

Investment & Performance Board (IPB)

Date of meeting: **20 February 2014**

Title of paper: **Old Oak – Mayoral Development Corporation**

To be presented by: **Stewart Murray, Assistant Director - Planning**

Cleared by: (name Adviser & Director) **Sir Edward Lister, Deputy Mayor for Planning
Jeff Jacobs, Head of Paid Service
and Fiona Fletcher Smith, Executive Director -
Development, Enterprise and Environment**

Classification: **Public (with reserved appendix 2 containing
commercially confidential information)**

1 Executive Summary

- 1.1 This paper proposes; a rationale for putting forward proposals for a Mayoral Development Corporation (MDC) at Old Oak Common; a draft timetable and actions to achieve this; a preferred MDC structure and method of operation; a draft MDC boundary; approval to proceed to public consultation and to begin detailed discussions on the boundary; and endorse the draft set of minimum costs associated with this project.

2 Recommendations

- 2.1 That IPB;
- a) Notes the draft purpose and objectives of a Mayoral Development Corporation (MDC) at Old Oak Common; the draft programme for putting in place an MDC; the draft boundary; and the draft work programme;
 - b) Notes that the MDC will be a separate legal entity operating as a functional body within the GLA family with its own staff, but obtaining supporting functions through shared service arrangement with the GLA and TfL;
 - c) Agrees to the commencement of detailed engagement with key stakeholders on the proposed MDC for the reasons set out in this report
 - d) Endorses the draft minimum costs associated with staffing and operating the MDC structure as set out in part 2 of this report.

3 Introduction and Background

- 3.1 Old Oak is located in West London and is part of the Park Royal Opportunity Area. The Further Alterations to the London Plan identify Old Oak as its own Opportunity Area. Today Old Oak houses a mix of; land for transport functions (rail lines and sidings); two large waste management facilities; a large 22

hectare car sales unit; a number of smaller industrial units; and a small number of residential units around the periphery.

- 3.2 The area sits at the boundary of the three London boroughs of Hammersmith and Fulham, Brent and Ealing. The Grand union canal runs east west through the area. To the north is Willesden Junction station and Harlesden, to the west is St. Mary's Cemetery and Kensal Gasworks, to the south is Wormwood Scrubs and to the east is North Acton and the wider expanse of Park Royal Strategic Industrial Land.
- 3.3 In 2011, the Mayor adopted the Park Royal Opportunity Area Planning Framework (which includes Old Oak) and this was primarily focussed on the retention and protection of Strategic Industrial Land in the area.
- 3.4 Since then, significant new rail infrastructure is being planned for Old Oak including; a new Crossrail station; an interchange with the Great West Mainline; and a new High Speed 2 (HS2) station interchange. These interventions will make Old Oak one of London's best connected places, with direct access to central London, Wales and the West Country, Birmingham and the North of England, and Europe.
- 3.5 In recognition of the areas huge potential, in June 2013 the Mayor of London, in collaboration with the London boroughs of Hammersmith and Fulham, Brent and Ealing and TfL, consulted on 'A Vision Plan for the Future of Old Oak'. This plan paves the way for significant transformation and development that take advantage of the planned transport infrastructure. The plan identifies the areas potential to deliver 24,000 new homes and 55,000 new jobs. An OAPF for Old Oak is planned for adoption in late 2014.
- 3.6 Research undertaken as part of this vision planning, indicates that the Gross Value Added of this project could be between £3.5 billion and £6.2 billion for the London economy, with the potential for Old Oak to supply between 1.25% and 2.5% of the Greater London housing requirement and between 9.5% and 13.8% of Greater London's employment need up to 2031.
- 3.7 Driving forward this scale of development is of strategic London importance and so to ensure delivery an MDC is considered both necessary and appropriate.
- 3.8 Initial discussions have taken place with the three London boroughs in the area. These discussions have been largely positive, subject to agreeing a number of detailed issues, including; determining planning applications and signing section 106 agreements; the boundary; the membership of the board and subsequent committee (i.e. planning); borough involvement in setting the plans; and waste apportionment.
- 3.9 This paper provides further detail on; the draft objectives and outcomes of establishing an MDC at Old Oak; the anticipated work programme; the preferred structure for consultation; the legal and financial implications of this approach; the delivery programme; and key project risks. All of which could be subject to change post public consultation.

4 Objectives and Expected Outcomes

Introduction to Mayoral Development Corporations

- 4.1 Chapter 2 of Part 8 of the Localism Act 2011 (“the Act”) provides the legislative basis for the Mayor of London to designate a Mayoral development area and to take certain decisions in relation to that area, and for the Secretary of State, by statutory instrument, to create a Mayoral development corporation (MDC) for that area and to give effect to certain other decisions when notified by the Mayor. The Act describes the powers that are granted to all MDCs to assist in achieving its purpose, including:
- Infrastructure (section 205 of the Act)
 - Regeneration, development and other land-related activities (section 206)
 - Acquisition of land, including by compulsory purchase (section 207-210)
 - Streets (section 211)
 - Businesses, subsidiaries and other companies (section 212)
 - Financial assistance (section 213)
- 4.2 In addition to these powers, the Act allows that the Mayor may decide to grant an MDC further powers, enabling the MDC to:
- Perform some or all of the functions of the local planning authority for the area within its boundary (sections 202-4); and
 - Grant discretionary relief to non-domestic ratepayers (section 214)
- 4.3 These two powers are conferred on the MDC by an order made by the Secretary of State (either incorporated into the statutory instrument establishing the MDC or conferred at a later point if transitional arrangements in terms of hand over from the boroughs make this necessary).
- 4.4 It is important to note that other key functions and services within an MDC’s boundaries – such as education, social services and environmental services – remain the responsibility of those bodies that provide those services now.
- 4.5 The Mayor has already used these powers to establish one Mayoral development corporation at the Olympic Park following the London 2012 Olympic and Paralympic Games. The London Legacy Development Corporation (LLDC) commenced operations on 1 April 2012, and assumed its planning powers on 1 October 2012.
- ### The case for an MDC at Old Oak Common
- 4.6 As set out in Section 201 of the Act ‘the object of an MDC is to secure the regeneration of its area’ and that an MDC ‘may do anything it considers appropriate for the purposes of its object or for purposes incidental to those’.
- 4.7 An Old Oak MDC would be established with the following purpose:
“To promote and deliver physical, social, economic and environmental regeneration at Old Oak Common, in particular maximising the opportunities associated with the new transport interchange, ensuring the growth and prosperity of the area and the adjacent Park Royal industrial area and securing high-quality sustainable development and investment for the benefit of the area and the communities that surround it.”

4.8 Section 197(3)(a) of the Act states that the Mayor may designate a Mayoral development area (which will lead to the establishment of an MDC) only if he considers that doing so is 'expedient for furthering any one or more of the Greater London Authority's principal purposes'. The principal purposes of the Greater London Authority are:

- Promoting economic development and wealth creation in Greater London;
- Promoting social development in Greater London; and
- Promoting the improvement of the environment in Greater London.

4.9 The draft objectives (set out in paragraph 4.10) for the Old Oak area align with all of these three purposes. In particular, while the powers and functions of an MDC as described in the Act relate predominantly to physical development, the Mayor considers that the MDC's role in promoting social and economic development in its own area and in the neighbouring communities would be just as important. The document to be prepared for the public and stakeholder consultation will demonstrate that this will be the case.

Objectives and expected outcomes

4.10 The following are considered to be the high level objectives for the Old Oak MDC;

- a) Regenerate, develop and transform Old Oak, in a way that is sustainable, meets local needs and supports the strategic long-term priorities in the *Mayor's London Plan* and *Old Oak Vision Plan*;
- b) Safeguard and develop Park Royal as a Strategic Industrial Location and supports a smooth transition for business relocation;
- c) Resolve complex-cross borough issues covering three local authorities to ensure Old Oak Common can have a significant regeneration potential for new housing and jobs, that it can become a major contribution to London's position as a world business centre, as set out in the *Future Alterations to the London Plan 2014*;
- d) Make Old Oak one of the best connected locations in London by supporting and enabling the delivery of; a new Crossrail station; a new overground connection with the Great West mainline; and a new High Speed 2 (HS2) interchange station;
- e) Promote economic development and job creation which benefits local communities and London as a whole and helps to unlock the potential to provide up to 55,000 new jobs;
- f) Exploit opportunities for intensification provided by significant transport improvements to support delivery of 24,000 new homes;
- g) Ensure world class architecture, place making and urban design to deliver a new high quality new part of London;

- h) Exploit the opportunities presented by significant ownership of land and assets by transport authorities and public bodies, by co-ordinating the development and stewardship of those assets;
- i) Promote Old Oak as a significant development location and attract long-term investment to the area, including from overseas;
- j) Develop a clear and integrated approach to planning policy, planning decisions and Community Infrastructure Levy, to attract confidence and commitment from investors and to secure long term delivery;
- k) Work with key stakeholders, service providers and the local community to ensure the regeneration of Old Oak is accountable to Londoners, consistent with the principle of localism; and
- l) Respect the role and importance of the three local authorities whose boundaries overlap at Old Oak, including assisting them in carrying out the duties and functions that remain their responsibility within the area.

Preferred Old Oak MDC powers and structure

- 4.11 The preferred MDC approach to be consulted on is set out below and approval is sought to carry out wider consultation. The final proposed will be subject to the outcome of the public consultation.
- 4.12 When the Mayor designates a Mayoral Development Area (MDA) after consultation, the Secretary of State is obliged to make a statutory order establishing the MDC. The MDC will be a separate legal entity with a Board responsible for its operation. The Old Oak MDC would be a functional body within the GLA family and would have a small number of core staff employed directly by it. Subject to the Mayor's approval and consultation, it is planned for the MDC to come into effect from 1 April 2015.
- 4.13 The MDC will be a separate legal entity (a body corporate established by the Act) able to enter into contracts including to employ staff. Table 1 shows the preferred MDC structure to be consulted on.
- 4.14 As set out in table 1, the MDC would have a board and a planning committee, both of which would require member appointments. These appointments would be carried out in line with the requirements of the Act.
- 4.15 During 2015/16 and 2016/17 staff would be seconded into all posts from the GLA, TfL and the three local boroughs subject to any rights they may have under TUPE. Permanent appointments would then be made towards the end of the second year of operation. Table 1 shows the minimum number of staff required to drive the regeneration of Old Oak for these two years. The structure includes 10 posts; MDC Director, Statutory Finance Officer, Head of Planning, 4 Principal Officers, 2 Senior Officers, and an Administrative Officer. There is no statutory requirement to have a chief executive, although if there is one the Mayor may make the first appointment. Staff terms and conditions, including remuneration, travel and other allowances, and sums paid by way of pensions and gratuities must be approved by the Mayor. The MDC would

make arrangements to with GLA and others to call on the use of non-core services and skills to support delivery as required.

- 4.16 Prior to 1 April 2015 a transitional arrangement will be put in place to allow work to start as soon as possible to put in place the necessary plans and progress work on emerging development proposals and relocations. The transitional arrangement during 2014/15 is likely to require approximately three planning staff. During this period these staff would report to the Old Oak Strategy Board, which includes political representatives from the GLA and the three local authorities. One principal officer is currently in post and is already charged with setting up the MDC. The two additional posts would include a principal officer from TfL and a principal officer from one of the boroughs. These two additional posts for 2014/15 would be resourced by the GLA but with officers remaining in-situ in their current authorities.
- 4.17 The MDC takes on powers and functions, relating to; infrastructure, regeneration, land acquisitions including by CPO, streets, business, financial assistance by virtue of being an MDC.
- 4.18 As part of establishing an MDC the Mayor can also decide if that MDC should perform some, or all, of the functions of a local planning authority; and he can also grant discretionary relief from non-domestic rates. The Secretary of State must make orders conferring powers on the MDC to give effect to the Mayor's decisions on these matters.
- 4.19 The preferred option to be considered as part of the public consultation proposes that the Mayor should grant powers to allow the MDC to perform some or all of the functions of the local planning authority.
- 4.20 However, at this time it is not considered necessary to grant powers to the MDC for discretionary relief from non-domestic rates. In granting these powers there is an expectation that they would be used and this is currently not considered necessary. In the future, if the MDC wants to take on these powers it can do so through a simple consultation process. It is also worth noting that not granting this power to the MDC has no impact on any future desire to set up of an Enterprise Zone for this area.
- 4.21 Once established the MDC would have an income stream, however, at this stage no detail on the extent of income can be provided (other than GLA seed-funding) and further detailed work is required to understand this. The funding sources would include;
- pre-application charging (subject to changes in the regulations);
 - planning performance agreements (PPA);
 - planning application fees;
 - Community Infrastructure Levy;
 - Business Rates; and
 - Potential funding from the three local boroughs.
- 4.22 This proposed structure is considered sufficiently resourced, to;
- Put in place a robust planning framework to support development;
 - Work with key stakeholders and partners to support delivery;

- Ensure direct Mayoral influence over setting the vision and operation;
- Be flexible over time to meet different future requirements; and
- Ensure Old Oak is promoted as a strategic London opportunity.

Consultation on the MDC

4.23 A formal consultation will be carried out. This consultation will demonstrate how an Old Oak Common MDC will; promote economic development, wealth generation, social development and environmental improvement and that the proposed objectives and expected outcomes set out in paragraph 4.10 of this report will deliver these.

Proposed MDC boundary

4.24 The boundary of an MDC, called the “Mayoral Development Area”, defines the area in which a Mayoral development corporation’s main powers – including its planning powers – apply.

4.25 The defined boundary must enable the MDC to meet its proposed objectives. In setting the boundary for the LLDC the following two criteria were considered, and it is appropriate to use these again in this instance;

- Success is directly interdependent with the success of Old Oak; and
- That have significant potential for regeneration and growth

4.26 These criteria ensure development delivery in Old Oak and can also exploit the opportunity presented by that development for the benefit of a wider area. It is essential that Old Oak be integrated into the life of the surrounding area.

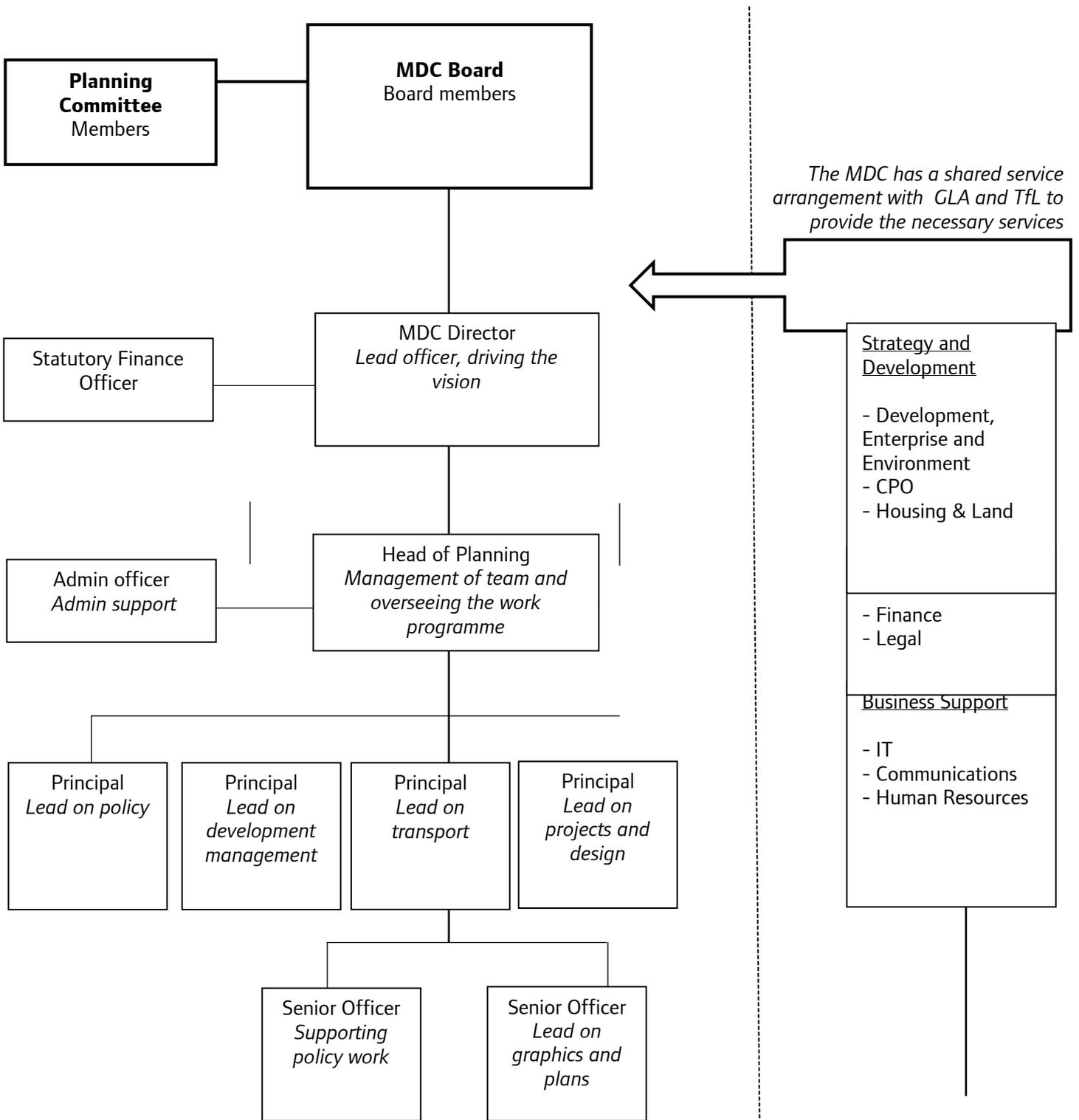
4.27 Appendix 1 shows a draft plan of the proposed boundary. It is important to note that considerable discussion with the three local authorities and key stakeholders is required before a final boundary can be agreed. The proposed boundary will be the subject of statutory consultation with a range of listed persons and bodies. The final boundary does not have to be contiguous and can be formed of separate areas. Once the boundaries of the MDA are formally designated by the Mayor the area cannot subsequently be enlarged or other separate areas added, although the Mayor can remove areas from the designated MDA.

4.28 The draft MDC boundary in appendix 1 includes two areas;

- Area 1 – Primary regeneration area. This area is included as it will undergo significant and transformational change. It will accommodate 24,000 new homes and 50,000 new jobs.
- Area 2 – Improved industrial area. This area is included to; support the relocation of existing industrial uses out of Area 1; to enable the delivery of improved highway access to Old Oak; to promote and enable improved industrial uses in Park Royal.

4.29 In addition, it is also relevant to consider this boundary in relation to a potential future introduction of an Enterprise Zone in this area.

Table 1: Proposed MDC structure – staffing chart (10 posts) for 2015/16 and 2016/17



MDC work programme

4.30 The following table sets out the anticipated work programme for the MDC from April 2014 to April 2017. This work programme will need to be considered in more detail and discussed with key stakeholders over the coming months.

Table 2: Proposed MDC work programme

	Task	Time
1	Local Plan (including detailed evidence base)	24 months
3	Community Infrastructure Levy	24 month
5	Transport study and detailed modelling	24 months
6	Retail study	12 months
7	Old Oak employment plan	10 months
8	Park Royal industrial use plan	10 months
9	Market testing and viability	6 months
10	MDC business plan	6 months
11	Development Infrastructure Fund	10 months
11	SHMAA	8 months
12	SHLAA	2 months
13	Waste apportionment plan	On-going
14	Pre-application advice (QPR, new infrastructure proposals; relocations)	On-going
15	Determine planning applications (i.e. QPR, infrastructure and relocation application)	On-going
16	Enforcement action	On-going
17	Work with Crossrail, High Speed 2, Network Rail and TfL to support the delivery of new rail	On-going
18	Work with key stakeholders to ensure joined up delivery (local boroughs and service providers).	On-going
19	Engage with local groups including; Friends of Wormwood Scrubs; local residents and businesses	On-going
20	Support relocation of businesses, waste facilities and transport functions	On-going
21	Support delivery of new and improved road access	On-going
22	Secure public funding where appropriate	On-going
23	Promote Old Oak	On-going
24	Support set up of an Old Oak MDC website	6 months
25	Secretariat functions for the MDC board and the Planning Committee	On-going

5 Key Risks and Issues

Table 3: The risk register

No	Risk	Likelihood	Impact	Rating	Mitigation	Owner
1	The MDC does not follow the objectives and priorities as set by the Mayor	2	5	10	The Mayor appoints the board members and will determine its remit	Governance, Finance
2	Unable to identify locations and deliver improved road access into Old Oak	2	5	10	Transport planning work is underway. The boundary will be drawn large enough to ensure future access is delivered.	Planning
3	Unable to deliver the long term regeneration plans for Old Oak	2	5	10	MDC will be resourced and structured to ensure a robust vision and plan is delivered	Planning
4	Future budget requirements for the MDC increase dramatically and are not self sufficient	2	5	10	Future expansion will need to be self-sufficient and will need to be agreed by the board.	Planning, Governance, Finance
5	Unable to agree the scope and planning function of the MDC with regards; planning applications to be returned to the boroughs; and waste apportionment requirements	2	4	8	GLA is working with the boroughs to prepare a preferred option that will be widely consulted on. There will be a need for some level of future negotiation	Planning
6	Unable to agree the members of the planning committee	2	4	8	A negotiation on committee members will be required	Planning, Governance
7	Insufficient staff resource allocated to ensure the MDC is fit for purpose	2	4	8	GLA planning, governance and finance considering affordable, fit for purpose options	Planning, Governance, Finance
8	Unable to agree a boundary for the MDC with the three local boroughs	2	4	8	GLA are liaising with the local boroughs on potential boundaries.	Planning
9	Insufficient revenue resource allocated to enable the MDC prepare the necessary plans to support regeneration	2	4	8	GLA planning is identifying the necessary plans and preparing costs for consideration	Planning, Finance
10	There are likely to be employees to whom TUPE applies. Should TUPE regulations be breached inadvertently, it could have significant monetary penalties.	1	5	5	The preferred approach needs to be checked with the Employment Law Team to ensure TUPE Regulations are not breached	Legal, Governance
11	The set-up of the MDC does not accord with legislation and cannot be established or is subject to a Judicial Review	1	5	5	GLA has experience in setting up the LLDC. Legal and QC advice will be sought at appropriate times during the process	Planning, Governance, Legal
12	Unable to ensure the timely establishment of the MDC	1	4	4	Sufficient resource has been allocated and a realistic programme is in place	Planning
13	The London Assembly veto the Mayor's proposals to establish an MDC	1	4	4	Concerns raised by London Assembly at consultation stage will be addressed and there will be detailed engagement with relevant London Assembly members prior to public consultation	Planning

6 Financial comments of the Executive Director Resources

- 6.1 Over the next 6 months further work with key stakeholders is required to identify the most appropriate MDC structure, work programme and if any potential expenditure can be met by the boroughs. This detail is required before a finance plan can be set out. This work will be finalised during the public consultation.
- 6.2 During operation of the MDC robust monitoring of MDC costs, function and resources will be carried out on a regular basis.

7 Legal Comments

- 7.1 This section contains legal comments not covered elsewhere in this report. The Act sets out a procedure for the establishment of a MDC:
- It requires the Mayor to consult with the following on his proposals to establish a MDC: the Assembly as a whole, each constituency AM and MP within whose constituency the MDA falls, each London Borough (including the City) within whose area it falls, and any other person whom the Mayor considers it appropriate to consult.
 - Normal consultation practice requires 2 to 3 months. The consultation document must describe the proposals for establishing the MDC including the rationale in terms of furthering the mayor's s 30 purposes and its proposed structure, and whether it is proposed that the body is to have planning powers as local planning authority for the area and powers to give non-domestic rate relief. The consultation document should also indicate the MDC's proposed name and will be approved by a MD.
 - The Mayor must then consider representations received and publish a statement of giving reasons why he proposes not to adopt comments made by statutory consultees. The statement should be approved by a MD.
 - The Mayor then formulates his final proposals for the MDC, approved by a MD, and lays a document setting them out before the Assembly. The Assembly then has 21 days within which it can reject the proposal by a two-thirds majority of votes cast (abstentions and absentees not counted). If the Assembly holds no meeting within this period or holds one but rejects the proposals only by a simple majority, the mayor may nonetheless proceed.
 - The Mayor formally designates the MDA by a MD and notifies the Secretary of State and publicises the designation.
 - The Secretary of State is then obliged to make and lay an order before Parliament under the negative resolution procedure which normally takes 21 days. This order legally creates the Mayoral Development Corporation from the point it takes effect. It can be drafted to come into effect at a date later than it was made e.g. on 1 April 2015. This order might include provisions authorising the MDC to exercise planning powers, or this might be the subject of a later order depending on the handover arrangements for these functions from the affected boroughs.
 - The Secretary of State can make statutory transfer schemes to transfer property rights and liabilities and staff, to the MDC from affected boroughs and a range of other public bodies. The Mayor can make statutory transfer

schemes to transfer property rights and liabilities to the MDC from the GLA, other functional bodies and any company that is a subsidiary of the GLA.

- A MDC exists until such time as the Mayor consults on proposals to dissolve it, and the Secretary of State makes an order bringing the MDC to an end.

- 7.2 If staff at the boroughs in the proposed area of the MDC or in other organisations currently undertake work that will transfer to the MDC there may be implication under TUPE that should be identified and resolved before staffing arrangements are finalised; this is notwithstanding the proposal to second staff for the first couple of years.
- 7.3 The MDC's Board must be appointed by the Mayor and he must have regard to the desirability of appointing people who have experience relevant to the MDC's functions, and be satisfied that they will have no financial or other interests likely to prejudicially affect their roles as Board members. The appointment of the Chair is subject to the Assembly confirmation procedures unless it is to be the Mayor himself. The MDC does not have to have a chief executive but if it does then the Mayor can make the first appointment. It must have a statutory chief finance officer to comply with s 127 of the GLA Act 1999. It is not required to have a statutory monitoring officer.
- 7.4 The MDC will be a functional body within the GLA Group. As such it will be able to enter into shared service arrangements with the GLA and other functional bodies professional technical and administrative services and can delegate to them functions of that nature. In addition the MDC can enter into arrangements with the boroughs in its area for them to perform certain planning functions on the MDC's behalf. Its budget and council tax requirement (if any) will be set by the Mayor and subject to the normal GLA Group statutory budget setting procedures under the GLA Act 1990 alongside the GLA and other functional bodies.
- 7.5 If granted the powers of a local planning authority the MDC becomes the plan making body for its area, as well as being able to set its own CIL and determine applications for planning permission in the normal way. It will have a planning committee which must normally include representatives from each of the boroughs in the MDA, drawn from the MDC's Board as well as (with the Mayor's consent) others the MDC wishes to appoint.

8 Next steps / programme

Table 5: MDC delivery programme and next steps

Task	Timing	
1	Establish MDC working group and informally consult the boroughs	Late 2013
2	Alert DCLG to Mayor's intention to create new MDC	Dec 2013
3	Prepare preferred MDC option	3 Feb 14 to 13 Feb 14
4	Present preferred option to IPB	20 Feb 14
5	Informally consult core stakeholders	24 Feb 14 to 14 Mar 14
6	Present preferred approach to Old Oak Strategy Board	27 March 14
7	Consider informal consultation responses	17 March to 7 April 14
8	Seek legal advice on preferred approach	7 April 14 to 18 April 14
9	Finalise formal consultation pack	21 April to 25 April 14
10	MD approval to start formal consultation as set out in the Act	21 April to 19 May 14
11	Present consultation pack and preferred approach to the Mayor	May 14 (<i>date tbc</i>)
12	Formal consultation (including consultation with the three local councils, key stakeholders, landowners, and the London Enterprise Panel)	26 May to 11 Aug 14
13	Consider consultation responses and prepare statement	11 Aug to 8 Sept 14
14	MD to approve and publish statement responding to consultation	1 Sept to 26 Sept 14
15	Transitional MDC arrangements in place	1 Sept 14
16	Proposal laid in front of London Assembly for 21 days	29 Sept to 20 Oct 14
17	Mayor to designate MDC (subject to non-veto from Assembly)	22 Oct 14
18	Mayor to publish his MDC designation notice and notify SoS	22 Oct 14
19	'Establishment Order' and 'Planning Functions Order' laid before parliament	29 Oct 14
20	'Establishment Order' & 'Planning Functions Order' come into force	1 Dec 14
21	Mayor notifies Assembly of Chair-designate	1 Dec 14
22	Assembly confirmation hearing for Chair-designate	1 Dec 14 to 19 Dec 14
23	Appointment of board members	22 Oct 14 to 1 April 15
24	Staff recruitment	22 Oct 14 to 1 April 15
25	Organisational set-up (<i>office, IT, accounts</i>)	22 Oct 14 to 1 April 15
26	SI comes into force; MDC comes into existence	1 April 15
27	First MDC Board meeting	7 April 15

Appendices:

Appendix 1 - Proposed Old Oak Common MDC boundary map

Appendix 2 - Financial Information

Background documents (available on request)

- Old Oak 'A Vision for the Future' June 2013