



OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION

Quarterly Performance Report

Q4 2024-25

Old Oak and Park Royal
Development Corporation

MAYOR OF LONDON

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1. Introduction

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

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

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

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

2. Executive Summary

Achievements

OPDC's key achievements for Q4 have been:

- Formally appointed Hemiko as Development and Funding Partner for the Old Oak and Park Royal Energy Network (OPEN).
- Continued engagement with both public and private sector stakeholders to acquire land. As a result, the organisation has secured 90% of the private land required (by area) for the Old Oak development scheme.
- OPDC's Public Realm and Green Infrastructure Supplementary Planning Document (SPD) has been shortlisted for two national design, architecture and planning awards, the Pineapple Awards and the Planning Awards.
- OPDC is in pre-application with the OPDC Delivery team on the Old Oak masterplan as well as for a range of development sites, most significantly the Asda Park Royal site, the redevelopment of 2 Scrubs Lane, and a new data centre in Park Royal.
- Launched the latest round of Small Grants in January and received 71 applications and were able to award to 10 local organisations. We are finalising the reporting for 24-25 programme and will be holding a celebration/welcome event on the 12 May.
- Signed off the 2023-24 annual report and accounts ahead of the local government deadline in February.
- Inaugural Governance and Nominations Committee held on 6 March. which approved the indicative appointment panel for the recruitment of new Board members.
- Final interviews for the post of CEO took place in March. OPDC has also engaged Berwick Partners as our executive search agency to manage the recruitment process for new Board members.

Forward look

For Q1 of the new reporting year, we will prioritise the below workstreams:

- Set up the governance process to effectively support and monitor the progress made by Hemiko in the next twelve months as they continue to develop the project ahead of construction.
- Continue to engage with public and private sector stakeholders with interests in land at Old Oak, and support businesses within the Old Oak affected area in line with the Land Assembly and Relocation Strategy.
- Commence the public consultation on the modified Planning Obligations SPD and Neighbourhood Community Infrastructure Levy (NCIL). The SPD consultation will ask for stakeholder comments on modifications to obligations relating to construction management and employment and skills. The NCIL consultation will ask communities to identify their priorities for CIL expenditure.
- Publish OPDC's Authority Monitoring Report, which will report on key housing and employment floorspace delivery metrics for 2024-25 and which includes a set of Key Performance Indicators to monitor the effectiveness of OPDC's Local Plan policies to help inform any policy revisions required as part of OPDC's Local Plan review.
- Launch the Ideas Book on the 29 April along with the Regeneration Strategy. This will form the start of continued engagement on the development of Old Oak.
- Launch recruitment for our new youth engagement panel, aligning timing so that it coincides with the wider launch of Old Oak engagement and ensuring the youth panel can input into the emerging Old Oak masterplan.
- Preparation for the draft 2024-25 unaudited accounts for publication on 30th June and work with the GLA and London Treasury Management to prepare a Treasury Management Statement.

3. Financial Position

The table below provides an overview of OPDC's financial position up to year-end 2025, setting out in detail our revenue and capital positions as well as the status of funding sources at the Corporation's disposal. They provide breakdowns on income and expenditure, and explanatory commentary on variances. Further detail is set out in Annex B.

Revenue

At the full year we are £356k underspent compared with budget. This is predominantly driven by higher than expected revenues within our Delivery directorate and underspend on establishment costs within Delivery and Planning directorates.

Business Units	YTD Actuals Apr 24-Mar 25 £ 000's	YTD Budget Apr 24-Mar 25 £ 000's	Variance Apr 24-Mar 25 £ 000's
CEO Office	974	1,071	(97)
Planning	1,848	2,210	(362)
Delivery	6,157	6,676	(518)
Corporate Operations	3,516	3,047	469
Planning Application and Other Income	(1,051)	(1,203)	152
Net Service Expenditure	11,444	11,800	(356)

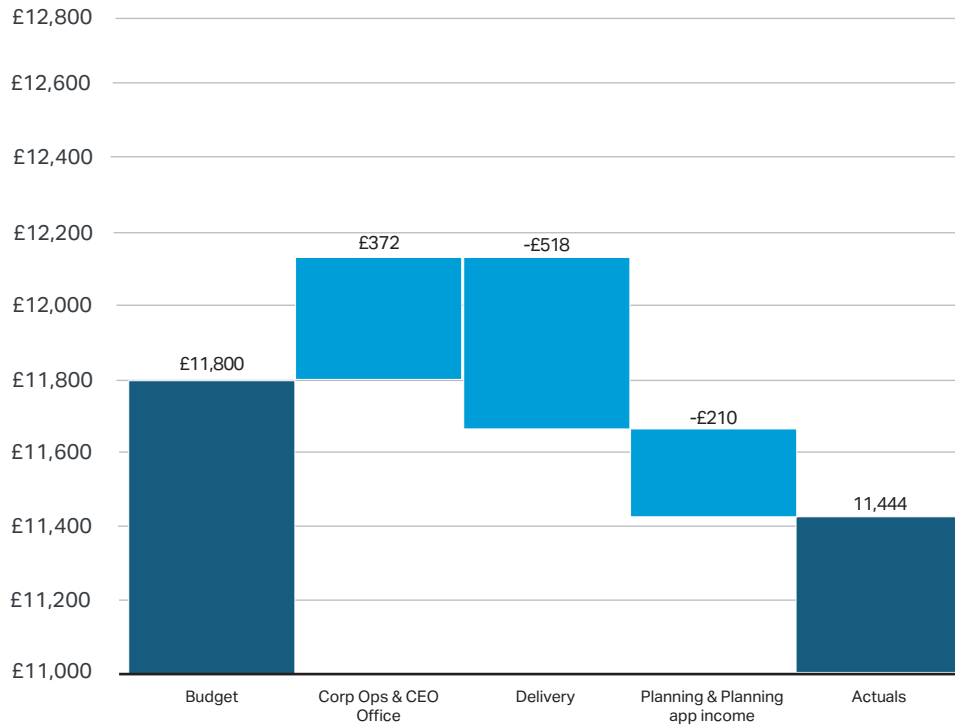
Full Year

- Delivery is £518k under budget at the year end, largely driven by the increased net rental contribution from the accelerated property acquisitions (with 14 sites, compared with 4 in the budget). This additional rental income, in turn, has funded the additional spend required on Establishment costs in the directorate.
- Planning combined with Planning application income is net £210k under budget. This is predominantly driven by an underspend in Establishment, due to two senior roles now starting in 2025-26 instead.
- Corporate Operations costs are £469k over budget caused by: relocation to a dedicated office space, increase in audit fees, and rebasing the shared

services costs from GLA Group. These additional costs represent the growing OPDC group and its increased scope and complexity.

Revenue (cont.)

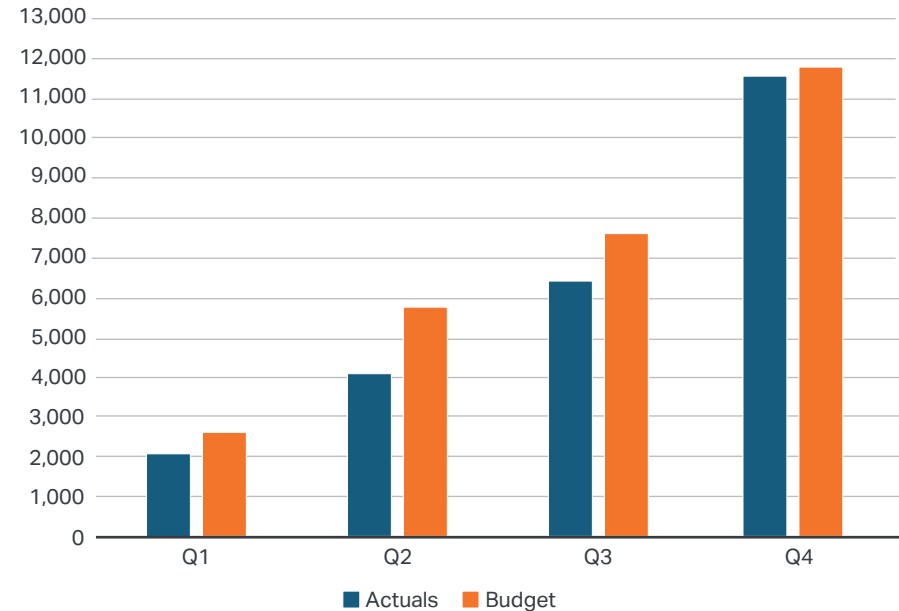
2024-25 Budget vs FY Actuals (£000's)



Full Year

- Corporate Operations and CEO Office: Higher Corporate overheads (£469k) reflecting an increase in size and scope of the organisation i.e. higher audit fees and higher rental costs as well as higher shared service costs due to a re-baselining of costs by GLA Group This is netted off by a small underspend in CEO Office (97k).
- Delivery: Higher revenues in the Delivery directorate due to increased rental incomes (518k).
- Planning: Planning expenditure and planning application income combined is below budget on a net basis (£210k) due to lower Establishment costs.

Cumulative Budget vs Actuals (£000's)



- As we close out the year, we see a closing of the gap between budget and actuals, with a full year underspend of £356k compared with budget.

Capital

Capital is the cost of acquisition of long-term assets for our land assembly programme. The following section sets out the full year capital expenditure for OPDC. Full year outturn is £105.4m, which is £0.7m below budget. This is against funding of £108.8m for the year.

Capital Expenditure & Funding	YTD Actuals Apr 24-Mar 25 £m	YTD Budget Apr 24-Mar 25 £m	Variance Apr 24-Mar 25 £m
Heat Network Development	-	36	(36)
Heat Network Acquisition	4.3	-	4.3
Land Assembly	101.1	70.1	31
Total expenditure	105.4	106.1	(0.7)
Capital Grants & Third Party Contributions	45.9	52.8	(6.9)
S106	4.3	-	4.3
Borrowing	58.6	53.3	5.3
Total Funding	108.8	106.1	2.7

Full Year

- The purchase of Park Score Limited to acquire the Bus Depot completed in Q1 and was the first draw down against the GLA borrowing facility.
- OPDC completed on Ursula Lapp (which exhausted the last of the Land Fund), Kildun Court (which completed the BIL Funding), Websters Yard (predominantly funded by a £25m grant received from MHCLG in March 2025) and Minerva Road was the Heat Network acquisition (funded by previous s106 contributions).
- The deposit on Boden was paid at the end of 2024-25 and completed in the first part of 2025-26 (funded by GLA borrowing).
- A small number of other acquisitions completed in Q4 funded by GLA borrowing.
- Additional acquisitions are targeted for completion in Q1 2025-26, which will further utilise GLA borrowing facility.
- The Heat Network Development Funding condition of spend is by March 2026.

Capital (cont.)

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

Lifetime Funding

Funding Source	Total programme	
£m	Total Funding	Total Expenditure
Land Fund	50.0	50.0
GLA Funding	0.9	0.9
BIL	53.0	53.0
S106	4.8	4.8
GLA Borrowing	100.0	47.8
DESNZ	35.0	0.0
MHCLG	25	25
Capital funded by revenue	0.0	2.4
Total	268.7	183.9

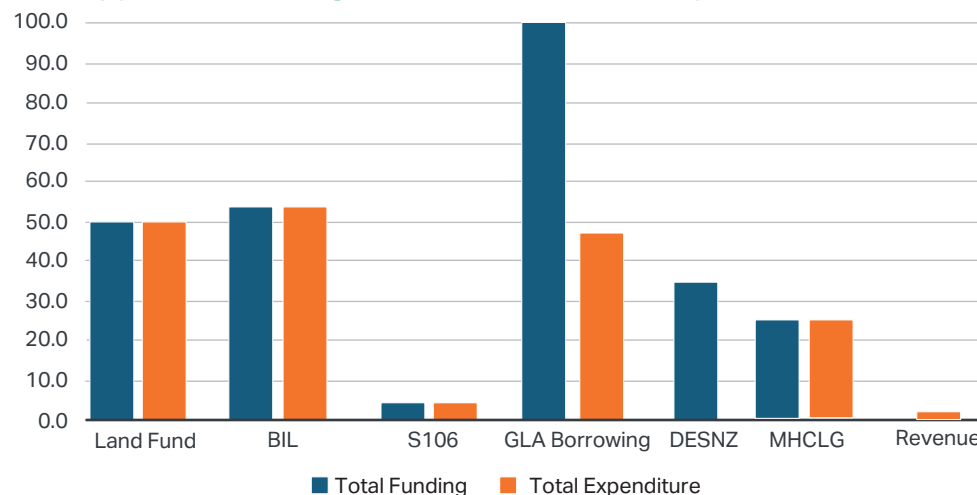
- This table shows the sources of capital funding and the cumulative expenditure up to the end of March 2025.
- This includes S106 expenditure from wider fund on the capital programme

In Year (Q4)

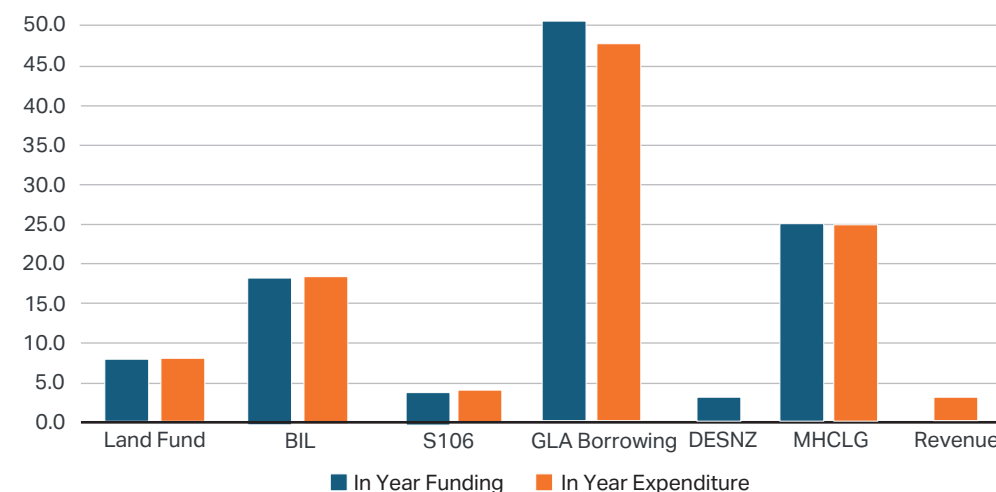
Apr 2024 - Mar 2025			
£m	In Year Funding	In Year Expenditure	Budget Remaining
Land Fund	8.6	8.6	0.0
BIL	18.2	18.2	0.0
GLA Funding	0.0	0.0	0.0
S106	4.3	4.3	0.0
GLA Borrowing	50	47.8	2.2
DESNZ	2.7	0.0	2.7
MHCLG	25	25	0.0
Capital funded by revenue	0.0	1.5	(1.5)
Total	108.8	105.4	3.4

- This table shows the funding available in 2024-25 with the amount spent to March 2025 and the remaining budget available.

Total Approved Funding Available vs Lifetime Expenditure (£ m)

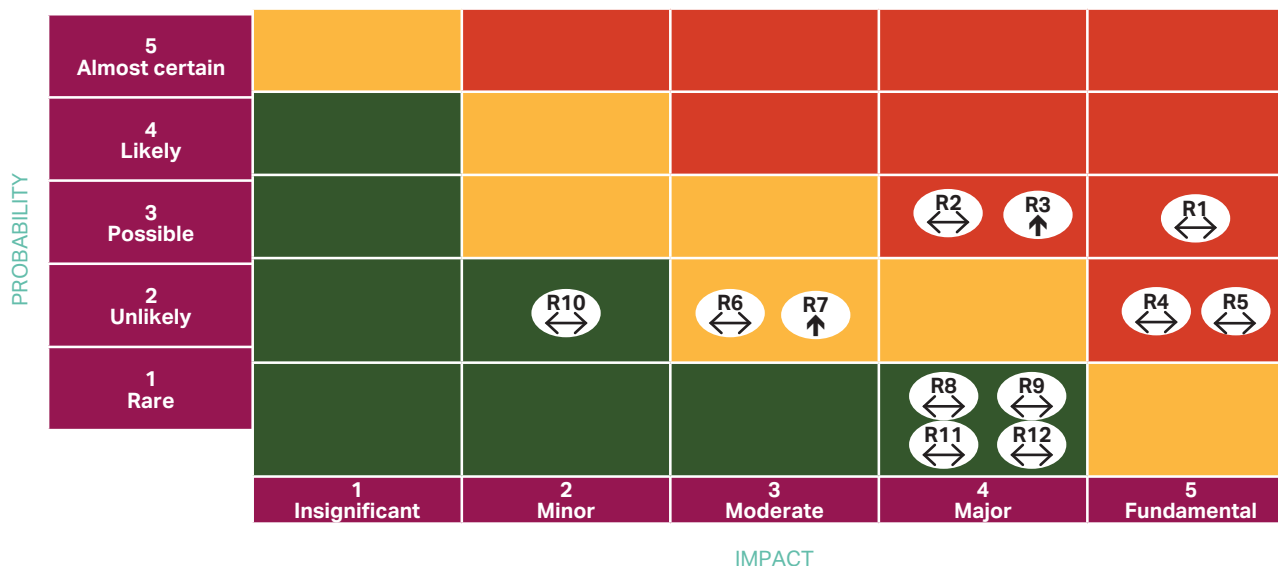


2024-25 Year to Date Capital Funding vs Expenditure (£ m)



4. Strategic Risks

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



Critical / severe risks

ID	Commentary
R1	OPDC continues to work with public sector partners on the collaboration and public land agreement.
R2	OPDC continues to engage with HS2 on key programme updates at an officer level and through senior governance.
R4	OPDC continues to work closely with TfL and wider GLA Group to effectively prevent and mitigate cyber security risks.
R5	OPDC is managing its assets as a responsible landlord, and has engaged professional support to do this.

Risk trends this quarter

ID	Trend	Commentary
R3	↑	OPDC as a local planning authority thoroughly assesses viability assessments submitted with each planning application.
R7	↑	As the Old Oak scheme develops so will the work around infrastructure requirements and delivery. The infrastructure Delivery Plan provides a list of key infrastructure and OPDC will work with partners and stakeholders on funding and delivery.

Critical/severe		
ID	Description	Score
R1	Old Oak: Inability to complete activities (e.g. public land agreements) and secure approvals necessary to launch public procurement.	15
R2	HS2 - Programme Delays: Delays to the delivery of HS2 programme could result in delays to delivery of homes and jobs targets in the OPDC area.	12
R3	Construction: Impacts of supply side challenges & material/labour inflation and challenges around Building Safety on the construction industry may adversely affect the viability of schemes and speed of delivery of new homes & jobs	12
R4	Cyber security: OPDC relies on a number of shared services, including IT. This has the potential to significantly impact OPDC critical processes should a cyber incident take place.	10
R5	Asset management: Asset failure from OPDC owned land and buildings.	10
Moderate		
ID	Description	Score
R6	Old Oak: Economic uncertainty/Market shocks: Inflation, values and funding uncertainty will impact Old Oak, but may benefit site acquisitions.	6
R7	Infrastructure: Failure to plan, fund and deliver the requisite infrastructure needed to support development at Old Oak and surrounding area.	6
Slight/negligible		
ID	Description	Score
R8	Stakeholder and policy misalignment: Maintain resourcing and stakeholder alignment including work on land pooling, as well as alignment and appetite for Old Oak project, funding, support and delivery with external government departments, partners and the GLA.	4
R9	Procurement: Formal challenges to public and market facing processes such as procurement, town planning and compulsory purchase.	4
R10	Old Oak: Adequate resourcing to maintain delivery momentum (OPDC, Public Bodies & wider supply chains).	4
R11	Heat Network: Failure to deliver proposed heat network in line with the strategic plan.	4
R12	Scheme phasing and land release: Failure to secure vacant possession for development and infrastructure delivery.	4

5. Performance

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

Delivery

Realising ambition through action

Summary

Establish our role as landowner and steward

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

Secure the right investment and partnership

OPDC is progressing with further early market engagement with external partners to help understand the state of the market and provide a variety of insights, experiences and lessons learned. The procurement strategy which lays out the framework for the development partner procurement launch in 25-26 continues to develop.

Deliver positive changes and local enhancements now

The early activation strategy will provide the framework for early delivery within the built environment of Old Oak. Whilst this is being developed the OPDC team are reviewing opportunities and have a number of active public realm and meanwhile use projects which are already being delivered and new opportunities are being discussed with members of the local community. In the last quarter OPDC launched the local economy hub at Minerva Road.

Through its Planning Obligations Advisory Group, the Corporation approved funding for a number of local authority projects, including refurbishment works to a number of primary schools and playgrounds, as well as improvements to the North Acton Square area.

Officers have undertaken a review of the Planning Obligations Supplementary Planning Document and identified several modifications which will support the effective implementation of construction management and employment and skills.

OPDC progressed joint production of the new West London Waste Plan (WLWP), which sets out the strategy and policies for the sustainable management of all waste in the Plan area.

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

The OPDC Delivery team have launched a planning strategy which looks at de-risking the Old Oak project, this strategy has included several pre-apps with the Local Planning Authority and a series of local community engagements.

OPDC has been awaiting the introduction of the new plan-making reforms before commencing our Local Plan review. New secondary legislation is likely to be introduced in summer 2025. Further guidance will be published throughout 2025 with early publications focussing on the formative stages for plan-making.

Community

A place for everyone, reflecting local needs and aspirations

Summary

Empower everyone to have a say in the future

We will be launching the next round of Old Oak masterplan engagement in Q1 25-26, this will ensure local people have direct input into the future regeneration of Old Oak. In this quarter, we have continued to engage on our plans for Wesley Playing Fields, holding two events to update the community on our plans, showing them how we have updated our plans as a direct result of their feedback.

We have a busy summer of engagement ahead, including Old Oak masterplan next steps and upcoming Neighbourhood Community Infrastructure Levy (NCIL) consultation, we will be working closely with teams across OPDC to ensure these events are programmed evenly to ensure we are not overwhelming the community with too many consultations in a short period of time.

Celebrate and champion diversity, heritage and local identity

OPDC celebrated International Women's Day by hosting a series of inspiring presentations celebrating the incredible contributions of women in Park Royal. The event featured stories and insights from our own team members as well as female business owners from the local area, highlighting their achievements, challenges, and the vibrant community spirit that defines Park Royal.

The Ideas Book launch will be launched in Q1 25-26, delayed slightly from the initial planned launch. This was to ensure that we could launch the Regeneration Strategy and book together, creating a cohesive and joined up approach to the next steps for the Old Oak development.

Build capacity for the future

We finalised our workshops with Make Space for Girls and updated our design based on the feedback we received at these workshops to help shape future plans for Wesley Playing fields. We are continuing to work on a youth engagement strategy and will be launching this summer.

OPDC's communications team is currently under resourced with 2 FT posts not filled. We are currently undertaking recruitment to hire a new permanent communications officer and expect this role to be filled by June. We are also currently exploring options for temporary external support - and expect this to role to be in post by May 2025.

Care and protect for the local area

We have continued to work with our partners to deliver our volunteering objectives. For this reporting year, 107 days have been completed in the local community. We will continue to look for other opportunities and make connections with other organisations to expand our volunteering.

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

Innovation

Creating a sustainable and prosperous future

Summary

Net zero and nature positive regeneration

Delivery of a district heat network directly aligns with our Local Plan and wider Mayoral objectives and targets to reach net zero by 2030. Having secured commitments for the supply of waste heat from two data centres and several large potential customers.

The project has been handed over to Hemiko who will continue to engage with potential suppliers and customers. The developed Sustainability Strategy will measure and monitor our net zero and nature positive pledges and targets, as highlighted within the Sustainability Charter.

This quarter, OPDC piloted a bespoke climate literacy training programme, designed to empower OPDC staff in understanding and addressing climate change. The training enables staff to think strategically and proactively about carbon-saving and climate adaptation measures, enabling them to influence decisions within OPDC to reduce both our personal and organisational carbon footprints. Following positive feedback, the programme will be rolled out to all staff in Q1.

Jobs for the future and local prosperity

OPDC is developing a programme of demand-led skills interventions to support local residents, particularly from underrepresented groups, to develop pathways through training and into work in key economic growth sectors locally.

In March, OPDC presented its emerging Economic Vision to its Board,

following extensive consultation with key partners and stakeholders.

The vision is centred on the concept of Industrial Innovation which places knowledge, research, and innovation at the centre of OPDC's commercial strategy and aims to develop a skills ecosystem within our opportunity area. The next step will be to supplement this vision with an economic development strategy.

Attract diverse industries and technologies

OPDC's extant Local Plan identifies the need for a range of employment premises to attract a diversity of employment sectors to the OPDC area

The Corporation is considering how it can better support and encourage a diversity of businesses through the Local Plan review and a scope has been developed for the Employment and Town Centre Uses Study which will be used to underpin revised planning policy and guidance. This will shortly be going out to procurement.

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

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

Core Functions

An efficient and equitable team, fit for the future

Summary

The right capacity and capability to deliver

The action plan to address recommendations from OPDC's Board Effectiveness Review was presented and agreed by Board in February 2025. Terms of Reference for the new Governance and Nominations Committee were agreed and membership appointments were approved at Board. The first meeting took place on 6 March.

The 2023-24 accounts were signed off on 26 February. The Mayor's final draft budget for 2025-26 was published on 17 February and was approved without amendment by the London Assembly. This Mayoral budget reflected a fully funded budget for OPDC.

Work has increased for the Corporate Ops team as the organisation grows in size and complexity, along with capacity constraints in quarter four due to year end, completion of external and internal audits, and servicing our regular schedule of committee meetings plus the newly established Governance & Nominations Committee. Two permanent positions were filled in the finance team at the end of March.

Foster a people centred approach

Following a recommendation in the Board Effectiveness Review, we held two lunch and learn sessions with staff in March on effective business writing. The session was also recorded and shared with staff.

Two sessions on our Wellbeing Charter were held in February showing our commitment to providing a work environment in which our staff can thrive and

maintain high standards of wellbeing.

There were two sessions held with staff on our annual performance review system, which will be underway in quarter one. We are committed to encouraging learning and development at OPDC and five members of staff have completed specialist training courses. Launch of My Money Matters - AVC means staff are now able to access this benefit.

As part of the performance review process, HR will revisit Learning and Development training amongst staff. This will ensure that we are getting the right uptake from staff, as well as ensuring that everyone has equitable opportunities to enhance their professional and personal development, particularly following the low uptake in quarter 4.

Embed equity, diversity and inclusion in everything we do

Two sessions were held with staff in January and February on the importance of ensuring our staff's diversity information is up to date and correct. This means that we can use the information to provide insight into areas where staff may need more support or where improvements can be made. The Women's Network held an International Women's Day event on 6th March. The theme was 'Accelerate Action'.

OPDC is also currently developing a social value best practice note for staff to use when scoping contractual requirements for prospective suppliers and partners. This will aim to maximise social value outcomes in project delivery.

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

6. Annex A – Performance

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

Delivery

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	4	6	Strong performance across performance indicators.
Amber	6	1	A number of key milestones delayed and will be priorities for Q1 of the new reporting year.
Red	0	0	None this quarter.
Completed	3	0	OPDC produced an infrastructure strategy, an options study for the North Acton gyratory and secured £25m in funding for land assembly.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Current status	Commentary
M-1	Agree Old Oak Collaboration Agreement REVISED: Agree Old Oak Collaboration Memorandum of Understanding	Delivery	1	Q4 24-25	Q1 25-26	A	A	The Collaboration Memorandum of Understanding is undergoing final minor updates in April and is expected to be approved and signed by all partners in Q1 25-26.
M-2	Approval of draft Old Oak Interim Business Plan (IBP)	Delivery	1	Q4 24-25	Q2 25-26	A	A	Work continues to progress well across the key workstreams that make up the IBP. Early Market Engagement on the commercial aspects of the project has completed with a further round due to take place in May. Completion of this engagement and finalisation of the commercial and procurement strategy will enable the IBP drafting to complete. The current target for the draft IBP is Q1 25-26.
M-3	Publish OPDC's Regeneration Strategy	Delivery	3	Q4 24-25	Q1 25-26	G	G	The Regeneration Strategy was approved by OPDC’s Board in February 2025. The Strategy is due to be launched alongside the Ideas Book, created from community engagement, at a community event at the end of April 2025.

Delivery (cont.)

M-4	Finalise approach of Master Development Partner procurement for Old Oak West	Delivery	2	Q4 24-25	Q1 25-26	G	G	Feedback from the Early Market Engagement process has assisted in the development of the approach for the master developer procurement. Work on this is ongoing with an adjustment to forecast by one quarter.
M-5	Develop Infrastructure Strategy	Delivery	3	Q4 24-25	-	A	Completed	Current iteration of the Infrastructure Strategy is to be included in the IBP.
M-6	Agree Old Oak Public Land Agreements with public sector landowners	Delivery	1	Q4 24-25	Q2 25-26	A	A	Progress has been made on the Public Land Agreement with draft Heads of Terms in discussion. Further work is needed to finalise the terms of the agreement and for legal review.
M-7	Proactively work to secure additional funding to support the Delivery work programme	Delivery	1	Q4 24-25	-	G	Completed	Additional £25m funding secured from Ministry of Housing, Communities and Local Government which has been fully utilised on land acquisitions. Whilst we have been successful in receiving additional funding we continue to work with government partners to help derisk the programme.
M-8	Take to Planning Committee at least 1,367 homes and 10,000 sqm of industrial/employment space	Planning	4	Q4 24-25	-	G	A	The homes target was not met in year although there is a pipeline of homes to go to committee next financial year. The industrial/employment space target was significantly exceeded.
M-9	Develop a detailed programme for the commissioning of evidence, consultation and engagement to review the Local Plan, in line with the new requirements set out in the Levelling Up and Regeneration Act	Planning	4	Q4 24-25	Q3 25-26	A	A	The Government has published further details confirming its plans for the introduction of the plan making reforms but guidance and secondary legislation is now not expected until summer 2025.
M-10	Produce an Employment and Housing Land Review to underpin a future Local Plan review	Planning	4	Q4 24-25	Q1 25-26	A	G	Procurement to be commenced in April 2025.
M-11	Publish a study to explore options to improve the North Acton Public gyratory for pedestrians and cyclists.	Planning	4	Q3 24-25	-	G	Completed	Study has now been finalised. Stage 2 gyratory study to be produced in 2025-26.
M-12	Develop an infrastructure funding strategy for Community Infrastructure Levy (CIL) and Section 106 income	Planning	4	Q4 24-25	Q2 25-26	A	A	Production delayed while awaiting updated development capacities and infrastructure costings and prioritisation.

Delivery (cont.)

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Current status	Commentary
PI-1	Housing approvals	Planning	4	1367	387	G	A	There was formal approval for 387 equivalent homes in Q4. An additional 669 homes are currently with a resolution to approve subject to a GLA stage 2 and s106 agreement being signed but this did not happen by year end.
PI-2	Affordable housing by habitable room through OPDC planning permissions	Planning	4	35% min 50% strategic target	35%	G	G	Met minimum affordable housing target. Overall, since inception, OPDC has approved 40% affordable housing.
PI-3	Percentage of all formal planning applications determined within statutory time period (or agreed extension of time)	Planning	4	100%	100%	G	G	All decisions made within time or within agreed extensions of time.
PI-4	Percentage of planning appeals dismissed	Planning	3	75%	N/A	G	G	There have been no appeal decisions this quarter
PI-5	Percentage of valid enforcement cases registered within 3 days of receipt	Planning	3	100%	100%	G	G	All cases registered on time in Q4.
PI-6	Percentage of registered enforcement cases actioned within 6 weeks of registration	Planning	3	100%	100%	G	G	All cases actioned on time in Q4.
PI-7	Percentage of enforcement appeals dismissed	Planning	3	80%	80%	G	G	2 enforcement appeals were issued in Q4 they were dismissed.

Community

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	0	4	Performance indicators on track.
Amber	1	0	More work planned to support OPDC's digital presence in 2025-26.
Red	0	0	None this quarter.
Completed	4	0	Majority of milestones achieved.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Status	Commentary
M-1	Refresh OPDC's brand and supporting collateral, including digital presence, to amplify and raise awareness about regeneration at Old Oak	Comms	1	Q4 24-25	Q2 25-26	G	A	We are still progressing with plans for a new OPDC microsite, but due to additional internal approvals needed before we can proceed, this has been slightly delayed. We have met with several teams from the GLA and now have positive consensus on moving forwards, the new microsite will now be targeted for September 2025.
M-2	Roll out OPDC Small Grants programme 24-25, culminating in spotlight event to celebrate community projects	Comms	3	Q4 24-25	-	G	Completed	<p>On the 15th January we launched the Small Grants Scheme with applications closing on the 18th February. We received a fantastic response with an overwhelming total of 71 applications. 10 projects have now been selected to receive funding by an OPDC panel. To spread the benefits as widely as possible, this year, we prioritised projects and initiatives that have not previously received Small Grants funding.</p> <p>A celebratory event is being held for new and previous recipients of funding and the wider community on Monday 12th May, where we'll be announcing the recipients of this year's funding at the celebration event.</p>

Community (cont.)

M-3	Build awareness and excitement around early activation projects with communications and engagement programmes for Harlesden Canalside, North Acton, Wesley Playing Fields and more	Comms	4	Q4 24-25	-	G	Completed	OPDC continues to work with Ealing Council to raise awareness of early activation projects with new branded banners have been put up on key projects including, North Acton triangle site and Midland terrace. Midland terrace works have commenced and are due to finish in early April. The team will be holding a celebration event at the end of the month and there will be volunteering opportunities to help with the planting of plants prior to the event.
M-4	Increase network of stakeholder and community relationships particularly with diverse groups, through engagement initiatives and events including PRDD, Park Royal Food Festival and youth engagement	Comms	1	Q4 24-25	-	G	Completed	We concluded the work with Make Space for Girls by holding a final workshop, showing them the developed plans for the site and feedback received was extremely positive. We will be updating the rest of the community on the 2nd and 5th April on the updated proposals on Wesley Playing fields following consultation events that took place last year. A planning application is likely to be needed and work should start following this determination.
M-5	Expand volunteering programme for staff to ensure everyone in OPDC has participated in supporting the local community	Comms	4	Q4 24-25	-	G	Completed	A number of key volunteering opportunities took place in this quarter including work to continue to support Brent Food bank, a careers afternoon in Wiseman school and reengaging with Energy garden. Since the start of the financial year, we have delivered 107 days of volunteering.

Community (cont.)

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Status	Commentary
PI-1	Engagement through social media channels (followers)	Comms	1	600	952	G	G	Q4 followers: LinkedIn – 148 Facebook - 4 Instagram – 29 YouTube – 4 Lifetime Followers: Twitter - 2,507 Facebook - 879, LinkedIn - 3,017 Instagram - 1,319 YouTube - 158 (Achieved annual target - succeeding target by 352 followers)
PI-2	Number of unique visits and page views to OPDC consultation platform	Comms	1	20000	29022	G	G	OPDC has received 343 page views for Q4 and 142 unique visits. (Achieved annual target - succeeding target by 5,884).
PI-3	% of correspondence replied to within 20 working days	Comms	1	97%	98%	G	G	OPDC received 38 enquiries for Q4, including 3 FOI's. Achieved 100% for this quarter.
PI-4	% of participants from diverse backgrounds participating in engagement activities	Comms	2	35%	40%	G	G	Q4 has seen an increase of engagement with a diverse background due to in-person and online engagement with communities.
PI-5	Number of staff participating in volunteering opportunities	Comms	4	60	107	G	G	Q4 has seen 10 OPDC staff volunteer for activities such as Brent Food Bank, careers advice in schools . This is a total of 107 working days. (Achieved annual target - succeeding target by 47).

Innovation

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	1	1	Early activation planning progressing well with an aim to deliver on this in 2025-26. OPDC continues to contribute to London's need for industrial space.
Amber	0	2	Some performance indicators below target but projected to complete or interventions planned to address future shortfalls.
Red	0	2	Forge review complete, findings have been reviewed and next steps are now being planned.
Completed	5	0	All outstanding milestones completed.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Status	Commentary
M-1	Develop strategy and delivery plan for Early Activation projects within Old Oak West area	Delivery	2	Q4 24-25	Q1 25-26	A	G	Meanwhile Space has been appointed to develop the Early Activation Delivery Strategy. The main work and site visits have now been completed and the final document is now being drafted.
M-2	Develop Economic Vision and narrative for OPDC	Delivery	2	Q4 24-25	-	G	Completed	Approval of the Economic Vision by OPDC was given in Q4.
M-3	Undertake strategic review of the Forge	Delivery	3	Q4 24-25	-	G	Completed	The strategic review of The Forge has been completed. Recommendations approved by SMT were also taken to Board in March 2025.
M-4	Heat Network Commercialisation Partner in contract	Delivery	1	Q4 24-25	-	G	Completed	Board approved Hemiko as Development and Funding Partner for the heat network and contracts were signed in March 2025.
M-5	Publish OPDC's Sustainability Charter	Delivery	1	Q4 24-25	-	G	Completed	The OPDC Sustainability Charter has been published and will be launched in Q1 of the next financial year.
M-6	Work with academia and developers of schemes built in the OPDC area to learn lessons from completed development particularly relating to high rise development	Planning	3	Q1 25-26	-	G	Completed	Scope for high density study has been developed in collaboration with academia and developers. Study to be procured during 25-26.

Innovation (cont.)

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Current status	Commentary
PI-1	Public realm/green space improvement projects delivered	Delivery	1	5	3	A	A	New planters and seating delivered in Park Royal. Two public realm improvement projects (Midland Terrace Playground and North Acton Triangle) are due to complete in Q1 25-26.
PI-2	Direct and indirect jobs supported	Delivery	2	85	32	R	R	The review of the Forge is now complete. Performance was one of the key areas being reviewed to improve the support of direct and indirect jobs and the findings are being considered ahead of the new reporting year.
PI-3	Number of businesses supported through training, specialist advice, small grants via the Forge, Delivery (relocation) and CEZ programmes	Delivery	2	100	63	R	R	63 businesses have been supported, a shortfall of 37 against the target of 100. After some delivery challenges in the first two quarters, during the last two quarters the pro rata performance has been on target. Whilst this FY total is measured by total number of businesses, going forwards metrics will include number hours of specialist support to better track depth of support to local SMEs.
PI-4	Funds provided via the Small Business Loan Fund	Delivery	3	300,000	202,739	A	A	All three applicants have now received funding. This amounts to £202,739. We have received confirmation from the GLA that we can roll over the remaining £97,261 into the 25/26 FY. There are currently two applicants at the application stage.
PI-5	Contribute to London's need for industrial space: net industrial floorspace approved	Planning	3	Net gain	Net gain	G	G	Net gain 32,566sqm.

Core Functions

Performance Summary			
Status	Milestones	Performance Indicators	Overview
Green	1	2	Good performance on retention, overall, despite recent dip, as well as on our target for female staff within the workforce. We have also achieved year-end with a balanced position.
Amber	1	3	SME invoice target under-performing as the organisation navigates ongoing system issues, EDI Report delayed until next reporting year.
Red	0	0	Below target on BAME %, interventions in place to address.
Completed	1	0	Improvements made through the Continuous Improvement Programme, which has been refreshed for 2025-26.

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Current status	Commentary
M-1	Publish annual EDI Report	Corp Ops	3	Q1 25/26	Q1 25/26	A	A	We are proposing a refreshed approach that takes into account other areas of reporting. This will go to ARC and Board in Q1 25-26.
M-2	Conduct staff survey	Corp Ops	2	Q1 25-26	Q1 25-26	G	A	GLA Group has appointed a provider. Contract will be signed shortly. Rollout planned for Q1 25-26.
M-3	Conduct organisational Readiness Review to ensure financial, governance, risk and assurance arrangements are robust and efficient	Corp Ops	1	Q4 24-25	-	G	Completed	The readiness review was aligned with Board Effectiveness Review (BER), the implementation plan for which was approved by Board in February 2025. It was shared with the new Governance & Nominations Committee in March who noted the progress made.
M-4	Implement business and process changes through OPDC's Continuous Improvement Programme	Corp Ops	1	Q4 24-25	-	G	Completed	Four successful improvements have been made in Q4, these include: holding successful Lunch and Learn sessions on effective business writing with staff, delivering sessions with staff on Performance Reviews, sessions on Year End training and sessions on OPDC's Wellbeing Charter.
M-5	Review of new L&D Framework	Corp Ops	1	Q4 24-25	Q1 25-26	G	A	There was a delay in the L&D Steering Group meeting in Q4. A meeting has subsequently taken place in Q1 25/26, and the document was shared for review and comments at the next meeting which is scheduled to take place on 14 May 2025

Core Functions (cont.)

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Current status	Commentary
PI-1	% Staff turnover in past 12 months	Corp Ops	2	<15%	16%	G	A	There has been an increase in the staff turnover for Q4. The figure is cumulative so takes into account a 12 month period. During the year, leavers included staff on FTC's. Therefore, the figure is now above the Annual Target.
PI-2	% of female staff within the workforce	Corp Ops	3	50%	58%	G	G	We are still exceeding target. There is a small dip due to leavers.
PI-3	% of Black, Asian and Ethnic Minority staff within the workforce	Corp Ops	3	37%	30%	R	A	Held two MyHR Cloud diversity data sessions with staff, with a total of 32 members of staff attending. There has been a push with Directors and within inductions that has led to a marked improvement on last quarter.
PI-4	% invoices from SMEs paid within 10 working days	Corp Ops	1	90%	70%	A	A	OPDC remains below target, due to ongoing remote access issues. However, we have achieved a degree of stability which shows staff efforts are having an effect and we foresee an eventual return to target throughout 2025-26 as system issues are resolved.
PI-5	Percentage Forecasting against OPDC budget	Corp Ops	1	+/-5%	-3%	G	G	Year-end has come in slightly under budget but well within target.

6. Annex B – Finance

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

Expenditure & Income	YTD Actuals Apr 24-Mar 25 £ 000's	YTD Budget Apr 24-Mar 25 £ 000's	Variance Apr 24-Mar 25 £ 000's
Rental Income	(3,054)	(1,402)	(1,652)
Pre+apps + Application fees	(919)	(591)	(328)
OPEN income	(2,055)	(1,247)	(808)
Other Development Management Income	(447)	(1,411)	964
Total Revenue	(6,475)	(4,651)	(1,824)
Communications, Engagement & Strategy	179	246	(67)
Corporate Operations	2,140	1,892	248
Old Oak West Development	2,489	2,211	278
Land Assembly	1,029	1,133	(104)
Regeneration and Economic Development	714	673	41
Land Assembly	2,055	974	1,081
OPEN	715	1,247	(532)
Asset Management	735	121	614
Planning Policy	295	279	16
Planning Development Management + Enforcement + MCIL	136	206	(70)
Planning legal	28	40	(12)
Establishment	7,403	7,430	(27)
Total Expenditure	17,919	16,452	1,467
Net Revenue	11,444	11,800	(356)

Year-end position

- We have delivered a £0.4m underspend compared with budget for the year end outturn. This is predominantly driven by increased net rental contribution (£1m) from the accelerated property acquisitions and an underspend in Establishment.