVISED: Heat Network Advisory Team Procurement Report sign off	Delivery	1	Q4 24-25	Q4 24-25	G	Completed	The Advisory Team Procurement Report was provided in final form and presented to the OPDC Development, Investment and Sustainability Committee.
M-5	Heat Network Commercialisation Partner in contract	Delivery	1	Q4 24-25	Q4 24-25	G	G	The evaluation of the final tenders has been concluded. A preferred bidder has been identified and the project remains on target for the appointment of a Development and funding partner during Q4 24-25.
M-6	Publish OPDC's Sustainability Charter	Delivery	1	Q3 24-25	Q4 24-25	G	G	OPDC's Sustainability Charter has been approved and will be published in Q4.
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	Q1 25-26	Q1 25-26	A	G	A scope has been developed to commission a study to undertake surveys and to provide guidance for delivering high quality high density housing developments which will be used to inform OPDC's Local Plan review

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	A	A	No projects have been delivered this quarter. A number of projects are due to complete by the end of Q4 24-25.
PI-2	Direct and indirect jobs supported	Delivery	2	85	25	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	43	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	Whilst no funding has been issued in Q3, all three applications have received Director approval and applicants are now in the process of signing grant agreements. Following this, a total of £202,739 of funding is expected to be issued in Q4 24-25.
PI-5	Contribute to London's need for industrial space: net industrial floorspace approved	Planning	3	Net gain	Net gain	G	G	Net gain 32,566sqm.

Core Functions

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	4	3	Good performance across majority of metrics.
Amber	1	1	One milestone delayed due to planned refresh, one PI impacted by system issues
Red	0	1	Performance indicator target at risk due to a need to refine reporting data, this is a priority for next quarter.
Completed	2	0	Treasury Strategy approved in November 2024, governance framework for landholdings in place.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Current status	Commentary
M-1	Publish annual EDI Report	Corp Ops	3	Q3 24-25	Q1 25/26	A	A	The decision has been made to postpone the EDI Annual report, we are reviewing how we report on our EDI to the Board. We have proposed a refreshed approach that takes into account other areas of reporting, i.e. Sustainability, and Community Engagement that will go to ARC and Board in Q1 25-26.
M-2	Conduct staff survey	Corp Ops	2	Q1 25-26	Q1 25-26	A	G	The procurement process to source a provider for our Staff Survey has resumed with appointment due in Q4. Roll out of the staff survey will take place at the beginning of Q1 25-26.
M-3	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	G	G	Our Board Effectiveness Review (BER) concluded in Q3 24/25. The corporate readiness review will run in parallel to the BER implementation plan which will be presented to Board in February. The proposed Risk Management Framework has been moved to align with a Strategic Session with Board Members by Q4 24-25.
M-4	Implement business and process changes through OPDC's Continuous Improvement Programme	Corp Ops	1	Q4 24-25	Q4 24-25	G	G	Two successful improvements made to governance updates with improvements to internal comms ensuring more digestible and accessible and HR to share organisational charts monthly with all staff. Activity from ongoing implementation of the BER action plan will also continue to feed into process improvement.

Core Functions (cont.)

M-5	Develop a Treasury Strategy	Corp Ops	1	Q3 24-25	Q3 24-25	G	Completed	In collaboration with the Greater London Authority (GLA), OPDC have prepared a Treasury Management Statement, which was approved for publication by the Audit and Risk Committee in November 2024.
M-6	Update finance strategy and governance framework for landholdings	Corp Ops	1	Q3 24-25	Q3 24-25	A	Completed	All group assets are now under OPDC management structures.
M-7	Review of new L&D Framework	Corp Ops	1	Q4 24-25	Q4 24-25	G	G	Following the internal review, HR have reviewed the recommendations and refreshed the L&D Framework. This will be shared with the L&D Steering Group and SMT in Q4 for feedback and implementation.

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%	11%	G	G	No changes to staff turnover.
PI-2	% of female staff within the workforce	Corp Ops	3	50%	61%	G	G	Still above target, no significant changes.
PI-3	% of Black, Asian and Ethnic Minority staff within the workforce	Corp Ops	3	37%	24%	A	R	We are reliant on accurate reporting disclosure rates to provide a credible narrative to our annual target. We will drive forward awareness and education sessions for staff in Q4 about the importance of diversity data and will be asking all staff to check and update their diversity information following the launch of the new HR Cloud (SAP) in Q3. We will also hold briefing sessions with staff about the importance of accurate reporting of diversity information.
PI-4	% invoices from SMEs paid within 10 working days	Corp Ops	1	90%	69%	A	A	Ongoing system issues continue to impact timely payments, this figure should return to previous levels over the coming quarter.
PI-5	Percentage Forecasting against OPDC budget	Corp Ops	1	+/-5%	1%	G	G	OPDC has invested time and energy to develop control and reporting mechanisms that are now delivering good quality, timely management information.

6. Annex B – Finance

The following sets out the quarter and full year income and expenditure in the objective format in line with the approved Mayoral funding for 2024-25 (£11.8m).

YTD Actuals Apr-Dec 24 £ 000's	YTD Budget Apr-Dec 24 £ 000's	Variance Apr-Dec 24 £ 000's	Expenditure & Income	FY Forecast 2024-25 £ 000's	FY Budget 2024-25 £ 000's	Variance 2024-25 £ 000's
(1,648)	(971)	(677)	Rental Income	(2,300)	(1,402)	(898)
(747)	(45)	(297)	Pre-apps + Application fees	(982)	(591)	(391)
(1,677)	(863)	(814)	OPEN income	(2,149)	(1,247)	(902)
(639)	(675)	36	Other Development Management Income	(915)	(1,411)	496
(4,711)	(2,959)	(1,752)	Total Revenue	(6,346)	(4,651)	(1,695)
185	123	62	Communications, Engagement & Strategy	254	246	8
1,187	1,074	113	Corporate Operations	2,097	1,892	115
1,210	1,770	(560)	Old Oak West Development	2,793	2,211	582
516	446	70	Land Assembly	970	1,133	(163)
349	487	(138)	Regeneration and Economic Development	673	673	-
420	675	(255)	Delivery Strategy	807	974	(167)
1,677	863	814	OPEN	2,429	1,247	903
369	84	285	Asset Management	677	121	556
212	175	378	Planning Policy	263	279	(16)
54	142	(88)	Planning Development Management + Enforcement + MCIL	87	206	(119)
5	-	5	Planning legal	16	40	(24)
4,900	4,952	(52)	Establishment	7,573	7,430	143
11,084	10,791	293	Total Expenditure	18,268	16,451	1,817
6,373	7,832	(1,459)	Net Revenue	11,922	11,800	122

Q3

- Underspend of £1.45m, principally in Old Oak development, Delivery Strategy, and RED programmes, due to a rephasing of activities to the second half of the year.
- Increased asset management and OPEN costs, negated by corresponding income.

Full year forecast

- We have managed down the forecast overspend from £475k at Q2 to £122k by Q3 and anticipate further management action will deliver a balanced position by year end.