Pipeline Project ID	Project Name	Portfolio	Programme and purpose of scheme	Proposed Budget (M)	Funding Proposals (M)	Business Case to CPB	Borough Plan Objectives	Strategic Alignment	Statutory Obligations	Risk	Financial Return	Demand Management	Rating
Corpora	te Landlord	ı	I	,		1	ı	I	I	1	Γ	I	_
PL021	Land & Property strategic acquisitions (general)	Corporate Landlord	Strategic Acquisitions: Papers will be taken forward to the Capital Programme Board when strategic land opportunities arise and are developed within regeneration areas. The key focus areas are Alperton and Staples Corner.	44.5	Ongoing	Ongoing	Prosperity and Stability in Brent -Invest in new land ownership opportunities to deliver more joined up projects and services with localities and neighbourhoods.	Borough Plan	None	Opportunities are market led and this difficult to predict Generally investment opportunities in the targeted areas are popular as property assets are high performing or present good assetmanagement potential (re-development etc.)	Some opportunities will have income as part of the asset opportunity - this will be assessed on a case by case basis	Local Plan identifies these areas as in need of growth and regeneration to deliver benefits and help to accommodate significant numbers of new homes to meet housing targets	2
PL061	Energy Efficiency Measures Works across the Corporate Estate, to achieve Net Zero by 2030	Corporate Landlord	Energy - Capital - The Council has a target to reach net zero emissions from its own corporate estate by 2030 as stated in Brent's Climate and Ecological Emergency Strategy. To achieve this the council needs to reduce the carbon emissions from its corporate buildings as far as possible by implementing all available energy efficiency and heat decarbonisation measures. The key measures are: -insulation (external and internal wall, loft, and draught exclusion) -window glazing -tLED lighting -Building Management System (BMS) upgrades -Solar (PV) panels on roofs and heat pumps (most likely to be Air-Source Heat Pumps, or in some cases Ground-Source Heat Pumps). The Council has made good progress in reducing its Carbon Dioxide (CO2) emissions across its estate, with Council corporate buildings emissions falling by 62% from 2010/11 (our data baseline year) to 2021/22 (the most recent year data currently available). Much of those savings were achieved by the move away from many older buildings to the Civic Centre, and by the decarbonisation of the national grid.	9.6	PSDS / Capital Borrowing	TBC	A Cleaner, Greener Future. • A Cleaner Borough • Climate-friendly, Sustainable Borough • Keeping Brent on the Move	Brent Council's Climate and Ecological Emergency Strategy target to do all in its gift achieve net zero carbon emissions by 2030, including leading by example achieving net zero by 2030 across its own corporate estate.	None	PSDS grant scheme ends or is suspended meaning future grant is unavailable. Future PSDS phase bids are unsuccessful meaning grant is unavailable. - Alternative sources of funding will be required, which could be interest free loans, combined with increased (up to 100%) Counci own funds required. Cost estimates calculations in this report and spreadsheet are based on inaccurate assumptions (which are as stated in the notes within the spreadsheet). Future Inflationary cost increases are high, so that costs are underestimated. -Costs estimates should be reviewed and updated annually.	could be achieved by the completion of the energy efficiency measure works on corporate sites between 2025/26	None	2
PL062	Vale Farm Sports Centre Capital Improvements NEW	Public Realm	Vale Farm Centre Improvements: Vale Farm Sports Centre is currently operated by Sports and Leisure Management Ltd (T/A Everyone Active) on behalf of Brent Council. This service is provided as part of an existing Tri-borough agreement with the boroughs of Ealing and Harrow. This contract ends in August 2025. The Vale Farm building condition report (August 2023) suggests that capital investment of a minimum of £1.4m in the sports centre will be required over the next 10 years to ensure the building remains in a condition to provide high quality leisure services to residents.	1.4	Capital Borrowing	April-25 Cabinet	A Healthier Brent - Provision of high- quality sports facilities encourages physical activity, helps to improve the physical and mental wellbeing of the community and seeks to reduce health inequalities.	Borough Plan 2023-2027 Health and Wellbeing Plan Climate + Ecological Emergency Strategy	None.	The key risk for the feasibility of this project is that it is entirely dependent on capital funding. Should funding not be awarded, the project will be unlikely to go ahead. The lack of investment in the Sports Centre will affect provider bidding for a management contract to run the sports centre. If the sports centre does not improve the condition of the building, there is potential that it could close and thus deny residents the opportunity to learn to swim, swim and use the sports and leisure facilities.	The provision of improved sports facilities will result in an increase in activities and revenue		2
PL046	Barham Park	Public Realm	Improvements to Barham Park: There is a need to improve the buildings and landscaped grounds at Barham Park. Funding required for a strategic review and the refurbishment of the Barham Park Estate, estimated at £1m to £3m Status Jan 24: We are awaiting the completion of a surveyor-led review of the building which will inform intended works. The spread of expenditure for the years of the programme will be clearer after the review, but more probable that the cheaper option of maintenance only will be the selected option which will be c£1m	1.0	SCIL, S106, Council capital - TBC	Jul-25	Thriving Communities - Improved building and grounds at this community hub will encourage visitors and participation, support community cohesion and increased resident satisfaction A Healthier Brent - Provision of community space and attractive grounds encourage visitors, walking and supports the health of Brent Residents and reduce health inequalities.	Borough Plan 2021-2022,	Local authorities in England have a statutory duty to provide a range of services to their communities.	Dependant on a strategic review of existing facilities and identifying improvements to the building and grounds.	The capital investment is necessary to maintain the building and grounds for continued use as important community space, retaining income to the Barham Park Trust for which the Council is the sole trustee.	Barham Park is an important community hub providing a range of services and recreational activities. There is a growing need for the renovation of the building and grounds to address deterioration, reduce energy costs, and the risk of a loss of tenants including the ACAVA charity, Barham Community Library, the Veterans Club, Tmu Samaj and the Children's Centre.	2
PL051	Commercial Property Asset Management Programme	Corporate Landlord	Asset Management Programme: The commercial property portfolio are key resources for the Council to provide economic return and public value. The commercial portfolio generates circa £3m rental income per annum from around 190 business and third sector lettings, which includes a number of multi-let buildings. In order to be kept in good use they require an inflow of financial capital for their maintenance, repairs, refurbishments and upgrades where needed for the purposes of maintaining or upgrading the stock of physical capital over time.	0.8	Capital borrowing	TBC	Prosperity and Stability in Brent - Investing in our commercial property portfolio will improve our offerring to local businesses to better support our high streets by increasing footfall.	This proposal aligns with the Council's Borough Plan – the provision and supply of good quality accommodation for organisations impacts on all priorities.	The project would help fulfil the statutory obligations of health and safety in respect of the Council's landlord responsibilities, as well as supporting the accurate reporting of property values for statutory accounting purposes which relies on accurate stock condition information.	None identified. There are risks in not carrying out the project as mentioned in the main body of the report.	None	Economic and social changes are having an impact on supply and demand for properties i.e. increasing demand from all sections of the community.	1
	te Landlord Total			57.3				·	·		·	·	
Affordate PL012	St Raphael's estate	Affordable	Mixed Development: Brent's Housing Strategy for the period 2014-2019 outlines that the St Raphael's project aims to not only enhance existing housing and public spaces but also contribute to new housing supply. This project presents an opportunity to bring about fundamental improvements in the area, encompassing upgrades to housing and local infrastructure. Depending on whether the approach involves infill or redevelopment, these improvements have the potential to positively impact the economic, social, and environmental aspects of the Borough. The significant financial gap in the viability of redevelopment makes it necessary to prioritise infill development, which does	100.0	AHP Grant	TBC	Prosperity and Stability in Brent - Increase and improvement in housing supply and reduction in number of households in temporary accommodation.	Borough Plan 2021-2022 Brent Climate & Ecological Emergency Strategy 2021-2030 Poverty Commission	St Raphs development will provide the following statutory provision: - Housing for families in Brent	Subject to planning permission Cost of development - prices have increased following pandemic Possibility of residents objecting proposals.	Schemes - partially funded by GLA. This assumes a resonable cost to build, however if development prices increase,	The provision of affordable housing is linked to the future need hillighted by housing	4

			not require a public ballot. The design work for Phase 1 of the project began in the summer of 2020/21, with a planning submission made in February 2023, and a decision expected in April 2024. It is important to note that the subsequent phases of the proposal, which involve substantial regeneration efforts, will only proceed once the development approach for Phase 1 has been finalised.				increase in resident involvement ahead of the decison between redevelopment or infill.	Strategy 2020-2025		э. гозышцу от restuertts објесніну ргорозаіз	viability will be challenged.	waiting list.	
PL044	New Council Homes Programme	Affordable Housing Supply Board	New Council Homes Programme: The council has successfully negotiated a reduction in the number of units from 701 to 572 for the GLA's Affordable Homes Programme 2021-2026, while maintaining the same grant allocation of £111m. This adjustment was primarily necessitated by an increase in inflation and construction costs. The council's initial bid was structured with the goal of achieving a break-even point for each project within 60 years from practical completion. However, the total estimated scheme costs to deliver 572 new homes have now been revised to approximately £214.4m.	214.4	AHP Grant	Ongoing	Prosperity and Stability in Brent - increase and improvement in housing supply; reduction in number of households in temporary accommodation or homeless in the borough. Thriving Communities - there is an increase in resident involvement ahead of all new developments	Borough Plan 2021-2022 Brent Climate & Ecological Emergency Strategy 2021-2030 Housing Asset Management Strategy 2020-2025 Homelessness and Rough Sleeping Strategy 2020-2025	NCHP will provide the following statutory provision: - Housing for families in need in Brent	Subject to planning permission Cost of development - prices have increased following pandemic Possibility of residents objecting proposals Availability of sites	Schemes - partially funded by GLA. This assumes a resonable cost to build, however if development prices increase, viability will be challenged.	The provision of affordable housing is linked to the future need hilighted by housing waiting list.	4
Affordal Public F	ole Housing Supply Boar	rd Total		314.4				•	•	•	•	•	
PL069	Infrastructure Improvements supporting active travel NEW	Public Realm	Infratructure Improvements Supporting Active Travel: The council is taking a progressive and pioneering approach to tackling the climate and ecological emergency through the delivery of several Green Neighbourhood pilots (the first phase being Church End & Roundwood; and Kingsbury) which have been allocated £3m SCIL funding following Cabinet approval. With significantly reduced TfL funding there is a need to invest in our infrastructure to support walking and cycling in the wider borough and it is currently anticipated that an additional £2m will be required over the next 4 years to deliver our strategic objectives outlined in the Brent Active Travel Implementation Plan . Proposed interventions will be subject to agreement by the IOWG (for potential CIL funding) and the CPB for project approval reviews.	0.5	SCIL	Jun-25	A Cleaner, Greener Future This investment in measures to support safe and sustainable transport will contribute to the desired borough plan outcome of; Keeping Brent on the Move, delivering the Long Term Transport Strategy and Healthy Streets programme to encourage more active travel, walking and cycling in safe, inclusive, designed environments. A Healthier Brent This investment will help tackle health inequalities through improving active travel amenities to support general well being.	Strategy 2015-2035 Brent's Third Local Implementation Plan 2019-2041	The Climate Change Act 2008 (the Act) is the statutory basis for the UK's approach to tackling and responding to climate change. The Act places a legal duty on central government to set legally binding targets to reduce UK greenhouse gas emissions to netzero by 2050 The Greater London Authority Act 1999 ('the GLA Act'') requires that in exercising any function, London local authorities must have regard to the Mayor's Transport Strategy which sets out the transport policy framework for London.	There is a risk to the council achieving its strategic aspirations if there is insufficient funding invested in improving the public realm to support safer and greener travel. Schemes should be developed and implemented alongside the community wherever possible, to minimise risk of public opposition.	There is no specific financial return to the Council, however, creating a safer and greener environment will reduce injury accidents and emissions which benefit health and contribute to reducing significant costs to the UK economy. The programme will support the wider Council objectives to encourage sustainable travel, improve air quality, the local economy and community health and general well-being.	The Council receives numerous requests for implementing improvement schemes which are mainly funded by Transport for London LIP corridors and neighbourhood's improvements programme, with the aim of improving people's health and wellbeing and facilitating social inclusion. The focus will be on delivering schemes that support growth in the borough and our strategic objectives to improve the environment.	2
PL068	Woodcock Park Flood Alleviation Scheme (FAS) NEW	Public Realm	Flood Alleviation Scheme: LB Brent has been allocated a total of £80k in Levy funding from the Environment Agency (EA) to carry out a Flood Alleviation Scheme feasibility study in Woodcock Park on the Wealdstone Brook. The Wealdstone Brook flows through Woodcock Park. The EA flood map for rivers and seas shows that the properties along the brook downstream of Woodcock Park are at medium and high risk of fluvial flooding.	0.5	Capital Borrowing	Apr-25	A Cleaner, Greener Future	Climate and Ecological Emergency Strategy	None	Price inflation/materials	None	None	3
PL031	Neasden Connectivity and Place Making Improvements	Public Realm	Strategic Transport: The proposal is to improve the character and connectivity in Neasden town centre to enhance the public realm, increase footfall, increase active travel and support businesses.	3.2	SCIL, S106, TfL - TBC	April-25/May- 25	Prosperity and Stability in Brent A Cleaner, Greener Future A Healthier Brent	Borough Plan Draft Long Term Transport Strategy Draft Local Plan	Statutory requirement to provide a spatial strategy for the area; this is part of the delivery of the adopted Local Plan.	Price inflation/materials	None directly; would be SCIL eligible	Once Neasden Growth Area gets into delivery, population of Neasden will increase	2
PL070	Replacement of water pipes in Parks Pavilions NEW	Public Realm	Park Pavilions improvements: Budget is required to replace water piping and heating systems in a number of parks pavilions so as to maintain hygiene standards. The investment will allow for an upgrade of piping and water tanks, providing more connections directly to the mains and addresing any potential issuse that could cause pavilions to be closed.	0.8	SCIL / Capital Borrowing - TBC	Apr-25	A Cleaner, Greener Future Thriving Communities A Healthier Brent	Health and Wellbeing Plan	None	The risks are that the pavilions will need to permanently close if investment is not made, meaning that sports bookings will not take place, revenue to the service will decrease and Brent's reputation will be adversely impacted as we will no longer be able to offer the hire of grass sports pitches to any clubs.	The investment would allow our pavilions to remain open all the time, thereby facilitating the Parks Service to be able to increase hire opportunities and increase revenue possibilities. Investment would also reduce the expenditure from revenue on the cost of remedial works required after every positive test result. Figures are still being prepared in relation to the proposed additional income that could be achieved.	We are trying to increase community use of our sports pitches and can only achieve this if people can also use our facilities at the same time.	2

PL058	Parks Infrastructure Improvements	Public Realm	Park infrastructure improvements: A large number of pathways in parks are failing; with edging falling away and tree root incursion. These are a health and safety issue requiring investment. At least two of our pavilions are suffering from high deterioration internally, meaning that we cannot rent or use them and gain any income. The aviary at Roundwood has subsidence and requires structural repair and the toilets at Roundwood need to be demolished and alternative provision made in the bowling green area, reducing the opportunity for ASB and vandalism. The Service continues to assess any potential external funding to cover the costs of these works, and in the understanding that whilst works are to be funded through Council borrowing, that the Council is unlikely to commence these works,	2.0	Capital Borrowing	Feb-25	A Cleaner, Greener Future - This investment will help make our parks more sustainable for increased use by the local community. A Healthier Brent - Investing in the infrastructure will allow for more residents to access our open spaces and seek opportunities for improved physical and mental wellbeing.	Borough Plan Brent-climate - ecological- emergency-strategy-2021-2030	None	1) Without investment our pathways are becoming heath and safety risks for visitors leading to increased insurance claims for trips and falls and closure of pathways that cannot be used. There is no other source of funding for this kind of infrastructure. 2)The toilet block in Roundwood is one of the few remaining in our parks. It has been closed for the last year, leading to high levels of complaints and public disastisfaction. 3) The internal stairs and upstairs floor at the pavilion in Vale Farm in particular, are disintegrating, creating a health and safety risk and putting the structure of the building at risk. We cannot hire out the building in its current condition and to not invest in repair, means we risk being able to meet income targets set out for 2024/25 FY.	The provision of improved sports facilities will result in an increase in activities and revenue generated from charges, which will be detailed in the business case.	Brent has a growing population and demands for community sports provision in our parks will increase in future years.	
PL020	Sports Programme	Public Realm	Green spaces: Improvement works to a range of grounds (including football, cricket and rugby) and their facilities, feasibility studies and longer-term improvement works. Discussions with Middlesex FA have also raised the possibility of match funding to allow us to improve the quality of many more of our pitches than previously anticipated. The Service continues to assess any potential external funding, or savings elsewhere to mitigate the cost, to cover the costs of these works, and in the understanding that whilst works are to be funded through Council borrowing, that the Council is unlikely to commence these works.	1.1	Capital Borrowing	Feb-25	A Healthier Brent - Provision of high- quality sports facilities encourages physical activity, helps to improve the physical and mental wellbeing of the community and seeks to reduce health inequalities.	Borough Plan 2023-2027	None.	Without investment, many community clubs will seek to play their games elsewhere and issues with pitch quality have already led to the cancellation of many games last season, leading to a loss of income to the Parks Service and reduced opportunities for grass roots sports provision.	in activities and revenue generated from charges, which	Brent has a growing population and demands for community sports provision in our parks will increase in future years.	
	ealm Total	•		8.1				•	•	•	•		=
PL064		Regeneration	Hillside Corridor: To deliver a variety of council and community facilities across a number of sites along Hillside, Stonebridge. The proposal includes for a new leisure centre, council homes, community facilities, new adult education centre, workspace and youth facilities	195.0	SCIL/ Sport England / Land Sale Receipt / Borrowing / GLA Affordable housing grant(s)	Apr-25	Prosperity and Stability in Brent Thriving Communities A Healthier Brent	Local Plan Infrastructure Delivery Plan	Provision of Council Homes	Sufficient CIL to fund projects – working to ensure a cost-effective solution is proposed and withing CIL budgets / availability. Reliance on Land Sale Agreement – liaising with Developer to maximise land sale receipt whilst enabling planning to be obtained Planning approval – extensive pre-app process, planning consultant appointed	Leisure centre operation is expected to generate a surplus annually – compared with existing centre which costs £500k per annum. Under assumption operation will be outsourced. Community facilities potential to bring in revenue from leasing space(s)	Need to provide new Council Homes A new leisure centre will offer greater opportunities for health and wellbeing outcomes in Stonebridge	
PL065	Staples Corner Growth Area Masterplan SPD - A5 Toucan Crossing and Highways Improvements NEW	Regeneration	Staples Corner Growth Area Masterplan SPD - A5 Toucan Crossing providing direct pedestrian / cycle link from Staples Corner Growth Area to Brent Cross West Thameslink Station, plus localised public highways improvements to access and servicing arrangements for Staples Corner industrial estates to prime the development sites for industrial intensification and mixed-use redevelopment.	2.0	SCIL	Mar-25	Prosperity and Stability in Brent A Cleaner, Greener Future Thriving Communities	Brent Borough Plan Brent Local Plan Staples Corner Masterplan	Infrastructure to support the spatial strategies and the delivery of the Staples Corner Masterplan and Loca Plan.	Design, planning and construction risks; build cost inflation; contractual risks; utilities. Transport for London. GLA. LB Barnet.	expected to support regeneration and growth in the SCGA, including new housing and industrial floorspace, with associated benefits and an increase in the local tax base via council tax and business rates income, and CIL and s106	Staples Corner is a growth area and identified for significant regeneration including 2,200 homes. It is dominated by highways infrastructure (North Circular and Edgware Road), that is heavily trafficked and polluted, and presents a hostile environment, particularly for pedestrians and cyclists.	
PL063	Neasden Civic Partnership Programme NEW	Regeneration	Neasden Civic Partnership Programme: The Neasden Town Centre Placemaking & Sustainability Action Plan was developed with MOL Civic Partnership Programme Strategy funding and after engagement with local residents, businesses and community groups late 2023 / early 2024. Brent Council Leadership endorsed the Strategy as the basis for MOL Civic Partnership Programme Exemplar capital funding bid. Neasden Civic Partnership Programme (NCPP) secured £3.1m capital funding (predicated on £7.3m SCIL match funding) to deliver three exemplar projects: 1) Public Realm 2) Community Programming 3) Eastern Gyratory The investment opportunity is to revitalise the declining priority Neasden Town Centre, deliver infrastructure required to support regeneration, mixed use development and new housing in the wider local area, and ensure growth is inclusive and benefits new and existing communities alike. Regeneration Board support for the NCPP secured 2/2024; Brent Council Leadership support for the funding application 5/2024; Infrastructure Office Working Group cleared NCPP projects as SCIL eligible 7/2024; GLA funding announced 8/2024; key decision to enter GLA grant agreement 10/2024 signed 11/2024; NCPP Project Manager recruited to start 12/2024. Project delivery FY2425, FY2526, FY2627, FY2728.	10.5	SCIL, GLA	Nov/Dec-24	Prosperity and Stability in Brent A Cleaner, Greener Future Thriving Communities	Brent Borough Plan Brent Local Plan Climate & Ecological Emergency Floor Risk Management Strategy Inclusive Growth Strategy Long Term Transport Strategy Neasden Stations Masterplan Neasden Town Centre Plan	NCPP will contribute to the statutory requirement to provide a spatial strategy for the area; NCPP will contribute to delivery of the adopted Local Plan. Transport and highways improvements would contribute to local authority highways obligations.	Design, planning and construction risks; build cost inflation; contractual risks. GLA funding agreement. Transport for London.	NSGA, plus localised town centre infill development, including new housing and commercial floorspace, with associated benefits and an increase in the local tax base via council tax and business rates	Neasden Town Centre is a priority town centre and located in an area that is simultaneously identifed for signficant regenertaion and growth (in NSGA and CEGA); but also an existing population disadvantaged by high levels of deprivation.	
	ation Total			207.5					·				=
Regener Schools				207.5									

PL048	Post-16 Skills Resource Centre & SEND School Expansion Revised	Post-16 Skills Resource Centre: To develop a post-16 resource centre at Airco Close and horticultural centre at Welsh Harp to support young people aged 16 – 25 with SEND.	3.0	SCIL, Basic Need Grant, High Needs Capital Grant		providing new skill opportunities for them to	The Brent SEND Strategy 2021- 2025 The Brent Youth Strategy 2021- 2023			None directly	The School Place Planning Strategy Refresh, agreed by Cabinet in November 2021, evidences the growing demand for places that meet the needs of children and young people with SEND. The rationale for a Post 16 Skills Resource Centre is supported by the changing demography, with increasing numbers of young people with SEND.
PL066	School AMP Programme (2026 - 2028) NEW	School AMP Programme 26-28: Condition improvement programme for Council Community and Foundation Schools.	7.2	School Condition Funding	Aug-25	The Best Start in Life - supporting the continued development of young people by providing new skill opportunities for them to succeed.	School Place Planning Strategy 2024 - 2028	for Community and Foundation Schools. Funding is provided under	Increasing inflation costs and its impact on the construction industry (resources, materials, deliveries) Programme / funding available may not be sufficient to cover all condition requirements across the school portfolio	None	Need to maintain schools, otherwise a risk of losing school days due to poor quality buildings
PL067	SEND Satellite School at The Stonebridge School NEW	SEND Capital Programme: To develop a SEND Satellite school at The Stonebridge School to meet increasing SEND provision whilst using spare mainstream capacity	1.0	High Needs Capital Grant	Mar-25		2025	Council has the statutory duty to place young people in an appropriate school setting	Increasing inflation costs and its impact on the construction industry (resources, materials, deliveries) Both schools (host and tenant) may ask for significant building changes to accommodate the satellite school	Saving on the High Needs Block	As set out in the School Place Planning Strategy 2024 - 2028 and any annual refreshes
Schoo	ls Total		11.2							<u> </u>	
Grand	Total		598.5								

Priority Ranking: 5 = high priority and 1 = low priority