OPDC
OLD OAK AND PARK ROYAL DEVELOPMENT CORPORATION

Q1 2026-27

FINANCE AND PERFORMANCE REPORT

MAYOR OF LONDON

Contents

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.

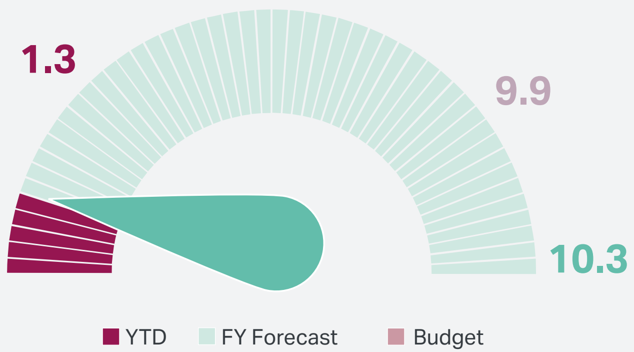
This is the Corporation's quarterly report, which provides an update on our financial position, our strategic risks, and our organisational performance against our thematic pillars, **Delivery, Community,** and **Innovation**, as set out in our Corporate Strategy, underpinned by the deliverables established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

The report also tracks OPDC's progress against the GLA Group Climate Budget, the Mayor's continued initiative to report activity which works towards net zero carbon emission by 2030. We measure our progress against both funded and unfunded climate measures, incorporated within OPDC's Innovation pillar which records the organisation's wider approach to sustainability and net zero.

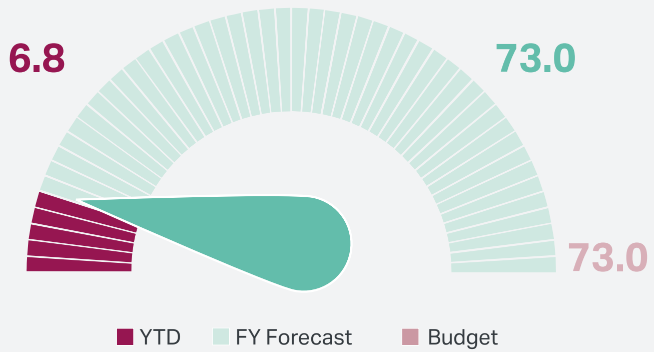
1. Key highlights

1 April - 30 June

Revenue expenditure (£m) - in-year (Q1)



Capital expenditure (£m) - in-year (Q1)



This section sets out key performance highlights for the Corporation, covering: revenue and capital expenditure and forecast; progress against our annual Management Plan; and key achievements for the quarter, framed by our thematic pillars, **Delivery**, **Community**, and **Innovation**, all supported by our **Core Functions**.

Performance against Management Plan

68%
Milestones on target*

71%
Performance Indicators on target*

* Includes metrics marked Green or Completed, performance against metrics as a whole is approx. 70%

Achievements

Launched procurement for private sector partner to deliver Old Oak

Start on site at Wesley Playing Fields to deliver improvements

Entered into new strategic partnership with Imperial College London

Board approval of OPDC's Risk Appetite Statement

2. Executive Summary

Achievements

OPDC's key achievements for Q1 have been:

- Launched procurement for private sector partner to deliver the Old Oak development scheme.
- Start on site at Wesley Playing Fields to deliver public realm improvement programme.
- Circular Economy School pilot provided young people aged 17–21 with opportunity to explore sustainable design and hands-on making at our Circular Economy Hub.
- Entered into a new strategic partnership with Imperial College London.
- Project onboarding for Small Grant recipients to support grassroots action across our opportunity area.
- Board approved the next stage of the West London Waste Plan, allowing it to move forward to public consultation.
- Planning permission issued for the Holiday Inn Express and Woodward Block A development sites.
- Work continued on key studies to support the OPDC Local Plan Review.
- Board approval of OPDC's Risk Appetite Statement which will underpin the organisation's strengthened approach to risk management.
- Publication of the 2026-27 Management Plan, setting our our work programme for the year ahead.
- Continued delivery of the Audit Recovery Plan and publication of the 2025-26 Draft Unaudited Annual Report and Accounts on 30 June 2026.

Forward Look

For Q2, we will prioritise the below workstreams:

- Commence Stage 2 of the private sector partner procurement, which will cover dialogue and final tenders, including evaluation and moderation.
- Progress the Old Oak Compulsory Purchase Order.
- Undertake public consultation on the West London Waste Plan and continue engagement with local authorities, stakeholders and GLA ahead of submission to the Secretary of State.
- Continue development of the Local Plan evidence base and review publication of London Plan and National Planning Policy Framework.
- Progress major planning applications currently under consideration.
- Support the ongoing delivery of the 2026-27 Small Grants Programme, continuing our engagement with this year's projects and host the Small Grants Launch event in July 2026.
- Strengthen OPDC's online presence and visibility to our relevant audiences.
- Embed the approved Risk Appetite Statement across directorates through training and guidance.
- Finalise and implement the updated Health and Safety Policy.
- Begin developing the 2027-28 budget submission.
- Implement the approved programme of SPV simplification to present to the Audit and Risk Committee in September.

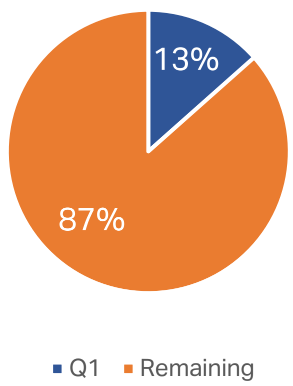
3. Financial Position

This section provides an overview of OPDC's financial position for this quarter, setting out our revenue and capital positions as well as the status of funding sources at the Corporation's disposal. They provide breakdowns on income and expenditure, forecast, and explanatory commentary on variances. Further detail is set out in Annex B.

Revenue Expenditure - Highlights

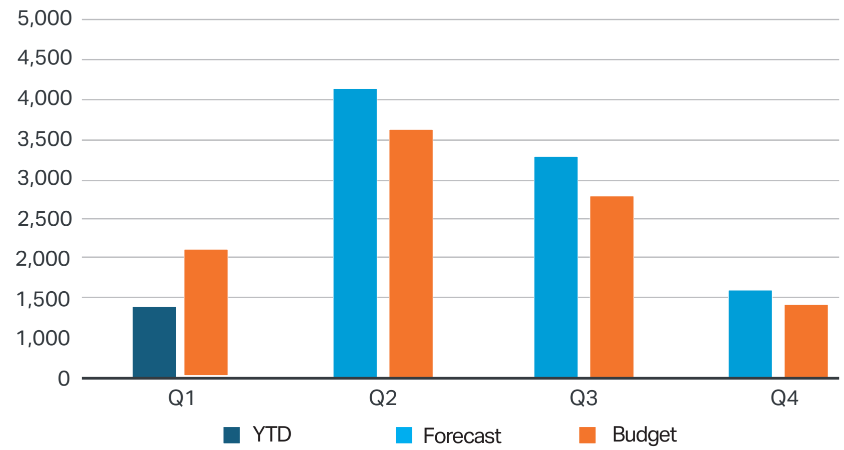
Revenue Expenditure 2026-27

At Q1, we have spent £1.3m of our FY revenue expenditure budget of £9.9m.



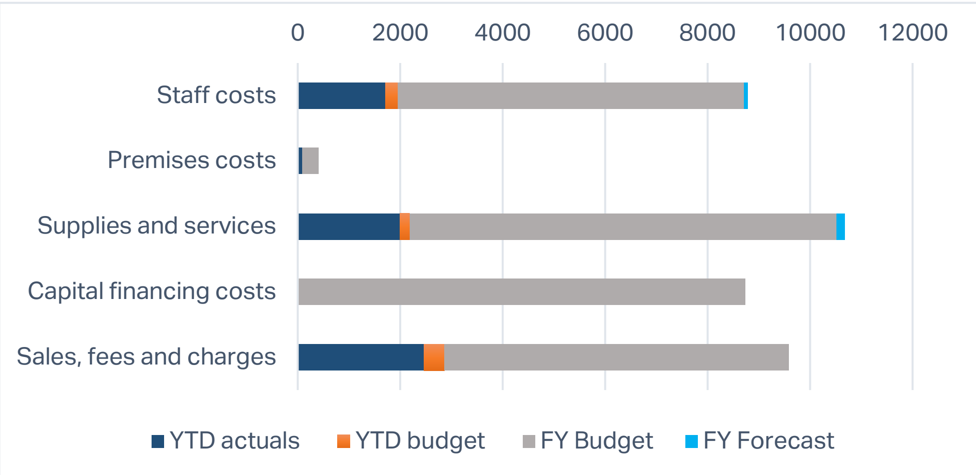
Budget vs Actuals/Forecast by Quarter £ 000's

Expenditure currently forecast to peak across Q2 and Q3.



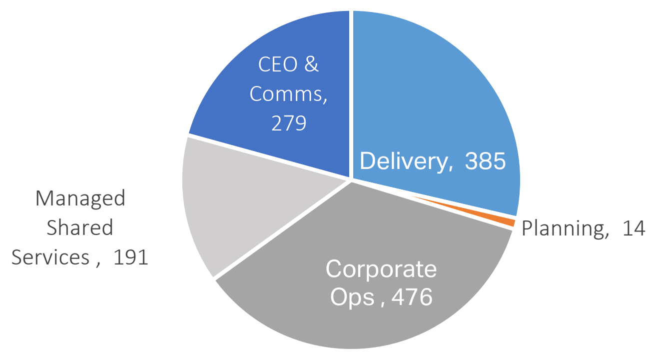
Budget vs Actuals/Forecast £ 000's

YTD underspend is £826k, we are forecasting to be in slightly over budget.



Revenue Expenditure YTD by Directorate £ 000's

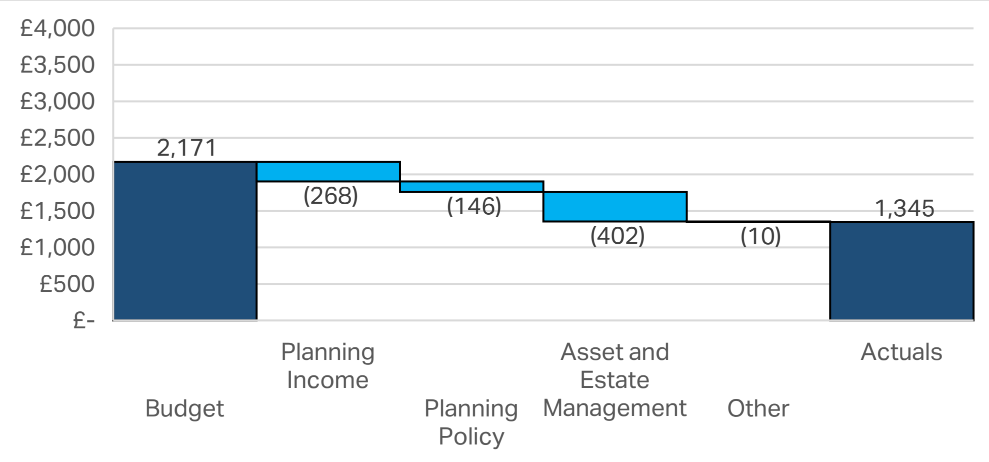
At Q1, there is underspend in our Delivery directorate due to higher income from our estate.



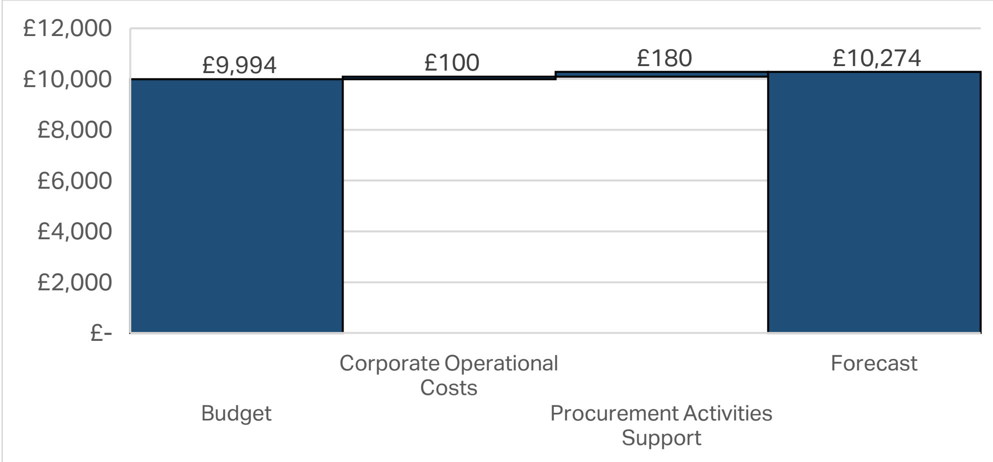
Revenue Expenditure - Highlights (cont.)

The below tracks YTD expenditure and FY forecast of our revenue budget, highlighting key drivers across the organisation to explain the variance.

2026-27 YTD Budget vs Actuals £ 000's



2026-27 FY Budget vs Forecast £ 000's



YTD Q1

At the end of Q1, we have an underspend of £(826)k.This is driven by:

- **Planning Income £(268)k:** Income received in Q1 exceeded budget, primarily due to fees from a large planning application and MCIL administration fees being received earlier than anticipated.
- **Planning Policy £(146)k:** The variance reflects delays to the West London Waste Plan, as agreement is still being progressed across the six West London boroughs. In addition, OPDC's West London Orbital contribution funding (via TfL) has been delayed as a result of the local election.
- **Asset and Estate Management £(402)k:** Occupancy at one of the large sites has been higher than assumed in the budget, generating both additional income and lower costs, and resulting in a favourable variance year to date.
- **Other £(10)k:** Various miscellaneous variances across the organisation.

Full Year

At the full year, we are forecasting £280K over budget, with the following variances:

- **Corporate Operational Costs £100k:** Higher expenditure reflects the engagement of a Health & Safety Consultant to satisfy new legal requirements, increased insurance premiums, and additional expenses related to group accounting.
- **Procurement Activities Support £180k:** Additional staffing and professional services fees required to support with delivery partner procurement activities.

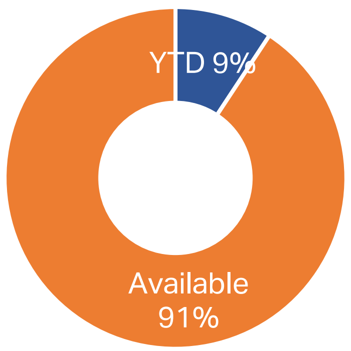
We continue to monitor the full year forecast position as we progress towards the year end and will bridge the gap to bring costs in line with budget.

Capital Expenditure - Highlights

The below provides a breakdown of OPDC's capital expenditure, both in-year and lifetime, as well as identifying each funding source which makes up the overall envelope.

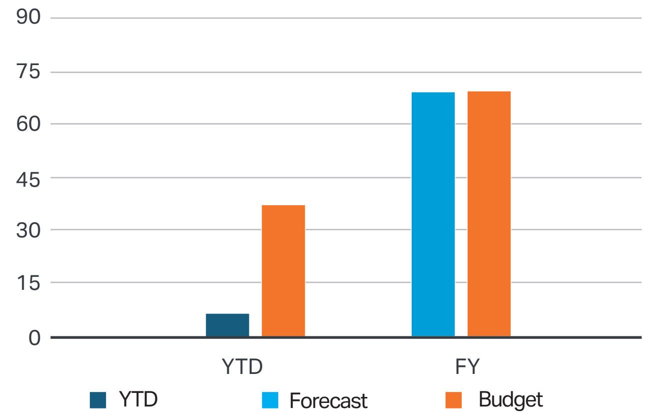
Q1 2026-27 Capital Expenditure

Capital expenditure to date is £6.8m of the annual budget of £73.0m.



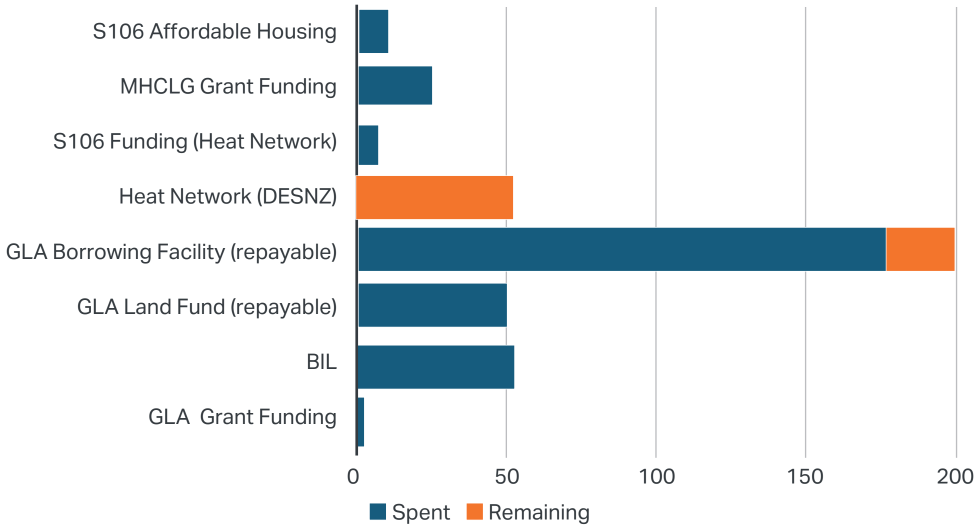
Budget vs Actuals/Forecast £ m

Full year forecast is currently in line with budget of £73.0m.



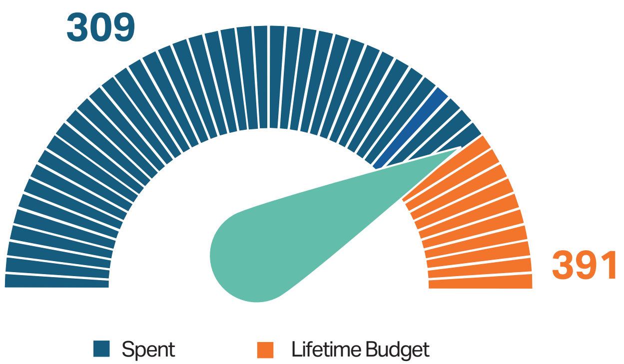
Capital funding - lifetime expenditure by funding source £ m

We have fully utilised six out of eight funding sources.



Capital funding - lifetime expenditure (consolidated) £ m

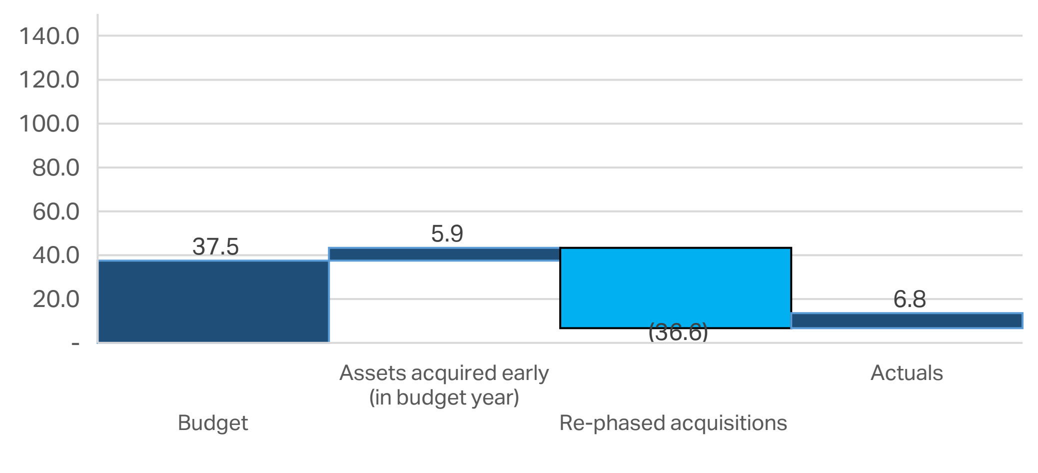
Out of a total lifetime capital budget of £391m, we have spent £309m.



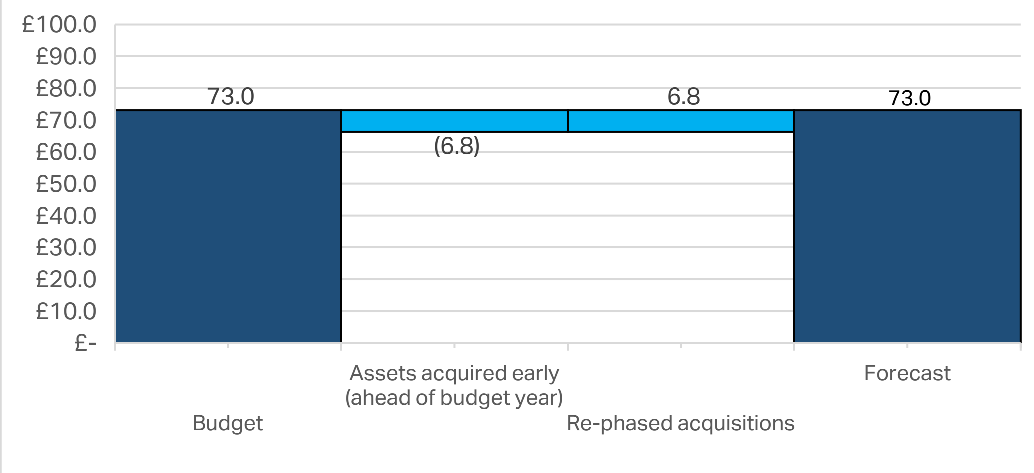
Capital Expenditure - Highlights (cont.)

The below tracks YTD expenditure and FY forecast of our in-year capital budget, highlighting the Corporation's key acquisitions to explain the variance.

2026-27 YTD Budget vs Actuals £ m



2026-27 FY Budget vs Forecast £ m



YTD

The approved Budget included £73.0m of capital expenditure associated with the scheme, of which £37.5m was profiled for delivery in Q1. Variances are:

Assets acquired early £5.9m:

- The Budget assumed that the acquisition of a Freehold site would complete in Q4, however, the transaction was concluded earlier than anticipated in Q1 (£5.3m). In addition, acquisitions on Wells House Road were secured earlier than budget assumed (£0.6m).

Re-phased acquisitions (£36.6m):

- Interim Financial Close for the Heat Network has been postponed to Q2 (£35m). Rephasing of smaller acquisitions, drives a variance against the Q1 budget profile.

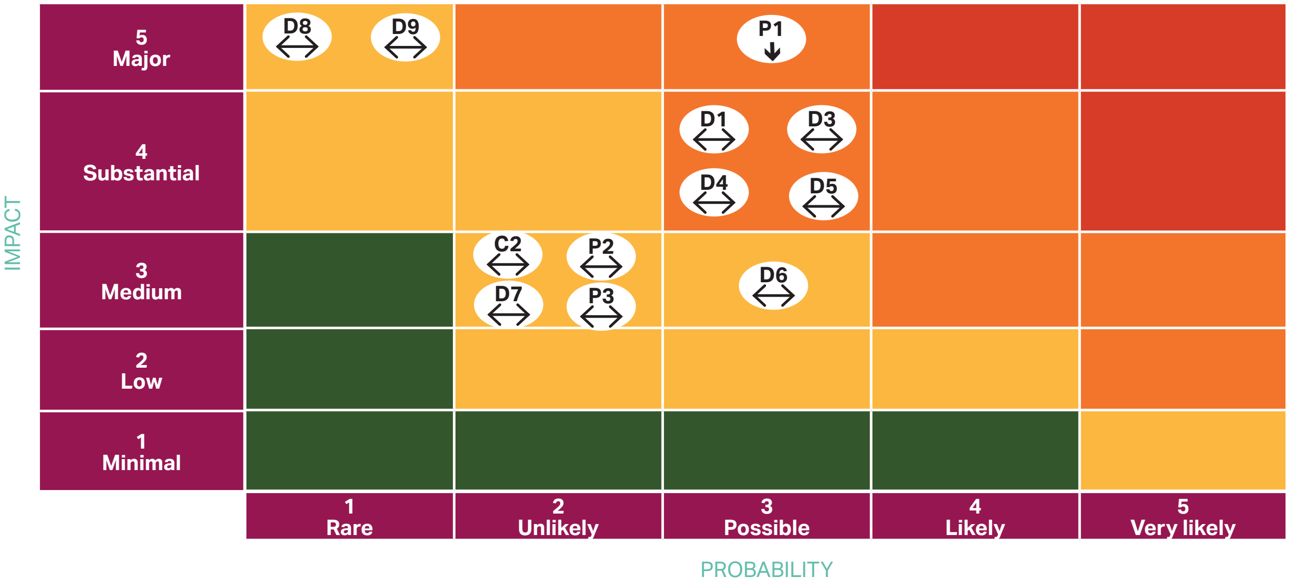
Full Year

The approved budget included £73.0m of capital expenditure associated with the scheme. Variances are:

- **Assets acquired early £(6.8m):** A property (Victoria Road site) was acquired earlier than planned at the end of 2025-26, resulting in a £6.8m favourable variance in year.
- **Re-phased acquisitions £6.8m:** Rephasing of an acquisition from 2025-26 to this year (£4.7m) and revisions to forecasted acquisition costs (£2.1m) drives variance against budget.

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 mitigation commentary on those risks which are 1) severe and major and 2) current trend, where applicable.



Severe and major risks - mitigations

- **D1 - Economic uncertainty/Market shocks -** OPDC's projects are long term allowing it to consider longer term trends.
- **D3 - Old Oak: Ability to deliver policy-compliant housing** - OPDC will use its funding model to scenario test different levels/structures of affordable housing.
- **D4 - HS2 dependencies -** OPDC maintains close liaison through the Collaboration and Assurance Board.
- **D4 - Inability to secure funding -** OPDC continues to work closely with local, regional and central government to secure necessary funding.
- **D5 - Asset management** - OPDC is managing its assets as a responsible landlord, and has engaged professional support to do this along with set up of a Health, Safety and Environment (HSE) Committee which coordinates sites visits.

Risk trends this quarter

- **↓ P1 - Secure approvals -** The HS2 Reset Programme has provided greater certainty regarding programme assumptions and future land release.

Severe (risk score of 20 and above)

ID	Description	Score
NA	Not applicable this quarter	NA

Major (risk score of 10 and above)

ID	Description	Score
P1	Planning - 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.	15
D1	Old Oak - Economic uncertainty/Market shocks: Inflation, values and funding uncertainty will impact Old Oak, but may benefit site acquisitions.	12
D3	Old Oak: Ability to deliver policy compliant affordable housing (could impact viability, benefits, policy compliance).	12
D4	Old Oak: Inability to secure requisite funding and resources to support comprehensive regeneration at Old Oak e.g. due to competing policy priorities/ competing scheme	12
D5	Asset Management: Asset failure from OPDC owned land and buildings	12

Moderate (risk score of 4 and above)

ID	Description	Score
D6	Infrastructure: Failure to plan, fund and deliver the requisite infrastructure needed to support development at Old Oak and surrounding area.	9
D7	Heat Network: Failure to deliver proposed heat network in line with the strategic plan.	6
C2	Political and stakeholder uncertainty	6
P2	Construction: Impacts of supply side challenges and inflation, challenges around Building Safety on the construction industry may adversely affect the viability of schemes and speed of delivery of new homes & jobs.	6
P3	Planning - General Market Sentiment: Fluctuations in the costs of materials, labour availability, interest rates can impact project costs, timelines and supplies	6
D8	Old Oak: Maintaining stakeholder alignment across public and private sector, and certainty around the appetite for OO project funding, support and delivery.	5
D9	The CPO is amended or fails through inquiry and impacts the benefits coming through this scheme.	5

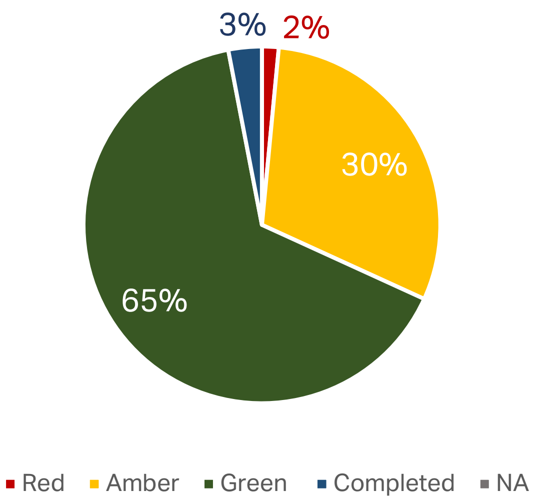
Minor (risk score of 3 or less)

ID	Description	Score
NA	Not applicable this quarter	NA

5. Performance

OPDC measures its performance through its thematic pillars; **Delivery**, **Community**, and **Innovation**, all supported by our **Core Functions**. The below provides a high-level 'health check' of OPDC's key metrics across our pillars and core functions, as set out in our annual Management Plan. It also spotlights those workstreams which are at risk of delay / missing target and what we are doing to mitigate. Full performance against our Management Plan can be found in **Annex A**.

Metrics by RAG Rating



RAG Rating	No. of metrics	%	Trend
Red	1	2%	→←
Amber	19	30%	→←
Green	44	65%	→←
Completed	2	3%	→←

Key highlights

- The year has started with strong performance across key metrics, with two thirds on track.
- A quarter of metrics are currently marked amber but are being closely monitored and leads have provided assurances that these will be delivered in-year.
- One metric is currently at risk and RAG rated red, with detail provided below.

Exception commentary for red RAG metrics

Pillar	ID	Description	Commentary
Delivery	PI-3	Affordable housing by habitable room through OPDC planning permissions.	Given the prevailing economic conditions, as highlighted by the Government's emergency measures and the Mayor of London's Support for Housebuilding LPG, it is unlikely that the affordable housing thresholds will be met this year.

The following sections provide narrative overview against each of the pledges in our Corporate Strategy, framed by our thematic pillars, enabled by our Core Functions.

Delivery

Realising ambition through action

Summary

Establish our role as landowner and steward
Following the making of the Old Oak Compulsory Purchase Order in September 2025, the OPDC Delivery Team continues to prepare the information required and to progress wider negotiations prior to submitting the CPO to the Secretary of State for Housing, Communities and Local Government.

OPDC continues to manage its estate efficiently and responsibly ahead of redevelopment.

Secure the right investment and partnership
OPDC has launched procurement for a private sector partner to deliver the Old Oak scheme. The search went live in May 2026 and will run in two stages with a preferred partner due to be selected by spring 2027. The organisation will seek a partner with the experience, capabilities and financial standing required to deliver complex, large scale urban regeneration. They will need to demonstrate a clear commitment to long-term, collaborative working, underpinned by sustainability, innovation, social impact and value creation.

Deliver positive changes and local enhancements now
Local improvements continue across our opportunity area, including planting at North Acton Square and supporting an activation and stewardship programme at Grand Union Canal, covering activities from monthly litter picks and towpath maintenance to local outreach and a canal business engagement network, resulting in demonstrable improvement in the extent and condition of canal-side habitats within Old Oak and Park Royal.

Early activation is also a priority with work progressing to deliver creative wayfinding across OPDC area including the Park Royal subway artwork project.

Maximise affordable homes, jobs and funding contributions for new and improved infrastructure
Planning permissions were issued for the redevelopment of the Holiday Inn Express site and Woodward Block A, following completion of legal agreements. OPDC also received major planning applications for the redevelopment of the Asda site in Park Royal, including around 1,500 new homes and a replacement supermarket, and changes to the approved 1 Portal Way development.

Work also continued on studies that will help shape OPDC's Local Plan Review, including evidence on housing needs, transport, jobs and economic growth.

Wider economic uncertainty, rising construction costs and changes to national and London planning policy continue to affect the viability and timing of development proposals across the area.

A strategic approach to comprehensive development
OPDC has agreed heads of terms for the Public Land Agreement with government, the Department for Transport and Network Rail, unifying 70 acres at Old Oak into a single site, which will pave the way for comprehensive development.

Community

A place for everyone, reflecting local needs and aspirations

Summary

Empower everyone to have a say in the future
This quarter, OPDC held an event to allow the local community to understand our procurement process for Old Oak. Over 40 community members attended and we received positive feedback from the community.

The Community Engagement team also attended the Mama Haven (charity combating in-work poverty) Women into Work conference and the TITRA (residents' association) community party to raise awareness of OPDC's work and opportunities to engage.

Celebrate and champion diversity, heritage and local identity
The organisation worked with the design team on two art projects - the Park Royal subway and HS2 building art. The commissioned artists have undertaken early engagement and ideas/art work will be shared with the community through our communications channels.

Build capacity for the future
Through our volunteering programme, we worked with a local charity Mama Haven to deliver an Excel workshop for a group of women looking to start their own business as part of a wider training initiative that has included sessions on social media and use of design tools like Canva.

We onboarded our successful Small Grant projects which back a wide mix of community action, from outdoor art and nature programmes for young people to digital heritage work documenting Old Oak's long-standing traders. Funding will support home makeovers for families in unsafe housing, intergenerational health and dance sessions for older adults, new youth and creative media opportunities, expanded access to nature at Wormwood Scrubs, and evening meal provision for residents facing homelessness.

Demand for community funding continues to exceed available resources, requiring careful prioritisation to maximise local benefit.

Care and protect for the local area
Construction of Phase One of the Wesley Playing Fields park improvements began in May 2026, with work expected to take up to 16 weeks to complete. The project will include new playground and outdoor gym equipment as well as a new socal space with seating. The park entrance and paths will also be improved and there will be new solar lighting. Improved drainage and planted swales will help prevent the ground getting water-logged.

As the Local Planning Authority, OPDC registered one new enforcement case and closed three. Enforcement action resulted in the closure of unauthorised shisha lounges that had been operating without the required planning permissions. Including sites with longstanding compliance, licensing and fire safety concerns.

Innovation

A vision of industrial innovation

Summary

Net zero and nature positive regeneration
Positive progress was made across several OPDC Climate Budget actions during Q1. The Circular Economy School attracted 120 applications and supported ten young people aged 17 to 21 through paid practical training in circular economy skills. Participants developed three circular products and an upcycled market stall, while the public showcase attracted around 100 attendees and generated approximately £700 in sales.

Climate and Sustainability Literacy training continued to strengthen organisational capability, with participation exceeding the internal target and reaching 77 per cent of staff. The Smart Energy programme also advanced, with the first two work packages completed and a preferred solar microgrid opportunity identified for further technical and commercial development. The Old Oak Emerging Sustainability Strategy also moved closer to completion, supporting stronger net zero and sustainability outcomes across future delivery.

Jobs for the future and local prosperity
OPDC has entered into a new strategic partnership with Imperial College London. Under the agreement, OPDC and Imperial will collaborate to grow an innovation-led, knowledge-economy cluster at Old Oak and the OPDC Opportunity Area which will deliver inclusive growth.

We continue to collaborate with local partners to create accessible pathways through training and into work in growth sectors in the West London economy. Priorities are informed by local needs such as those identified in the local skills improvement plan.

Aligned to this, OPDC has provided support to West London Institute of Technology to pilot a vocational ESOL course, aimed at workers in Food and Drink Manufacturing businesses, in response to feedback from local businesses in the area. By supporting local workers to develop their proficency in reading and writing, the project has improved local lives by boosting the future employment and earning potential of workers and helping them to overcome everyday barriers.

Additionally, OPDC promoted a Supply Chain Mentoring programme, run by the London Anchor Institutions' Network (LAIN), to local SMEs to support them with effective bid writing and accessing public sector contract opportunities.

Core Functions

An efficient and equitable team, fit for the future

Summary

The right capacity and capability to deliver
Finance continued to deliver the Audit Recovery Plan and preparation of the 2025-26 Annual Report and Accounts, which were published in line with the statutory deadline of 30 June 2026. The Board approved the Treasury Management Strategy Statement for 2026-27.

Expenditure of the 2026-27 budget has been delegated to the Executive Team, supported by ongoing monitoring and business partnering arrangements. The Board approved OPDC's Risk Appetite Statement, providing greater clarity on how risks should be managed and supporting the implementation of the new Risk Management Framework. The 2026-27 Management Plan was agreed and published.

The Audit & Risk Committee (ARC) received a number of assurance reviews during the quarter across a range of OPDC business. This included a deep dive into Health, Safety and Environment provision across the organisation and, following an independent review of provision, ODPC has strengthened its governance around health and safety, including updating corporate policies and implementing enhanced reporting through a bespoke dashboard to ensure effective oversight.

The ARC also considered a proposal to simplify OPDC's Special Purpose Vehicle (SPV) structure. The would reduce administrative complexity, lower ongoing management and audit costs and strengthen oversight.

Foster a people centred approach
Work progressed on the People Strategy and workforce reporting during Q1. Mandatory training compliance continued to be monitored across the organisation to ensure employees remained up to date with key learning requirements. Work on the annual Pay Gap report commenced, as well as the delivery of the Lunch and Learn: Beyond the Building session.

A HR Deep Dive paper was presented to the Audit and Risk Committee, covering Human Resource Policies, Employment Rights and the implications of the new Employment Rights Bill. Work was undertaken to review the Health and Safety Training e-learning. Progress also continued on the introduction of the Beneden Healthcare employee benefit.

The HR team held a Performance Management briefing session, which supports staff with completing the annual performance review process and objective setting for the new peformamce year.

Embed equity, diversity and inclusion in everything we do
OPDC continued to embed EDI across organisational activity through governance, communications, employee engagement and people processes. Key activities included the Inclusive Insight Annual Report shared with the Board, holding an all staff session with the Business Disability Forum team to explore our membership benefits and delivery of an internal campaign including an Art for Wellbeing session and communications to celebrate Pride month.

6. Annex A – Management Plan

This annex sets out in further detail OPDC's corporate performance, measuring our progress against the metrics detailed in our Management Plan for 2026-27 reporting year, aligned to our overarching Corporate Strategy.

Delivery

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Current status	Commentary
M-1	Launch first stage of private sector partner procurement	Delivery	2	Q1 26/27	Q1 26/27	NA	Completed	The private sector partner procurement was launched on 27th May
M-2	Complete initial shortlisting for private sector partner	Delivery	2	Q2 26/27	Q2 26/27	NA	G	Procurement programme anticipates shortlisting to be completed by Autumn 26.
M-3	Finalise Public Land Agreements with public sector landowners	Delivery	1	Q2 26/27	Q2 26/27	NA	A	OPDC continues to work closely with Department for Transport and Network Rail on finalising the Public Land Agreements
M-4	Submit Old Oak Compulsory Purchase Order	Delivery	1	Q1 26/27	Q2 26/27	NA	A	Work progresses on preparing the Compulsory Purchase Order for submission
M-5	Finalise interim Planning Strategy for Old Oak	Delivery	5	Q3 26/27	Q3 26/27	NA	A	Work is progressing on the preparation of an interim planning strategy to support a site-wide appaorach to delivery of Old Oak.
M-6	Maintain the profile of Old Oak, building community, stakeholder and industry understanding of the current phase of the project through engagement and communications	Comms & Engagement	2	Q4 26/27	Q4 26/27	NA	G	OPDC held a very successful event to launch the search for our Private Sector Parter on the 27th May. The event was attended by over 130 industry professionals - who gave overwhelming positive feedback on the launch event and the Old Oak scheme. We secured 32 pieces of media coverage about the launch and Old Oak, increasing OPDC's media reach and position as a leading London developer.
M-7	Refresh OPDC's brand and communication materials, including refreshing our new digital platform. We will develop a new refreshed brand and branded materials that will support OPDC as we move into the next stage of delivery	Comms & Engagement	2	Q3 26/27	Q4 26/27	NA	G	We have allocated budget this year to start work on a refreshed brand for OPDC, this work will commence in the coming months - with a view to completing by the of Q4.
M-8	Take to Planning Committee at least 1,367 homes	Planning	4	Q4 26/27	Q4 26/27	NA	G	Asda planning application (c.1,500 homes) expected to go to Planning Committee in Q3.

Delivery (cont.)

M-9	Take to Planning Committee 10,000 sqm of industrial/employment space	Planning	4	Q4 26/27	Q4 26/27	**NA**	**G**	Frogmore data centre (25,000sqm) expected to go to Planning Committee in Q4.
M-10	Consult on and adopt the Revised Validation Checklist	Planning	4	Q2 26/27	Q2 26/27	**NA**	**G**	Consultation closed in Q1; on track to be adopted in Q2.
M-11	Publish a study to further develop the two preferred options for improving the North Acton Public gyratory for pedestrians and cyclists	Planning	4	Q2 26/27	Q4 26/27	**NA**	**A**	Programme delayed due to bi-election in North Acton delaying engagement and transport modelling requirements also resulting in delays.
M-12	Publish OPDC's Strategic Transport Modelling Study, which includes updated transport modelling for the OPDC area and will be used to inform policy formulation for OPDC's Local Plan review D37	Planning	4	Q1 26/27	Q2 26/27	**NA**	**A**	The client team (OPDC and TfL) have provided comments to the consultants on the draft report which are currently being actioned. This is taking longer than anticipated and officers are now anticipating that the report will be ready for publication in Q2 26-27.
M-13	Produce and publish a Good High Density Study which will provide guidance for delivering high quality living at high densities, which will be used to inform policy formulation for OPDC's Local Plan review	Planning	4	Q3 26/27	Q3 26/27	**NA**	**G**	1st draft reported expected in July 2026.
M-14	Produce and publish an Economic and Town Centre Uses Study which will inform land use policy for OPDC's Local Plan Review	Planning	4	Q3 26/27	Q3 26/27	**NA**	**A**	1st draft report expected late summer. There is a risk if significant edits are required that publication may be delayed until Q4 26-27.
M-15	Publish Notice of Intent to commence Local Plan review and commence Scoping Consultation	Planning	4	Q4 26/27	Q4 26/27	**NA**	**G**	Preparations are ongoing to ensure the Notice of Intent can be taken to OPDC's Board in January 2027.

Delivery (cont.)

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Current status	Commentary
PI-1	Number of land and property interest deals agreed	Delivery	1	4	4	NA	G	Four acquisitions completed at Q1.
PI-2	Housing approvals	Planning	4	1367	0	NA	A	It is expected that the annual target can be achieved. OPDC has received a planning application for Asda Park Royal, which if approved, will provide 1500 homes which is in excess of the annual target.
PI-3	Affordable housing by habitable room through OPDC planning permissions	Planning	4	35% min 50% strategic target	0	NA	R	Given the prevailing economic conditions, as highlighted by the Government's emergency measures and the Mayor of London's Support for Housebuilding LPG, it is unlikely that the affordable housing thresholds will be met this year.
PI-4	Percentage of all major planning applications determined within statutory time period (or agreed extension of time)	Planning	4	100%	NA	NA	G	No majors determined in Q1.
PI-5	Percentage of planning appeals dismissed	Planning	3	75%	75%	NA	A	3 appeal decisions received in Q1 - 2 dismissed, 1 allowed (66% success rate).

Community

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Status	Commentary
M-1	Prepare and planning for the 2027-28 Small Grants Programme	Comms & Engagement	2	Q4 26/27	Q4 26/27	NA	G	Work to prepare for the 27/28 Small Grants Programme will start in Q2 with a view to launch in Q4 26/27.
M-2	Develop OPDC's volunteering programme to increase staff participation in community activities, with a particular focus on opportunities that engage with our diverse communities	Comms & Engagement	3	Q4 26/27	Q4 26/27	NA	G	The team has taken part in some volunteering this quarter including Brent Food bank and running an excel training with Mama Haven on their programme for women looking to start their own business. We have looked at other opportunities for staff to take part in, including some of our Small Grantees work.
M-3	Develop a Youth Engagement charter that details formal mechanisms to capture and share insights from young people within the local community and stakeholder networks, facilitating their engagement with the Board. This will form part of the Community Engagment strategy.	Comms & Engagement	1	Q1 26/27	Q4 26/27	NA	A	Time has been allocated to undertake the work and will be progressed over the coming months.
M-4	Update, implement and monitor the Community Engagement Strategy, ensuring coordinated activity across OPDC to strengthen community and stakeholder engagement	Comms & Engagement	1	Q4 26/27	Q4 26/27	NA	G	Time has been allocated to undertake the work and will be progressed over the coming months. We continue to monitor our engagement based on our 24-26 targets.
M-5	Launch and embed OPDC's new website. Using the website to increase visibility of OPDC and enhance effectiveness of our stakeholder and community engagement	Comms & Engagement	1	Q3 26/27	Q2 26/27	NA	A	The website project is ongoing and we're targeting an August launch. We are currently in a content production and page building stage, and working closely with other directorates to complete this.
M-6	Increase open rates for the Community Newsletter to strengthen engagement with the local residents and stakeholders.	Comms & Engagement	1	Q4 26/27	Q4 26/27	NA	G	In Q1, we sent 1 edition of the community newsletter, which performed well. As the year progresses, we will be taking steps to increase the frequency of our newsletters so that a minimum of 1 a month is issued.
M-7	Deliver the 2026-27 OPDC Small Grants programme, culminating in a spotlight event celebrating funded projects and marking the prgogramme's fifth year.	Comms & Engagement	2	Q1 26/27	Q2 26/27	NA	G	The 26/27 Small Grants projects have now started and there will be updates throughout the year on what each of the projects have achieved. A celebration/launch will take place on the 8th July - this will bring together both new and previous awardees to celebrate the achievements of existing projects, and launch the new projects awarded funding this year.
M-8	Review OPDC's enforcement policy	Planning	4	Q3 26/27	Q3 26/27	NA	A	Target Updated Enforcement Plan to committee to Q3.
M-9	Establish a Code of Construction Practice	Planning	4	Q2 26/27	Q4 26/27	NA	A	Procurement on going. Draft Code nearly complete.

Community (cont.)

PI ID	Performance Indicator Description	Directorate	Pledge	Annual Target	Figure to date	Status at last quarter	Status	Commentary
PI-1	Net follower growth: Engagement through social media channels (followers)	Comms & Engagement	1	1500	731	**NA**	**G**	We continue to see strong follower growth on LinkedIn, with May and June seeing the highest increases since April 2025. Instagram is also on a steady upward trajectory, but Facebook and X have seen little change, reflecting our use and our audience's use of these channels.
PI-2	Number of unique visits and page views to OPDC consultation platform	Comms & Engagement	1	15000	6107	**NA**	**G**	We are on track to meet this year's target, with steady traffic across the quarter and peaks in April and June.
PI-3	% of correspondence replied to within 20 working days *	Comms & Engagement	1	97%	97%	**NA**	**G**	60 enquiries received this quarter - 15 FOI's and 8 complaints. 2 deadlines were missed.
PI-4	% of participants from diverse backgrounds participating in engagement activities	Comms & Engagement	2	35%	40%	**NA**	**G**	Through our small grants programme, we have engaged with a wide demographic of people. The team attended the Mama Haven women into work event and the attendees were from diverse backgrounds.
PI-5	Number of days staff participating in volunteering opportunities	Comms & Engagement	4	80	6	**NA**	**A**	Performance against the target was below expectations during Q1 due to a combination of rescheduled volunteering activities which was due to severe weather disruption, industrial action and competing organisational priorities. Several planned volunteering opportunities were postponed and will be reschedule in Q2. Additional opportunities have also been explored with community partners.
PI-6	Instagram social media engagement rate (increase on last year)	Comms & Engagement	1	2%	3%	**NA**	**G**	Our engagement rate is above our target, posts that are driving this are focused on art (e.g. Park Royal mural), community events/activities (e.g. Park Royal markets) and buildings/businesses in the area.
PI-7	LinkedIn social media engagement rate increase (increase on last year)	Comms & Engagement	1	15%	17%	**N6**	**G**	Posts which have the highest engagement rate include the Park Royal markets, EBRD visit, Park Royal mural and the development procurement launch. This shows us that a variety of content performs well on LinkedIn, not solely the more corporate-style content.
PI-8	Open rate on Community Newsletter (increase on last year)	Comms & Engagement	1	29%	33%	**NA**	**G**	We sent only one community newsletter in this quarter, the open rate was strong, but from this it's hard to confirm a trend or average.
PI-9	Percentage of valid enforcement cases registered within 3 days of receipt	Planning	4	100%	100%	**NA**	**G**	All cases registered to deadline.
PI-10	Percentage of registered enforcement cases actioned within 6 weeks of registration	Planning	4	100%	100%	**NA**	**G**	All cases actioned to deadline.
PI-11	Percentage of enforcement appeals dismissed	Planning	4	80%	0%	**NA**	**G**	No s174 appeals in Q1.

Innovation

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Status	Commentary
M-1	Develop and publish the Old Oak Sustainability Strategy	Delivery	1	Q1 26/27	Q3 26/27	NA	G	Progress was limited during Q1 due to the focus on Stage 1 procurement documentation, which reduced availability to progress the strategy. Work has now picked up pace, with an updated iteration expected in Q2.
M-2	Ensure that OPDC's vacant sites are utilised in a way in which supports Old Oak Regeneration in line with its early activation strategy	Delivery	2	Q4 25/26	Q4 26/27	NA	G	Work is progressing to deliver creative wayfinding across OPDC area including the Park Royal subway artwork project. The team are scoping out further opportunities in line with the creative wayfinding strategy. Work is progressing to support the delivery of the GLA summer streets programme, which will include activation projects in North Acton square and Park Royal.
M-3	OPDC's Heat Network Development and Funding partner achieves interim financial close	Delivery	1	Q4 26/27	Q2 26/27	NA	A	Good progress has been made against this milestone and it is intended to be complete in the next quarter.
M-4	Completion of a delivery model for the Park Royal Smart Energy Transformation Programme	Delivery	1	Q4 26/27	Q4 26/27	NA	G	Work is progressing. Previous technical studies have been reviewed, key stakeholders have been mapped, and initial delivery and commercial options have been identified. This provides the basis for further technical work, stakeholder engagement and testing of the preferred delivery model in the next quarter.
M-5	Launch the Life Science and Innovation Skills Hub @ One Portal Way	Delivery	2	Q2 26/27	Q2 26/27	NA	G	Sciopolis has launched and proposed training space has been fitted out. OPDC working with Imperial and Ealing to finalise the collaboration agreement that will underpin the hub's delivery programme. Work is ongoing related to the specific elements of the programme delivery.
M-6	Launch North Acton Business Improvement District	Delivery	2	Q1 26/27	Q1 26/27	NA	Completed	BID successfully set up. OPDC is an observer on the Board. Early BID funded activities include the Summer Streets initiative and the big screen in North Acton Square. Initial levy payment notices have been sent to local businesses.
M-7	Continue to build awareness around early activation and meanwhile use projects in the OPDC area, supporting and promoting key projects via OPDC's communiciations channels, building a successful narrative.	Comms & Engagement	2	Q4 26/27	Q4 26/27	NA	G	We have been working closely with our design team on a number of early activation schemes across the OPDC area. This includes the Park Royal Subway public artwork project, artwork on the newHS2 head house and continued work on Wesley playing fields.
M-8	Publish the Draft (Regulation 19) West London Waste Plan following comments from the public consultation (Regulation 18)	Planning	1	Q2 26/27	Q2 26/27	NA	G	OPDC's Board approved the publication of the Regulation 19 draft WLWP in June 2026. Other west London Boroughs are going through their own sign off procedures and this will be completed by August 2026.
M-9	Submit the West London Waste Plan to the Secretary of State for public examination	Planning	1	Q3 26/27	Q3 26/27	NA	A	On track but risk this could be delayed if significant procedural issues are raised during the Regulation 19 consultation.

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	3	3	**NA**	**G**	Wesley Playing Fields improvments project on site - completion due Autumn 2026. North Acton square planting completed. North Acton verges project enabling works complete, Planting to follow in Autumn.
PI-2	Number of hours of business support provided to local SMEs	Delivery	2	75	2.5	**NA**	**A**	Maintaining delivery of personalised support to local SMEs, across a range of key sectors, to promote resilience and growth. Following last years delivery, provision has been consolidated to ensure it provides the most effective support.
PI-3	Number of local residents trained	Delivery	2	60	30	**NA**	**G**	In response to local employer priorities, including those highlighted in the local skills improvement plan, OPDC continues to work with local partners to create training routes for skills that are in short supply including those that support in-work progression.
PI-4	Number of local residents supported into work	Delivery	2	30	24	**NA**	**G**	Building on last year's achievements, we have intensified and diversified our partnership activity, unlocking the potential for employment opportunity in prioritised sectors.
PI-5	Number of young people benefitting from intensive careers engagement in schools	Delivery	2	60	0	**NA**	**A**	Delivery partner in contract as of June 2026 - Intensive engagement programme scheduled to start in Nov (Q3),
PI-6	Number of local schools participating in OPDC's careers-led education programme	Delivery	2	6	0	**NA**	**A**	Delivery partner in contract as of June 2026 - School delivery programme scheduled to start in Sept (Q2).
PI-7	% of employees completing climate literacy training	Delivery	1	95%	77%	**NA**	**G**	The next climate literacy training session is scheduled for September. Further sessions are planned for Q3 and Q4 to support staff completion and maintain progress towards the 95% annual target.
PI-8	Contribute to London's need for industrial space: net industrial floorspace approved	Planning	2	Net gain	0%	**NA**	**G**	There is a pipeline of planning applications which means that OPDC will continue to achieve a net gain in industrial floorspace this year.

Core Functions

ID	Milestone Description	Directorate	Pledge	Target Quarter	Forecast	Status at last quarter	Current status	Commentary
M-1	Embed the new Risk Management Framework and risk appetite across the organisation	Corp Ops	1	Q2 26/27	Q3 26/27	NA	G	OPDC Board considered and approved the Risk Appetite Statement during Q1. Work has now commenced to further embed effective risk mgmt, supported by suite of risk mgmt documents, across the organisation through training, guidance and risk reporting processes.
M-2	Rationalise the OPDC Group structure and develop an OPDC Tax Strategy	Corp Ops	1	Q3 26/27	Q3 26/27	NA	G	The OPDC Tax Strategy was approved by the OPDC Board in June 2026. Work is continuing to review the OPDC Group structure and identify opportunities for simplification and improved efficiency. Progress remains on track against the target delivery date.
M-3	Develop a People Strategy	Corp Ops	3	Q1 26/27	Q2 26/27	NA	G	Good progress has been made to establish a new People Strategy. Engagement with managers and staff has commenced to identify key workforce priorities, with work continuing to develop a strategic framework that supports organisational objectives, workforce development and employee wellbeing.
M-4	Resolve outstanding external audit recommendations and strengthen OPDC's assurance position.	Corp Ops	1	Q4 26/27	Q4 26/27	NA	A	Work continues against the recovery plan to build back assurance over the 2025/26 accounts.
M-5	Implement business and process improvements arising from the self assurance statement which will feed into the action plan for 2026-27	Corp Ops	1	Q4 26/27	Q4 26/27	NA	G	Mandatory training compliance arrangements were strengthen in Q1 through enhanced monitoring and reporting. Development of a desktop is underway with the business continuity plan and audit recovery plan is continuing to be delivered.

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% or lower	9%	NA	G	The staff turnover rate continues to be well below the annual target, indicating strong employee retention and workforce stability.
PI-2	% of female staff within the workforce	Corp Ops	3	50%	59%	NA	G	Female representation across the workforce continues to exceed the annual target, demonstrating strong gender balance overall.
PI-3	% of Black, Asian and Minority Ethnic staff within the workforce	Corp Ops	3	42%	35%	NA	A	Representation of Black, Asian and Minority Ethnic staff is currently below the annual target, highlighting an area for continued focus on attraction and retention interventions.
PI-4	% of SME suppliers invoices paid within 10 working days	Corp Ops	1	90%	93%	NA	A	Performance remains above the annual target with continued focus on prompt payment practices and effective management of financial processes.
PI-5	Percentage variance between forecasting and approved OPDC budget	Corp Ops	1	.+/-5%	0%	NA	NA	No formal forecast was produced during the reporting period. Budget monitoring arrangements remain in place and performance against the approved budget will be reported as forecasts are developed through the year.
PI-6	Number of working days required to complete period end close.	Corp Ops	1	8 days or lower	6 days	NA	G	Finance continue to ensure period end deadlines are met in a timely fashion.
PI-7	% of decisions made (positive / or negative) within 14 days	Corp Ops	1	90% or more	89%	NA	G	19 Decisions were considered during Q1, 2 missed the 14 day deadline. In each case, this was related to more complex decisions that required additional internal review and sign off. None of these cases were delayed due to governance, finance or legal sign off.
PI-8	% of Internal Audit recommendations completed within timeframe	Corp Ops	1	90%	100%	NA	G	All internal audit recommendations due during Q1 were completed within agreed timescales, an internal plan has been undertaken to ensure no slippage.
PI-9	% of staff who have completed an annual performance review within the annual cycle.	Corp Ops	2	90%	42%	NA	A	Reported performance review completion remains below target, however discussion during the quarter indicated that performance conversations are taking place across teams but are not always consistently recorded within the current system. Work is underway to review the existing process and identify opportunities for a more user friendly approach to recording and monitoring.

6. Annex B – Finance (Mayor's Budget)

The following sets out the quarter and full year income and expenditure in the **objective and subjective formats** in line with the approved Mayoral funding for 2026-27 (£9.9m).

YTD Actuals Apr-Jun '26 £ 000's	YTD Budget Apr-Jun '26 £ 000's	Variance Apr-Jun '26 £ 000's	Objective Analysis	FY Forecast 2026-27 £ 00's	FY Budget 2026-27 £ 000's	Variance 2026-27 £ 000's
279	295	(16)	CEO Office & Comms	1,501	1,371	130
14	593	(579)	Planning	1,373	1,373	-
385	678	(293)	Delivery	4,777	4,777	-
667	605	62	Corporate Operations	2,623	2,473	150
1,345	2,171	(826)	**Net Service Expenditure**	10,274	9,994	280
-	-	-	Capital financing costs *	8,739	8,739	-
1,345	2,171	(826)	**Net Expenditure**	19,013	18,733	280

YTD Actuals Apr-Jun '26 £ 000's	YTD Budget Apr-Jun '26 £ 000's	Variance Apr-Jun '26 £ 000's	Subjective Analysis	FY Forecast 2026-27 £ 00's	FY Budget 2026-27 £ 000's	Variance 2026-27 £ 000's
1,712	1,948	(236)	Staff costs	8,783	8,709	74
95	94	1	Premises costs	404	404	-
1,996	2,182	(186)	Supplies and services	10,674	10,519	155
-	-	-	Capital financing costs*	8,739	8,739	-
3,803	4,224	(421)	**Total gross expenditure**	28,600	28,371	229
(2,458)	(2,053)	(405)	Sales, fees and charges	(9,587)	(9,638)	51
(2,458)	(2,053)	(405)	**Total gross income**	(9,587)	(9,638)	51
1,345	2,171	(826)	**Net service expenditure**	19,013	18,733	280

*Interest will be charged at the full year. Budgeted amount is referenced for information.

6. Annex C – Capital (In-Year and Lifetime)

Below sets out OPDC's in-year capital expenditure for FY 2026-27.

YTD Actuals Apr-Jun 2026 £ m	YTD Budget Apr-Jun 2026 £ m	Variance Apr-Jun 2026 £ m	Capital Expenditure and Funding	FY Forecast 2026-27 £ m	FY Budget 2026-27 £ m	Variance 2026-27 £ m
			Expenditure			
-	35.0	(35.0)	**Heat Network Development**	35.0	35.0	-
6.8	2.5	4.3	**Land Assembly**	38.0	37.9	-
6.8	37.5	(30.7)	**Total expenditure**	73.0	72.9	-
			Total Expenditure			
-	35.0	(35.0)	**Capital Grants & Third Party Contributions**	35.0	35.0	-
6.8	2.5	4.3	**Borrowing**	38.0	37.9	-
6.8	37.5	(30.7)	**Total Funding**	73.0	72.9	-

Below sets out OPDC's in-year and lifetime capital expenditure from 2023-24 through to the current financial year.

Funding Source	Total allocation £ m	Expenditure to end 2023-24 £ m	Expenditure to end 2024-25 £ m	Expenditure to end FY 2025-26 £ m	Expenditure to date Q1 FY 2026-27 £m	Committed expenditure FY 2026-27 £ m	Remaining Budget 2026-27 £ m
GLA Land Fund (repayable)	50.0	50.0	-	-	-	-	-
Brownfield Infrastructure Land Fund	53.0	36.3	16.7	-	-	-	-
GLA Grant Funding	0.9	0.9	-	-	-	-	-
GLA Borrowing Facility (repayable)	200	-	47.8	106.8	6.8	7.6	31.0
S106 Affordable Housing	6.6	-	-	6.6	-	-	-
Heat Network (DESNZ)	50.9	-	-	-	-	-	50.9
Heat Network (S106 Funding)	4.8	0.5	4.3	-	-	-	-
MHCLG Grant Funding	25.0	-	25.0	-	-	-	-
Total	391.2	87.7	93.8	113.4	6.8	7.6	81.9