Old Oak and Park Royal Development Corporation

Annual Report and Accounts

1 April 2023 to 31 March 2024

MAYOR OF LONDON

Contents

Chair's Foreword

I am delighted to have joined OPDC at such an exciting time as it moves into the next phase of delivering the homes and jobs London needs, following the announcement that Liz Peace is stepping down after two successful terms as Chair. The accomplishments of Liz as Chair – including strengthening OPDC's leadership, adopting a 20-year planning framework and seeing thousands of affordable homes built have laid a clear delivery path for this nationally significant project.

I am looking forward to spearheading the delivery of the capital's largest brownfield development site, as OPDC gears up its regeneration plans, for 9,000 new and affordable homes, tens of thousands of jobs, new retail, services, and public open space, in the heart of the OPDC area, creating a new Canalside district for London around the new station for HS2 and the Elizabeth Line at Old Oak Common.

I look forward to working with the Mayor of London to build a better and more prosperous city for all.

Dame Karen Buck
Chair
27 February 2025

CEO's Foreword

It's not uncommon to hear people ask, "So exactly where is Old Oak?" But, in just a few years' time, all that will change.

HS2's Old Oak Common super-hub station – the largest single construction site in the UK – will shortly put Old Oak firmly on the map, bringing millions of people to the new interchange, with its rapid new connections to the Midlands and the North, to Central London, Canary Wharf and Heathrow, and to Thames Valley, Oxford and the West Country.

This super-connectivity, together with some 75 acres of surrounding development land, most of which is held by the public sector, is the catalyst for London's latest and largest regeneration project.

Here at OPDC, we have plans in place to ensure this opportunity is organised and managed to create an attractive, inspirational and revitalised urban district, with many thousands of affordable homes, fantastic new amenities and great jobs, where health, wellbeing and inclusivity are at the heart of everything.

We have made great progress over the last couple of years to prepare the ground for delivering this vision, ensuring that the multi-billion pound public investment in HS2 fulfils its potential to create inclusive growth, new and affordable homes, and a legacy every bit as positive as that which has been achieved by our twin Development Corporation following the London 2012 Games.

We have a new Local Plan to support and guide new development; we have secured substantial capital funding to support early delivery, infrastructure, and the acquisition of major development sites; and we have strengthened our highly talented and experienced development, planning and design teams to drive our project forward. In the last few months, we have consolidated our partnership with government, Network Rail and HS2, with the approval of a comprehensive business case to create a single land pooling agreement across some 75 acres of public sector brownfield land at Old Oak, to bring our plans to life in a fully co-ordinated fashion.

But there's far more than great connectivity and brownfield land to help deliver this vision. Immediately adjacent to Old Oak, and within our boundary, is the UK's largest industrial estate in Park Royal. This has more than 40,000 workers, and is a home to major manufacturers, many household names, and more recently to a burgeoning creative industries sector. And just across our boundary are major new tech, research and innovation hubs, including Imperial College's White City campus, which spotlight the huge potential for new and diverse businesses to take root, cluster and grow in Old Oak, with enormous potential for new employment, training and educational opportunities.

Our commitment to building a great place to live, work and enjoy enshrines a clear pledge to do so in ways that support and exemplify the Mayor's ambitions for a zero carbon city. Alongside the promotion of active travel, enhancements to our local green spaces and the Grand Union Canal, we are excited to be leading the way with a pioneering heat recovery and recycling infrastructure that will utilise waste heat from local data centres to power new and existing homes, hospitals and other energy users, leading to a ninety per cent saving in carbon emissions. This is an early indication of the ambition we want to see from new developments as we embrace the challenges and opportunities of a move towards a truly green city.

The last year has been one of huge progress in laying down clear plans for our project, and for assembling the land, the funding, and the key partnerships to enable delivery. We are grateful to the Mayor and to Government for their support, which has included the allocation of substantial additional budgets to help with this work.

In the coming year we will turn our sights towards seeking the investors and delivery partners who will sponsor and share our vision and values; who will build upon the foundations we have laid; and who will work with us, our partners and our communities, to build a fantastic new and super-connected urban quarter in the world's best city.

David Lunts
Chief Executive Officer
27 February 2025

Narrative Report

An Introduction to Old Oak and Park Royal Development Corporation

We are a Mayoral Development Corporation (MDC), with a statutory objective to regenerate the Old Oak and Park Royal Opportunity Area, which spans across three London boroughs: Ealing, Brent and Hammersmith & Fulham.

Established in 2015 to capitalise on the investment and connectivity enhancements created by Old Oak Common Station, our area includes the Park Royal industrial estate, the Old Oak development area around the new HS2 and Elizabeth Line station and the protected 67 hectares of parkland at Wormwood Scrubs.

We are the statutory Local Planning Authority, and we have land assembly, housing and infrastructure delivery powers, including compulsory purchase powers, meaning a large part of our role is to acquire and develop our own landholdings. These tiers of influence, as both planning authority and delivery agent are only matched by our counterpart MDC, the London Legacy Development Corporation, responsible for delivering regeneration around the Olympic Park in Stratford.

OPDC's Corporate Strategy and supporting Management Plan 23-24 sets out our vision for a revitalised and sustainable Old Oak and Park Royal and is encapsulated in the following principles:

Principle	What this means
Liveable and Local	We will shape a place that is attractive and where people want to live, work and visit. We will do this by working with local people, and by supporting a strong sense of community, healthy living and pride of place in a bustling and diverse global city.
Adaptable and Resilient	We will champion sustainable, green and innovative regeneration and development with the flexibility to respond and adapt to change, fostering economic resilience and long-term prosperity.
Inclusive and Diverse	We will be best in class in embedding fairness, equity and respect for others into everything we do. We will celebrate and protect the rich diversity and heritage that is central to Old Oak and Park Royal's unique character, while ensuring we deliver the housing and economic opportunities for those not yet part of our communities.

Integrated and Connected	We will make the most of the new and unrivalled connectivity that is coming and will work to make Old Oak and Park Royal a much more locally connected place, removing the physical barriers that exist today and making facilities, homes, work and green space accessible for all.

Our values to embody the Corporation's vision are:

Value	What this means
Ambitious	Creativity and innovation are encouraged, and this will be evident in our strategic and operational delivery in creating exemplary world class neighbourhoods for future generations where people want to live, work and enjoy.
Collaborative	We will foster and promote a collaborative approach, creating a one team ethos, building positive, constructive relationships. We will develop and strengthen partnerships with the GLA Group, and our stakeholders.
Responsible	We will deliver transparency across the organisation with an evidence-based approach to sustainability and planning, designing, delivering and communicating developments across London and the UK.
Inclusive	We value diversity and inclusion and recognise that our differences make us stronger. We value each other for who we are and the unique contribution we all bring. We will create an environment where we all have a sense of belonging and where we all feel safe to be who we are.

Developments and achievements: Our performance

Implementing our Local Plan: a planning framework to support Old Oak and Park Royal's development and regeneration.

Planning Supplementary Planning Documents

- During 2023/24 we adopted three Supplementary Planning Documents (SPDs), which support the effective implementation of OPDC's Local Plan.
- In June 2023, we adopted our Planning Obligations SPD which sets out how OPDC will secure planning contributions from development towards infrastructure and social value.
- In November 2023, we adopted the Industrial SPD. This provides guidance to promote best practice industrial schemes from a placemaking, design and sustainability perspective that deliver industrial intensification, to support our target for a net gain in 250,000sqm of industrial floorspace.
- In February 2024, we adopted the Old Oak West SPD, which will support the delivery of a high-quality place in Old Oak West by providing guidance requiring a comprehensive and coordinated approach to development, supported by a range of key infrastructure and services.
- We have also produced a Public Realm and Green Infrastructure SPD, which supports a coordinated approach to delivering a high-quality public realm which maximises biodiversity and climate resilience. The SPD underwent public consultation in early 2024 and we plan to adopt in spring/summer 2024.

Community Infrastructure Levy

- In February 2024, the Board adopted our Community Infrastructure Levy (CIL) charging schedule. The CIL charging schedule enables OPDC to optimise the contributions from development towards infrastructure. We expect to secure more contributions from CIL than we would have otherwise secured from purely Section 106 contributions. As a non-negotiable charge, we are also better able to project potential future CIL income, giving more certainty to infrastructure funding and delivery.

Approving new homes

- In 2023/24, 2,700 homes were approved by OPDC's planning committee, with 257 homes starting on site and 761 homes completed. Across the OPDC area, nearly 8,000 homes now have planning permission, with over 6,000 built; 38% of these are affordable.

- This year, all planning applications were determined within statutory determination timescales or timescales agreed through Planning Performance Agreements with applicants. There were no planning appeals during 2023/24.

Planning Enforcement

- We continue to protect London's strategic industrial land within Park Royal and Old Oak North. In 2023/24 we issued five planning enforcement notices against unauthorised uses/breaches of planning control.

- A Joint Working Group was established in 2023/24 to address operational matters such as fly-tipping, parking enforcement notices and environmental health matters between London Borough of Ealing and OPDC, this has already seen improvements in the local area.

Securing a land deal and funding, and procuring a delivery partner, for our Old Oak West programme

Approval of the Old Oak West Outline Business Case

- A significant focus during the year has been spent working closely with Department for Levelling Up, Housing and Communities (DLUHC), Department for Transport (DfT), Homes England, Network Rail and High Speed Two (HS2) to develop the Outline Business Case (OBC) for Old Oak West (OOW), OPDC's scheme for a major new urban district around HS2's Old Oak Common station.

- The OBC was finalised in Autumn 2023 and was approved by DLUHC in October 2023 and then by the DfT Tier 2 Board in January 2024. This marks a significant milestone for the regeneration project, agreeing with government and its agencies a comprehensive approach to delivering up to 9,000 homes and 3 million square feet of workspace in a new urban district around the new Old Oak Common Station.

- Approval of the OBC clarifies our role as the public sector delivery agent on behalf of the government and rail landowners, and enables progress with further public and mark engagement, scheme development and a land looping agreement with DfT and Network Rail.

Securing investment to support early site delivery.

- OPDC has secured £53m of early investment from the DLUHC's Brownfield and Infrastructure Land Fund (BIL) and a further £1m from DLUHC's Capital Regeneration Fund to fund the acquisition of key sites. This brings the total funding secured by OPDC to support site assembly and early infrastructure to £140m.

- As at 31 March 2024 we have either acquired, or are expecting imminent completion of, four sites (6.97 acres and agreed heads of terms on a further two). Negotiations with other private landowners will continue.

A low-cost, low-carbon District Heat Network

- In November 2023, OPDC successfully secured £36m of grant funding from the Department for Energy Security and Net Zero (DESNZ)'s Green Heat Network Fund, the largest single award in the programme.
- In autumn 2023, we launched a procurement exercise to secure a development and funding partner, with the first stage successfully concluded in Spring 2024.

Sustainability

- We have prepared a Local Area Energy Plan, highlighting how low carbon energy sources such as the heat network, solar and smart local energy systems can help reduce the demand and support a transition to greener sources of energy in OOW. OPDC will continue to work in collaboration with West London Business and with our consultants to further develop this work in 2024/25. The Park Royal Solar project collaborates with local businesses and landlords to offer free solar feasibility studies and consultations. This has secured £50,000 in Mayoral funding and has the potential to yield carbon savings of 2,000 tonnes over 25 years.
- The Mayor of London's ambitious goal to achieve carbon neutrality in London by 2030 is integrated into our current strategies and policies. We welcomed a new Principal Sustainability Officer in September 2023 to develop OPDC's Sustainability Strategy, which will outline a clear roadmap and action plan to reach net zero in Old Oak and Park Royal. We plan to adopt the strategy in Summer/Autumn 2024 which will then be seamlessly incorporated into OPDC's comprehensive work programmes.
- We are in the process of producing an assets management strategy which, within the constraints of the inherited leases, will address the management of environmental impact, including the consideration of appropriate meanwhile sues prior to eventual redevelopment.

Delivering our Regeneration and Economic Development (RED) Programme

The Forge@Park Royal

- The Forge has now advertised nearly 600 vacancies to local residents, of which more than 205 have been filled. The Forge team are delivering outreach to long-term unemployed residents via providers of employability support in the three OPDC boroughs.
- The team supported the Street Elite initiative in partnership with the Berkeley Foundation. Fifteen young adults at risk of gang or crime activities took part in this nine-month training programme. Twelve of the cohort have successfully entered employment or education as a result – meeting the target of 80%.
- By November 2023, 424 businesses had received support via the Forge. During 2023 the Forge commissioned five locally based specialists with a remit to deliver support to local Small to Medium Enterprises (SMEs) and sole traders in the following areas: branding and marketing, finance, business operations, creative and food manufacture process.
- The Forge held a '*Meet the Specialist'* launch event and to date over 55 businesses have benefited. This has proved to be a successful model which the Forge intends to develop by making additional areas of specialism available.

Acton and Park Royal Creative Enterprise Zone (CEZ)

- OPDC's Creative Enterprise Zone (CEZ), is a partnership with Ealing Council and has supported a wide range of activities during its first year, including an open grants programme, which awarded ten projects funding across the themes of 'Creating Space', 'Developing Skills' and 'Promoting Place'.

- The projects included digital media and film making with over 100 young people, the Park Royal Open Workshop which provides affordable workspace to makers, a regular street market for local makers and food businesses attended by over 4,000 people; and the Park Royal Women's Group.
- We celebrated the official launch of the Park Royal Open Access Workshop (POW) as part of the exciting programme of events for London Craft Week in May 2023.

Small Business Loans

- We launched a Small Business Loan Fund with £350,000 of funding available for eligible creative & food manufacturing businesses and workspace providers in Old Oak and Park Royal.

- Since its launch, there has been substantial interest with seven businesses currently progressing applications.

An efficient, engaged and equitable organisation

Communication and engagement

- We continue to strengthen relationships with partners and the community to add social value to people and place as well as maximise opportunities for community influence, collaboration and OPDC volunteering.
- In July 2023, we held the first Park Royal Food Festival as part of the OPDC funded Standard Road Market, celebrating the diverse communities and food businesses that make Park Royal.
- The launch of the Acton and Park Royal CEZ involved eight events, attended by over 6,000 visitors, to bring businesses together. These included the Park Royal Design District, the Park Royal Open Workshop Launch, the London Made Me pop-up shop and our Creative Enterprise Open Call for Ideas showcase.
- Through our Community Review Group, we have enabled local residents to make real changes to the schemes that they are commenting on. These changes have included shaping policy for OOW and industrial development and influence planning applications to improve design quality and provide quality public green space.

- During 2023 we held an extensive programme of engagement with local people to shape the future of Old Oak West. This included twenty-six events involving around

200 people in pop-ups, site visits, youth events, exhibitions and co-design workshops. Feedback informed our Old Oak West SPD and regeneration strategy.

- Working with HS2 and Ealing Council we have delivered local greening and improvement projects for communities impacted by construction. Working with Groundworks UK we have undertaken planting and painting to help brighten up local streets and public spaces.

- We have increased in person engagement in the local area by holding fortnightly surgeries where local residents can drop-by at their convenience to sit down and talk to us directly about local issues affecting them.

- In February, we published an updated Community Engagement Strategy. This sets out what we have achieved and how we will build on success, with new activities and programmes to involve more people in shaping the future of the area and celebrating its heritage and diversity.

- In March 2024, we launched our third round of Small Grants funding to support grassroots community-led projects and charities. The programme has previously helped twenty-one community led projects and reached over 45,000 beneficiaries and this year we allocated £70,000 of funding to another fourteen local projects including food banks; skills and training; local schools programmes and arts, heritage and culture programmes.

Equity, Diversity and Inclusion

- Our EDI annual report was published in September 2023 and provides an overview achievement in promoting equity, diversity and inclusion both internally and externally. Key achievements include:

    - 43% of new starters are from a minority ethnic background.
    - 82% staff have completed individual EDI objectives,
    - Increased diversity in our Planning Committee Member recruitment - 40% female, 40% from a Black, Asian, Minority Ethnic background
    - 45,000 beneficiaries reached through 21 local projects funded by the Small Grants funding programme.
    - Increase in participants in online community engagement activities from diverse backgrounds, now standing at 72%

- Working with the GLA Group through its Responsible Procurement Policy and Implementation Plan, OPDC have exceeded our pledge to spend a greater proportion of our budget with Micro, Small and Medium Enterprises (MSMEs) achieving 63% for 2023/24.

- We continued to have membership with Stonewall's Diversity Champions Programme and have submitted to the Stonewall Workplace Equality Index. The Stonewall Workplace Equality Index Assessment is a definitive benchmarking tool to measure our progress on LGBTQ+ inclusion in the workplace and assesses our achievements and progress on LGBTQ+ equality**.** Stonewall has created a sophisticated scoring system in which they give feedback to us, enabling OPDC to understand what's going well and where we need to focus our efforts. Feedback is expected in the Summer of 2024.

- Between April 2023 to March 2024, we held 46 volunteering events for colleagues including the Standard Road clean up, assembling planter boxes, narrow boat clean up, Canal & River Trust's Volunteering Days, Brent foodbank, a career fair at Twyford High School and organising Christmas present donations at John Keble Primary School.

Health and Wellbeing

- In 23/24 three Mental Health First Aiders were trained, and staff attended health and wellbeing webinars, one of which included Taking Care of your Mental Health and was presented by our Employee Assistance Programme (EAP) and health care provider.

Organisational Development

- In January 2024, in partnership with other organisations in the GLA family, we launched the first dedicated Mentoring Programme for our staff.

- We have successfully strengthened our team with a range of first class experienced new talent as we move towards our major delivery phase, and we are now almost fully staffed up to our new target operating model.

Learning and Development

- We have developed a Learning and Development Toolkit and action plan. The toolkit serves as a centralised hub that supports the growth, skill enhancement, professional development of staff, and fosters a culture of continuous learning. The action plan outlines the steps that will be taken to enhance the overall learning culture. Two workshops were held with staff in early 2024 to introduce the toolkit and action plan which gathered insights about staff training needs.

- In total, 21 members of staff accessed specialist training in 2023/24, with four members of staff obtaining sponsorship for professional courses. OPDC have also held nine all-staff learning and development sessions, which included Inclusive Employers webinars, Nuffield knowledge sessions, and a dedicated session from our health care provider Employee Assistance Programme (EAP). OPDC are corporate members to the Festival of Place, Inclusive Employers, Stonewall, Future of London, Planning Futures and Opportunity London, all which allow staff to access further learning and development opportunities.

GLA Group Collaboration

- We have been working in partnership with GLA Group Collaboration Board; the programme's three priorities are to enable and bring about culture change around joint working, leverage best practise and drive value for money.

- This year the focus has been on embedding greater collaborative procurement and shared services projects in HR and IT to provide greater collaboration and knowledge-sharing across the GLA Group, leading to an improved end-user experience and delivering a reduced level of complexity.

Further information on the full range of activities carried out by the Corporation can be found on the Corporations website: https://www.london.gov.uk/opdc

You can also review our Q4 report, which includes further detail on our performance against our key metrics and milestones, and read our Management Plan, which includes our medium-term priorities.

Next phase in our Strategy

Our progress over the past year has seen huge strides and significant milestones reached within our delivery. With that now in mind, the next two years will be a critical time for the organisation.

We have finalised a Corporate Strategy which will set out our key priorities from June 2024 until April 2026. The strategy aligns with the planning policy framework set out in our Local Plan, with a strong focus on delivery and implementation, building on our progress to date, with a clear path to regenerating Old Oak and Park Royal.

At the heart of our Corporation sits our vision, mission and values. We want to be an organisation that aligns its ambitions and its actions with its ethos, driving decision making and giving everything that we do, purpose. Our vision, mission and values flow into our three pillars of:

- Delivery
    - Attract investment and development partner/s to deliver Old Oak West.
    - Acquire land and effectively manage our assets in our role as landowner and steward.
    - Activate positive changes and local enhancement now.
    - Maximise affordable homes, jobs and funding contributions for new and improved infrastructure.
- Community
    - Inclusive engagement, consultation and community relations to shaped development, inspiring and empowering everyone to have a say in the future of the area.
    - Community outreach and network building, particularly with those whose voices can go unheard.
    - Protecting the amenity of residents and businesses, working in the local area to ensure disruption is minimised and the area is clean, tidy and attractive.
- Innovation
    - Drive Net-Zero and nature positive regeneration.
    - Enable social value and local prosperity through a circular economy, affordable workspace and green jobs.
    - Attract diverse industries and technologies, exploring partnership and collaboration opportunities.

Each directorate will support these three pillars through their programme activity, enabled by our Core Functions and corporate functions, which will:

- Ensure we are fit for the future and that we have the right capacity and capability to deliver.
- Foster a people centred approach by enhancing skills, knowledge, and innovation to develop its people, and promote continuous improvement.
- Champion and embed equity, diversity and inclusion in everything we do.

The Corporate Strategy will be used to drive consistency and purpose across our programmes and workstreams, shape our corporate goals, objectives and performance indicators, inform all strategies, action and work plans across our directorates and align our work to complement them.

Financial Review

Introduction

This year has seen a step-change in the activities of the Corporation where we have changed from developing plans to starting to implement the capital acquisitions programme in line with our priorities as set by the Mayor.

Revenue expenditure grew by £2.9m to £10.2m (2022-23: £7.3m) in the year as the Corporation recruited permanent staff and ramped up delivery. The Corporation spent £78.6m in capital development (2022-23: £0.1m), investing in a mixture of property and companies (which themselves own property) in line with the strategy of acquiring parcels of private land in the area as they become available and then integrating them into the comprehensive regeneration scheme.

All assets were acquired at market rates as confirmed by our external advisors to ensure value for money in our expenditure, including compensation and other costs due in the shadow of a compulsory purchase, as required by Government guidance.

We are therefore presenting both single entity and group financial statements for the first time, although as the acquisitions were made right at the end of the year, they have had no effect on our income and expenditure but are now a part of our balance sheet and ongoing operations.

The accounts have been issued with a disclaimed audit opinion for the following reasons:

1) The previous accounts for 2022/23 were disclaimed, as a part of the guidance governing the Local Government reset, so the external auditors were unable to provide assurance over comparative figures in the 2023/24 accounts as well as 2023/24 opening balances and in year movements.
2) The Corporation had insufficient capacity and capability to account for the complex transactions and the change from a stand alone entity to a group presentation.

To remedy this in future years, the Corporation has developed an improvement plan which is discussed in the Governance Statement. These improvements should enable the Corporation to deliver accurate and timely entity and group financial statements for 2024/25 onwards.

Revenue

The financial performance of the Corporation is regularly monitored and reviewed throughout the year, with strong financial management and control being a cornerstone of management practices, contributing to the effectiveness and efficiency of programme and service delivery across the organisation.

The approved Revenue Budget was £10.7m for 2023/24 (2022-23: £6.3m). The outturn net expenditure was £10.4m, resulting in an underspend of £0.3m against budget. This underspend comprises a £1.18m underspend against the programme budget with overall establishment costs £0.61m over budget.

Successful budget monitoring and forecasting enabled budgets to be reallocated to Delivery activities over the course of the year.

2023/24 Outturn			
Directorate	**Outturn £m**	**Budget £m**	**Variance £m**
CEO	0.9	1.0	(0.1)
Corporate Operations	2.8	2.8	-
Delivery	5.3	4.6	0.7
Regeneration and Economic Development	0.9	1.0	(0.1)
Planning	1.7	1.8	(0.1)
Planning Income	(1.2)	(0.5)	(0.7)
OPDC Total	**10.4**	**10.7**	**(0.3)**

The Corporation has also generated £0.60m of surplus planning applications income. In line with planning regulations, this income must be used to support future planning application administration expenditure. The funding will be transferred to the GLA MDC Reserve and utilised in future years by OPDC to support planning application administration.

Capital

Capital Accounting refers to the arrangements for recognising and measuring the value of non-current assets in the balance sheet and making charges to the comprehensive income and expenditure statement to reflect the cost of using them, that is:

i. expenditure on an asset that will provide control of the resulting economic benefit or service potential and that has a measurable cost.
ii. revenue expenditure allowed to be funded by capital under statute (REFCUS); or
iii. under a capitalisation direction in accordance with the Local Government Act 2003.

Capital expenditure totalled £78.6m in 2023/24, funded by partial utilisation of capital grants from the Department for Levelling Up, Housing and Communities (DLUHC) and the GLA Land Fund for land and property acquisition.

Value of assets

The investment in capital assets totalling £78.6m was split between directly purchased assets (£37.7m, 2022-23: £0.1m) and the acquisition of subsidiary companies (£41.0m, 2022-23: nil). The amounts paid were supported by advice from expert independent valuers and in line with government guidance. The guidance states the purchase price should be at open market value, plus compensation for disturbance as you would expect to pay under the shadow of a potential compulsory purchase scheme and include stamp duty land tax and contribution to sellers' professional advisor fees. This is normal practise in government backed regeneration programmes, it does not mean the assets are overvalued and still reflects value for money.

This is required by accounting standards, specifically IPSAS 16 - Investment Property which gives that it "shall be measured initially at its cost. Transaction costs shall be included in this initial measurement."

Impairment of assets

As required by accounting standards, at year end we revalued the properties and investments to bring them in line with market value. An impairment was recognised which is mainly writing down the associated costs and compensation payments. It does not affect the underlying market value of the properties acquired. This impairment is £14.5m (2022-23: nil) and comprises:

Item	Value
Fees from professional and legal advisors and taxes such as stamp duty	£3.2m
Compensation paid equivalent to that required under a CPO, such as business disruption, contributions to vendor fees etc	£9.0m
Reductions in property value caused by reduced lease terms to tenants	£2.3m

Future years will have an independent valuation to adjust the carrying amount of all assets and investments to fair value.

Comprehensive Income and Expenditure Statement

This statement shows both the revenue recognised and the costs incurred in the year of providing services, in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice.

Income and expenditure, as reported in the management accounts, shows neither a surplus nor a deficit as the GLA granted funding to meet expenditure, which fell within agreed budgets. The Comprehensive Income and Expenditure Statement (CIES) shows a surplus of £23.0m (2022/23: £15.1m).

The CIES now accounts for the receipt of the grant from DLUHC (£35m) which is accounted for as income but was spent as capital to acquire a number of investment sites as a prelude to combining them with the public land when available.

In addition, a number of contracts issued under S106 arrangements in prior years do not contain any provision for return of the money under specified conditions or after an amount of time has elapsed. These are now treated as income, as is the interest on all S106 money held. It passes through the CIES and is held as a useable reserve, but with restrictions on the expenditure relating to the terms of the individual contracts. The interest amount also passes to useable reserves but without restriction.

This has also been adjusted in the prior year's figures as explained in Note 1 of the financial statements.

Balance Sheet

The balance sheet shows the value, as at the balance sheet date, of the assets and liabilities recognised by the Corporation. They are matched by the reserves, which are reported in two categories. The first category is usable reserves, being those that the Corporation may use to provide services, subject to the need to maintain a prudent level. The second category is those that the Corporation is not able to use to provide services.

The balance sheet shows a net asset position of £33.8m (2022-23: £10.8m), demonstrating the change in focus of the Corporation and the high level of investment activity.

In addition, as above, there is a reclassification in prior years of S106 receipts where the agreement does not include a refund clause and is therefore treated as income in the years they occurred. No recent agreements have been entered into without a refund clause.

As some of this reclassification relates to period prior to 1 April 2022, we are required to present a third balance sheet as at 1 April 2022 as well.

Movement in Reserves Statement

This statement shows the movements in the year on the different reserves held by the Corporation, analysed between usable reserves and unusable reserves. The statement shows how the movement in the Corporation's reserves is broken down between gains and losses recognised on an accounting basis and the statutory adjustments required to control the amounts chargeable to council tax for the year.

The Corporation has £12.4m (2022-23: £10.9m) of usable reserves from S106 amounts received with no refund clause and interest earned during the year and £21.5m (2022-23: negative 0.1m), from the capital adjustment for capital grants treated as revenue in the CIES and impairments charged against fixed assets and investments.

Statement of Cash Flows

The cash flow statement shows the movements in cash and cash equivalents of the Corporation during the financial year. The statement shows how the Corporation generates and uses cash and cash equivalents by classifying cash flows as derived from operating, investing and financing activities.

The cash flow statement shows an increase in cash balances by £32.6m to £55.2m (2022-23: £22.6m).

Expenditure and Funding Analysis

The objective of the Expenditure and Funding Analysis is to demonstrate to the user of the accounts how the funding available to the Corporation for the year has been used in providing services, in comparison with those resources consumed or earned in accordance with generally accepted accounting practices. The Expenditure and Funding Analysis also shows how this expenditure is allocated for decision making purposes. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

Financial accounts 2022-23

In a Ministerial Statement on 30 July 2024, the Minister of State for Local Government and English Devolution set out the actions to be taken to address the backlog in all local government audits and put them onto a sustainable future.

To clear the backlog in unaudited accounts and where auditors have been unable to complete audits for the years ended 31 March 2023 and before, the accounts have presented with a ‘disclaimed’ opinion. This does not mean that they have not been prepared to a high standard, just that an audit has not been possible and that the auditors are unable to form an opinion on them.

An unaudited draft of the 2022-23 annual report and accounts for OPDC was published before the 31 May 2023 deadline and has now been finalised with a ‘disclaimed’ opinion and published on 13 December 2024.

Corporate Risks

OPDC regularly reviews risks at a project, directorate and corporate level. The Corporate Risk Register is brought to the Audit and Risk Committee every six months with the complied register reviewed by OPDC’s Senior Management Team ahead of the Committee.

The table below shows the current strategic risks identified, their potential impact, and what mitigating action is being taken.

Further details about the risks and how they are scored are found in the report presented to Audit and Risk Committee in February 2024. Noting that in each quarter notable risks across the directorates feed through into our quarterly dashboards and can be found on the Committee’s page on our website

Risk Summary	Risk Impact	Inherent Score	Control Measures and Actions	Residual RAG	Commentary
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	OPDC misses opportunities to make positive contributions to contribute to the Mayor's ambitious response to the climate emergency, including the target of achieving net zero carbon by 2030.	**20**	OPDC have prepared a Local Energy Plan and continue to work in collaboration with West London Business and consultants to further develop this work. We are drafting our Sustainability Strategy, which we plan to adopt in Summer/Autumn 2024. In the process of producing an asset management strategy, which will address the management of environmental impacts.	**9**	Drafting of Sustainability Strategy still taking place, this will be brought to Board in Summer/Autumn.
A loss or reduction in political support from central Government for the Old Oak West project has the potential to create uncertainty around the appetite for OOW project funding, support and delivery.	Failure to secure land, funding with challenges around future planning and stakeholder mapping.	**15**	Continued communications and engagement strategy in place, with regular working group meetings with stakeholders. The OOW Steering group has been established with DfT, DLUHC, IPA and HE.	**8**	OPDC continues to work closely with DLUHC/ DfT/IPA to develop plans for and progress key activities to deliver Old Oak West.
Delays to the delivery of the HS2 Station could result in delays to the delivery of homes and jobs targets in the OPDC area.	Homes and job targets are not met in the short to medium term with the associated regeneration benefits reduced.	**12**	Work closely and positively with HS2 to de-risk their sites and support their early delivery after HS2 construction has concluded.	**8**	Mitigations are in place but there is still an uncertainty remaining in this area.
Impacts of supply side challenges and material/labour inflation on the construction industry may adversely affect the viability of schemes and speed of delivery of new homes and jobs.	Negative impacts on regeneration of the area; reputational impacts.	**8**	Ensure we have the appropriate level of resources in Development Management Team. Continue to have effective communication with applicants of key sites.	**6**	Costs remain high and there are still impacts on starts of new homes.
The UK employment market is currently incredibly competitive, and OPDC needs to fill a number of vacancies as it grows to meet its target operating model.	There is a risk these vacancies cannot be filled, particularly in specialist roles, as we are competing with higher salaries in the private sector.	**12**	Promotion of OPDC and the opportunities on the OPDC job website with ongoing external promotion and engagement. Use of secondments – both from the GLA Group and externally to bring in specialist resources where needed.	**9**	Recent recruitment campaigns have been successful attracting good calibre candidates. However, the market is shrinking and it continues to be challenging to recruit to our pay scales.

Gurdip Juty
Chief Finance Officer, 27 February 2025

Purposes of major schedules within the financial statements

The nature and purpose of the primary schedules included within the financial statements are set out below:

Comprehensive Income and Expenditure Statement
This statement shows both the revenue received and the costs incurred in the year of providing services, in accordance with International Financial Reporting Standards (IFRS).

Balance Sheet
The balance sheet shows the value as at the balance sheet date of the assets and liabilities recognised by OPDC. The net assets of OPDC (assets less liabilities) are matched by the reserves held by OPDC. Reserves are reported in two categories. The first category of reserves is usable reserves, being those reserves that OPDC may use to provide services. OPDC is funded by the GLA; therefore, its level of usable reserves in the statutory accounts does not fully determine its ability to meet current and future financial challenges. The second category of reserves is those that OPDC is not able to use to provide services (Unusable Reserves). This category of reserves is brought about by accounting entries and includes reserves that are impacted by timing differences shown in the movement in reserves statement line 'Adjustments between accounting basis and funding basis under regulations'. They are not cash-backed reserves or an additional source of funding for OPDC.

Cash Flow Statement
The cash flow statement shows the movements in cash and cash equivalents of OPDC during the financial year. The statement shows how OPDC generates and uses cash and cash equivalents by classifying cash flows as derived from operating, investing, and financing activities.

Movement in Reserves Statement
This statement shows the movements in the year on the different reserves held by OPDC analysed between usable reserves and unusable reserves, Gains and losses recognised on an accounting basis and the statutory adjustments required to control the amounts being recognised within OPDC's General Fund are reflected in the usable reserves. In Local Authorities, the General Fund governs the amounts chargeable to council tax for the year, however this is not relevant in the context of OPDC. The unusable reserves include the pensions reserve, accumulated absences reserve and the capital adjustment account, which absorbs the timing differences arising from the different arrangements for the consumption of non-current assets and for financing the acquisition, construction, or enhancement elements of those assets under statutory provisions.

Statement of Responsibility for the Accounts

The Development Corporation's responsibilities

The Development Corporation is required to:

- make arrangements for the proper administration of its financial affairs and to secure that one of its officers has responsibility for the administration of those affairs. In the Development Corporation, that officer is the Chief Finance Officer.
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets; and
- approve the Statement of Accounts.

The Chief Finance Officer's responsibilities

The Chief Finance Officer is responsible for the preparation of the Statement of Accounts for the Development Corporation in accordance with proper practices as set out in the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Code). In preparing this Statement of Accounts, the Chief Finance Officer has:

- selected suitable accounting policies and then applied them consistently.
- made judgements and estimates that were reasonable and prudent.
- complied with the Code.
- kept proper accounting records which were up to date; and
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

Certificate of the Chief Finance Officer

I certify that the Statement of Accounts gives a true and fair view of the financial position of the Development Corporation at the accounting date and of the income and expenditure for the year ended 31 March 2024.

Gurdip Juty
Chief Finance Officer
27 February 2025

Dame Karen Buck
Chair
27 February 2025

Independent Auditor’s Report to Members of the Old Oak

INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF OLD OAK AND PARK ROYAL DEVELOPMENT CORPORATION

Disclaimer of Opinion

We were engaged to audit the financial statements of Old Oak and Park Royal Development Corporation (‘the Corporation’) and its subsidiaries (the ‘Group’) for the year ended 31 March 2024. The financial statements comprise the:

- Corporation and Group Movement in Reserves Statement,
- Corporation and Group Comprehensive Income and Expenditure Statement,
- Corporation Group Balance Sheet,
- Corporation Group Cash Flow Statement,
- the related notes 1 to 21 including material accounting policy information and including the related group notes G1 to G8.

The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2023/24.

We do not express an opinion on the accompanying financial statements of the Group and the Corporation. Because of the significance of the matter described in the basis for disclaimer of opinion section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

Basis for disclaimer of opinion

The Accounts and Audit (Amendment) Regulations 2024 (Statutory Instrument 2024/907) which came into force on 30 September 2024 required any outstanding accountability statements for years ended 31 March 2015 to 31 March 2023 to be approved not later than 13 December 2024 and the accountability statements for the year ended 31 March 2024 to be approved not later than 28 February 2025 (‘the backstop date’).

The audit of the financial statements for the year ended 31 March 2023 for Old Oak and Park Royal Development Corporation was not completed for the reasons set out in our disclaimer of opinion on those financial statements dated 9 December 2024.

Due to the disclaimer of opinion on the prior year, delays in receiving complete and accurate draft financial statements and associated audit evidence, as described below in the value for money section of our report, we have not been able to complete the detailed audit procedures that would be needed to obtain sufficient appropriate audit evidence to issue an unmodified audit report on the Group and Corporation's financial statements for the year ended 31 March 2024

Therefore, we are disclaiming our opinion on the financial statements.

Matters on which we report by exception

Notwithstanding our disclaimer of opinion on the financial statements we have nothing to report in respect of whether the annual governance statement is misleading or inconsistent with other information forthcoming from the audit, performed subject to the pervasive limitation described above, or our knowledge of the Group and the Corporation.

We report to you if:
- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014 (as amended)
- we make written recommendations to the audited body under Section 24 of the Local Audit and Accountability Act 2014 (as amended)
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014 (as amended)
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014 (as amended)
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014 (as amended)

We have nothing to report in these respects in relation to our audit for the year ending 2023/24.

Report on the Group and Corporation's proper arrangements for securing economy, efficiency and effectiveness in the use of resources

We report to you, if we are not satisfied that the Group and Corporation has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2024.

On the basis of our work, having regard to the Code of Audit Practice 2024 and the guidance issued by the Comptroller and Auditor General in November 2024, we have identified the following significant weakness in the Group and Corporation's arrangements for the year ended 31 March 2024.

In relation to Governance - Effective processes and systems in place to support its statutory financial reporting requirements.

<u>Our judgement on the nature of the significant weakness identified:</u>

The Corporation published its 2023/24 financial statements by the publication deadline required by the Accounts and Audit Regulations 2015. However, the published draft 2023/24 financial statements did not include Group accounts and did not include complete and accurate reporting of significant transactions and disclosure requirements of the CIPFA/LASAAC Code of Practice on Local Authority

Accounting in the United Kingdom 2023/24. Capacity and capability within the finance team as well as the impact of a cyber-attack in September 2024 has led to delays in receiving complete and accurate draft financial statements and associated audit evidence.

Therefore, there is a weakness in proper arrangements for supporting the statutory financial reporting requirements of the Corporation, effective processes and systems for accurate and timely financial information.

The evidence on which our view is based:

The Corporation has not been able to provide financial statements that comply with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2023/24. In addition, the Corporation has not been able to provide timely, sufficient and appropriate audit evidence for us to complete all of our planned audit procedures.

Impact on the local body:

Failure to improve the Corporation's processes to report accurate and timely financial information will continue to impact its ability to meet statutory financial reporting deadlines and to restore timely financial reporting in accordance with the requirements of the Accounts and Audit (Amendment) Regulations 2024.

Action the body needs to take to address the weakness:

To meet its objectives and the requirements of the Audit and Accounts Regulations the Corporation needs to:

- continue to re-assess role, responsibilities and resource requirements for financial reporting.
- take action to ensure that sufficient and appropriate audit evidence is available in relation to transactions in the financial statements.
- Consider the accounting and disclosure requirements of key transactions and balances that have occurred in the financial year on a timely basis.

This issue is evidence of significant weaknesses in proper arrangements that the Corporation does not have effective processes and systems in place to support its statutory financial reporting requirements.

Responsibility of the Chief Financial Officer

As explained more fully in the Statement of the Chief Financial Officers Responsibilities set out on page 24, the Chief Financial Officer is responsible for the preparation of the Annual Report and Accounts, which includes the Group and Corporation financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom, 2023/24, for being satisfied that they give a true and fair view and for such internal control as the Chief Financial Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Financial Officer is responsible for assessing the Group and the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Group and the Corporation either intends to cease operations, or has no realistic alternative but to do so.
The Corporation is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

Auditor's responsibilities for the audit of the financial statements

Our responsibility is to conduct an audit of the Group and the Corporation's financial statements in accordance with International Standards on Auditing (UK) and to issue an auditor's report.

However, because of the matter described in the basis for disclaimer of opinion section of our report, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

We are independent of the Group and the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and the Code of Audit Practice 2024 and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources

We have undertaken our review in accordance with the Code of Audit Practice 2024, having regard to the guidance on the specified reporting criteria issued by the Comptroller and Auditor General in November 2024, as to whether the Old Oak and Park Royal Development Corporation had proper arrangements for financial sustainability, governance and improving economy, efficiency and effectiveness. The Comptroller and Auditor General determined these criteria as those necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Old Oak and Park Royal Development Corporation put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2024.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether the Old Oak and Park Royal Development Corporation had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 (as amended) to satisfy ourselves that the Corporation has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

We are not required to consider, nor have we considered, whether all aspects of the Corporation’s arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Certificate

We certify that we have completed the audit of the accounts of Old Oak and Park Royal Development Corporation in accordance with the requirements of the Local Audit and Accountability Act 2014 (as amended) and the Code of Audit Practice issued by the National Audit Office.

Use of our report

This report is made solely to the members of Old Oak and Park Royal Development Corporation, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014 (as amended) and for no other purpose, as set out in paragraph 85 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Group and Corporation and the Group and Corporation’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Hayley Clark (Key Audit Partner)
Ernst & Young LLP (Local Auditor)
Birmingham

Date: 28 February 2025

Core Financial Statements

Corporation Comprehensive Income and Expenditure Statement

For the year ended 31 March 2024

	Note	Gross Income	Gross Expenditure	Net (Income)/ Expenditure
		£000	£000	£000
Chief Executive Office		-	942	942
Corporate Operations		-	2,809	2,809
Delivery		(1,822)	8,016	6,194
Planning		(1,222)	1,672	450
REFCUS		(671)	671	-
GLA Grant	1/2	(10,207)	-	(10,207)
Net Cost of Services	1/2	**(13,922)**	**14,110**	**188**
Financing and investment income	5	(1,680)	-	(1,680)
Impairment	9	-	14,519	14,519
Taxation and non-specific grant income	6	(35,890)	-	(35,890)
Surplus on provision of services before tax		**(51,492)**	**28,629**	**(22,863)**
Corporation tax			430	430
Remeasurement of the net defined asset	12	(606)	-	(606)
Total Comprehensive income and expenditure		**(52,098)**	**29,059**	**(23,039)**

In 2023/24 OPDC received capital funding which is recognised initially as income to acquire property, as referenced in the CFO Report

Corporation Comprehensive Income and Expenditure Statement

For the year ended 31 March 2023

	Note	Gross Income	Gross Expenditure	Net (income)/ Expenditure
		£000	£000	£000
Chief Executive Office		-	984	984
Corporate Operations		-	2,393	2,393
Delivery		(263)	4,110	3,847
Planning		(737)	1,699	962
REFCUS		-	-	-
GLA Grant		(7,345)	-	(7,345)
Net Cost of Services	1/2	**(8,345)**	**9,186**	**841**
Financing and investment income	5	-	157	157
Taxation and non-specific grant income *	6	(8,780)		(8,780)
Surplus on provision of services before tax		**(17,125)**	**9,343**	**(7,782)**
Remeasurement of the net defined asset	12	(7,316)	-	(7,316)
Total Comprehensive income and expenditure		**(24,441)**	**9,343**	**(15,098)**

*Effect of the restatement of prior years is disclosed in Note 1, below

Corporation Balance Sheet
As at 31 March 2024

	Note	31 March 24	31 March 23	1 April 22
		£000	**£000**	**£000**
Long Term				
Investment property	8/9	35,054	118	-
Investment in subsidiaries	8/9	29,091	-	-
Small Business Loan		48	-	-
Retirement Benefit Obligation	14	503	-	-
Total Long Term Assets		**64,696**	**118**	**-**
Current Assets				
Short Term Debtors	10	6,171	5,642	2,270
Cash and Cash Equivalents	18	55,179	22,618	12,053
Total Current Assets		**61,350**	**28,260**	**14,323**
Total Assets		**126,046**	**28,378**	**14,323**
Current Liabilities				
Short Term Creditors	11	(5,608)	(4,935)	(2,082)
Receipts in Advance - Current	17	(18,855)	(1,757)	(698)
Total Current Liabilities		**(24,463)**	**(6,692)**	**(2,780)**
Long Term Liabilities				
Retirement Benefit Obligation	14	-	(7)	(6,319)
Long Term Borrowing	11	(50,000)	(50)	-
Receipts in Advance - Non Current *	17	(17,744)	(10,831)	(9,521)
Total Long Term Liabilities		**(67,744)**	**(11,671)**	**(15,840)**
Total Liabilities		**(92,207)**	**(18,363)**	**(18,620)**
Net Assets/(Liabilities)		**33,839**	**10,016**	**(4,297)**
Useable reserves	14	(12,346)	(10,134)	(2,134)
Unusable reserves	14	(21,493)	115	6,431
Total Reserves *	14	**(33,839)**	**(10,016)**	**4,297**

* Effect of the restatement of prior years is disclosed in Note 1, below.
The unaudited accounts were issued on 31 May 2024 and the audited accounts were authorised for issue on 27February 2025.

Gurdip Juty
Chief Financial Officer, 27 February 2025

Corporation Movement in Reserves Statement

As at 31 March 2024

2023/24	Note	General Fund	Total Usable Reserves	Unusable Reserves	Total Reserves
		£000	£000	£000	£000
Balance as at 1 April 2023 *		**(10,914)**	**(10,914)**	**114**	**(10,800)**
Movement in reserves during 2023/24					
Surplus or deficit on the provision of services		(22,433)	(22,433)	-	(22,433)
Other Comprehensive Income and Expenditure			-	(606)	(606)
Total Comprehensive Income and Expenditure		**(22,433)**	**(22,433)**	**(606)**	**(23,039)**
Adjustments from income and expenditure charged under the accounting basis to the funding basis	1a	21,001	21,001	(21,001)	-
Increase for 2023-24	1a	(1,432)	(1,432)	(21,607)	(23,039)
Balance as at 31 March 2024		**(12,346)**	**(12,346)**	**(21,493)**	**(33,839)**

2022/23	Note	General Fund	Total Usable Reserves	Unusable Reserves	Total Reserves
		£000	£000	£000	£000
Balance as at 1 April 2022 *		**(2,134)**	**(2,134)**	**6,431**	**4,297**
Movement in reserves during 2022/23					
Surplus or deficit on the provision of services		999	999	-	999
Other Comprehensive Income and Expenditure		(8,780)	(8,780)	(7,316)	(16,096)
Total Comprehensive Income and Expenditure		(7,781)	**(7,781)**	**(7,316)**	**(15,097)**
Adjustments from income and expenditure charged under the accounting basis to the funding basis	1	(999)	(999)	999	0
Decrease or (increase) in 2022/23		**(8,780)**	**(8,780)**	**(6,317)**	**(15,097)**
Balance as at 31 March 2023 *		**(10,914)**	**(10,914)**	**114**	**(10,800)**

The adjustment between the accounting basis and funding under regulation is the same as that for the EFA (note 1), but the signage is opposite to the EFA.

* Effect of the restatement of prior years is disclosed in Note 1, below

2023/24	General Fund Balance	Movement in Unusable Reserves
	£000	£000
Adjustments to the Revenue Resources		
Holiday pay (transferred to the Accumulated Absences reserve)	(81)	81
Pension cost (transferred to (or from) the Pensions Reserve)	(96)	96
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	21,178	(21,178)
Total Adjustments	**21,001**	**(21,001)**

2022/23	General Fund Balance	Movement in Unusable Reserves
	£000	£000
Adjustments to the Revenue Resources		
Holiday pay (transferred to the Accumulated Absences reserve)	1,240	1,240
Pension cost (transferred to (or from) the Pensions Reserve)	(13)	(13)
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)		
Total Adjustments	**1,227**	**(1,227)**

Corporation Statement of Cash Flows

For the year ended 31 March 2024

	Note	31 March 2024	31 March 2023
		£000	£000
Net surplus or (deficit) on the provision of services*		22,433	7,781
Adjustment to surplus or deficit on the provision of services for noncash movements *	12	18,103	(7,098)
Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities	12	(9,986)	9,040
Net Cash flows from Operating activities		**30,549**	**9,732**
Net Cash flows from Investing Activities	12	(78,545)	(118)
Net Cash flows from Financing Activities	12	80,557	960
Net increase or (decrease) in Cash and Cash Equivalents		**32,562**	**10,565**
Cash and Cash Equivalents at the beginning of the reporting period		22,618	12,053
Cash and Cash Equivalents at the end of the reporting period		**55,179**	**22,618**

* Effect of the restatement of prior years in disclosed in Note 1, below

Accounting Policies

a. General principles

The Corporation is required to prepare an annual Statement of Accounts by the Audit and Accounts (England) Regulations 2015. These regulations require the financial statements to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2023/24 (“the Code”), supported by the International Financial Reporting Standards (“IFRS”) and statutory guidance issued under section 12 of the Local Government Act 2003.

The Statement of Accounts summarises the Corporation’s transactions for the 2023/24 financial year and its position as at 31 March 2024. The Corporation’s financial statements have been prepared in accordance with the Code and IFRS.

b. Basis of accounting

The Accounts are made up to 31 March 2024.

The accounting policies set out below have been applied consistently in the period presented in these financial statements.

The Accounts have been prepared under the accruals concept and in accordance with the historical cost accounting convention.

Where items are sufficiently significant by virtue of their size or nature, they are disclosed separately in the financial statements in order to aid the reader's understanding of the Corporation's performance.

c. Accruals of income and expenditure

Activity is accounted for in the year that it takes place, not when cash payments are made or received. In particular,

- Revenue from the provision of services is recognised when the Corporation can measure reliably the percentage of completion of the transaction, and it is probable that economic benefits or service potential associated with the transaction will flow to the Corporation.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet.
- Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that may not be collected.

d. Going concern

The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2023-24 (the Code), which is based upon International Financial Reporting Standards (IFRS), as amended for the UK public sector.

The financial statements have been prepared on a going concern basis as the Corporation's Chief Finance Officer considers that the Corporation will continue in operational existence to 31 March 2026 following the date of the auditor's report, and it will be able to meet its liabilities as they fall due for payment. with ongoing funding confirmed by the GLA.

There is a degree of uncertainty about future levels of funding for the Corporation, as the resources required to deliver housing and economic growth in the area are yet to be identified. However, the Corporation has determined that this uncertainty is not yet sufficient to provide an indication that its long-term objectives will not be achieved. It is considered that the Corporation will continue in operational existence for the foreseeable future and meet its liabilities as they fall due for payment, with ongoing funding confirmed by the GLA.

e. The application of new and revised standards

The Code requires OPDC to disclose any accounting standards that are issued but have yet to be adopted and could have a material impact on the Statement of Accounts.

At the date of authorisation of the financial statements, the following amendments to the Code, standards and interpretations, which are not applied in these financial statements, were in issue but not yet effective:

- IFRS 16 Leases.
- Definition of Accounting Estimates (Amendments to IAS 8) issued in February 2021.
- Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2) issued in February 2021.
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12) issued in May 2021.
- Updating a Reference to the Conceptual Framework (Amendments to IFRS 3) issued in May 2020.

OPDC does not consider the above-mentioned amendments to the Code and standards, amendments or interpretations issued by the International Accounting Standards Board to be applicable or have a material impact in 2023/24.

f. IAS 8: Accounting Policies, Changes in Accounting Policies and Errors

This specifies the treatment of prior period errors discovered after the financial statements are authorised for issue. An entity is required to correct material prior period errors retrospectively in the first set of financial statements authorised for issue after their discovery by:

a. restating the comparative amounts for the prior period(s) presented in which the error occurred; or
b. if the error occurred before the earliest prior period presented, restating the opening balances of assets, liabilities and equity for the earliest prior period presented.

Any errors are disclosed in the notes to the accounts and present the following information:

- the nature of the prior period error,
- for each prior period presented, to the extent practicable, the amount of the correction,
- for each financial statement line item affected,
- the amount of the correction at the beginning of the earliest prior period presented; and
- if retrospective restatement is impracticable for a particular prior period, the circumstances that led to the existence of that condition and a description of how and from when the error has been corrected.

g. Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions within the wider GLA Group repayable without penalty on notice of not more than 24 hours.

h. Critical judgements on applying accounting policies

In applying the accounting policies, the Corporation has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

Classification between investment properties and inventories

OPDC considers the intention at the outset when each property is acquired to classify the property as either an investment property or an inventory.

Where the intention is to trade or dispose the property within the ordinary course of business, the property is classified as inventories.

Where the intention is to hold the property for its long-term rental yield or capital appreciation (or both), the property is classified as an investment property. OPDC currently holds £77m of investment property at a Group level.

Where there is a change in use of the property, a transfer between investment property and inventory property takes place. A change in use occurs when the property ceases to meet the definition of investment property and there is evidence of the change in use. The transfer will take place when there are observable actions toward effecting a change in use, for example the commencement of development with a view to a sale.

The classification of properties is a significant judgement which directly impacts the net asset position and reported financial performance, as inventories are held at the lower of cost and net realisable value or, when appropriate, at lower of cost and current replacement cost, whilst investment properties are held at fair value, with gains or losses taken through the Comprehensive Income and Expenditure Statement.
Refer to notes 13 and 17 for further information.

Property acquisition acquired through purchase of share capital

The Corporation is required under IFRS 3 Business combinations to assess whether any acquisition is of a business or of a set of assets. Management has applied the optional test in IFRS 3 B7A of concentration of assets and concluded that the acquisitions of Old Oak Wharf (Holdings) Ltd and Sarastro Holdings Ltd met that test in that substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

Therefore, these acquisition transactions are outside the scope of IFRS 3 because the assets acquired, while capable of generating outputs, lacked the integrated set of activities necessary for the conduct of a business and so did not meet the definition of a business as defined in IFRS 3. Instead, the total purchase consideration has been allocated to the identifiable assets acquired based on their relative fair values at the acquisition date and then these acquisition transactions have been accounted for in accordance with IAS 40 Investment Property.

i. Assumptions made about the future and major sources of estimation uncertainty

The preparation of financial statements in conformity with the Code requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Corporation’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions or estimates are significant to the financial statements and specifically to note 11 to the Accounts is disclosed below:

Item	Uncertainties	Effect if actual results differ from assumptions
Investment Property	Investment property valuations are based on a variety of assumptions to estimate the potential income to be generated by the assets. Should evidence emerge that causes the Corporation to amend these estimates, the estimated fair value of its investment properties could change	Significant changes in the valuation assumptions would result in significantly lower or higher valuations and, therefore, valuation movement being recorded in the Comprehensive Income and Expenditure Statement (CIES).

Pensions liability	The estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rates to be used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets.	The assumptions interact in complex ways. The actuaries review the assumptions triennially and changes are adjusted for in the accounts. Sensitivity analysis is detailed in Note 11.

j. Revenue recognition

The core principle of IFRS 15 is applied and revenue reflects the transfer of goods or services to customers in an amount that reflects the consideration to which an entity expects to be entitled. The recognition of such revenue is in accordance with five steps to: identify the contract, identify the performance obligations, determine the transaction price, allocate the transaction price to the performance obligations and recognise revenue when the performance obligations are satisfied.

k. Grants

Whether paid on account, by instalments or in arrears, grants are recognised as due to the Corporation when there is reasonable assurance that:

- the Corporation will comply with the conditions attached to the payments; and
- the grants will be received.

Amounts recognised as due to the Corporation are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grants have been satisfied. Conditions are stipulations that specify how the grant should be used by the Corporation and which if not met require the grant to be returned to the transferor. Monies advanced as grants for which conditions have not been satisfied are carried in the Balance Sheet as creditors.

When conditions are satisfied, the grant is credited to the relevant service line, or non-ringfenced revenue grants and all capital grants credited to the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Reserve. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Unapplied Reserve are transferred to the Capital Adjustment Account once they have been applied to expenditure.

Funding by the GLA is provided to the Corporation to match revenue (running) costs and spend profile; therefore, the Corporation does not hold significant grant surpluses.

l. Corporation and chargeable gains taxation

The Corporation is subject to corporation tax and complies with the Corporation Tax Acts.

m. Value Added Tax (VAT)

VAT payable is included as an expense only to the extent that it is not recoverable from His Majesty's Revenue and Customs. VAT receivable is payable to HMRC and is excluded from income.

n. Property, plant and equipment

Recognition

Expenditure on the acquisition, creation or enhancement of property, plant and equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Corporation and the cost of the item can be reliably measured. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (repairs and maintenance) is charged as an expense when it is incurred.

Measurement

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, and any other costs directly attributable to bringing the assets to a working condition for their intended use. Where there is a legal obligation to remove the asset and/or restore the site on which it is located at the end of its useful economic life, the costs of dismantling and removing the items and restoring the site on which they are located are also included in the cost of the asset.

Assets are then carried in the Balance Sheet using the following measurement bases:

- assets under construction – depreciated historical cost.
- non-property assets – depreciated historical cost as a proxy for current value.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Depreciation

Depreciation is calculated on the depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value. Depreciation is recognised in the Comprehensive Income and Expenditure Statement on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

Disposals

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of the item and are recognised net within other gains and losses in the Comprehensive Income and Expenditure Statement.

o. Investment Property

Investment property is property held solely either to earn rental income or for capital appreciation (prior to disposal) or for both, but not for sale in the ordinary course of business, use in the supply of services or for administrative purposes.

Investment properties are measured initially at cost and subsequently at fair value, being the price that would be received to sell such an asset in an orderly transaction between market participants at the measurement date.

As a non-financial asset, investment properties are measured at highest and best use. Properties are not depreciated but are revalued annually according to market conditions at the year end.

Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance.

The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

If the use of an investment property changes such that it requires a transfer to inventories, then the property's deemed cost in accordance IAS 2 (Inventories) shall be its fair value at the date of change in use.

Where there is a change in use of a property, this may result in a reclassification of an investment property to inventories, or vice versa. A change in use occurs when the property meets, or ceases to meet, the definition of investment property and there is evidence of the change in use.

As set out in IAS 40, a change in management's intentions for the use of a property does not, in isolation, provide evidence of a change in use. However, an example of a change in use is the commencement of development with a view to sale. In this context, management defines 'commencement of development' as the start of work on site, which could be on a phased basis and (with reference to Section 56 of the Town and Country Planning Act 1990) includes:

- any work of construction in the course of the erection of a building
- any work of demolition of a building
- the digging of a trench which is to contain the foundations, or part of the foundations, of a building
- the laying of any underground main or pipe to the foundations, or part of the foundations, of a building
- the course of laying out or constructing a road or part of a road

Where the Corporation decides to dispose of an investment property (e.g. land) without development, it continues to treat the property as an investment property until it is derecognised (eliminated from the statement of financial position) and does not reclassify it as inventory.

p. Investment in subsidiaries

The Corporation has material interests in companies and other entities that have the nature of subsidiaries and require it to prepare group accounts. In the Corporation's single-entity accounts, the interest is recorded as financial assets at cost, less any provision for losses incurred by the entity to the extent they are likely to be borne by the Corporation.

q. Employee benefits

Benefits Payable during Employment

Short-term employee benefits are those due to be settled within twelve months of the year-end. They include benefits such as salaries, other remuneration, paid annual leave and paid sick leave – these are recognised as an expense for services in the year in which employees render service to the Corporation. An accrual is made for the cost of holiday entitlements earned by employees but not taken before the year end that employees can carry forward into the next financial year. The accrual is charged to the Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Corporation to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged to the relevant service when the Corporation can no longer withdraw the offer of those benefits.

Post-Employment Benefits

Employees of the Corporation are members of the Local Government Pension Scheme.

The Local Government Pension Scheme

The Local Government Pension Scheme in respect of the Corporation's employees is administered by the London Pensions Fund Authority (LPFA) and is accounted for as a defined benefits scheme:

The liabilities of the LPFA pension scheme attributable to the Corporation are included in the balance sheet on an actuarial basis using the projected unit method i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc. and projections of earnings for current employees.

The discount rate is the annualised yield at the 25-year point on the Merrill Lynch AA-rated corporate bond yield curve which has been chosen to meet the requirements of IAS 19 and with consideration of the duration of the Employer's liabilities. This is consistent with the approach used at the last accounting date.

The assets of the LPFA pension fund attributable to the Corporation are included in the Balance Sheet at their fair value as follows:

- quoted securities – current bid price.
- unquoted securities – professional estimate
- unitised securities – current bid price
- property – market value

The change in the net pensions' liability is analysed into the following components:

Service cost, comprising:

- current service cost – the increase in liabilities, as a result of years of service earned this year allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked.
- past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years, debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non-Distributed Costs.
- any gain or loss on settlement of a defined benefit plan when the settlement occurs; and
- interest on the net defined benefit liability, i.e., net interest expense for the Corporation – the change during the period in the net defined benefit liability that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement. This is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability at the beginning of the period, taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments.

Re-measurements comprising:

- the return on plan assets, excluding amounts included in the interest on the net defined benefit liability, charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.
- actuarial gains and losses, changes in the net pensions liability that arise because events have not coincided with the assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions, charged to the Pensions Reserve as Other Comprehensive Income and Expenditure; and
- any change in the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability/asset.

In relation to retirement benefits, statutory provisions require the General Fund balance to be charged with the amount payable to the pension fund in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement this means that there are appropriations to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Reserves

Reserves consist of two elements, usable and unusable. Usable reserves are those that can be applied to fund expenditure. Unusable reserves cannot be applied to fund expenditure as they are not cash backed. They include the pension reserve, the capital adjustments account and the accumulated absences reserve.

q. Trade and other receivables

The Corporation received planning application income in 2023/24 and there are no year-end trade receivables relating to this as funds are received at the point where a planning application is submitted along with S106 income, which is yet to be recognised as income as there are conditions attached which may require the monies to be returned to the contributor. The Corporation received GLA grant funding which is recognised as and when the grant is due to be paid to the Corporation. Other income received during the course of the year contributed towards specific pieces of work.

r. Trade and other creditors

Trade and other creditors are recognised at amortised cost and are the agreed amounts owed to suppliers.

s. Collection of Mayoral CIL

The Community Infrastructure Levy (CIL) is a planning charge, introduced by the Planning Act 2008, as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. The Levy was ratified on 29th February 2012 and applies to developments agreed after 1st April 2012. The collection of the CIL is delegated to the relevant planning authority in each administrative area and the planning authority is able to retain 4% of the levy to cover the costs of administration and collection. The value recognised is disclosed in the income section of note 2.

t. Provisions, Contingent Liabilities and Contingent Assets

Provisions

Provisions are made where an event has taken place that gives rise to a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year the Corporation becomes aware of the obligation and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the obligation is settled.

Contingent liabilities

A contingent liability arises where an event has taken place that gives rise to a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Corporation. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required, or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts.

Contingent assets

A contingent asset arises where an event has taken place that gives rise to a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Corporation.

Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

u. Revenue expenditure funded from capital under statute (REFCUS)

Revenue expenditure funded from capital under statute is expenditure that may be capitalised under statutory provisions, but which does not result in the creation of a fixed asset for the Corporation. For example, grant paid to a third party for the purchase or creation of a fixed asset.

REFCUS is charged as expenditure to the relevant service revenue account in the year. Where such expenditure is funded from capital grants or contributions, the grant or contributions (or the portions that relate to the expenditure) are recognised as revenue grants or contributions. Both the expenditure and the grant or contribution are reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account.

v. Fair Value

OPDC measures some of its non-financial assets such as investment properties and some of its financial instruments at fair value at each reporting date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

a) in the principal market for the asset or liability, or
b) in the absence of a principal market, in the most advantageous market for the asset or liability.

OPDC measures the fair value of an asset or liability using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

When measuring the fair value of a non-financial asset, OPDC takes into account a market participant’s ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

OPDC uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the Corporation’s financial statements are categorised within the fair value hierarchy, as follows:

- Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities that the Corporation can access at the measurement date.

- Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly
- Level 3 – unobservable inputs for the asset or liability.

w. Events after the reporting period

Events may occur between the year-end and the date that the statement of accounts is issued that might have a bearing upon the financial results of the past year and the financial position presented in the balance sheet.

The Code defines two types of events after the reporting period:

- adjusting events: those that provide evidence of conditions that exist at the Balance Sheet date, where material, the financial statements and notes in the statement of accounts are required to be amended to reflect the impact of the events.
- non-adjusting events: those that are indicative of conditions that arose after the Balance Sheet date, the financial statements and the note in the statement of accounts are not amended to reflect the events, but additional explanatory notes may need to be added.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

Notes to the Statement of Accounts

1. Expenditure and Funding Analysis

2023/24	Net Expenditure Chargeable to the General Fund Balances	Adjustments between Funding and Accounting Basis	Net Expenditure Chargeable to the General Fund Balances
	£000	£000	£000
Corporation	188	0	188
Net cost of services	**188**	**0**	**188**
Other Income and expenditure	(188)	(21,001)	(21,189)
	0	**(21,001)**	**(21,001)**
Opening General Fund Balance at 1 April 2023	0		
Less Deficit on General Fund Balance in Year	0		
Closing General Fund Balance at 31 March 2024	**0**		

2022-23	Net Expenditure Chargeable to the General Fund Balances	Adjustments between Funding and Accounting Basis	Net Expenditure Chargeable to the General Fund Balances
	£000	£000	£000
Corporation	842	-	842
Net cost of services	**842**	**0**	**842**
Other Income and expenditure	(842)	999	158
	-	**999**	999
Opening General Fund Balance at 1 April 2022	-		
Less Deficit on General Fund Balance in Year	-		
Closing General Fund Balance at 31 March 2023	**-**		

Note 1a to the EFA – Adjustment between funding and accounting basis

2023/24	IAS 19 Pension Adjustment	Accumulated Absences Adjustment	Capital Adjustment Account	Total Adjustments
	£000	£000	£000	£000
Corporation	0	0	0	0
Net cost of services	**0**	**0**	**0**	**0**
Other Income and expenditure from the funding Analysis	96	81	(21,178)	(21,001)
Difference between General Fund (surplus) or deficit and CIES (surplus) or deficit	**96**	**81**	**(21,178)**	**(21,001)**

2022/23	IAS 19 Pension Adjustment	Accumulated Absences Adjustment	Capital Adjustment Account	Total Adjustments
	£000	£000	£000	£000
Corporation	0	0	0	0
Net cost of services	**0**	**0**	**0**	**0**
Other Income and expenditure from the funding Analysis	1,004	(5)	0	999
Difference between General Fund (surplus) or deficit and CIES (surplus) or deficit	**1,004**	**(5)**	**0**	**999**

The adjustment between the accounting basis and funding under regulation is the same note as that for the Movement in Reserves Statement (MIRS), but the signage is opposite to the MIRS.

Prior Year adjustment

In the prior years (2022-23 and before), money was received against various S106 agreements which did not include a refund clause. In the published financial statements these were previously shown as receipts in advance, however without the contractual restriction they should have been passed through the CIES. These amounts are now classified as income in the CIES and held as a useable capital reserve subject to any restrictions imposed on their purpose by the original agreement.

In future years any expenditure against these contracts will be dealt with as a movement on the capital adjustment account. The error has been identified to the following periods:

	Balance sheet	CIES
	£000	**£000**
Prior to 2022/23		
Long term liabilities – receipts in advance	2,134	
Taxation and other grant income		(2,134)
2022/23		
Long term liabilities – receipts in advance	8,780	
Taxation and other grant income		(8,780)
Total change to prior years	**10,914**	**(10,914)**

The effect of the error is as follows:

Comprehensive Income and Expenditure Statement

2022/23

		Original £000	Restated £000	Change £000
Net Cost of Services		**842**	**842**	**-**
Financing and investment income	5	157	157	-
Taxation and non-specific grant income *	6	-	(8,780)	(8,780)
Surplus on provision of services before tax		**999**	**(7,781)**	**(8,780**

Remeasurement of the net defined asset		(7,316)	(7,316)	-
Total Comprehensive income and expenditure		**(6,317)**	**(15,097)**	**(8,780)**

Balance Sheet

An element of the representation of the statements relates to period prior to 2022/23, and so there is an additional balance sheet presented in the primary financial statements as required under IAS 1.

The effect of this to the opening balances for 2022/23 is:

		Original £000	**Restated £000**	**Change £000**
Long Term liabilities				
Retirement benefit obligation	13	(6,319)	(6,319)	-
Long term borrowing	10	-	-	-
Receipts in advance (non current)	17	(11,655)	(9,521)	2,134
Total long term liabilities		**(17,974)**	**(15,840)**	**2,134**
Total liabilities		(20,754)	(18,693)	(2,134)
Net assets/(liabilities)		**(6,431)**	**10,016**	**(2,134)**
Useable reserves		-	(2,134)	(2,134)
Unusable reserves		6,431	6,431	-
Total reserves		**6,431**	**4,357**	**(2,134)**

2022/23 restatement

		Original £000	**Restated £000**	**Change £000**
Long Term liabilities				
Retirement benefit obligation	13	(7)	(7)	-
Long term borrowing	10	(50)	(50)	-
Receipts in advance (non current)	17	(21,745)	(10,831)	10,914
Total long term liabilities		**(21,802)**	**(10,888)**	**10,914**
Total liabilities		(28,494)	(17,580)	10,914

Net assets/(liabilities)		**(114)**	**10,800**	**10,914**
Useable reserves		-	(10,914)	(10,914)
Unusable reserves		114	114	-
Total reserves		**114**	**10,800**	**(10,914)**

Movement in reserves statement

As shown in the balance sheet above, the error has resulted in the creation of a useable reserve of £10,914k.

Cashflow

The correction of the error has made the following changes to the cashflows:

2022/23	As published	Restated
Net surplus(deficit) on the provision of services	(999)	7,781
Adjustment to net deficit for non-cash movement	1,682	(7098)
Total change	**-**	**-**

Impact on the notes to the accounts

The same error has also been corrected in Note 17 with a reduction in the Receipts in advance – non-current balance held from £21,745k to £11,614k and a corresponding increase in useable reserves as reported above.

2. Gross Income and Expenditure Summary

Gross income and expenditure recognised in the Comprehensive Income and Expenditure Statement comprises:

Income	2023/24	2022/23
	£000	£000
GLA Income	(10,207)	(7,345)
Planning Application Fees	(781)	(582)
Mayoral CIL Administration	(154)	(87)
Other Income	(2,780)	(1,229)
Total Income	**(13,922)**	**(9,242)**

Expenditure	2023/24	2022/23
	£000	£000

Employee Benefits Expenses	6,470	4,331
Other Service Expenses	364	1,700
Revenue expenditure funded from capital under statute	671	898
Consultancy and Professional Fees	5,805	2,709
Support Service Recharges	796	447
Total Expenditure	**14,110**	**10,084**

Amounts included in the costs of services within the Comprehensive Income and Expenditure Statement but not reported to management within the in-year budget monitoring reports include pension service costs and Corporation Tax.

3. External Audit Fees

External audit fees are made up as follows:

	31 March 2024	31 March 2023
	£000	£000
Fees payable to external auditors with regard to external audit services carried out by the appointed auditor	67	43
Total	**67**	**43**

Due to the increased scope of the 2023/24 external audit, there will be additional scale fee variations to the audit fee. It is expected that the total 2023/24 audit fee will be between £134k to £173k.

4. Remuneration

The remuneration paid to the Corporation's senior employees is as follows:

2023/24

OPDC Staff	Name of Post Holder	Date of service	Salary (including fees and allowances)	Compensation for loss of office	Employer Pension Contributions	Total Remuneration including pension contributions
			£	£	£	£
Chief Executive Officer	David Lunts		184,756	0	19,205	203,971
Chief Operating / Finance Officer *	Gurdip Juty		9,506	0	989	10,495
Executive Director – Delivery **	Gareth Blacker		133,806	0	13,916	147,722
Director of Communications and Strategy	Rosalind Henville		91,274	0	9,492	100,766
Director of Projects	Davena Wilson		101,229	0	11,269	112,498
Director of Planning	Emma Williamson		119,916	0	12,471	132,387
Chief Finance Officer ***	Jasbir Sandhu		17,960	41,861	0	59,821

* From 01/02/2024
** From 01/06/2023
*** Left 31/10/2023

2022/23

OPDC Staff	Name of Post Holder	Date of service	Salary (including fees and allowances)	Compensation for loss of office	Employer Pension Contributions	Total Remuneration including pension contributions
			£	£	£	£
Chief Executive Officer	David Lunts		177,555	0	21,307	198,862
Chief Operating Officer	Lucy Owen		121,651	0	14,598	136,249
Chief Finance Officer	Jasbir Kaur Sandhu		95,614	0	11,474	107,088
Head of Community Engagement and Social Value	Patora Dyrma		47,078	0	5,649	52,727
Head of Communications and Strategy	Rosalind Henville		76,926	0	9,231	86,157
Director of Development	Benjamin O'Neill		115,614	0	13,874	129,488
Director of Projects	Davena Wilson		115,614	0	13,874	129,488
Director of Planning	Emma Williamson		115,614	0	13,874	129,488
Human Resources and Organisational Development Manager	Karen Passley		78,462	0	9,415	87,877

Secondees

Chief Finance Officer (Acting)	Ray Smith	07/12/2022 To 31/01/2023

Interim

Chief Finance Officer	Gurdip Juty	From 01/02/2023

The Code requires disclosure of remuneration for the Corporation's employees whose total remuneration in the year was £50,000 or more, grouped in rising bands of £5,000. In line with the Code, entries are banded according to actual payments in the year (excluding employer's pension contributions), rather than annual equivalent salaries.

The following table discloses permanent Officers on the Corporation's payroll who earn above £50,000, but excludes seconded staff, agency staff and contractors.

Remuneration Band (£)	2023/24 Number of Employees	2022/23 Number of Employees
50,000 - 54,999	8	4
55,000 - 59,999	2	9
60,000 - 64,999	15	3
65,000 - 69,999	4	0
70,000 - 74,999	0	4
75,000 - 79,999	3	7
80,000 - 84,999	8	0
85,000 - 89,999	3	0
90,000 - 94,999	1	0
95,000 - 99,999	1	1
100,000 - 104,999	0	0
105,000 - 109,999	0	0
110,000 - 114,999	1	0
115,000 - 119,999	2	3
120,000 - 124,999	0	1
125,000 - 129,999	1	0
130,000 - 134,999	0	0
135,000 - 139,999	0	0
140,000 - 144,999	0	0
145,000 - 149,999	0	0
150,000 - 154,999	0	0
155,000 - 159,999	1	0
160,000 - 164,999	1	0
165,000 - 169,999	0	0
170,000 - 174,999	1	1
	52	**33**

Termination Benefits

The code requires the separate disclosure of the number and cost of compulsory and voluntary severance termination packages agreed during the year. There were two compulsory or voluntary severance termination packages agreed during the year.

Exit packages (£)	2023/24 Number of Employees	2022/23 Number of Employees
10,000 - 19,999	1	0
20,000 - 29,999	0	0
30,000 - 39,999	0	0
40,000 - 49,999	1	0
	2	**0**

Members' remuneration

Name	Title	Notes	Salary (inc. fees and allowances) £'000	Expenses £'000	Total remuneration £'000
Liz Peace CBE	Board Chair and Development, Investment & Sustainability Committee Member		29	-	29
Muhammed Butt	Board Member and Audit and Risk Committee member		14	-	14
Stephen Cowan	Board Member		14	-	14
Natalie Campbell	Board Member		16	-	16
Rahul Gokhale	Board Member and Audit and Risk Committee Member		16	-	16
William Hill	Board Member, Chair Planning Committee		18	-	18
Shevaughn Rieck	Board Member and Audit and Risk Committee member		16	-	16
Peter Mason	Board Member - Borough leader		14	-	14
Aman Dalvi OBE	Board Member - Chair Audit & Risk Committee		18	-	18
Jonathan Milward	Board Member- Chair Development, Investment & Sustainability Committee		17	-	17
Mathew Carpen	Board Member, Development, Investment & Sustainability Committee Member		16	-	16
Ray Wall	Planning Committee Member		1	-	1
Saray Coutts	Planning Committee Member		2	-	2
Wesley Harcourt	Planning Committee Member		2	-	2
Natalia Perez	Planning Committee Member		2	-	2
Matthew Kelcher	Planning Committee Member		2	-	2
Hitesh Tailor	Planning Committee Member		0	-	0
Gary Rice	Planning Committee Member		2	-	2
Steve Quartermain CBE	Planning Committee Member		2	-	2
Anna Ogundiya	Planning Committee Member		2	-	2
Wilda El-Hadad	Board Member		4	-	4
Jules Pipe CBE	Board Member, Mayoral representative	Unremunerated	-	-	-
Victoria Quinlan	Board Member, Development, Investment & Sustainability Committee Member	Unremunerated	-	-	-

2022/23

Name	Title	Notes	Salary (inc. fees and allowances) £'000	Expenses £'000	Total remuneration £'000
Liz Peace CBE	Board Chairman and Chair Investment Committee		27	-	27
Muhammed Butt	Board Member and Audit and Risk Committee member and Appointments & Remuneration Committee Member	Appointed to Audit and Risk Committee in June 2021.	14	-	14
Stephen Cowan	Board Member and Investment Committee Member		14	-	14
Natalie Campbell	Board Member and formally Chair Appointments & Remuneration Committee		16	-	16
Rahul Gokhale	Board Member and Audit and Risk Committee Member		16	-	16
William Anthony Hill	Board Member, Chair Planning Committee		19	-	19
Shevaughn Rieck	Board Member and Audit and Risk Committee member		16	-	16
Peter Mason	Board Member - Borough leader		12	-	12
Aman Dalvi OBE	Board Member - Chair Audit & Risk Committee	Appointed in March 2022	14	-	14
Jonathan Milward	Board Member- Chair Development, Investment & Sustainability Committee	Appointed in March 2022	14	-	14
Matthew Carpen	Board Member, Development, Investment & Sustainability Member	Appointed 16/11/2022			-
Ray Wall	Planning Committee Member	Appointed 30/11/2022			-
Saray Coutts	Planning Committee Member	Appointed 1/12/2022	-	-	-
Wesley Harcourt	Planning Committee Member		2	-	2
Natalia Perez	Planning Committee Member		2	-	2
Matthew Kelcher	Planning Committee Member		3	-	3
Hitesh Tailor	Planning Committee Member	Appointed in June 2021	2	-	2
Gary Rice	Planning Committee Member	Appointed in September 2021	1	-	1
Steve Quartermain CBE	Planning Committee Member	Appointed in September 2021	1	-	1
Jules Pipe	Board Member, Mayoral representative	Unremunerated	-	-	-
Victoria Quinlan	Board Member, Development, Investment & Sustainability Member	Unremunerated	-	-	-

Members of the OPDC Board, Committees, who are the Mayor or a member of the London Assembly, a member of staff of the GLA, or an employee of another statutory or public body may claim expenses but shall not be eligible to claim the Basic Board Allowance or any Committee Allowance. These are Cllr Muhammed Butt, Cllr Stephen Cowan and Cllr Peter Mason.

5. Financing and investment expenditure

	31 March 2024	31 March 2023
	£000	£000
Net interest on the net defined benefit liability	(9)	157
Other bank and finance charges/(credits)	(1,719)	-
Small Business Loan	48	-
Total	**(1,680)**	**157**

6. Taxation and non-specific grant Income

	31 March 2024	31 March 2023
	£000	£000
		Restated
S106 receipts	(193)	(8,780)
Capital grants and contributions	(35,697)	-
Total	**(35,890)**	**(8,780)**

7. Corporation Tax

a) Corporation tax

The corporation tax charge or credit for the year to 31 March 2024 will be calculated prior to final audit and publication of the certified accounts.

	31 March 2024	31 March 2023
	£000	**£000**
Net (surplus)/deficit on provision of services	(37,381)	999
Corporation Tax at 25%	9,345	(190)
Effect of:		
Disallowable items	(8,915)	1
Fixed asset timing differences	-	-
Remeasurement of deferred tax for changes in tax rates	-	(444)
Movement in deferred tax not recognised	-	633

Pension Scheme adjustments	-	-
Losses	-	-
Corporation Tax	**430**	0

Provision to meet the Corporation's Corporation tax liability had been made in 2022-23 at 19%.

b) Deferred tax

The Corporation has potential deferred tax assets as shown in the table below. No deferred tax assets have been recognised in view of the uncertainty of future taxable profits.

Corporation Tax	31 March 2024	31 March 2023
	£000	£000
Assets due to:		
Pension scheme liabilities	-	1,850
Timing differences on fixed assets	-	2
Tax losses	-	14

8. Investments

	31 March 2024	31 March 2023
	£000	£000
Opening Balance as at 1 April	118	-
Investment property	37,586	118
Investment in subsidiaries	40,960	-
Impairment	(14,519)	-
Total	**64,145**	**118**

Application of accounting policy

In applying the Investment Property accounting policy, OPDC has made the following judgements:

- OPDC's role to develop has a clear commercial focus, which is embedded in its corporate strategy and the way that the organisation is funded and structured. OPDC therefore deems it appropriate to classify its investment properties as one overall balance (on the face of the Balance Sheet).
- OPDC's investment properties are all held for capital appreciation and/or rental income and each is judged to meet the definition of IAS 40 as at the reporting date.

- In reaching the above conclusion, OPDC has considered other alternative accounting treatments should apply – for example, whether:
    - any of the assets are being used solely for service delivery held for use in the production or supply of goods and services or because of regeneration policy and should therefore be classified as Property, Plant and Equipment under the Code; or
    - they meet the criteria for requiring a transfer to inventories.

- OPDC's conclusion at the reporting date is that none of these alternative treatments apply (see table below).
- OPDC is not involved nor exposed to significant variations in cashflows to any operations being undertaken in any of our properties.

Asset	**Management determination of the classification of investment properties**
Investment in directly owned land and buildings	OPDC's property portfolio has been assembled in line with the regeneration programme strategy and can be classified as investment property as the properties are all held for capital appreciation and/or rental income and, in the absence of an approved scheme, cannot be considered to be acquired solely for regeneration purposes or for service delivery.
Investment in subsidiaries	The subsidiaries have been acquired solely to gain title to the land and property held in them, so the same reasons apply as above in the Group accounts.

Investment property basis of valuation

OPDC's portfolio was acquired over the course of the year using professional advice, both on the acquisition of directly owned property and the investment in subsidiaries. The valuation report included an estimate of the value in accordance with "rule (2)" of section 5 of the Land Compensation Act 1961. Rule (2) states that:

"the value of land shall, subject as hereinafter provided, be taken to be the amount which the land if sold in the open market by a willing seller might be expected to realise."

In addition, the professional advisers provided estimates on the development value of each site to further support this.

Fair value hierarchy

Management considers all of these assets valued at the ‘rule 2’ value as a Level 2 input, defined as:

“inputs other than quoted market prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. [IFRS 13:81]”

Investment in subsidiaries

In the year OPDC acquired 100% of the share capital of two subsidiaries, both of which held title to land and buildings in line with the land acquisition strategy.

Old Oak Wharf (Holdings) Ltd

On 28 February 2024, OPDC acquired 100% of the share capital of Old Oak Wharf (Holdings) Ltd, a private limited company incorporated on 5 October 2023, which in turn owns 100% of Old Oak Wharf Ltd, also a private limited company incorporated on 5 October 2023.

Old Oak Wharf Ltd

The company owns land and buildings on Old Oak Lane which it leases to Lords Builders Merchant to carry on their trade. OPDC does not participate in any of the operations of Lords and has no exposure to any trading gains or losses from its operations.

The total purchase consideration was £27m. This transaction did not meet the definition of a business combination under IFRS 3 because the acquired assets, while capable of generating outputs, lacked the integrated set of activities necessary for the conduct of a business.

Sarastro Holdings Ltd

On 15 March 2024, OPDC acquired 100% of the share capital of the company which holds the freehold interest in Units 2-6 Pinnacle House and the Observatory, 260 Old Oak Common Lane. The property comprises an HG-style mixed-use industrial warehouse and associated office building arranged over four storeys know as the Observatory and the interconnecting industrial warehouses referred to as Units 2-6 Pinnacle House. It was built in 1969 and is let to a variety of occupiers.

Sarastro profits from these leasehold arrangements with the occupiers and these profits will be available to OPDC by way of dividends in future years.

The total purchase consideration was £13.1m. This transaction did not meet the definition of a business combination under IFRS 3 because the acquired assets, while capable of generating outputs, lacked the integrated set of activities necessary for the conduct of a business.

In each case, Gareth Blacker and Gurdip Juty, Executive Directors of OPDC are the only directors of the companies owned.

9. Impairments

Every site that OPDC has acquired has been bought by applying MHCLG, a government department, guidance on asset acquisition under the shadow of a CPO. The guidance states the purchase price should be at open market value, plus compensation for disturbance as you would expect to pay under a formal CPO.

To inform the purchases, OPDC obtains an independent specialist valuation report to ensure cost efficiency and appropriate value for money; and each proposal receives rigorous scrutiny at OPDC's Development Investment and Sustainability Committee which has delegated authority to approve all acquisitions.

Within the proposed redevelopment area most relevant properties are commercial, and where vacant are valued at Open Market Value with minimal compensation payment, professional fees and SDLT connected to the sale. However, some key strategic sites are operating businesses where the purchase price is valued at existing use plus compensation for disturbance costs, relocation if continuing business, professional fees and any losses. The overriding principle is that the purchase price should be the same as you would have to pay in any prospective CPO scheme.

In keeping with the approach above, management has revalued the properties held by the subsidiaries to the 'rule 2' value as recommended. The following impairments have been charged through the CIES:

		Payment	Rule 2 value	Impairment
		£000	£000	£000
Investment property				
	Old Oak Café	938	855	(83)
	Midland Gate & Terrace	7,777	6,700	(1,077)
	Atlas Wharf	26,490	25,000	(1,490)
	Ursula Lapp	2,007	2,007	-
	Minerva Road	492	492	-
Total		**37,704**	**35,054**	**(2,650)**
Investment in Subsidiaries				
	Old Oak Wharf (Holdings) Ltd	27,542	17,350	(10,193)
	Sarastro Holdings Ltd	13,417	11,741	(1,676)
Total		**40,960**	**29,091**	**(11,869)**
Grand Total		**78,664**	**64,145**	**(14,519)**

Investments in subsidiaries do not meet the test required for inclusion as business combinations under IFRS 3, and so are accounted for at fair value through the profit and loss, with any movements in asset values passing through the CIES.

Highest and Best Use of Investment Properties

In estimating the fair value of the Corporation's investment properties, the highest and best use of the properties is their current use.

10.Debtors

	31 March 2024	31 March 2023
	£000	£000
Debtor (GLA)	-	5,087
Local Government	-	53
Central Government	27	-
Prepaid Expenses	7	18
GLA Functional Bodies	-	-
Taxation Debtor (HMRC) *	5,691	310
Other entities and individuals	447	175
Total	**6,171**	**5,642**

* This represents VAT recoverable on the acquisition of a VAT-opted property late in the year.

11. Liabilities

	31 March 2024	31 March 2023
Current liabilities	**£000**	**£000**
Tax Liabilities (HMRC)	(575)	(100)
Local Authorities & GLA Functional Bodies	(1,942)	(4,034)
Deferred consideration	(1,100)	-
Other entities and individuals	(1,934)	(1,886)
Deferred income	(57)	(697)
Total	**(5,608)**	**(6,691)**

	31 March 2024	31 March 2023
Non Current liabilities	**£000**	**£000**
Retirement benefit obligation	-	(7)
GLA Land Fund	(50,000)	(50)
Receipts in advance – non-current	(17,744)	(10,831)

Total	(67,744)	(10,888)

12.Pensions

Local Government Pension Scheme

The Corporation provides the opportunity for its employees to participate in the Local Government Pension Scheme. The LGPS is administered by the London Pensions Fund Authority (LPFA) and is a defined benefit statutory scheme where the scheme rules define the benefits independently of the contributions payable and the benefits are not directly related to the investments of the scheme. The LGPS is triennially valued in accordance with the provisions of the Local Government Pension Scheme Regulations (2013).

The fund's actuaries, Barnett Waddingham, carried out a full triennial valuation as at 31 March 2019. Employer's and employees' contributions to the Scheme were determined by the actuary following this valuation and the value of the liabilities as at this date has been rolled forward. Under pension regulations, contribution rates are set to meet 100% of the overall liabilities of the Fund. The primary rate of contribution as defined by Regulation 62(5) for each employer, for the period 1 April 2019 to 31 March 2022, is 12%. Members pay contributions at rates correlating to pensionable salary bands. A surplus or deficit on the fund would lead to an adjustment to the contribution rates, which are reviewed every three years.

Life expectancy from age 65 (Years)	31 March 2024	31 March 2023
Retiring today		
Males	21.8	22.0
Females	23.9	24.1
Retiring in 20 years		
Males	22.3	22.5
Females	25.3	25.5
Financial assumptions	**31 March 2024**	**31 March 2023**
Discount rate	4.95	4.80
Pension increases	2.90	2.90
Salary increases	3.90	3.90

The assumptions used to measure events in the accounting period from 1 April 2023 to 31 March 2024 are set with reference to market conditions at 31 March 2024.

The estimate of the employer's past service liability duration is 31 years.

An actuarial consideration of the net asset ceiling has concluded that there is nil effect on the OPDC section of the scheme.

Amounts charged to the Comprehensive Income and Expenditure Statement

	31 March 2024	31 March 2023
	£000	£000
Service cost	471	1,195
Administration expenses	2	1
Total included in net cost of services	**473**	**1,196**
Net Interest on the defined liability	(9)	157
Total included in deficit on provision of services before tax	**(9)**	**157**
Remeasurement of the net defined benefit asset / liability	(606)	(7,316)
Total	**(142)**	**(5,963)**

Reconciliation of present value of the defined benefit obligation

	31 March 2024	31 March 2023
	£000	£000
Opening defined benefit obligation	(5,783)	(10,939)
Current service cost	(471)	(1,195)
Interest cost	(281)	(282)
Change in financial assumptions	(288)	7,001
Change in demographic assumptions	(64)	313
Experience gain/(loss) on defined benefit obligation	20	(456)
Liabilities extinguished/(assumed) on settlements	-	-
Estimated benefits paid net of transfers in	(148)	39
Past service costs, including curtailments	-	-
Contribution by Scheme participants	313	(264)
Closing defined benefit obligation	**(6,368)**	**(5,783)**

(Reconciliation of fair value of Fund assets

	31 March 2024	31 March 2023
	£000	£000
Opening fair value of Fund Assets	5,776	4,620
Interest on assets	290	125

Return on assets less interest	274	(61)
Other actuarial gains/(losses)	-	519
Administration expenses	(2)	(1)
Contributions by employer including unfunded	368	349
Contribution by Scheme participants	313	264
Estimated benefits paid plus unfunded net of transfers in	(148)	(39)
Settlement prices received	-	-
Closing Fair Value of Fund assets	**6,871**	**5,776**

The amount included in the Balance Sheet arising from the Corporation's asset/(obligation) in respect of its defined benefit plans is as follows:

	31 March 2024	31 March 2023
	£000	**£000**
Present value of the defined benefit obligation	(6,368)	(5,783)
Fair Value of Fund assets	6,871	5,776
Net (liability) / asset arising from defined benefit obligation	**503**	**(7)**

Local Government Pension Scheme assets comprised:

	31 March 2024		31 March 2023	
	£000	**%**	**£000**	**%**
Employer asset share - bid value				
Equities	4,160	61	3,397	59
Target Return Portfolio	1,185	17	1,074	19
Infrastructure	789	11	731	13
Property	629	9	567	10
Cash	108	2	7	0
Total	**6,871**	**100**	**5,776**	**100**

Please note that the individual percentages shown are to the nearest percentage point for each asset class and may not sum to 100%.

Sensitivity analysis

The following table sets out the impact of a small change in the discount rates on the defined benefit obligation and projected service cost along with a +/- year age rating adjustment to the mortality assumption.

		£000	£000	£000
Adjustment to discount rate		+0.5%	0.1%	0.0%
	Present value of total obligation	5,519	6,186	6,368
	Projected service cost	324	406	428

Adjustment to long term salary increase		+0.5%	+0.1%	0.0%
	Present value of total obligation	6,424	6,379	6,368
	Projected service cost	430	429	428

Adjustment to pension increases and deferred revaluation		+0.5%	0.1%	0.0%
	Present value of total obligation	7,346	6,550	6,368
	Projected service cost	556	451	428

Adjustment to life expectancy assumptions		+1 Year	None	-1 Year
	Present value of total obligation	6,536	6,368	6,205
	Projected service cost	447	428	410

13. Cash flow

Cash flow Statement – Operating Activities

The surplus or deficit on the provision of services has been adjusted for the following non-cash movements:

	31 March 2024	31 March 2023
	£000	**£000**
Increase/(decrease) in creditors	17,771	2,379
(Increase)/decrease in debtors	(577)	(3,365)
Increase/(decrease) in other non-cash items	-	0
Movements in pension liability	908	1,004
Other	-	0
Adjustment to net deficit for non-cash movement	**18,103**	**19**

The surplus or deficit on the provision of services has been adjusted for the following items that are investing and financing activities:

	31 March 2024	31 March 2023
	£000	**£000**
Any other items for which the cash effects are investing or financing cash flows	(9,986)	10,360
Adjustment to investment and financing activities	**(9,986)**	**10,360**

Cash flow Statement – Investing Activities

	31 March 2024	31 March 2023
	£000	**£000**

Other receipts from investing activities	0	0
Purchase of property, plant and equipment and investments	(78,545)	(118)
Net cash flows from investing activities	**(78,545)**	**(119)**

Cash flow Statement – Financing Activities

	31 March 2024	31 March 2023
	£000	£000
Receipts from financing activities	102,990	1,013
Net cash flows from financing activities	**102,990**	**1,013**

14. Reserves

Usable reserves * restated

	31 March 2024	31 March 2023
	£000	£000
Opening balance	(10,914)	(2,134)
S106 receipts with no refund clause	(192)	(8,780)
Interest on balances held	(1,240)	-
Other	-	-
Total	**(12,346)**	**(10,914)**

The Corporation has restated its accounts for this amount to recognise amounts received under S106 for which the agreement does not provide for any refund or time limit. As such, the amounts should have been recognised as income in the prior years in which they were collected. They are therefore now restated as usable reserves but carry restrictions on the activities that they can be spent on under the various agreements.

Unusable reserves

	31 March 2024	31 March 2023
	£000	£000
Pension Reserve	(503)	7
Accumulated Absences Account	188	107
Capital Adjustment Account	(21,178)	-
Total	**(21,493)**	**114**

Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Corporation accounts for post-employment benefits, in the Comprehensive Income and Expenditure Statement, as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Corporation makes employee contributions to pension funds or eventually pays any pension for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a shortfall between the benefits earned by past and current employees and the resources that the Corporation has set aside to meet them.

The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

	31 March 2024	31 March 2023
	£000	**£000**
Balance 1 April	7	6,319
Remeasurement of the net defined benefit liability / asset	(606)	(7,316)
Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	464	1,353
Employer's pensions contributions and direct payments to pensioners payable in the year	(368)	(349)
Balance 31 March	**(503)**	**7**

Accumulated Absences

The Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund balance is neutralised by transfers to or from the account. As there was no settlement or cancellation of accrual made at the end of the preceding year, amounts accrued in this year are the same as the amount by which officer remuneration is charged to the Comprehensive Income and Expenditure Statement on an accrual basis. A further breakdown within pension reserves is shown in the table below.

	31 March 2024	31 March 2023
	£000	**£000**
Balance 1 April	**112**	**125**
Settlement or cancellation of accrual made at the end of the preceding year	(112)	(72)
Amounts accrued at the end of the current year	81	59
Amount by which officer remuneration charged to the Comprehensive	(81)	(13)

Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in year in accordance with statutory requirements		
Balance 31 March	**81**	**112**

Capital Grants Unapplied

This reserve absorbs grants to be used for capital purposes that contain restrictions on their use or restrictions on the period they are to be used in after which they would need to be returned.

	31 March 2024	31 March 2023
	£000	£000
Capital Grants Unapplied	(19,711)	0
Total	**(19,711)**	**0**

Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangement for the consumption of non-current assets and for financing the acquisition, construction or enhancement elements of those assets under statutory provisions. The account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement. The account is credited with the amounts set aside by the Corporation for the costs of acquisition, construction and enhancement.

	31 March 2024	31 March 2023
	£000	£000
Balance 1 April	**(0)**	**(0)**
Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:	492	
Revenue expenditure funded from capital under statue	671	898
Capital financing applied in the year:	(492)	
Capital grants and contributions credited to the Comprehensive Income and Expenditure Statement that have been applied to capital Financing	(671)	(898)
Grant income for Capital acquisition	(35,697)	
Balance 31 March	**(35,697)**	**(0)**

15. Related party transactions

The Corporation is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Corporation or to be controlled or influenced by the Corporation. Disclosure of these transactions allows readers to assess the extent to which the Corporation might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Corporation.

The related parties to the Corporation are:

- central government;
- other public bodies (including the Greater London Authority and other local authorities);
- The subsidiaries acquired in the year; and
- its Members and Executive Management Team.

Central government and other public bodies – Income and Expenditure

All relationships were as delivery partners to the Corporation and significant transactions for the year ended 31 March 2024 were as follows:

	31 March 2024	31 March 2023
	£000	£000
Income		
Greater London Authority	(10,207)	(8,141)
Department for Levelling Up, Housing and Communities	(35,697)	-
Expenditure		
Local Government	64	291
Greater London Authority	645	518
Functional Bodies of the GLA	196	2,022

Grants and funding received from the GLA is detailed in note 14.

Year-end outstanding balances are detailed in notes 9 and 10.

Members and Executive Management Team – Income and Expenditure

Members of the Corporation have direct control over the Corporation's financial and operating policies. The total of members' allowances paid in the year is shown in note 4. Members and the Executive Management Team were required to complete a declaration regarding any related party transactions with the Corporation, which are subject to external audit. There were no disclosures by Members or the Executive Management Team in the year under the related party transactions declaration.

16.Capital Expenditure and Capital Financing

	31 March 2024	31 March 2023
	£000	£000

Opening Capital Finance Requirement	0	0
Capital Investment		
Plant, Property and Equipment (Assets Under Construction)	2,499	-
Investment Property	35,205	118
Investment in Subsidiaries	40,960	-
Total Capital Spending	**78,664**	**118**
Sources of Finance		
Government Grants and Contributions	(36,057)	(118)
Total Sources of Finance	**(36,057)**	**(118)**
Closing Capital Finance Requirement	**(42,607)**	**0**

17.Grants

Capital Grants Receipts in Advance - Long Term Liabilities

	31 March 2024	31 March 2023
	£000	**£000**
S106 Grant - restated	(17,744)	(10,831)
Total	**(17,744)**	**(10,831)**

***Capital Grants Receipts in Advance - Short Term Liabilities**

	31 March 2024	31 March 2023
	£000	**£000**
Capital Grant	(18,855)	(1,757)
Total	**(18,855)**	**(1,757)**

***Revenue Grants Receipts in Advance - Short Term Liabilities**

	31 March 2024	31 March 2023
	£000	**£000**
Functional Bodies Contributions	(100)	(100)
Other Government Grants	(0)	(38)
	(100)	**(138)**

Grants Credited to Services

	31 March 2024	31 March 2023
	£000	**£000**
Functional Bodies Contributions	(10,225)	(7,533)
Other Government Grants	(1,351)	(945)

	(11,576)	(8,478)

Grant Income credited to Taxation and Non-specific Grant Income and Expenditure

	31 March 2024	31 March 2023
	£000	£000
S106	(192)	(8,780)
Capital Grant	(35,697)	-
Total	(35,889)	(8,780)

*Capital and Revenue Grants Receipts in Advance - Short Term Liabilities add up to the Receipts in Advance Current account in the balance sheet.

18. Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with the Greater London Authority (GLA) repayable without penalty on notice of not more than 24 hours.

Short Term Provision	31 March 2024	31 March 2023
	£000	£000
Bank current accounts	283	718
Other deposits	54,896	21,900
Balance at 31 March	55,179	22,618

19. Contingent Assets - Contingent Receivable

The Corporation has accepted a commercial offer from UKPN in relation to the variation of a Connection Agreement for a new 15MVA power supply at Atlas Road. This offer resulted in income being due to the Corporation from UKPN. Whilst most of the receivable balance has been settled in the Corporation's accounts, there remains a receivable of £285,479, which will become due when a future event in relation to the offer has been met. In accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets this amount has been treated as a Contingent Asset and thus not recognised in the Balance Sheet.

20. Adjustments between accounting basis and funding under regulations

This note details the adjustments that are made to the total Comprehensive Income and Expenditure Statement recognised in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to LLDC to meet capital and revenue expenditure

	31 March 2024	31 March 2023
	£000	£000
Balance 1 April	**(0)**	**(0)**

Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:	492	
Revenue expenditure funded from capital under statue	671	898
Capital financing applied in the year:	(492)	
Capital grants and contributions credited to the Comprehensive Income and Expenditure Statement that have been applied to capital Financing	(671)	(898)
Grant income for Capital acquisition	(35,697)	
Balance 31 March	**(35,697)**	**(0)**

21.Events After the Reporting Period

On 6 June 2024 OPDC acquired another subsidiary, purchasing the entire share capital of Park Score Ltd for £33.8m, a private limited company which owns land which is leased to RATP to run as a bus garage. As this completed after the date of these accounts this is considered to be a non-adjusting even for the purposes of IAS 10 – Events after the Reporting Period.

On 18 November 2024, the Mayor of London announced his intention to appoint Dame Karen Buck as the new chair of OPDC to replace Liz Peace at the conclusion of her second term as Chair. This appointment was confirmed by a meeting of the Confirmations Committee on 2 December 2024.

On 13 December 2024, it was announced that David Lunts would be stepping down as CEO of OPDC in 2025. Recruitment for a new Chief Executive is now underway, and David will remain in post until the new Chief Executive is appointed.

OPDC has acquired £69.8m of additional assets, including Park Score Ltd as mentioned above in line with the land acquisition strategy.

OPDC has agreed a £100m loan facility with the GLA to provide future funding for the capital acquisition programme and total capital expenditure of £106.2m was approved in the 2024/25 budget for OPDC.

A dividend of £1.1m was declared in Sarastro Holdings Ltd on 25 April 2024 subsequently paid to OPDC and recorded as income in 2024/25.

Cyber incident

On 1st September 2024, TfL, who act as our IT service providers, were made aware of some suspicious activity on their systems. They took immediate action to protect the systems and are conducting a thorough investigation into the incident alongside the National Crime Agency and the National Cyber Security Centre.

Although OPDC does not have the same contact with high volumes of customers as TfL, investigations into the security of customer data has been thorough. OPDC has been assured by TfL that no data relating to customers or staff has been compromised.

This cyber security incident has not impacted the financial statements for the year ending 31 March 2024. As the investigations into the incident are ongoing the total financial impact of the incident cannot be fully established. However, for OPDC this will not constitute a material sum in the context of the financial statements.

Group Financial Statements

Introduction

Basis of Preparation of Group Accounts

The Code requires local authorities with material interests in joint ventures or subsidiaries to prepare Group financial statements. Joint ventures are those entities over whose activities the Group has joint control, established by contractual agreement and requiring the venture’s unanimous consent for strategic financial and operating decisions. In contrast, subsidiaries are those entities over whose activities the Group has control by itself.

Subsidiaries are consolidated into the Group accounts (from the date of acquisition) by adding like items of assets, liabilities, reserves, income and expenses together line by line to those of other group members in the financial statements. All intra-Group transactions, balances, income and expenses are eliminated on consolidation.

The acquisition of these companies has been determined by management to not be an acquisition of business per IFRS 3 and so the carrying value of the investment has been fair valued at year end. Assets which are readily realisable, such as debtors, creditors and cash are consolidated at their cash value and the properties have been impaired to their market value.

Old Oak Wharf (Holdings) Ltd

On 28 February 2024, OPDC acquired 100% of the share capital of Old Oak Wharf (Holdings) Ltd, a private limited company incorporated on 5 October 2023, which in turn owns 100% of Old Oak Wharf Ltd, also a private limited company incorporated on 5 October 2023.

Old Oak Wharf Ltd owns the site currently occupied by Lords Builders Merchant and leases the whole site to Carboclass Ltd, a private company with no relation to OPDC. The company has been acquired for its ownership of land inside the development area and the expected future synergies from combining land interests in the redevelopment area.

The group was acquired for £27m, paid in cash and, outside of the property, no other assets or liabilities were acquired. As disclosed above, the market value included significant amounts equivalent to the compensation due under a compulsory purchase, and at year end the carrying value of property has been impaired by £10.2m).

The company was incorporated just prior to OPDC's purchase therefore has no trading history. It has signed a lease which has a peppercorn rent for three years.

Sarastro Holdings Ltd

On 15 March 2024, OPDC acquired 100% of the share capital of Sarastro Holdings Ltd (Sarastro), a private limited company incorporated on 13 December 2001. Sarastro owns a site and leases out property to third party tenants on commercial terms.

The company has been acquired for the interest it has in land in the redevelopment area and the expected future synergies from combining land interests in the redevelopment area.

The total consideration transferred was £13.1m of which £1.1m was deferred until OPDC had control of the bank account. The major assets and liabilities acquired are Property: £12m. Debtors: £0.1m, Cash £1.4m and Liabilities £0.3m.

A subsequent valuation has produced a fair value for the property of £10.6m and the impairment has been taken at fair value through the profit and loss.

Group Financial Statements

Group Comprehensive Income and Expenditure Statement

All note numbers below refer to notes from the entity accounts, except the note numbers starting with G, which are specific to the Group accounts and can be found in the notes to the Group Financial Statements section.

For the year ended 31 March 2024

As both Sarastro Holdings Ltd and Old Oak Wharf (Holdings) Ltd were acquired towards the end of the financial year, none of the revenue or costs of the trading period belong to OPDC and so there is no material difference to report between the Group and the Parent comprehensive income and expenditure for the reporting year.

	Note	Gross Income	Gross Expenditure	Net (Income)/ Expenditure
		£000	**£000**	**£000**
Chief Executive Office	1/2	-	942	942
Corporate Operations	1/2	-	2,809	2,809
Delivery	1/2	(1,822)	8,016	6,194
Planning	1/2	(1,222)	1,672	450
REFCUS	2	(671)	671	-
GLA Grant	1/2	(10,207)	-	(10,207)
Net Cost of Services		**(13,922)**	**14,110**	**188**
Financing and investment income	5	(1,680)	-	(1,680)
Impairment	9	-	14,519	14,519
Taxation and non-specific grant income	6	(35,890)	-	(35,890)
Surplus on provision of services before tax		**(51,492)**	**28,629**	**(22,863)**

Corporation tax			430	430
Remeasurement of the net defined asset	12	(606)	-	(606)
Total Comprehensive income and expenditure		**(52,098)**	**29,059**	**(23,039)**

For the year ended 31 March 2023

As the acquisitions creating the group took place in 2023/24, there are no differences between the entity and group statements presented here.

	Note	Gross Income	Gross Expenditure	Net (Income)/ Expenditure
		£000	**£000**	**£000**
Chief Executive Office	1/2	-	984	984
Corporate Operations	1/2	-	2,393	2,393
Delivery	1/2	(263)	4,110	3,847
Planning	1/2	(737)	1,699	962
REFCUS	2	-	-	-
GLA Grant	1/2	(7,345)	-	(7,345)
Net Cost of Services		**(8,345)**	**9,186**	**841**
Financing and investment income	5	-	157	157
Taxation and non-specific grant income *	6	(8,780)		(8,780)
Surplus on provision of services before tax		**(17,125)**	**9,343**	**(7,782)**
Remeasurement of the net defined asset	12	(7,316)	-	(7,316)

Group Balance Sheet

As at 31 March 2024

	Note	31 March 24	31 March 23
		£000	£000
Long Term			
Investment property	8/9/G4	63,045	119
Small Business Loan		48	
Retirement Benefit Obligation	13	503	
Total Long Term Assets		**63,596**	**119**
Current Assets			
Short Term Debtors	9/G6	6,242	5,642
Cash and Cash Equivalents	17/G5	56,590	22,618
Total Current Assets		**62,832**	**28,260**
Total Assets		**126,428**	**28,379**
Current Liabilities			
Short Term Creditors	11/G7	(5,945)	(4,935)
Receipts in Advance - Current	17	(18,855)	(1,757)
Total Current Liabilities		**(24,800)**	**(6,692)**
Long Term Liabilities			
Retirement Benefit Obligation	14	-	(7)
Long Term Borrowing	11	(50,000)	(50)
Receipts in Advance - Non Current	17	(17,744)	(11,614)
Total Long Term Liabilities		**(67,744)**	**(11,671)**
Total Liabilities		**(92,544)**	**(18,363)**
Net Assets/(Liabilities)		**33,884**	**10,017**
Useable reserves	14	(13,555)	(10,131)
Unusable reserves	14	(20,329)	114
Total Reserves	14	**(33,884)**	**(10,017)**

The unaudited accounts were issued on 31 May 2024 and the audited accounts were authorised for issue on 27 February 2025.

Gurdip Juty
Chief Financial Officer
27 February 2025

Group Movement in Reserves Statement

As at 31 March 2024

The adjustment between the accounting basis and funding under regulation is the same as that for the EFA (note 1), but the signage is opposite to the EFA.

2023/24	Note	General Fund	Total Usable Reserves	Unusable Reserves	Total Reserves
		£000	£000	£000	£000
Balance as at 1 April 2023 *		**(10,914)**	**(10,914)**	**114**	**(10,800)**
Movement in reserves during 2023/24					
Surplus or deficit on the provision of services		(22,433)	(22,433)	-	(22,433)
Other Comprehensive Income and Expenditure			-	(606)	(606)
Total Comprehensive Income and Expenditure		**(22,433)**	**(22,433)**	**(606)**	**(23,039)**
Adjustments from income and expenditure charged under the accounting basis to the funding basis	1a	21,001	21,001	(21,001)	-
Increase for 2023-24	1a	(1,432)	(1,432)	(21,607)	(23,039)
Reserves acquired in subsidiaries		(1,209)	(1,209)	1,164	(45)
Balance as at 31 March 2024		**(13,555)**	**(13,555)**	**(20,329)**	**(33,884)**

2022/23	Note	General Fund	Total Usable Reserves	Unusable Reserves	Total Reserves
		£000	£000	£000	£000
Balance as at 1 April 2022		**(2,134)**	**(2,134)**	**6,431**	**4,297**
Movement in reserves during 2022/23					
Surplus or deficit on the provision of services		999	999	-	999
Other Comprehensive Income and Expenditure		(8,780)	(8,780)	(7,316)	(16,096)
Total Comprehensive Income and Expenditure		(7,781)	**(7,781)**	**(7,316)**	**(15,097)**
Adjustments from income and expenditure charged under the accounting basis to the funding basis	1	(999)	(999)	999	0
Decrease or (increase) in 2022/23		**(8,780)**	**(8,780)**	**(6,317)**	**(15,097)**
Balance as at 31 March 2023 *		**(10,914)**	**(10,914)**	**114**	**(10,800)**

The adjustment between the accounting basis and funding under regulation is the same as that for the EFA (note 1), but the signage is opposite to the EFA.

*restated for prior years

2023/24	General Fund Balance	Movement in Unusable Reserves
	£000	£000
Adjustments to the Revenue Resources		
Holiday pay (transferred to the Accumulated Absences reserve)	(81)	81
Pension cost (transferred to (or from) the Pensions Reserve)	(96)	96
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	21,178	(21,178)
Total Adjustments	**21,001**	**(21,001)**

2022/23	General Fund Balance	Movement in Unusable Reserves
	£000	£000
Adjustments to the Revenue Resources		
Holiday pay (transferred to the Accumulated Absences reserve)	(81)	81
Pension cost (transferred to (or from) the Pensions Reserve)	(96)	96
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	21,178	(35,697)
Total Adjustments	**21,001**	**(21,001)**

The adjustment between the accounting basis and funding under regulation is the same as that for the EFA (note 1), but the signage is opposite to the EFA.

*restated for prior years

Group Statement of Cash Flows

For the year ended 31 March 2024

	Note	31 March 2024	31 March 2023
		£000	£000
Net surplus or (deficit) on the provision of services		22,433	7,781
Adjustment to surplus or deficit on the provision of services for noncash movements	12	18,103	(7,098)
Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities	12	(9,986)	9,040
Net Cash flows from Operating activities		**30,549**	**9,732**
Net Cash flows from Investing Activities	12	(78,545)	(118)
Net Cash flows from Financing Activities	12	80,557	960
Net increase or (decrease) in Cash and Cash Equivalents		**32,652**	**10,565**
Cash and Cash Equivalents at the beginning of the reporting period		22,618	12,053
Cash acquired with subsidiaries		1,290	-
Cash and Cash Equivalents at the end of the reporting period		**56,590**	**22,618**

Notes to the Group Financial Statements

The notes below give information on the areas that have materially changed on consolidation of the group entities into OPDC's individual accounts.

G1. Group Income

As the subsidiary companies were acquired at the year end, accounting for them under the acquisition method means that there was no material income belonging to OPDC generated by the companies in the accounting period.

G2. Group Expenditure

Similar to income, there is no expenditure attributable to the subsidiaries belonging to OPDC in the reporting period.

G3. Remuneration

In the period of ownership of the subsidiary companies the group had no employees other than those employed and reported by OPDC in note 4 of the single entity statements.

G4. Investment property

The group acquired the following investment properties in 2023/24.

	31 March 2024	31 March 2023
	£000	£000
Additions	77,564	118
Disposals	-	-
Impairments	(14,519)	-
Total	**63,045**	**118**

G5. Cash and cash equivalents

Short Term Provision	31 March 2024	31 March 2023
	£000	£000
Bank current accounts	1,669	718
Other deposits	54,921	21,607
Total	**56,590**	**22,325**

G6. Debtors

	31 March 2024	31 March 2023
	£000	£000
Debtor (GLA) *	0	5,081
Local Government	0	53
Central Government	27	0
Prepaid Expenses	7	18
GLA Functional Bodies	0	0
Taxation Debtor (HMRC) **	5,691	310
Other entities and individuals	517	175
Total	**6,242**	**5,636**

G7. Short term liabilities

	31 March 2024	31 March 2023
Current liabilities	**£000**	**£000**
Tax Liabilities (HMRC)	(135)	(98)
Local Authorities & GLA Functional Bodies	(1,915)	(3,494)
Other entities and individuals	(3,837)	(809)
Deferred income	(57)	(623)
Total	**(5,945)**	**(5,024)**

G8. Long term liabilities

	31 March 2024	31 March 2023
	£000	£000
Retirement benefit obligation	-	(7)
Long term borrowing	(50,000)	(50)
Receipts in advance	(17,744))	(10,831)
Total	**(67,744)**	**(10,888)**

Annual Governance Statement

OPDC's governance responsibility and framework

OPDC is a Mayoral Development Corporation, established on 1 April 2015, under the provisions of the Localism Act 2011. Its fundamental purpose is to secure the regeneration of the area within its boundaries, and it is also the planning authority within this development area.

The Corporation is a functional body of the Mayor of London, which operates within the overall legislative and governance framework provided by the Greater London Authority (GLA) Acts 1999 and 2007, and part of the wider GLA Group. The Mayor of London appoints members to its Board and allocates its budget. The Mayor is also able to direct the Corporation in the exercise of its functions, and to delegate powers to it.

OPDC's governance framework is consistent with the principles of the 2016 CIPFA/Solace document, 'Delivering Good Governance in Local Government'. This Annual Governance Statement has been prepared with reference to that document.

OPDC is responsible for: conducting its business in accordance with the law and proper standards; safeguarding and properly accounting for public money; and using resources economically, efficiently and effectively. It must publish an Annual Governance Statement (AGS) – this document – that reflects on how, during the previous financial year, it has discharged these responsibilities.

OPDC's governance framework comprises the systems and processes, culture, and values by which the Corporation is directed and controlled; and the activities through which it accounts to, engages with, and leads the community. It ensures that: OPDC directs its resources towards its priorities and in accordance with policies; there is sound and inclusive decision-making; and there is clear accountability, to achieve sustainable outcomes.

The system of internal control is a significant part of this framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on a continuous process designed to identify and prioritise risks, to evaluate the likelihood and potential impact of those risks being realised, and to mitigate and manage them efficiently, effectively and economically.

The governance framework has been in place at the Corporation for the year ending 31 March 2024 and up to the date of approval of the Statement of Accounts. This AGS was first published in draft in May 2024 and has been updated to reflect any changes needed as a result of the Final Audited Accounts.

The Corporation can confirm that there were no substantive governance issues in the financial year 2023/24 or up to the point when this statement was finalised.

Board and committees

The Corporation's Board and committees operate within the governance and openness framework prescribed by the Local Government Act 1972. During the year ended 31 March 2024, the following committees met formally and had the functions outlined:

- **Board**
  To ensure the efficient and effective discharge of the Corporation's functions, through the advocacy and delivery of regeneration, business and community engagement, environmental sustainability, housing and transport programmes. The Board will take decisions in accordance with the law, its Standing Orders and (where applicable) the Scheme of Delegations. The Board will monitor and advocate the delivery of OPDC's delivery programme and objectives.

- **Audit and Risk Committee (ARC***)*
  To ensure the efficient and effective discharge of the Corporation's functions, through the proper administration of the Corporation's financial affairs including but not limited to the maintenance, preparation and audit of accounts, internal controls and risk management, and internal and external audit.

- **Planning Committee**
  To enable transparent, efficient and effective discharge of the Corporation's functions to determine planning applications and to respond to consultation on applications on which the Corporation is a consultee.

- **Development, Investment and Sustainability Committee (DISCo)**
  To ensure the transparent, efficient, and effective discharge of the Corporation's functions to facilitate delivery of development and investment projects as well as signing off on expenditure of OPDC's Land Fund up to a delegated value of £20m.

Committee members must be a member of the Corporation's Board, except where the Mayor of London has approved the appointment of non-Board members to committees. This is the case for the Planning Committee, which is comprised of one Board member, four elected Councillors from the local boroughs and three independent members of the Committee appointed following a recruitment process. All Committees bring a report on any meeting(s) to the Board at its next meeting.

OPDC has a Scheme of Remote Decision-Making in place which enables it to hold online proceedings to take decisions by the Chair under a delegation following consultation with an Advisory Panel made up of Board or Committee members. The Remote Decision-Making scheme was reintroduced in June 2021 because the legislation that allowed formal meetings to take place on a virtual basis fell away in May 2021.

Under the Scheme, the Chair or the Committee Chairs have a delegation from the Board to decide whether it is appropriate or desirable to transact business either at an in-person meeting, or with decisions being taken by the relevant Chair, under a delegation following consultation at proceedings of the relevant Advisory Panel. Agendas are published five working days in advance, with details of how the public can follow the remote proceedings.

The Remote-Decision Making Scheme applies for as long as the Chair considers it appropriate, on the basis it is not desirable or appropriate for meetings to be convened and held physically in person.

Attendance at Board and Committee meetings in 2023/24 by Members is shown below.

	Board Meetings	Meetings of the Audit and Risk Committee	Meetings of the Planning Committee	Meetings of the Development, Investment and Sustainability Committee
Total number of meetings in the Period	4	4	9	5
	Attendance	Attendance	Attendance	Attendance
Liz Peace CBE (Chair)	4	-	-	(+2) [1]
Muhammed Butt	3	2	-	-
Natalie Campbell[2]	3	-	-	-
Matthew Carpen	3(+1)	-	-	4
Stephen Cowan	2	-	-	-
Aman Dalvi	3	4	-	-
Rahul Gokhale[3]	3	3	-	-
Wilda Haddad[4]	2	-	-	-
William Hill	4	-	9	1(+2)
Peter Mason	4	-	-	2(+3)
Jon Milward	3	-	-	5
Jules Pipe CBE	4	-	-	-
Shevaughn Rieck	3	4	-	-
Victoria Quinlan	2	-	-	4(+1)
Praveen Anand[5]	-	-	8	-
Sarah Coutts	-	-	7	-
Katherine Crawford[6]	-	-	8	-
Wesley Harcourt	-	-	9	-
Matt Kelcher	-	-	7	-
Anne Ogundiya	-	-	8	-
Natalia Perez			7	
Steve Quartermain	-	-	8	-
Gary Rice	-	-	8	-
Hitesh Tailor[7]	-	-	1	-
Ray Wall[8]	-	-	1	-

[1] Figures in brackets denote remote attendance at an in person meeting, noting that remote attendees at an in person meeting do not count towards the quorum.
[2] Natalie Campbell resigned as a member of Board in January 2024.
[3] Rahul Gokhale's term as Board and Audit and Risk Committee expired on 30 November 2023.
[4] Wilda Haddad became a member of the Board in December 2023.
[5] Praveen Anand became a member of the Planning Committee in June 2023.
[6] Katherine Crawford became a member of the Planning Committee in June 2023.
[7] Councillor Hitesh Tailor left the Planning Committee in June 2023.
[8] Councillor Ray Wall left the Planning Committee in June 2023.

Vision and performance

The Corporation's Management Plan for 2023/24, sets objectives, milestones and team-level goals for each Directorate. These were received, in draft, by the Board in March 2023 and finalised in autumn 2023.

The corporate management plan has formed the basis for a refreshed approach to individual performance management, including individuals' objectives, targets and personal development. It outlined the practical steps the Corporation will take as we shift from an emphasis on planning to delivery. The Plan aligns with the Mayor's London Plan and supports Mayoral priorities to:

- Strengthen local communities;
- Secure a net-zero carbon future;
- Help Londoners into good work; and
- Create flourishing high streets for all.

OPDC's objectives are monitored through a robust quarterly corporate performance and financial reporting regime. This is based on quarterly dashboard reports, covering delivery, risks and spend, reviewed accordingly by the Senior Management Team, the Audit and Risk Committee and then at Board. The reports are also reviewed with senior staff at the GLA and by the London Assembly's Budget and Performance Committee. Internally, financial performance is reviewed through monthly budget monitoring reports to management. Training is provided for all staff to support their financial skills and awareness.

We have two internal programme boards that support our business planning and performance management. The Delivery Programme Board helps with the coordination, review and monitoring of projects, programmes and workstreams with the OPDC Delivery Directorate.

The Regeneration and Economic Development (RED) Programme Board fulfils a similar role in respect of our reshaped work in this area.

Standing orders, delegations and code of conduct

Key governance documents for the Development Corporation comprise:

- Standing Orders, which set out arrangements for the conduct of formal meetings and other procedures of the Corporations.
- Code of Conduct for Members, which sets out expectations for standards of behaviour. Members are defined as members of the OPDC Board, Committees or Sub-Committees
- Scheme of Delegation, which sets out arrangements for delegation of decisions to committees and officers.
- Scheme of Planning Delegations, which sets out how the Development Corporation will discharge some of its town and country planning functions and responsibilities through delegation to the Planning Committee and Planning Officers.

- Planning Code of Conduct, which sets out the approach of Planning Officers and the Planning Committee Members to planning decision-making.
- GLA Group's Corporate Governance Framework – this is a commitment by all Functional Bodies to be open, transparent and accountable for their actions and behaviour.
- Financial Regulations, which set out the framework for managing the Development Corporation's financial affairs.
- Contracts and Funding Code, which sets out policies in relation to procurement of goods, services, supplies and works. It details how the Corporation must ensure that we can account clearly for expenditure, that the money is spent effectively, efficiently and in accordance with the law, duties and governance framework and sets out policies in relation to the proper procurement of goods, services, supplies and works.
- Register of Interest Guidance and Form, which sets out members to register and declare interests to ensure all staff conduct business in line with the law and that public money is safeguarded and properly accounted for.

All the above documents, alongside other governance documents, are available on the Corporation's website.

These documents were in place throughout 2023/24. We also continued our rolling review of these and other governance documents, including making the following updates:

- Anti-Fraud and Corruption
- Contracts and Funding Code
- Remote Decision-Making Scheme
- Performance Management Framework

There were a number of policies which were updated with minor updates, which were approved at the Audit and Risk Committee meeting on the 12 September 2023, these included:

- Standing Orders
- Scheme of Delegation
- Code of Conduct from Members
- OPDC Planning Code of Conduct
- GLA's Group's Corporate Governance Framework
- Expenses and Benefits Framework
- Gifts and Hospitality Policy
- Financial Regulations
- Whistleblowing Policy
- Planning Committee's Terms of Reference

In September 2023, the Audit and Risk Committee approved OPDC's Modern Slavery Statement (MSS). This set out our organisation's approach to governance in relation to employment, supply chain, sourcing practices and environmental sustainability as well as our goals for 2023/24. Our Modern Slavery Statement is published on our website as well as on the Government database.

Decision-making

All significant decisions are subject to a rigorous process with the facts and advice supporting each decision set out in detail through decision forms. The Director Decisions (DD), Chief Executive Officer Decisions (CEO) and Committee Decisions (CD) ensure legal, financial and governance advice is included; and that equalities implications, delivery mechanisms risks and links to any of OPDC's visions, strategies and priorities including the Mayors are explicitly set out. Delegated Authority Record (DAR) include financial and governance advice. The Senior Management Team (SMT) ensures there is appropriate reviewed before decisions are taken and executed. To enhance our delegated decision-making process across the organisation, we use decision-making templates with accompanying process and guidance for all staff to improve the consistency and quality of decision forms.

Information governance

Since the start of the Corporation OPDC has been in a number of shared services with the GLA and TfL. One of which includes a general shared service agreement for several support services, including Public Liaison Unit, information governance and Freedom of Information. OPDC has strong arrangements in place within the Corporation to promote information governance across its services but as part of our shared service arrangement we abide by the GLA's and TfL's policies and procedures.

There were no reported incidents relating to information governance, including data loss or confidentiality breach, in 2023/24.

Risk management, fraud and corruption

The Corporation's risk management processes embed risk management in all aspects of our work programme and ensure programme-wide and project risks are identified, quantified, mitigated and monitored effectively.

Risks and issues are managed at all levels across the organisation: risks and issues within a project are managed by project managers; risks and issues within a Directorate are managed by the relevant director and corporate risks are owned by the SMT. Updates on corporate risks are reported to the Audit and Risk Committee on a six-monthly basis. Risk is also reported through the quarterly reporting processes providing a more integrated approach to risk management, identifying the top risks for each area of the Corporation onto the dashboards, which are reviewed at the Audit and Risk Committee and Board. OPDC has quarterly liaison meetings with the Greater London Authority (GLA) – chaired by the Mayor's Chief of Staff and involving the Mayor's team and senior officials to report and share risks, challenges and decisions within the Corporation.

Our Risk Management Framework went through an Internal Audit follow up review in April 2023, which was presented to the Audit and Risk Committee in May 2023, receiving a substantial rating after the framework was updated following the initial two recommendations on the first internal audit review in December 2021.

Whilst most cyber risk is managed through our shared service with the GLA, mandatory training ensures everyone in OPDC understands their obligations in relation to this.

Quarterly financial and performance reporting is well embedded, tracking spend against budget (actual and forecast), performance indicators, milestones and other deliverables. Reports are interrogated and quality assured at quarterly performance challenge meetings, involving finance and governance. Quarterly reports are also considered by SMT, London Assembly, Audit and Risk Committee and Board.

The Corporation's Whistleblowing Policy and Anti-Fraud and Corruption Policy and Response plan were updated in 2023/24, and a number of minor factual amends were made. The changes in the Whistleblowing Policy were presented and approved at in September 2023. The changes in the Anti-Fraud and Corruption Policy were presented to Audit and Risk Committee in May 2023. There were no reported instances of fraud or whistleblowing in 2023/24.

Preventative controls in respect of fraud include senior management authorisation of new suppliers, separation of functions for raising and authorising purchase orders, and other decision-making, procurement and accounting processes. Key detective processes and controls are the systems for authorisation of accounts payable and receivable, general ledger journals and payroll allied to senior management scrutiny of the quarterly management accounts.

A list of the main fraud risks is integrated into OPDC's Anti-Fraud and Corruption Policy.

Financial and legal controls compliance

The Corporation's financial management arrangements conform to the governance requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) statement on the Role of the Chief Financial Officer in Local Government:

- The Chief Finance Officer of the Development Corporation (designated in accordance with Section 127 of the Greater London Authority Act 1999) is a member of the Association of Chartered Certified Accountants (ACCA). The Chief Finance Officer sits on the SMT and is able to attend all Board and Committee meetings. They prepare the budget, including leading internal review processes, and are party to all material business decisions. Financial advice is included on all Board papers and sign-off is required above the thresholds specified in the Scheme of Delegation.
- The Chief Finance Officer is also responsible for financial controls, governance, corporate programme management, performance measurement and for supporting the Audit and Risk Committee's work (including internal audit).
- The Chief Finance Officer is supported by a team of finance and Governance and Performance Officers.

In March 2024, the Chief Finance Officer confirmed that the Corporation was in compliance with the 17 standards set out in the CIPFA Financial Management Code.

The Corporation ensures compliance with relevant laws and regulations through shared service arrangements with Transport for London, for legal and procurement services. Legal advice is required for all significant decisions, whether taken by the Board or under delegated authority, and is recorded in Board and other decision papers. Contracts entered into by the Corporation are subject to review by the legal team according to risk and contract value.

Compliance with other legislation (e.g., employment or procurement) is ensured by the working policies, procedures and practices of the relevant team. Policies are approved by SMT following consultation with employees.

Significant weakness identified

The accounts have been issued with a disclaimed audit opinion for the following reasons:

- The previous accounts for 2022/23 were disclaimed, as a part of the guidance governing the Local Government reset, so the external auditors were unable to provide assurance over comparative figures in the 2023/24 accounts as well as 2023/24 opening balances and in year movements.
- The Corporation had insufficient capacity and capability to account for the complex transactions and the change from a stand alone entity to a group presentation

To remedy this, the Corporation has developed an improvement plan to:

- Reorganise and recruit to a new structure to better support the new shape and size of the Corporation
- Contracted external valuers to perform a full review of all of the properties, both directly owned and in subsidiaries
- Engaged third party accountants to manage and deliver the accounts for all group entities, converting them to the same accounting date and upgrading their accounts to full IFRS compliance for compatibility.

These improvements should enable the Corporation to deliver accurate and timely entity and group financial statements for 2024/25 onwards.

Cyber incident

On 1st September 2024, TfL, who act as our IT service providers, were made aware of some suspicious activity on their systems. They took immediate action to protect the systems and are conducting a thorough investigation into the incident alongside the National Crime Agency and the National Cyber Security Centre.

Although OPDC does not have the same contact with high volumes of customers as TfL, investigations into the security of customer data has been thorough. OPDC has been assured by TfL that no data relating to customers or staff has been compromised.

This cyber security incident has not impacted the financial statements for the year ending 31 March 2024. As the investigations into the incident are ongoing the total financial impact of the incident cannot be fully established. However, for OPDC this will not constitute a material sum in the context of the financial statements.

Audit and Risk Committee and Internal Audit

The Audit and Risk Committee helps to raise the profile of internal control and risk management, through review of the Corporation's corporate performance, risk and finance reports.

The Audit and Risk Committee also undertakes periodic in-depth reviews to support the Board by maintaining oversight of and providing challenge on delivery and performance. Audit and Risk Committee meetings are held in public and the papers are made available on the Corporation's website which helps to enhance public trust in financial governance.

The Audit and Risk Committee is made up of members of the Corporation's Board. It includes members with both public and private sector experience with expertise in areas including finance, audit, law, and governance.

In addition to its regular reports and assurance work, ARC undertook the following in-depth reviews in 2023/24:

- Annual Workforce Report
- Loans for Small Businesses and An Overview on The Forge
- Section 106 Financial Contributions

The Mayor's Office for Policing and Crime (MOPAC) Directorate of Audit, Risk and Assurance (DARA) acts as the Corporation's internal auditors, and their work is reported to, and monitored and reviewed by the Audit and Risk Committee.

MOPAC assists in the promotion of good governance through the implementation of the Internal Audit Plan, as approved by Audit and Risk Committee each year. The Internal Audit Plan includes individual audits on activities identified as areas of risk. When complete, the reviews are reported to the executive and the Audit and Risk Committee. The Corporation's progress against agreed internal audit recommendations is monitored regularly and reported to Audit and Risk Committee. The internal audits provide an annual report summarising their findings for the year, attend OPDC's Audit and Risk Committee and have regular meetings with the finance and governance team.

The following new reviews from the audit plan were undertaken with adequate assurance:

- Staff Performance Review Framework
- Material Systems – Creditors
- Planning Enforcement

The following advisory reviews from the audit plan were undertaken:

- Business Continuity and Disaster Recovery

- Records Management

The following follow up reviews from the audit plan were finalised with substantial assurance:

- Risk Management Framework
- Engagement Strategy Implementation
- Material Systems – Creditors

The following follow up reviews from the audit plan were finalised with adequate assurance:

- Material Systems – Debtors

The following new and follow up reviews from the audit plan were, at the time of writing, still being finalised:

- Staff Performance Review Framework
- Planning Enforcement
- Material Systems – Payroll

The terms of reference of the Audit and Risk Committee, along with Committee meeting dates, papers and minutes can be accessed using the following link: https://www.london.gov.uk/moderngovopdc/ieListMeetings.aspx?CId=379&Year=0.

Equity, Diversity and Inclusion (EDI)

Our commitment to supporting Equity, Diversity and Inclusion (EDI) starts from the Board and Senior Management Team. We are ambitious to go beyond the requirements in the Equality Act 2010.

Our Equity, Diversity and Inclusion strategy was approved by Board in March 2022, as one of our commitments within the strategy we took an annual report to the September 2023 Board which provided a comprehensive overview of our efforts and achievements in promoting equity, diversity and inclusion both internally and externally during the period 2022/23 and set out our priorities for 2023/24.

Along with the rest of the GLA Group, we published our gender, ethnicity and disability pay gap in February 2024 and the report is here. As in previous years, we reported on gender, ethnicity and disability pay gaps going beyond the statutory requirements. The report demonstrates that we are making real progress in becoming a workforce that represents Londoners. We are constantly striving to close the disparities in gender, ethnicity and disability and are committed to driving improvement in these areas across the organisation.

All of our major procurements this year have been assessed on the provision of EDI action plans. Through our procurement activity, we have also used our buying power to improve supply chain diversity, measuring spend with MSME suppliers, identifying reserve contracts for MSMEs, and procuring services through the GLA's Architecture + Urbanism Framework.

Working with the GLA Group through its Responsible Procurement Policy and Implementation Plan, OPDC have exceeding our pledge to spend a greater proportion of our budget with MSMEs achieving 63% for 2023/24.

We continued to have a membership with Stonewall's Diversity Champions Programme and have submitted to the Stonewall Workplace Equality Index. The Stonewall Workplace Equality Index Assessment is a definitive benchmarking tool to measure our progress on LGBTQ+ inclusion in the workplace and assesses our achievements and progress on LGBTQ+ equality. Stonewall has created a sophisticated scoring system in which they give feedback to us, enabling OPDC to understand what is going well and where we need to focus our efforts. Feedback was received in the summer of 2024.

Greater London Authority Corporate Governance

The Corporation is subject to the GLA Group annual budgeting process, engages with the London Assembly and its committees and fulfils the requirements of any Mayoral directions given. There is also an on-going dialogue with the Mayor's Office to ensure that the activities of the Corporation are aligned with the Mayor's policy framework.
The Corporation complies with the requirements of the GLA Group Corporate Governance Framework Agreement, to ensure that common standards and procedures, in relation to governance and transparency are in place and appropriately adhered to. In adopting the framework, OPDC agreed to a firm commitment to being open, transparent and accountable for the Corporation's actions and behaviour.

Meeting development needs of members and senior staff

OPDC is committed to supporting and harnessing a diverse and inclusive workforce and employs 79 staff in full-time and part-time positions, including 8 secondees, with a workforce generally reflecting the diversity of the community the Corporation serves.

The development of the skills and capacity of staff, managers and teams to perform effectively and respond to the ongoing organisational change is incorporated within the Corporation's performance management framework for staff. Our learning and development framework was developed further by launching a Development Toolkit and action plan. The toolkit serves as a centralised hub that supports the growth, skill enhancement, professional development of our staff, and fosters a culture of continuous learning. Two workshops were held with staff to introduce the toolkit and action plan and gathered insights about staff training needs.

In 2023/24 we trained two mental health first aiders, and staff were offered the opportunity to have a flu vaccination through the vaccination e-voucher scheme. Throughout the year staff attended health and wellbeing webinars and staff were offered an annual screening from Nuffield Health.

We continued to work closely with our GLA Group colleagues to manage our existing shared service arrangements well, including our new ITTS shared service with TfL. OPDC partnering with other organisations in the GLA family launched the first dedicated Mentoring Programme for our staff, which will help bring wider experience, knowledge, guidance and expertise together and link colleagues across the functional bodies to support each other.

We have developed a HR SharePoint page which provide a central, easily accessible location for staff to access HR documents, policies and resources. We have also introduced automated HR forms which support an enhanced employee experience, with an improved compliance, quicker processing, and better visibility and tracking.

Community engagement and partnership

The Corporation's Community Engagement Team manage a programme of active engagement with local people using a variety of channels and forums.

This year we have refreshed and published an updated Community Engagement Strategy, which was approved by our Board in February 2024. This sets out what we have achieved and how we will build on success over the next two years, with new deliverables. Identifying activities and programmes to involve more people in shaping the future of the area and celebrating its heritage and diversity.

The Corporation has partnership arrangements in place with a number of bodies, including local authorities, community groups and other stakeholders. OPDC will continue to work closely and develop relations with resident groups and the business community, our three local boroughs and other key partners including HS2 and local politicians.

We undertook an extensive engagement and communications programme to shape the future of OOW. We held over 26 community events with over 200 participants, including five youth workshops, 13 dedicated sessions with local community groups, three co-design workshops, two site visits and two pop-ups. Feedback gathered from these events informed our Old Oak West SPD and the Old Oak West regeneration strategy.

We continued to deliver OPDC's EDI and social value objectives by supporting communities and local volunteering initiatives through the Small Grants programme and by engaging with local residents, community groups/organisations and businesses, regularly, at: fortnightly community drop-in surgeries at The Lab Oaklands Rise; joint community meetings with HS2; fortnightly and Board meetings with Park Royal Business Group; the Harlesden Canalside steering Board; Cerebos Gardens community group and outreach meetings for OPDC's EDI action plan.

We are committed to using our channels to keep everyone informed about projects and the support available to communities. We have a dedicated partner and stakeholder section in our monthly community newsletter to provide updates, contact details and useful links. We also have a dedicated HS2 Old Oak Common webpage. We continue to maximise the outreach and impact as we co-ordinate our activities with key partners, including Canal and River Trust, Network Rail, National Grid and HS2 and the local boroughs. We hold quarterly planning meetings to map shared opportunities for engagement and joined-up communications.

Review of effectiveness of internal control

The Corporation regularly reviews the effectiveness of its Governance Framework including the system of internal control. The Framework's effectiveness is kept under review by SMT and informed also by the Annual Internal Audit Opinion and comments made by the external auditors.

As part of the Annual Governance Statement, all members of SMT are required to confirm that proper governance and internal control arrangements are in place for their areas of responsibility. In doing so, SMT must also identify any significant areas of concern or weakness within each Directorate. All SMT members confirmed proper governance and internal control arrangements were in place and there had been no significant issues arising.

The Annual Internal Audit Opinion is a contributory factor in reviewing the effectiveness of the AGS. Based on the programme of planned Internal Audit work and other reactive audit reviews performed during the year, the Head of Internal Audit's overall opinion for 2023/24 was that OPDC's internal control environment was that adequate controls were in place to mitigate key risks to support the achievement of OPDC's overall strategic objectives.

The year end audit identified a significant control weakness in

Other than this matter, based on the above, we are able to report that there were no significant weaknesses in the Corporation's governance and control framework that affected achievement of our strategic objectives in 2023/24.

Our update on our 2023/24 action plan and a new set of actions for 2024/25 are below.

Update on 2023/24 action plan

No.	Area to develop	Actions	Lead Officer	Status/Update
1	Business Continuity and Disaster Recovery	To provide assurance that OPDC's business continuity and disaster recovery arrangements are adequacy and effective.	Chief Operating Officer / Business Support Manager	Competed
2	Business Case Development (incl. SBOC & Heat Network)	To provide assurance that a framework and governance process are in place for managing, developing, and monitoring business case development.	Senior Performance and Governance Manager, Director of Development.	Scheduled for June Board 2024
3	Records Management – Advisory	To provide assurance that there are effective processes are in place for records management across OPDC.	Senior Performance and Governance Manager, Chief Finance Officer	Scheduled for May ARC 2024
4	Material Systems - Payroll	To provide assurance that key financial controls for management of payroll are adequate, operating effectively and are fit for purpose.	Chief Finance Officer	Scheduled for May ARC 2024
5	Staff Development, Training, Capability & Skills	To provide assurance of the framework for staff development, training, capability, and skills to ensure processes are in place for monitoring, delivery, and reporting.	Head of People	Completed

2024/25 action plan

No.	Area to develop	Actions	Timescales	Lead Officer

1	Scheme of Delegations and Financial Regulations	Review OPDC's spending limits, signatory authorisation and financial variations	Quarter 1	Executive Director, Corporate Operations & Chief Finance Officer and Head of Performance and Governance
2	Quarterly Performance Reporting	Embed and refine new quarterly performance reporting	Quarter 2	Head of Performance and Governance
3	Health and Safety Training for Board Members	Develop Board Members Health and Safety Expertise	Quarter 2	Director of Delivery
4	Asset Management Strategy	To provide assurance that strategic framework for monitoring, reporting, oversight of the Asset Management strategy across the Corporation with supporting processes and protocols.	Quarter 3	Executive Director, Corporate Operations & Chief Finance Officer and Head of Performance and Governance
5	Loans for Small Businesses	Review governance and decision processes to ensure managing, reporting and monitoring loans to small businesses with correct due diligence	Quarter 4	Executive Director, Corporate Operations & Chief Finance Officer and Head of Performance and Governance
6	Board Effectiveness Review	Complete the Board effectiveness review, identifying recommendations for improvement.	Quarter 4	Executive Director, Corporate Operations & Chief Finance Officer and Head of Performance and Governance

Conclusion and disclosure

OPDC had sound arrangements in place for corporate governance during 2023/24. No significant developments or events relating to the governance system have occurred between the end of the financial year and signing this draft AGS.

OPDC is committed to keeping its governance arrangements under review, proactively identifying where and how they can be improved. Their efficacy will be monitored throughout 2024/25 and the next such statement will reflect on how the challenges highlighted in this year's statement have been addressed.

Dame Karen Buck
Chair (on behalf of the Board)
27 February 2025

David Lunts
Chief Executive Officer
27 February 2025

Glossary of terms

Accruals basis

The accruals principle is that income is recorded when it is earned rather than when it is received, and expenses are recorded when goods or services are received rather than when the payment is made.

Actuarial gains and losses

Actuaries assess financial and non-financial information provided by the Corporation to project levels of future pension fund requirements. Changes in actuarial deficits or surpluses can arise leading to a loss or gain because;

- events have not coincided with the actuarial assumptions made for the last valuation; and/or
- the actuarial assumptions have changed.

Balances

The balances of the Corporation represent the accumulated surplus of income over expenditure on any of the funds.

Carrying amount

The balance sheet value recorded of either an asset or a liability.

Chartered Institute of Public Finance and Accountancy (CIPFA)

CIPFA is the leading professional accountancy body for public services.

Creditors

Amounts owed by the Corporation for work done, goods received, or services rendered, for which payment has not been made at the date of the balance sheet.

Current service cost

Current service cost is the increase in the present value of a defined benefit pension scheme’s liabilities expected to arise from employee service in the current period, i.e., the ultimate pension benefits ‘earned’ by employees in the current year’s employment.

Curtailment

Curtailments will show the cost of the early payment of pension benefits if any employee has been made redundant in the previous financial year.

Debtors

These are sums of money due to the Corporation that have not been received at the date of the Balance Sheet.

Defined benefit scheme

This is a pension or other retirement benefit scheme other than a defined contribution scheme. Usually, the scheme rules define the benefits independently of the contributions payable and the benefits are not directly related to the investments of the scheme. The scheme may be funded or unfunded (including notionally funded).

External audit

The independent examination of the activities and accounts of local authorities to ensure the accounts have been prepared in accordance with legislative requirements and proper practices and to ensure the Corporation has made proper arrangements to secure value for money in its use of resources.

Expenditure

This is amounts paid by the Corporation for goods received or services rendered of either a capital or revenue nature. This does not necessarily involve a cash payment since expenditure is deemed to have been incurred once the goods or services have been received even if they have not been paid for.

Fair value

Fair value is the price at which an asset could be exchanged in an arm’s length transaction, less any grants receivable towards the purchase or use of the asset.

Financial regulations

These are the written code of procedures approved by the Corporation, intended to provide a framework for proper financial management. Financial regulations usually set out rules on accounting, audit, administrative and budgeting procedures.

General fund

This is the main revenue fund of the Corporation and includes the net cost of all services financed by Government and other trading income.

Income

These are amounts due to the Corporation for goods supplied or services rendered. This does not necessarily involve a cash payment. Income is deemed to have been earned once the goods or services have been supplied even if the payment has not been received (in which case the recipient is a debtor to the Corporation).

Internal Audit

The role of internal audit is to provide independent assurance that an organisation's risk management, governance and internal control processes are operating effectively.

International Financial Reporting Standard

Defined Accounting Standards that must be applied by all reporting entities to all financial statements in order to provide a true and fair view of the entity's financial position, and a standardised method of comparison with financial statements of the other entities.

Liabilities

These are amounts due to individuals or organisations which will have to be paid at some time in the future. Current liabilities are usually payable within one year of the Balance Sheet date.

Materiality

Information is material if including, omitting or misstating it could influence decisions that users make on the basis of financial information about a specific reporting authority. In other words, materiality is an authority-specific aspect of relevance based on the nature or magnitude, or both, of the items to which the information relates in the context of an individual authority's financial statements.

Non-cash

These are entries on the Comprehensive Income and Expenditure Statement or Cash Flow Statement correlating to expenses that are essentially just accounting entries rather than actual movements of cash.

Provisions

Amounts set aside to meet liabilities or losses which are anticipated to be incurred but where the amount and/or the timing of such costs is uncertain.

Related parties

Related parties are central government, other Local Authorities, subsidiary and associated companies, Members and all Executive Management Team members. For individuals identified as related parties, the following are also presumed to be related parties:

- members of the close family, or the same household, and
- partnerships, companies, trusts or other entities in which the individual, or member of their close family or the same household, has a controlling interest.

Reporting standards

The Code of Practice prescribes the accounting treatment and disclosures for all normal transactions of a Local Authority. It is based on International Financial Reporting Standards, International Accounting Standards and International Financial Reporting Interpretations Committee (IFRIC) plus UK Generally Accepted Accounting Practice (UK GAAP) and Financial Reporting Standards (FRS).

Reserves

Amounts set aside for general contingencies, to provide working balances or earmarked to specific future expenditure.

Revenue expenditure

Expenditure incurred on the day-to-day running of the Corporation. This mainly includes employee costs, general running expenses and capital financing costs.

Treasury management

This is the process by which the Corporation controls its cash flow and its borrowing and lending activities.

Treasury Management Strategy (TMS)

A strategy prepared with regard to legislative and CIPFA requirements setting out the framework for treasury management activity for the Corporation.