

1. Link crossing the A5 to connect Staples Corner to Thames link Station - £6.5M

Contribution to create a significant crossing at grade across the A5 to the new Thames link station

2. Bridge across railway Met line & Jubilee Line (connecting communities) - £12M

Pedestrian and cycle bridge across the railway lines; to connect Wembley Growth area to the eastern part of Chalk Hill to improve access for residents from Welsh Harp area. Significant cost, reasonably high level of benefit. Will need agreement and support of Network Rail.

3. Bridge across the Chiltern Line into Monks Park - £10M

Provide bridge link across the Chiltern Line to connect Wembley Park to Monks Park, facilitating better PTAL and connectivity to Monks Park and St. Raphael's.

4. CNWL/ Education Quarter - £11.5M

Contribution to CNWL education quarter (new Wembley campus) several options are under consideration including the provision of loan finance and / or surplus land acquisition. The exact terms are to be negotiated and may vary as a result, but at this stage the expectation is that the £6.5m will be funded from CIL with the balance of £5m funded by a loan arrangement

5. Kensal Rise priority bus Scheme - £2.1M

Bus Priority funded improvements to the Chamberlayne Corridor to include Traffic and Parking management, wider pavements, new bus shelters, cycling and walking improvements near Kensal Rise Station and on Kilburn Lane and Chamberlayne Road.

6. Neasden Connection - £18M

Reconfigure highway network layout to reconnect the community currently severed by the A406 and A4008 and provide safer accessibility by foot and bicycle to the local centre and unlock pockets of land for development or open space opportunities.

7. New east-west route Alperton Housing Zone - £1.5M

Contribution for the creation of a new east-west route through SSA A6 and A5 in Alperton Housing Zone, to improve the accessibility to the sites and connectivity to both Alperton and Stonebridge stations.

8. Strategic Industrial Locations (SIL) Alperton - £25M

Acquire up to 8 acres of SIL adjacent to Northfields, to the south of River Brent and to the west of the Grand Union Canal. St George's are proposing a new 100,000 sq. ft. industrial unit to the south of the River Brent and with the loss of SIL across London, this is an opportunity to protect and intensify employment provided on these sites within the Alperton Housing Zone boundary, some of which provide very low-density employment (a car sales yard and self-storage are two of the existing uses). London may also see a

greater shift towards industry and residential co-location, so this is a long-term investment opportunity.

9. Wembley Hill Road/ Park Lane / Wembley Park Drive - Signal Junction Improvements - £0.4M

Provision of pedestrian phases and enhanced pedestrian crossing facilities at a 5-arm signal junction in the close vicinity of the Wembley Regeneration area. The scheme is not currently a road safety priority but there is a need to improve safety and accessibility due to increased traffic volumes and pedestrians visiting the area.

11. Wembley Transport improvements: Engineers Way improvements - £0.3M

Engineers Way traffic calming at eastern end; enhance quality of park by calming traffic to the east of Rutherford Way.

12. Land and Property Acquisition Fund - £44.5M

An acquisition fund that allows the Council to take advantage of property or land opportunities as they arise. Can also be used to acquire land in relation to known schemes to reduce risk. Assumes a flat 3.5% on investment would be achieved, hence weighted towards schemes that generate an ongoing revenue return. This has been merged with project number 14 (Low employment density local industrial sites assembly) which relates to the assembly of sites with very low employment density or redundant spaces for development

13. Utilising surplus property - £20M

Capital Funding to deliver projects on surplus property (currently being identified) that do not sit under Regeneration or Housing.

This Capital would be used to redevelop medium sized opportunities for commercial gain. The properties would then either be sold (potentially to the investment company proposed to retain a longer-term income stream) at an enhanced capital premium or held as an investment asset if income generating.

15. Allotments RO Roundwood Centre & 1-47 Longstone Avenue - £45M

The allotments and 1-47 Longstone Avenue will be two relatively rough sites sitting between two brand new developments in Knowles House and an existing new development that has been completed and sold off.

The proposal is to buy out the lease holders in 1-47 Longstone Avenue and develop a new corner block. The massing Visual does not include the allotments that are located at the rear which have no overlooking and could be developed up to four storeys, with the allotments (half dozen in use) being relocated on to a small portion of Roundwood Park directly to the back, this allows us to not lose the allotment use as part of the scheme as allotments are considered to be a leisure activity.

16. Brent Indian Community Centre redevelopment - £10M

The redevelopment of the Brent Indian Community Centre and adjacent Council owned sites aims to provide up to 37 new homes and a modern, replacement community centre.

If the Council can acquire the adjacent 290A High Road from a private land owner, then up to 41 homes could be delivered.

17. Bridge Park Supported Housing, Enterprise & Community Development above Leisure Centre - £50M

Development of the Unisys and Bridge Park sites to include residential, commercial development and a new sports centre. Agreement has been reached with the developer on a new concept design, allowing Brent to progress with NAIL, community facilities and an enterprise centre on top of the leisure centre, plus a larger number of homes for the developer. The current proposals are being discussed with Planning, and then CLSA - Conditional Land Sale Agreement will be refined accordingly.

18. Claire Court (TMO) development - £23.9M

This is currently low level one bedroom bungalows, two of which are now empty. The intention is build 80 units NAIL development on this site. A scheme was suggested by BHP, they consulted the TMO on the site whom are happy for this development and keep chasing us for when this may happen.

The existing bungalows are low quality 80s built stock sitting across a decent plot of land. The intention is the build-up and as part of the development renew the playground and upgrade some of the landscaping on the site for the TMO which also be used by the NAIL extra care users.

19. Discount Market Sale (DMS) - £40M

Acquire up to 250 Discounted Market Sale (DMS) new build flats in Wembley at a 25-30% discount to Open Market Value (OMV) under options with Quintain Estates Development, as an investment and to meet local housing needs i.e. helping local people get onto the housing ladder and to meet the unmet demand for key worker accommodation in Brent.

20. 136 Honeypot Lane - £18.5M

Acquisition of land at 136 Honeypot Lane as a site for NAIL (New Accommodation for Independent Living) Extra Care housing.

21. Morland Gardens Development - £14M

The proposal is to bring forward the site in Stonebridge to bring forward new homes and generate a significant revenue for the council. This will involve the creation of a well-designed educational facility to support adult learning in Brent. Part of the proposal is to explore if affordable works spaces could be incorporated into the mixed use site. The site is currently used for education purposes and a lot of thought will need to be given to how the development phasing will work as the intention is to keep the occupiers in-situ. The scheme may be able to deliver between 50 - 70 residential units.

22. Northwick Park - £9.9M

Northwick Park was awarded £9.9million from the Housing Infrastructure Fund to start early works to improve local transport links and infrastructure

Northwick Park is a significant opportunity, we are leading on the masterplan which could deliver c.2000+ new homes and the infrastructure needed is: 1) a new road; 2) underground station improvements and enhancements in particular step free access; 3) a new energy and 4) new leisure facilities.

23. Preston Park redevelopment - £3.8M

Preston Park Annexe to deliver new homes and D1 space appropriate for community library use. In April 2017, Cabinet entered a Memorandum of Understanding reaffirming the Council's commitment "to working with PCL Preston Community Library towards the existence of a community library" on the subject site. In March 2018, Cabinet approved the allocation of £267,983 from Neighbourhood CIL (NCIL) to support the 'fit-out' of Preston Community Library (PCL), subject to the receipt of formal approval for the wider redevelopment of Preston Park Annexe.

24. Redevelopment of Learie Constantine - £6M

The redevelopment of the Learie Constantine Centre site for a mixed-use scheme comprising a new ground floor community centre and residential accommodation above.

25. St Raphael's Estate - £100M

Brent's 2014-2019 Housing Strategy explains that St Raphael's is also expected to deliver new supply alongside improvement or replacement of existing stock in line with regeneration priorities. St Raphael's as a 'priority neighbourhood'. Works to the St Raphael's estate are expected to fundamentally change the area. It will transform the state of housing and local infrastructure. Regeneration here will help to improve the economic, social and environmental conditions in the Borough.

This project will also ensure the appropriate flood defences are put in place to support the regeneration of St. Raphael's. Before works can begin, there will be significant high-level studies and preliminary design consultations. The project will proceed subject to a yes ballot.

26. Stonebridge redevelopment - £45.1M

The construction of 140 units at an estimated cost of £45m (£36.5m Build Cost, £3.7m fees and £5m contribution towards education purposes) as agreed in 2013. The 40 units will be developed as a NAIL scheme and 100 units will be sold to I4B and rented on affordable basis.

27. Wembley Housing Zones - £100M

LBB have appointed an architect (KCA) to undertake a masterplan of the former Copland school site and Ujima House and land to the rear and submit an outline planning application. Feasibility studies to date suggest that c260 units could be delivered on these sites. LBB could opt to develop the units ourselves, retaining units to meet local housing needs.

28. William Dunbar/Saville (ERSK) - £10M

Proposal to bring forward a development in South Kilburn to accelerate delivery of the programme. Build on space around existing buildings, decant tenants, then demolish and build. Will require earlier buy back and a higher level of affordable than envisaged in the

Masterplan (as end of programme no decants were expected to this site so more private were due to be built) due to decant requirements.

29. ERSK Cap bid 1- South Kilburn Schools - £5.6M

Provision of sufficient school places for both primary and nursery children.

30. ERSK Cap bid 2- South Kilburn Enterprise Hub Phase 2 - £6M

The delivery of a high-quality development, comprising an enterprise hub, a nursery school, community facilities, housing and soft and hard landscaping and play.

31. ERSK Cap bid 5- CCTV and Neighbourhood Wi-Fi (SK) - £1M

Community Protection Team are planning on majorly upgrading the way CCTV operates in South Kilburn. Currently, footage on the CCTV can only be viewed by obtaining footage from that specific camera. There is a private fibre optic cable running around South Kilburn linking street CCTV and going back to a node site in Kilburn High Road.

Instead, the Community Protection Team want to make it possible that footage from the cameras goes straight to the Civic Centre via Wi-Fi. The Wi-Fi would be a private system, and not available to the public. The Community Protection Team have already performed an exercise with their consultant in finding out how to connect existing BHP CCTV systems so that they can be monitored and controlled at the Civic Centre.

This idea is a good way of maximising security measures for the area, and to help make South Kilburn a safer place to live. Beyond this, there is a desire to increase the level of public available Wi-Fi. GLA reports suggests that there are over 5000 public Wi-Fi hotspots across London.

The Mayor has spent over £1.5 million to increase this number through the Super Connected Cities Programme (SCCP). Currently, there are no free public Wi-Fi spots in South Kilburn. The regeneration aims to increase the level of free and basic Wi-Fi available to residents. Free public Wi-Fi is a good way of helping residents to remain connected when out of their homes, and to increase their overall satisfaction with the area.

32. ERSK Cap bid 7- Infrastructure (Public realm) - £20.1M

To radically overhaul and improve the local infrastructure. This will involve changing the character of Carlton Vale which currently acts as a divider of the South Kilburn estate. Improve its townscape attributes and give greater priority to pedestrians and cyclists. Further tree planting will be undertaken to soften the street to give a boulevard type feel. Within the South Kilburn estate this will be through designing streets to limit vehicle speeds to 20mph.

33. ERSK Cap bid 9- Open Spaces - £9M

Delivering high quality open spaces across the South Kilburn Regeneration programme.

34. Kilburn Area Liveable Neighbourhood Scheme - £9.6M

The 'Kilburn High Road' Major Scheme bid was submitted in 2015 by the London Boroughs of Brent, Camden and Westminster. The scheme received £250,000 for development and traffic modelling, however no further funding was awarded. The scope of the previous scheme differs from that in this bid as proposals only extended to the High Road itself.

35. Commercial Property Investment Fund - £50M

Develop a property investment fund to acquire income generating assets to provide a long-term income for the Council. The fund would also be looking to support the management of risk in its property holdings through I4B and other such assets (specific risk such as geography and sector e.g. residential).

The fund would invest in commercial property such as warehousing (logistics), offices and related sectors. It would be recommended that the fund be able to invest outside of the Borough as well as inside and therefore would require a company set-up. There is therefore a key political sensitivity as to whether the council should, assuming that the commercial terms were acceptable, invest outside the borough solely for an income stream.

Initial investments could be in Borough if available at the right yields. The fund has initially been calculated on 6% but this will be affected by restrictions (i.e. in Borough will have much lower yields at present and would need to be balanced by higher yields elsewhere) without including capital yield. When investing in Brent this fund could be used to assimilate regeneration opportunities where redevelopment can take place in the future either a programmed regeneration or commercial redevelopment - the investment level is scalable (i.e. can be reduced or expanded).

36. Energy Schemes - £5M

Capital funding to support energy saving and income generation at key council sites. This includes items such as solar, upgrading to LED lighting and other projects. The savings for the schemes would come through a reduction in the running costs (revenue) of buildings e.g. through the reduction in electricity consumption. The investment would also improve the environmental credentials of the Council's buildings and reduce the carbon footprint. Some projects will be able to be funded through other funding routes such as Salix where more beneficial.

37. Oman Avenue - 7 units - £2.2M

Design, planning permission and delivery of small sites across the borough delivering less than 20 units.

38. Pharamond Redevelopment of Garages - £0.8M

The site is currently on an existing garage site in which two of the garages are owned privately. The proposal will be to create 10 new residential units to be considered as affordable rent or private sale. There will be a requirement to re-provide some of the parking on site.

39. Civic Centre - £1.6M

Delivery of the planned works for the Civic Centre as identified in the Property Maintenance plan. This includes a programme of replacement and improvements services as recommended with the increased utilisation of the building. This investment will ensure the Civic Centre is maintained to the appropriate standards and support/increase the ongoing income stream generated from tenants.

40. Highways Infrastructure - £20M

Our highways infrastructure has a maintenance backlog estimated at a minimum of £100m and requires an increase in investment to respond to public concerns, make it safer and fit-for-purpose, and to improve public satisfaction. In 2017/18 the Council invested an extra £1.3m in the highways network, above the £3.5 m base budget. Given the continuing squeeze on local government finances, creative thought needs to be employed to make an improvement in service levels. Priorities for the £20m programme will need to be drawn up and agreed, with an initial emphasis on improving damaged pavements. Detailed project plans will need to be drawn up to ensure that the major investment achieves maximum impact.

41. Neighbourhood Managers Vehicles - £0.2M

The purchase of five electric vehicles to be used by the Neighbourhood Managers and Enforcement Team, acting a visual representation and branding of the new service. The service currently uses three Smart Cars which have come to the end of their life and need to be replaced. We want to provide electric vehicles to be forward thinking and environmentally friendly.

42. Parks (Various) - £3.3M

Series of general and targeted improvements to parks. These will cover resurfacing of damaged pathways, renewal of fixtures and fittings (including replacement of bins with recycling bin, bench and noticeboard replacement), pavilion works, works repairing damaged fencing, new bollards, tree planting and improving irrigation, and provision of new play equipment.

43. Sports (Various locations) - £2.3M

Improvement works to a range of grounds (including football, cricket and rugby) and their facilities, feasibility studies and longer-term improvement works.

44. CCTV - £1.6M

Since BHP came in house an assessment has been commissioned by BHM to assess all BHM (BHP as was) sites to identify the status of all CCTV infrastructure and systems and identify potential costs for bringing transmission back to the civic CCTV room. This could ensure effective monitoring of all now council owned CCTV across the borough to align with the public realm capital CCTV upgrade project.

The assessment is still being completed and a report from consultant is expected imminently. The outcome of report will determine if BHM want to request any capital funding for the upgrade of BHM CCTV. An ideal scenario would be to extend the public

realm upgrade project to include the BHM upgrade to become one wider project as all will be governed by the council CCTV service going forward.

45. ICT Refresh - £4.5M

ICT estate improvements and refresh – eventual replacement of the (Sep 2018) IT infrastructure, laptop and iPhone upgrade and extension.

46. Affordable Housing (Aids & Adaptations) - £27M

The purpose of Aids and Adaptations is for providing adaptations for disabled people who qualify.

47. Property Management - £1.4M

To support minor capital investment works across the wider portfolio to support the Property Maintenance Plan and maintain/enhance the wider Council's corporate asset portfolio.

48. Greater London Mutual Co-operative - £5M

Greater London Mutual is a banking proposal that appears to have features that may assist in tackling social inclusion. If the council were to support it then it would be as a part of a consortium of other investors, and work is continuing to assess this interesting proposition, so it is included at this stage as a contingent sum pending further due diligence work.

50 – 76. HRA Housing Schemes - £93.2M

The redevelopment of borough wide surplus HRA sites to support the provision of affordable housing. These schemes are underpinned by £65m affordable housing grant from the GLA.

80. Ealing Road Local Shopping Area - Public Realm Improvement Scheme

Ealing Road shopping area suffers from a poor quality and traffic dominated public realm. Highways and Infrastructure are currently undertaking a public realm and safety improvement project to the area around Alperton Station and Alperton Community School, the gateway to the Alperton Regeneration area. The proposed investment would enable us to create a high quality public realm, improve safety and accessibility for pedestrians and cyclists. There is £150,000 of funding available from Transport for London to address collision accidents in 2019/20 and £20,000 of S106 but the area would significantly benefit from a wider improvement scheme along the whole corridor to support regeneration and growth.