



Memorandum of Information

**Where global opportunities are lived and shared locally**

**OPDC**  
OLD OAK AND  
PARK ROYAL  
DEVELOPMENT  
CORPORATION

**MAYOR OF LONDON**



Community engagement at Oaklands Rise, Old Oak

# Foreword »

“



Old Oak is one of the most significant regeneration opportunities in the country today. As London's largest brownfield site, it offers a rare chance to create a new urban district from the ground up — and with the future connectivity of Old Oak Common Station, it is poised to become a catalyst for investment, innovation and long-term value creation.

This will be a place of opportunity for existing and new communities alike, delivering thousands of high-quality homes, future facing jobs and a vibrant mix of cultural, commercial and creative uses.

OPDC's planning, land assembly and delivery powers give us the platform to unlock this potential. But realising the full scale of what is possible here requires a partner with vision, capability and ambition - a partner ready to help shape a district that will stand alongside the very best of London, ensuring that growth is inclusive, and opportunity is shared, reflecting the character and creativity of the communities it serves.

”

Dame Karen Buck | OPDC Chair

“



Together, Old Oak and Park Royal represent London's single biggest opportunity to deliver new affordable homes, create new jobs and power a new era of inclusive growth.

Located next to the UK's largest industrial estate at Park Royal, with world-class connectivity from Old Oak Common Station, the Old Oak project will create a whole new mixed-use district of London, bringing new employment opportunities, attracting inward investment, and meeting the urgent need to deliver more homes for Londoners.

We are now launching the search for a delivery partner to work with us to realise the incredible potential the Old Oak regeneration presents.

The ambition is simple: to create not just a new community, but a new model of high-tech, sustainable development in our amazing city. A beacon for a safer, greener, and more prosperous way of life and a super-connected hive of opportunity for those who live, work in, and invest here today, as well as for the many more who will follow in generations to come.

”

Sir Sadiq Khan | Mayor of London



# Reimagining Old Oak >>>

OPDC is seeking a market-leading Private Sector Partner to establish a long-term joint venture that will shape and deliver a new urban district at Old Oak, in the heart of West London.

This proposition stands out not only for its scale, but for the opportunity to craft a new piece of city at the centre of one of the capital's most strategically important growth areas.

Anchored by the new Old Oak Common station where High Speed 2 (HS2), the Elizabeth line, the Great Western Mainline and Heathrow Express all intersect - Old Oak will become a major new gateway between London, the rest of the country and beyond.

Uniquely placed as the Mayoral Development Corporation (MDC) for this area, OPDC is harnessing its planning, land assembly and delivery powers to unlock the potential at Old Oak and drive lasting change across London's largest brownfield site.

Old Oak will be a place of opportunity for existing and new communities, and for London as a whole. This is a generation-long plan that will benefit residents and businesses alike, ensuring investment in the area reaches the people who live here by creating thousands of high-quality homes and future focused employment.

With unparalleled connectivity, Old Oak is poised to become a powerful engine for economic growth, innovation and long-term value creation.

Old Oak will be a truly global place in its identity. A place where cultures, languages, ideas and traditions from around the world come together- reflected in its arts, culture, food and creative industries.

This is a transformative moment as OPDC selects a visionary partner to help realise London's next great urban district, rooted in community benefit, environmental stewardship and lasting social value.

This Memorandum of Information provides an overview of the Old Oak opportunity.

For further information, please visit our website: [london.gov.uk/opdc](https://london.gov.uk/opdc), or enquiries can be directed to [oldoakdelivery@opdc.london.gov.uk](mailto:oldoakdelivery@opdc.london.gov.uk).

 **8,000 homes**  
new and affordable

 **31 hectares**  
brownfield land

 **11,000+ jobs**  
boosting the local and national economy



Old Oak regeneration area

# Opportunity

at a glance

Old Oak will deliver transformational change in this part of West London, where an exceptional opportunity exists for growth, innovation, and improved life chances.

Old Oak will enable the construction of an exemplary mixed-use urban district, incorporating approximately 8,000 new homes, across a mix of types and tenures, including affordable homes.

New workspaces, alongside carefully woven public realm and community amenities, will shape a thriving community where people feel part of something vibrant, rooted and with opportunity.

The regeneration will strengthen physical and social connections between Old Oak and established communities in Harlesden, Park Royal and North Acton to create a strong sense of place built on the character of these surrounding areas.

An existing network of green and blue infrastructure, including the Grand Union Canal and Wormwood Scrubs, will provide a foundation for sustainable and low-carbon development.

OPDC's economic vision is centred on innovation-led growth, positioning Old Oak as a global centre for designing, making, selling and distributing innovative products. With one of the youngest, most dynamic and diverse populations in the capital, connecting businesses to this local talent is central to OPDC's ambitions.

Old Oak benefits from strong existing anchors and future investment, including Imperial College London's established presence in North Acton, bringing world-class research and enterprise, and ambitions for a new innovation district known as West Tech London at the heart of the OPDC area.

Park Royal, the UK's largest industrial estate, is adjacent to Old Oak, supporting a diverse range of sectors, from food and film to data and the creative industries.

Old Oak has already benefitted from significant public investment, including £340m to allow the acquisition of strategic sites across the masterplan. OPDC will continue to explore opportunities to secure further public funding to support the delivery of Old Oak.



  
**£10 billion**  
Projected value

  
**31 hectares**  
Brownfield land for comprehensive regeneration

**MAYOR OF LONDON**  
Mayoral Development Corporation with the statutory powers for land assembly, planning and delivery


  
**Blue & green infrastructure**  
Including the Grand Union Canal and the nearby Wormwood Scrubs (67 hectares of open parkland)

  
**Park Royal**  
Next to the UK's largest industrial estate – Park Royal

  
**2,000 businesses**  
Already here and more than 40,000 employees

  
**Heritage**  
A rich, culturally diverse and industrious heritage

  
**Connected**  
Located in Zones 2 & 3, it will become one of the UK's most strategically connected locations

**£1.7 billion**   
Investment in Old Oak Common station

**IMPERIAL**  
Strategic partnership with Imperial College London

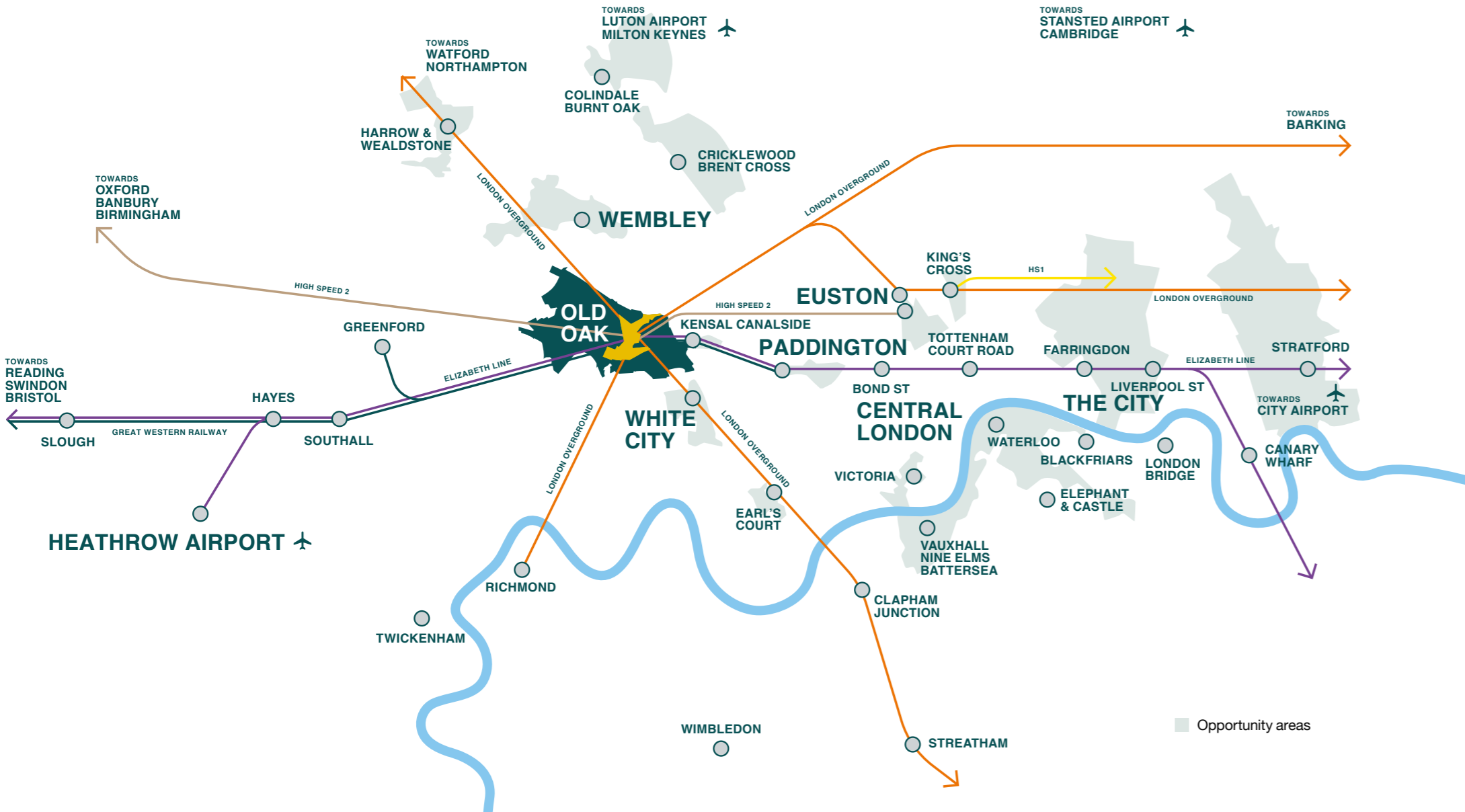
  
**£340 million**  
Public investment to acquire key strategic sites for development

 **WESTTECH LONDON**  
Part of Imperial College London's innovation ecosystem in West London

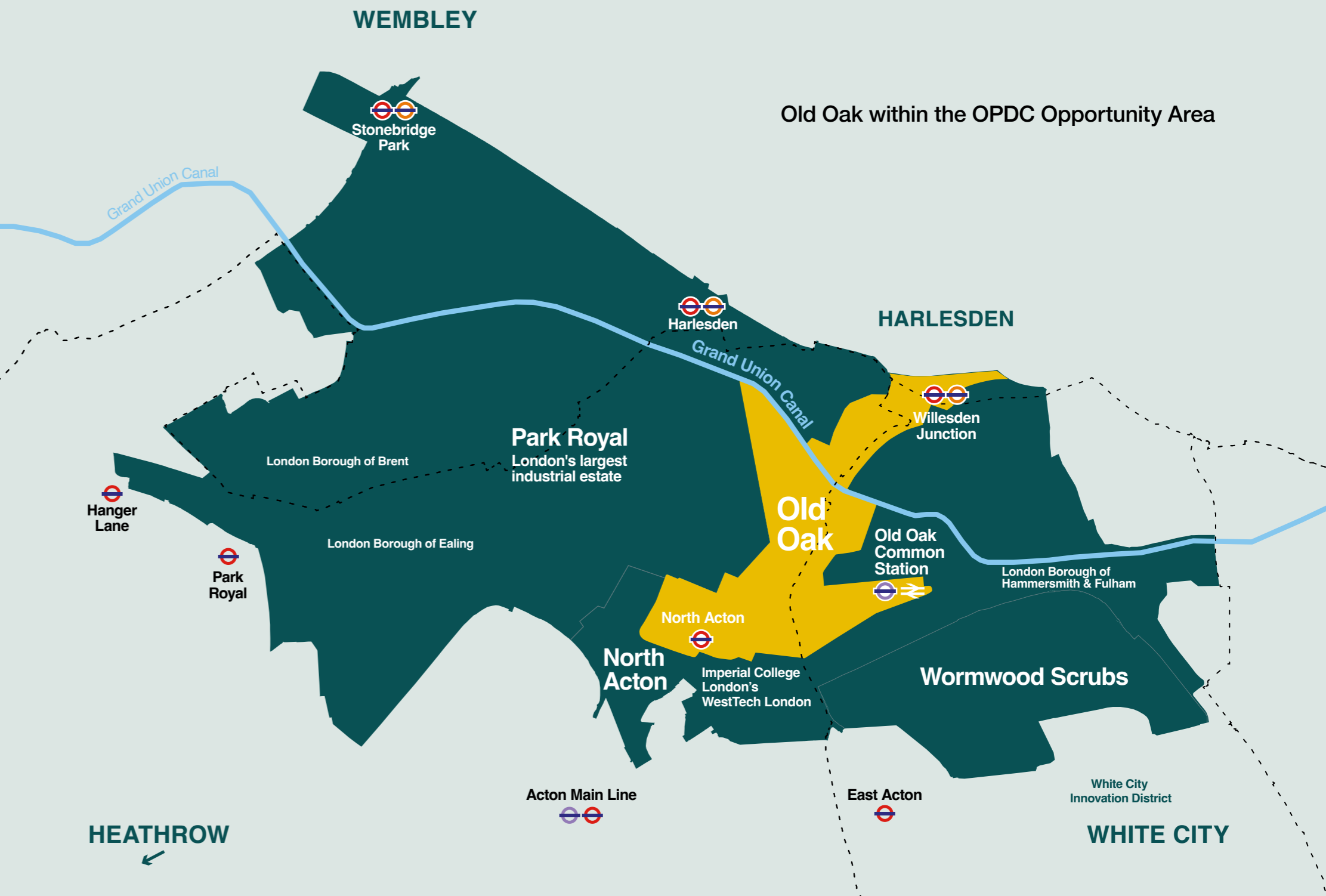


# Old Oak » in a wider context

OPDC in the London Context



Old Oak within the OPDC Opportunity Area





# Our Regeneration Objectives

OPDC's Regeneration Strategy outlines six Strategic Objectives which underpin the development of Old Oak:



## Build a place to call home

Deliver diverse housing options including family homes and homes for later living.

Create inclusive communities where people want to live and put down roots.

Build high quality, sustainable homes that contribute to addressing West London's housing need, across all tenures and levels of affordability.



## Drive inclusive economic growth

Create a fairer economy for everyone by embedding inclusive growth, securing pathways into employment and training.

Establish a new commercial district and workspace address for London, complementing the diverse existing employment in the area.



## Ensure value

Create opportunities for community capacity building and wealth creation, ensuring existing and future residents benefit from local investment.

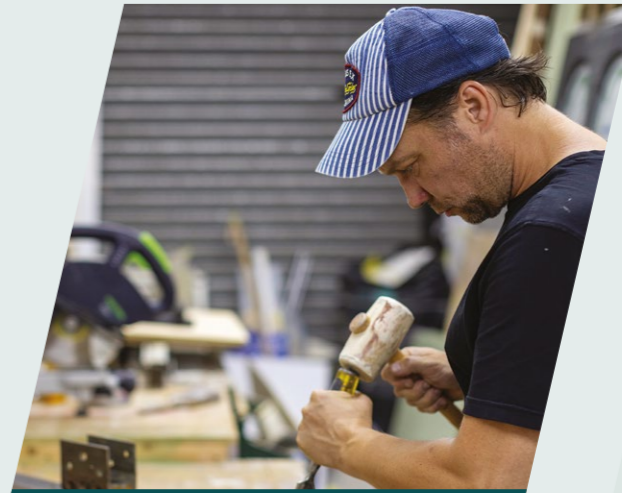
Deliver high quality, climate resilient development to ensure long term value for the public.



## Deliver at pace

Ensure sites are brought into active use as soon as practically possible, delivering meanwhile uses where appropriate.

Ensure development is paced to deliver the right infrastructure and mix of uses at the right times.



## Make a place to be proud of

Develop diverse and characterful neighbourhoods with a thriving and revitalised London high street connecting Harlesden to North Acton.

Deliver new social infrastructure and community spaces. Work with diverse groups to design public spaces that are accessible, safe and welcoming.



## Create a thriving environment

Deliver sustainable outcomes and support zero-carbon goals at a strategic scale with a focus on environmental, social and economic sustainability.

Promote healthy lifestyles through improved pedestrian and cycle connectivity and high-quality public realm.

# Illustrative Masterplan >>

OPDC has developed an Illustrative Masterplan, demonstrating how the vision and objectives for Old Oak could be realised to create an inclusive, sustainable and characterful place.

The Illustrative Masterplan underpins the Old Oak Masterplan Framework which was endorsed by OPDC's Board in November 2025. The Framework sets out the vision, spatial principles and development parameters that will guide future development proposals in Old Oak, ensuring a coordinated approach to design and delivery.

Old Oak will be shaped around two new neighbourhoods that build on the area's special and distinctive characteristics. These comprise the Old Oak Town Centre, a major new town centre and innovation district, and the Canalside Neighbourhood, a residential-led neighbourhood fronting onto the Grand Union Canal, which will together create a new piece of city in West London.

## 8,000 Homes

Including diverse typologies and genuinely affordable housing.

## Social Infrastructure

Including a primary school, health centre, leisure centre, and community spaces.

## Pedestrian & Cycle Bridge

New pedestrian and cycle bridge link over railway lines to connect Old Oak Common HS2 station with North Acton and Park Royal.

## Town Centre

Creation of a new major town centre with anchor and destination uses, forming a mixed-use commercial district for London.

## 11,000+ New Jobs

Up to 200,000 sqm of commercial and community floorspace, boosting the local and national economy.

## Canalside Neighbourhood

Creation of a new canalside neighbourhood focussed around the Grand Union Canal, including 1 km of canal enhancements.

## New Parks & Green Spaces

Two new parks, including a 2 hectare park close to the canal and a network of walking and cycling routes.

## New Station

New Old Oak Common station and potential upgrades to North Acton and Willesden Junction station.



- Key:
-  Leisure Centre
  -  Health Centre
  -  Primary School
  -  Community Centre
  -  Nurseries



# Working in Partnership >>

Partners across local, regional and central government are working collectively to deliver the shared vision for Old Oak.

As an MDC, OPDC has two core functions: acting as the Local Planning Authority and as a delivery and regeneration agency. In its delivery role, OPDC operates across development, commercial strategy, land assembly, infrastructure and funding. Using its statutory powers to drive delivery, OPDC will promote and realise the full potential for change at Old Oak.

Old Oak spans parts of the London boroughs of Ealing, Hammersmith & Fulham and Brent, where OPDC works closely with the local partners to drive regeneration for the area.

OPDC and Imperial College London have recently established a strategic collaboration to harness the combined strengths and assets of both organisations in support of innovation-led growth at Old Oak.

The Ministry of Homes Communities and Local Government (MHCLG), the Department for Transport (DfT), and the Greater London Authority (GLA) have all approved the Outline Business Case for Old Oak, confirming a compelling case for the area's comprehensive development.

Working in partnership with DfT and Network Rail, OPDC is the single delivery agent for the extensive public sector land holdings that currently make up 95% of Old Oak.

The release of land interests held by Network Rail and DfT will be managed through a public land agreement, a legal framework for the coordinated release of surplus land across Old Oak. Heads of Terms have been agreed between parties and the full legal documentation is now being prepared.

OPDC is working closely with HS2 as it concludes a review of delivery timescales for the rail project. Construction of HS2 and the Old Oak Common station continues to progress at pace, with tunnelling from Old Oak towards London Euston now underway.



# Assembling the Land »

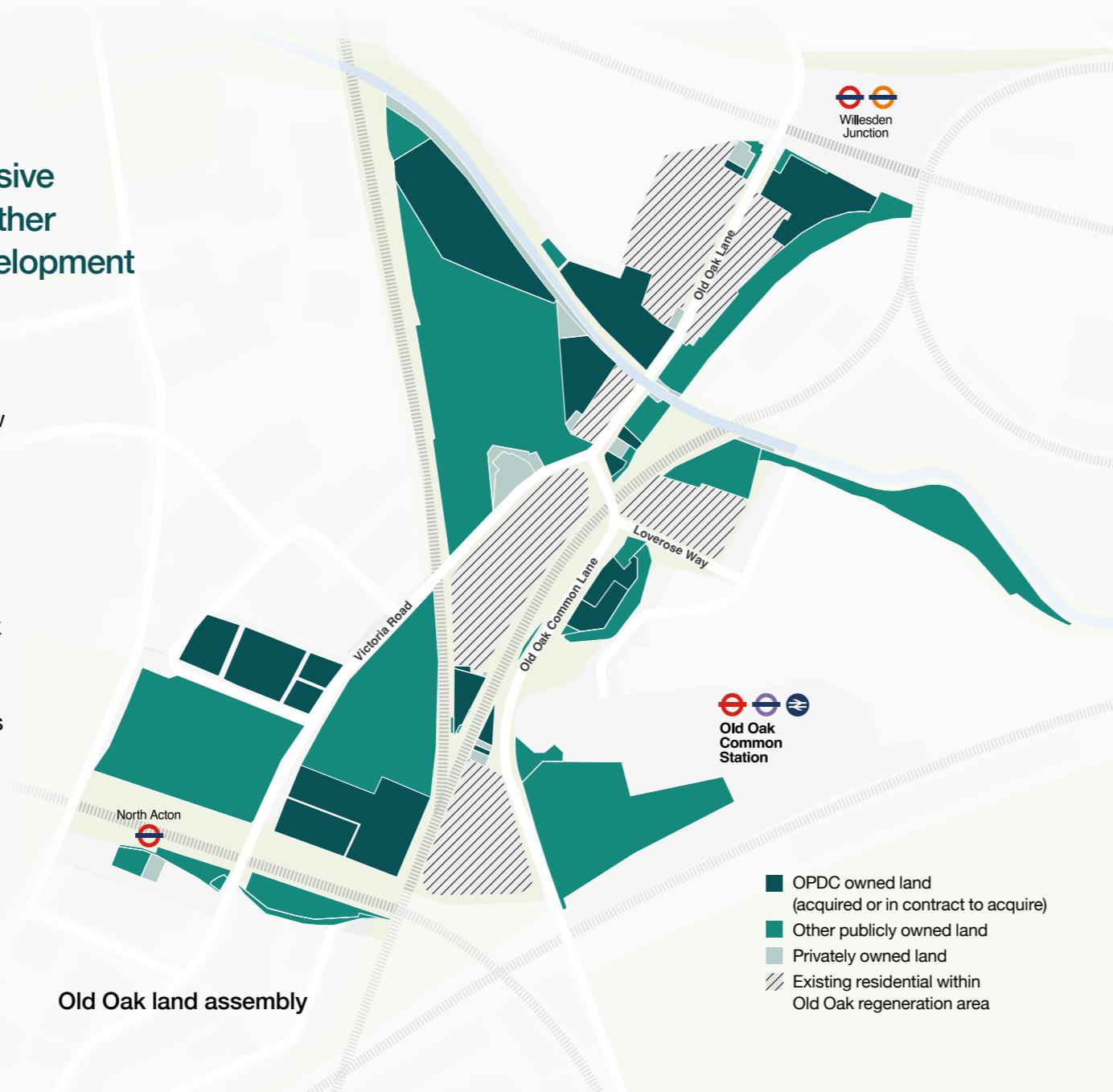
OPDC is implementing a comprehensive land assembly strategy to bring together fragmented ownership, optimise development and release land in a timely manner.

The land to enable the delivery of Old Oak comprises approximately 31 hectares of land, 95% of which is now in public ownership.

DfT and Network Rail, who own the majority of the remainder of the public land holdings, will release their land in a coordinated manner, once it becomes and is declared surplus. This process, which will comply with DfT's and Network Rail's operational processes, will be set out in the public land agreements between Network Rail, DfT and OPDC.

DfT land is currently being used to support the delivery of HS2, which will become available for development as works progress towards completion. OPDC is working with HS2 to identify opportunities for the earlier release of land where feasible.

In September 2025, OPDC made a Compulsory Purchase Order (CPO) to acquire any remaining third-party interests. The CPO will be submitted later this year to the Secretary of State for Housing, Communities and Local Government for confirmation.





View looking east from Old Oak Common station

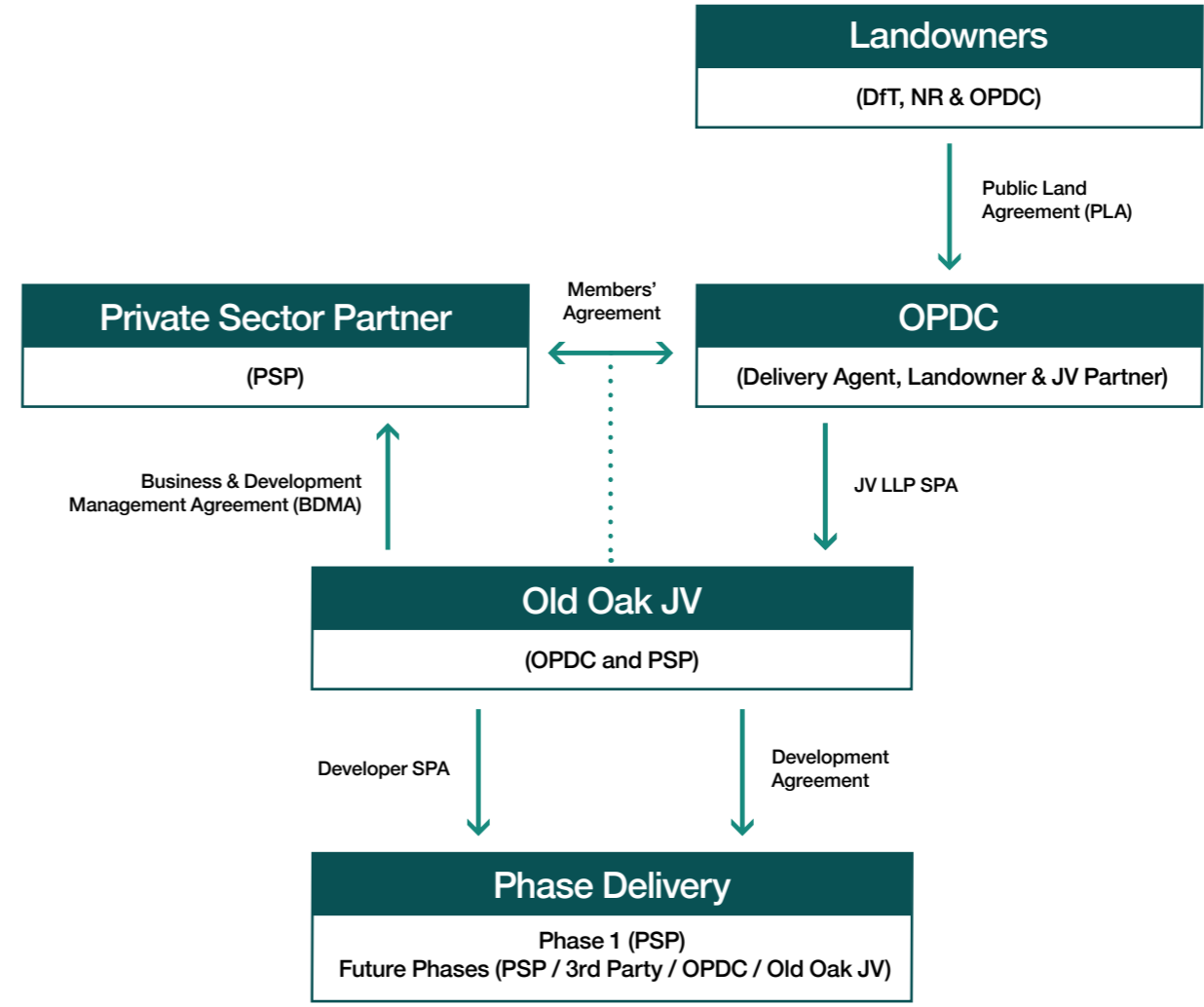
# Delivery Approach

**OPDC will establish a long-term, strategic Joint Venture with its chosen Private Sector Partner.**

Successful delivery of a project of this scale and national significance will require long-term strategic collaboration and a strong alignment in vision between OPDC and its Private Sector Partner.

OPDC is seeking a Private Sector Partner with the experience, capabilities and financial standing required to deliver complex, large scale urban regeneration. To ensure the objectives for Old Oak are realised, the Private Sector Partner will need to demonstrate a clear commitment to long-term, collaborative working, underpinned by sustainability, innovation, social impact and value creation.

The Joint Venture will be structured to support delivery at scale and pace, enabling a Private Sector Partner to deploy capital and expertise over time while benefiting from strong public-sector leadership and long-term alignment. The chosen delivery model supports sustained value creation through a flexible structure that can respond effectively to changing market conditions and expertise required across different phases of delivery.



Commercial Structure Summary

OPDC will provide place-making leadership, access to public funding and co-ordination of the public sector stakeholders. The Private Sector Partner will provide equity, development management expertise and access to funders, end investors and purchasers, as well as delivery capability.

The Joint Venture will co-ordinate, manage and enable the comprehensive delivery of Old Oak, with the Private Sector Partner providing business and development management services. The Private Sector Partner will deliver Phase 1 under a phase development agreement and have a conditional exclusivity to deliver future phases. This is subject to OPDC's long term flexibility to develop all or parts of the new Town Centre, either within or outside of the Joint Venture and/or specifying one or more different delivery partner(s).

The Private Sector Partner will be required to fund the Joint Venture activities to kick start the first phase of development and will be expected to continue to provide funding to unlock subsequent phases.

These principles summarise the core legal and commercial provisions expected to form the basis of the partnership between OPDC and the Private Sector Partner. They are indicative only and provide a high-level summary of the provisions set out in the tender documentation, which will be refined during the procurement process.

Canalside neighbourhood looking east



View of Canalside Neighbourhood Centre looking east



View looking south towards the canal from the railway cottages



New development along Old Oak Common Lane looking north



# Early Delivery >>

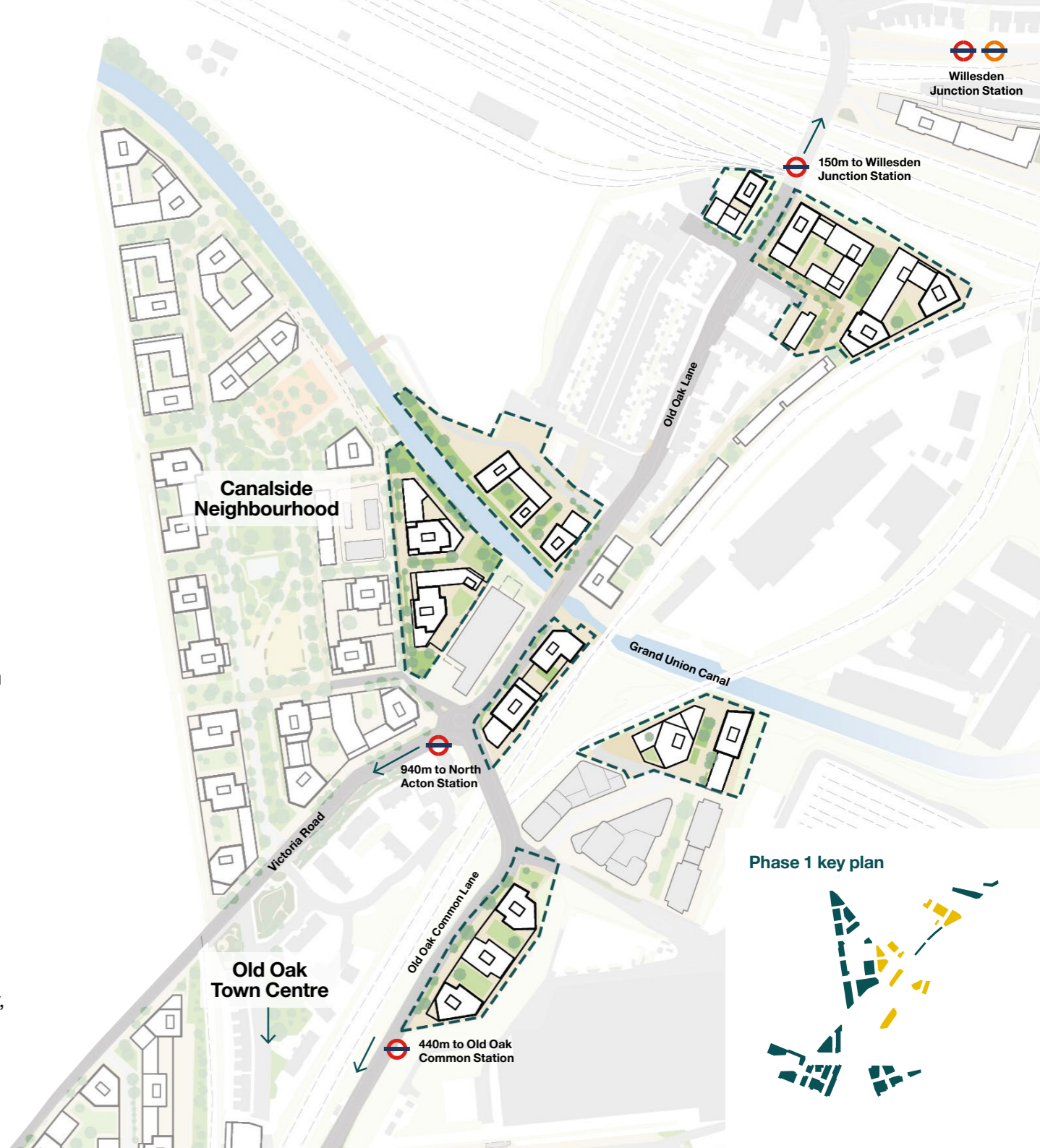
Delivery at pace is a Strategic Objective for OPDC, with a clear focus on accelerating the delivery of new homes.

To enable early delivery, OPDC has identified sites at the northern end of the wider Old Oak masterplan that are either within its ownership or have a clear route to assembly, and where land release is not affected by the HS2 delivery programme.

Collectively, these sites provide the opportunity to deliver a substantial first phase and build momentum for the wider regeneration programme. The first phase has potential to deliver approximately 1,500 new homes, alongside high-quality public realm and highways improvements, activation of the Grand Union Canal and animated ground floors.

The Private Sector Partner will be responsible for the delivery of Phase 1 under a development agreement.

OPDC is beginning to de-risk these early sites ahead of appointing a Private Sector Partner by progressing infrastructure design, coordinating key stakeholders such as utilities providers, engaging with the community and the Local Planning Authority, and undertaking active asset management.





Axonometric view of the Illustrative Masterplan looking south

# Planning

## Context

**The OPDC Local Plan supports the comprehensive regeneration of Old Oak, with the overall ambition of creating a new part of London that acts as a catalyst for growth at national, regional and local levels.**

The London Plan identifies that the wider OPDC area can deliver approximately 25,500 homes and 65,000 jobs, making it an incredible opportunity for growth and regeneration for London and the UK.

The OPDC Local Plan sets out the spatial vision and policy framework to guide the regeneration of Old Oak.

The Old Oak Masterplan Framework builds on existing planning policy, while responding to more recently identified site constraints and deliverability considerations.

The Local Planning Authority has considered the Masterplan Framework, including the Illustrative Masterplan, and has confirmed that it is capable of being treated as a material consideration in the context of determining future planning applications.



London Plan	OPDC Local Plan (2018-2038)	Old Oak West SPD	Old Oak Masterplan Framework
London-wide strategic planning policy setting out how the city should grow and develop	Sets out OPDC's spatial vision and a series of policies to shape regeneration for the plan period of 2018-2038	Supplements the Local Plan by providing spatial guidance to shape the future of Old Oak by coordinating existing relevant planning policies and reflecting community aspirations.	Captures the key spatial development principles for Old Oak, including an Illustrative Masterplan



# Social Impact

The redevelopment of Old Oak will have social impact embedded at its core.

Social impact will be centred on three main pillars: Inclusive Growth, Sustainability and Community Engagement. Across all areas of work, achieving best-practice standards in equality, diversity and inclusion remains a core priority.

Delivering the full potential of Old Oak depends on embedding social impact from the very beginning. Through OPDC's social impact commitments, and in close partnership with its Private Sector Partner, OPDC will continue to work with and listen to local communities to ensure that Old Oak delivers ambitious, targeted and measurable programmes that create a resilient, inclusive and net-zero carbon place - one that benefits today's communities and businesses while supporting future generations.

## Social Impact at OPDC

**Inclusive Growth**

OPDC aims to deliver business, skills and job opportunities to create a fairer economy where everyone can share in the benefits of growth, whatever their background.



**Sustainability**

Create a leading example of sustainable regeneration at Old Oak by building a climate-resilient, net zero carbon neighbourhood that delivers lasting environmental, social and economic benefits to West London.



**Community Engagement**

Engage with and empower our local communities to ensure their voices are meaningfully heard and their needs are central to our plans.



 OPDC Equity, Diversity and Inclusion Strategy 

 GLA Responsible Procurement Policy 

# Procurement »

## Process & Principles

The contract being awarded is a public contract and will be procured under the Procurement Act 2023 (PA23). The process has been designed to be streamlined and efficient to allow engagement with a focussed group of capable bidders and to move quickly to the selection of a preferred bidder.

The procurement will consist of two main stages, as summarised to the right.

The process will be managed by OPDC, supported by appointed Real Estate Advisors, Deloitte, and Legal Advisors, Ashurst.

Updates may be made to the procurement process and associated timescales. OPDC may modify the terms of the procurement and other associated tender documents in accordance with Section 31 (Modifying a Competitive Procurement) of the Procurement Act 2023.

This Memorandum of Information is intended to provide a high level and early indication of the broad scope and nature of the upcoming procurement of a Private Sector Partner for the regeneration of Old Oak.

It is intended solely to be received and reviewed by potential participants in Old Oak Private Sector Partner Procurement, whereby such communication is exempt from the financial promotion rules as it is made in accordance with Article 39 of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 ("FPO"). It must not be used, or relied upon, by any other persons.

More information will be made available about OPDC's requirements and the conditions of tendering following the commencement of the procurement process.

Stage  
**1**

May 2026 – September 2026

### Participation & Initial Tenders

Procurement Specific Questionnaire ("PSQ") and Initial Tenders, including evaluation and moderation



Stage  
**2**

October 2026 – February 2027

### Dialogue & Final Tenders

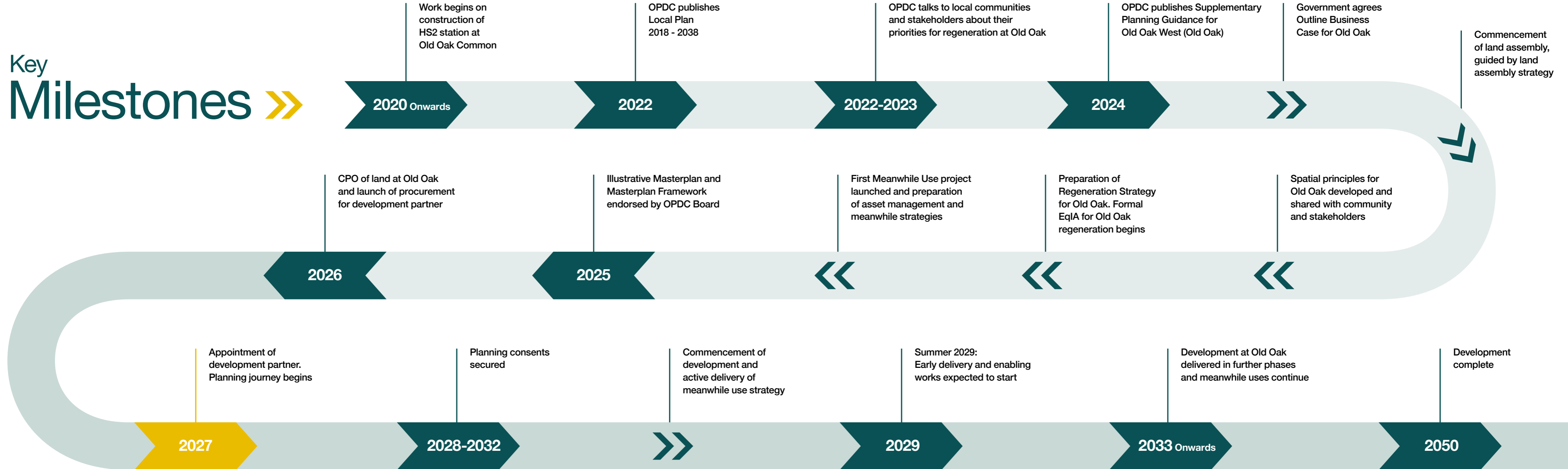
Dialogue and Final Tenders, including evaluation and moderation



**Preferred Bidder Selected**



# Key Milestones



## Further information

Further information on the project can be found on the Old Oak and Park Royal Development Corporation's website:

[london.gov.uk/opdc](https://london.gov.uk/opdc)

## Contact

For general enquiries about the procurement please email:

[oldoakdelivery@opdc.london.gov.uk](mailto:oldoakdelivery@opdc.london.gov.uk)

## Core consultant team

Real Estate Advisors:

**Deloitte.**

Legal Advisor:

**Ashurst**