Pipeline Project ID	Project Name	Portfolio	Programme and purpose of scheme	Proposed Budget (M)	Borough Plan Objectives	Strategic Alignment	Statutory Obligations	Risk	Financial Return	Demand Management
Corporat	e Landlord									
PL007	Energy Schemes <i>NEW</i>	Corporate Landlord	Energy Efficiency: The Energy team are working with RE: FIT to develop future energy efficiency and renewable energy schemes, focused on LED installation and solar. Currently an estimate of energy schemes moving forward is in the region of £20m. The energy team are working with consultants on a heat decarbonisation plan for the councils own estate. The initial estimates to decarbonise £5m over and above the current grant funding, the key grant scheme should provide the majority of funding required, but there will be elements the council will fund.	25.0	A Cleaner More Considerate Brent - This investment will help make our buildings cleaner and greener, helping to address the cilmate emergncey Strong Foundations - Investing in the infrastructure will improve productivity across the Council with custom built spaces to suit the service area needs.	Borough Plan Brent-climate - ecological- emergency-strategy-2021-2030	None	Crant has been obtained from Goverenment, it has very tight delivery timelines 2. Competition - lots of other organsations will be competing in the market place for the contractors and rescource to deliver these works	Increasing energy costs has meant that looking to mitigate demand will be in the Council's interests whilst also addressing the public demand for cleaner greener services.	None
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	A Future Built for Everyone, An Economy Fit for All - Investment in the growth areas of the Council will enable the vision in the local plan to be delivered	Borough Plan Local 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 (redevelopment 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
PL041	Libraries Development Plan <i>NEW</i>	Corporate Landlord	Libraries Development Plan: The Libraries Development Plan seeks to improve Harlesden (£218k), Kilburn (£378k) and Willesden (£70k) library building assets, modernising their design, extending their offer to residents and visitors and protecting their status as anchor sites in their communities and high streets. The Harlesden library project budget assumes the £285,000 Arts Council England fund bid is successful.	0.9	Strong Foundations - Investing in the infrastructure will improve productivity across the Council with custom built spaces to suit the service area needs.	Borough Plan	A library service is a statutory provision and these buildings form part of Brent current operational footprint of providing that service	Arts Council bid is un-sucessful	None	Growing population in the borough requires additional better quality facilities.
PL023	Property Management	Corporate Landlord	Commercial Property Repairs: Pipeline funds exist for one off major repairs on the commercial property stock. Currently there are no planned repairs, but a pre-planned-maintenance schedule is being put together.	1.4	Strong Foundations - Investing in the infrastructure will improve productivity across the Council with custom built spaces to suit the service area needs.	Borough Plan	None - statutory complience is covered by operational expenditure	None	None	None
	e Landlord Total			71.8						
Housing	Care Investment Board		ı				1		1	
PL012	St Raphael's Estate	нсів	Mixed Development: 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 and the public realm. There is the opportunity for fundamentally change the area, with proposed improvements to housing and local infrastructure which, depending on whether infill or redevelopment are progressed, could help to improve the economic, social and environmental conditions in the Borough. The significant viability gap for redevelopment necessitated the delivery of infill. No ballot was required. Grant to support delivery of Phase 1 infill through AHP 16-21 approved (£22.5m). Design on phase 1 started summer 21; planning submission May 22, SOS winter 22/23. Budget for design of phase 2 & 3 approved at cabinet cct 21. Design to start spring 22. Grant to support delivery approved as part of the AHP21-26 (unspecified) allocation.	30.0	reduction in number of households in temporary accommodation. Strong Foundations - there was an	Borough Plan 2021-2022 Brent Climate & Ecological Emergency Strategy 2021-2030 Poverty Commission Housing Asset Management Strategy 2020-2025	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, viability will be challenged.	The provision of affordable housing is linked to the future need hilighted by housing warting list.
PL036	Fire Safety Programme	НСІВ	Asset Management: Capital Investment for Fire Safety on housing stock. 20/05/21 - Spend on Fire Safety will be contained within the £15m allocated to each of 21/22 and 22/23. This is expected to be contained within £600k pa each year. Thereafter the level of spend required will be driven by Building Safer Futures programme.	20.0	A Future Built for Everyone, An Economy Fit for All - increased inward investment into the borough achieved via the council and improvement in housing supply.	Borough Plan 2021-2022 Brent Climate & Ecological Emergency Strategy 2021-2030 Housing Asset Management Strategy 2020-2025	The Fire Safety Programme will enable the council to meet Fire Safety Standards And Regulations For Existing Social Housing	May not meet completion deadline due to possible delays that could crop up across delivery of the programme	N/A	Scheme is required to meet fire safety regulations. Additionally, the Grenfell Tower tragedy in June 2017 moved the housing sector into the spotlight with regard to fire safety.
PL037	Empty Property Grants	нсів	Aids & Adaptations: Return empty properties to use as homes to provide temporary accommodation for homeless families.	3.0	A Future Built for Everyone, An Economy Fit for All - increase and improvement in housing supply and reduction in number of homeless households in the borough. Also, increase in inward investment achieved via the council	Borough Plan 2021-2022 Housing Asset Management Strategy 2020-2025	Grant will provide the following statutory provision: - Housing homeless families in TA and bringing empty properties back into use	Landlords/developers withdraw from the grant process – impact low Approved schemes overrun and do not complete in year	The scheme will provide benefits of cost savings in reduction in the use of Bed and Breakfast and short-term temporary accommodation. There is also additional benefits of New Home Bonus.	The projected supply of 73 homes is needed in order to meet the demand of homeless families that are currently living in costly bed and breakfast and/or hostel type accommodation.

PL0044 Housing	New Council Homes Programme NEW Care Investment Board	HCIB Total	New Council Homes Programme: The Council submitted a bid for GLA grant funding to support delivery of a further 701 new social rented homes in April 2021 as part of the GLA's Affordable Homes Programme 2021-2026. The Councils bid was based upon each project breaking even by the expiry of 60 years from practical completion. The total grant allocated was £111 million. The total scheme costs to deliver 701 new homes has been estimated at £236m (net £125m)	236.0 289.0	A Future Built for Everyone, An Economy Fit for All - increase and improvement in housing supply, reduction in number of households in temporary accommodation or homeless in the borough. Strong Foundations - 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 hillighted by housing waiting list.
PL011	Kilburn High Road Improvement Scheme	Public Realm	Town Centre Improvement: the London Boroughs of Brent, Camden and Westminster submitted the 'Kilburn High Road' Major Scheme bid in 2015. The scheme received £250,000 for development and traffic modelling, however no further funding was awarded. A tri-borough bid for £9.6m under the Liveable Neighbourhood programme including improvements to the wider area was unsuccessful. Brent have been working with Camden on the development of an improvement scheme for Kilburn High Road, a boundary road. The scope of the previous scheme differs from that in this bid as proposals only extended to the High Road itself. Status 27/10/21: Brent have committed £1M from the £20M footway investment programme. Camden are continuing to lead on the design and are seeking approval of traffic modelling for the scheme. They have not yet secured funding. The total cost of the scheme may be in the region of £3M and therefore we may need additional funding circa £0.5Mk	1.0	A Borough where we can all feel safe, secure, happy and healthy - provision of public realm improvements including, new pavements, trees and greening, safe pedestrian crossing points, cycling amenities, will encourage active and sustainable travel. Active travel helps to improve the health of Brent Residents and reduce health inequalities. A future built for everyone, an economy fit for all - new signal junctions within the scheme will be designed to keep traffic moving on our roads and pavements will be improved. A cleaner more considerate Brent - improved walking and cycling facilities and accessibility to bus and rail services contribute to reduced car use reducing carbon emissions from transport and improving air quality.	Borough Plan 2021-2022, Brent Long Term Transport Strategy 2015-2035, Brent's Third Local Implementation Plan 2019-2041, Brent Climate & Ecological Emergency Strategy 2021-2030	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.	Traffic modelling subject to approval by Transport for London (TL). Traffic Signal installation by TfL's signals team Implementation of the full scheme is dependant on the London Borough of Camden match funding.	The scheme will be joint funded with the London Borough of Canden. There is no specific financial return but road traffic injury accidents and poor public health result in significant costs to the UK economy. Creating a high quality public realm will attract visitors and support the local economy.	Improvements on Kilburn High road to address a poor road safety record, public realm and encourage sustainable travel have been a priority for a number of years. This is the closest main shopping area to the South Kilburn Regeneration area and provides access to underground, overground and bus services.
PL016	Kensal Rise priority bus Scheme	Public Realm	Corridors: Bus Priority funded improvements to the Chambertayne Corridor to include Traffic and Parking management, wider pavements, greening, new bus shelters, cycling and walking improvements near Kensal Rise Station and on Kilburn Lane and Chambertayne Road. Circa £1.2M has been secured to deliver improvements around Kensal Overground Station. Status 27/10/21 Work is progressing around Kensal Overground Station. Tfl. have experienced severe financial difficulties and the £0.3M contribution from the LIP programme has not been secured for 2021/22. Tfl. have committed to allocating funding but this is dependent on negotiations with the Department for Transport for funding beyond 11 December 2021. The project is to be delivered in phases in future years using Tfl. LIP and Bus Priority funding.	n/a	A Borough where we can all feel safe, secure, happy and healthy - provision of public realm improvements including, new pavements, trees and greening, new pedestrian crossings points including 2 signal crossings, cycling amenities, will encourage active and sustainable travel. Active travel helps to improve the health of Brent Residents and reduce health inequalities. A future built for everyone, an economy fit for all - new signal junctions within the scheme will be designed to keep traffic moving on our roads and pavements will be improved. A cleaner more considerate Brent - improved walking and cycling facilities, accessibility to bus services and reduced bus journey times contribute to reduced car use reducing carbon emissions from transport and improving air quality.	Brent Long Term Transport Strategy 2015-2035,	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.	Traffic Signal installation by TfL's signals team Implementation of future phases of the scheme is dependant on TfL funding through the LIP and Bus Priority programmes.	The scheme will be funded through future TfL LIP and Bus priority programmes. There is no specific financial return but road traffic injury accidents and poor public health result in significant costs to the UK economy. Creating a high quality public realm will attract visitors and support the local economy.	Improvements on the Kensal Corridor were developed in partnership with local residents groups and business association from 2016. The scheme will remove a double looping bus movement to improve bus journey times and bus accessibility. The public realm improvements will also improve road safety, encourage sustainable travel and visitor to the area, which will support the local economy.
PL0045	Barham Park <i>NEW</i>	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 £3m	3.0	Strong foundations - improved building and grounds at this community hub will encourage visitors and participation, support community cohesion and increased resident satisfaction A Borough where we can all feel safe, secure, happy and healthy - 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, Brent Climate & Ecological Emergency Strategy 2021-2030	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.

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PL002	Wembley Hill Road/ Park Lane / Wembley Park Drive - Signal Junction Improvements	Public Realm	Traffic Management Improvement: Provision of pedestrian phases and enhanced pedestrian crossing facilities at a 5-arm signal junction with a poor safety record in the close vicinity of the Wembley Regeneration area. There is need to improve safety and accessibility due to increased traffic volumes and pedestrians visiting the area. Options for improving pedestrian safety at this junction and traffic modelling have been completed. The proposals have been subject to consultation and implementation is planned for early 2022. Status 27/10/21: Status 27/10/21: Status 27/10/21: The programme August of the Status 27/10/21 in the programme has not been secured for the implementation of this project. However, Th. have experienced severe financial difficulties and the £0.15M contribution from the LIP programme has not been secured. Th. have committed to allocating funding but this is dependent on negoliations with the Department for Transport for funding beyond 11 December 2021 and we may need further Brent funding.		A Borough where we can all feel safe, secure, happy and healthy - provision of safe pedestrian crossing points at this signal junction will encourage walking / sustainable travel. Active travel helps to improve the health of Brent Residents and reduce health inequalities. A future built for everyone, an economy fit for all - the new signal junction will be designed to keep traffic moving on our roads and pavements at the junction will be improved. A cleaner more considerate Brent - improved walking facilities contribute to reduced car use reducing carbon emissions from transport and improving air quality.	Borough Plan 2021-2022, Brent Long Term Transport Strategy 2015-2035, Brent's Third Local Implementation Plan 2019-2041, Brent Climate & Ecological Emergency Strategy 2021-2030	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.	1. Traffic modelling subject to approval by Transport for London (TIL) 2. Traffic Signal installation by TIL's signals team	The scheme is partly funded by TIL but we are awaiting confirmation to programme implementation. There is no specific financial return but road traffic injury accidents result in significant costs to the UK economy.	The junction is on a main route to the Wembley Regeneration area. Brent Civic Centre, the London Designer Outlet, Wembley Stadium, Wembley Arena, and local train stations and bus routes.
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. An evaluation of existing pitches has confirmed that the service will be seeking to provide a business case for the remainder of the funding in the next financial year.	1.1	A Borough where we can all feel safe, secure, happy and healthy - provision of high quality sports facilities encourages physical activities and helps to improve the health of Brent's residents and reduce health inequalities. Strong foundations - improved sports facilities will increase resident participation in activities, support community cohesion and increased resident satisfaction.	Borough Plan 2021-2022, The Planning for Sport and Active Recreation Facilities Strategy 2008-2021	Local authorities in England have a statutory duty to provide a range of services to their communities.	Dependant on a feasibility study and business case identifying priorities and costs	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 will increase in future years.
PL022	Ealing Road Shopping Area	Public Realm	Town Centre Improvement: Ealing Road shopping area suffers from a poor quality and a traffic dominated public realm. Highways and Infrastructure have developed road safety improvements in recent years and completed a public realm and safety improvement project to the area around Alperton Station and Alperton Community School, the gateway to the Alperton Regeneration area. There is a need to improve the public realm along Ealing road, making its afer, greener and more accessible for pedestrians and cyclists. Status: 27/10/21 Scheme not progressing in consideration of other priorities including Wembley High Road, Church End and Kilburn High Road schemes.	2.5	A Borough where we can all feel safe, secure, happy and healthy - provision of public realm improvements including, new pavements, trees and greening, safe pedestrian crossing points, cycling amenities, will encourage active and sustainable travel. Active travel helps to improve the health of Brent Residents and reduce health inequalities. A future built for everyone, an economy fit for all - new signal junctions within the scheme will be designed to keep traffic moving on our roads and pavements will be improved. A cleaner more considerate Brent - improved walking facilities contribute to reduced car use reducing carbon emissions from transport and improving air quality.	Borough Plan 2021-2022, Brent Long Term Transport Strategy 2015-2035, Brent's Third Local Implementation Plan 2019-2041, Brent Climate & Ecological Emergency Strategy 2021-2030 Brent's Third Local Implementation Plan 2019-2041,	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.	Traffic modelling subject to approval by Transport for London (TfL) Traffic Signal installation by TfL's signals team Implementation of the full scheme is dependant on securing future funding	The scheme will be high cost and while there may be the opportunity to use TfL funding and s106 developer funding, a significant capital investment will be required. There is no specific financial return but road traffic injury accidents and poor public health result in significant costs to the UK economy. Creating a high quality public realm will attract visitors and support the local economy.	Ealing Road shopping centre specialises in Asian clothing, jewellery and traditional food and is iconic in London and the UK. It is an important link from Wembley High Road to the Alperton Regeneration area. There has been an investment in recent years to improve safety but there is a need for wider public realm improvements in the future.
Public	Realm Total	<u> </u>		8.0		l .		<u> </u>	!	
Regen	eration									
PL003	Alperton Housing Zone Infrastructure Requirements	Regeneration	Housing Zone: Infrastructure improvements to improve east-west connectivity, and to improve the quality of parks and open spaces to support housing zone growth. 1. Pedestrian /Cycle Bridge over GU canal 2. Improvement to Woodside End highway linking Suneigh Rd to Abbey Industrial estate/redevelopment (E-W connectivity), and Allip Rd public realm 3. Parks and open spaces. Aug 2021 feasibility options indicate preferred new pedestrian / cycle bridge location and solution cost c£5m;	5.5	A Future Built for Everyone, An Economy Fit for All - connectivity improvments across the Alperton growth area will enable residents to better access transport, shops and services, and job opportunities particularly in Park Royal.	Draft Local Plan Draft long term transport strategy Borough Plan	The local authority is required to have a spatial plan for the area. Once adopted, the Local Plan is part of the statutory development plan and these works are required to implement the strategy for Alperton	Subject to planning permission and potentially some CPOs.	Works should be SCIL eligible as infrastructure in a growth area; the developments in the area have contributed many millions of CIL to the Council.	Over the period of growth the population of Alperton is likely to increase by around 6,000 new homes
PL031	Neasden Connectivity and Place Making Improvements	Regeneration	Strategic Transport: The proposal is to improve the character and connections around the A406, between east and west Neasden, by improving the entrances to the subway to create a pleasant and more inviting environment for pedestrians and cyclists. The work will open out and extending the approaches to the subway; environmental treatment to the extended approaches; upgrade to the subway for lighting, surface, walls and ceiling.		A Future Built for Everyone, An Economy Fit for All - to improve connectivity within Neasden currently cut in half by the NCR. Harsh environemnt. Encourage pedestrian andn cycling use. A Borough where we can feel safe, secure, happy and healthy	Borough Plan Draft Long Term Transport Strategy Draft Local Plan	None	Price inflation/materials	None directly; would be SCIL eligible	Once Neasden Growth Area gets into delivery, population of Neasden will increase

PL042	Abbey community centre, Alperton		Regeneration: redevelop the Abbey community centre to provide affordable workspace, leased to an operator, plus some community space. Vacant and derelict Council community centre, local people and ward councillors want to something to be done. Options examined, from refurb through to demolition without anything in its place.	0.8	A Future Built for Everyone, An Economy Fit for All - provision of affordable workspace and community centre	Borough Plan Affordable Workspace Strategy Inclusive Growth Strategy	None	Affordable Workspace operator not procured	None directly. SCIL eligible	Growing population in Alperton requires addition facilities. Bringing back a Council asset into use.
PL045	Brent Start Digital Skills Training <i>NEW</i>	Regeneration	Purchase of laptops etc for circa 60 digitally excluded students to undertake skills training at Morlands and community centres	0.3	A Future Built for Everyone An Economiy Fit For All - enablinbg learners to gain digital skills increasing chances of employability Strong Foundations	Borough Plan Inclusive Growth Strategy	None	Laptops will remain the property of the Council and will be on loan. Some may not be returned.	None directly	Enhancing digital skills identified as a growth area in draft skills strategy
PL025	Bridge across the Chiltern Line into Monks Park	Regeneration	St Raphael's: 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.	10.0	A Future Built for Everyone, An Economy Fit for All - improved connectivity to reduce isolation of St Raphael's estate	Borough Plan	None	Ability to physically deliver without unacceptable land take and impact on the overall estate. Practical challenge of building over railway. Network Rail co-operation required. Land take on the other side may require CPO.	None directly	None
PL043	Kilburn Town Centre Action Plan	Regeneration	Economic Development: To deliver actions from the Kilburn town centre action plan: A) Improved lighting (19 columns) northern end of High St to Willesden Lane, feature lighting at Gaumont State building, Kilburn station rail bridge. B) Public realm improvements	2.4	A Future Built for Everyone, An Economy Fit for All - part of town centre strategies to deliver improvements	Borough Plan Draft Local Plan	Spatial planning for an area is a statutory requirement. Once adopted the Local Plan becomes part of the statutory development plan. Statutory requirement to provide decent homes for Council tenants; this is part of the wider placemaking agenda	SCIL eligible but otherwise no funding secured.	None directly	South Kilburn regeneration is increasing the population in the area
Regener	ation Total			22.1						
Schools					-					
South Ki	Iburn Regeneration									
PL026	South Kilburn Schools		South Kilburn Regeneration: Provision of sufficient school places for both primary and nursery hildren; new school building in Austen/Blake redevelopment, part of the masterplan. Notes: Linked to Open Space project above; schools now in agreement. Design works in progress for Austen/Blake and new school building.	5.6	A Future Built for Everyone, an economy fit for all Every opportunity to succeed - part of the masterplan for the area to improve the existing school provision	Borough Plan South Kilburn masterplan SPD South Kilburn Landlord Offer Draft Local plan	Statutory requirement to provide a spatial strategy for the area. Once adopted the Local Plan will become part of the statutory development plan	Procurement of a contractor. Agreeing design with schools	None directly. School element would be SCIL eligible.	Increasing population in the area; landlord offer was on basis of the masterplan
PL013	Open Spaces and public realm improvements (e.g. NWCC, Carlton Vale Boulevard)	South Kilburn Regeneration	South Kilburn Regeneration: Delivering high quality open spaces across the area, including on site of existing schools. In addition, improved connectivity through the masterplan area, and improved local infrastructure including Carlton Vale Boulevard. NWCC public realm contribution from SIL (£4.9m) agreed by Cabinet April 2021.		A Future Built for Everyone, an economy fit for all - part of the estate regeneration masterplan	Borough Plan South Kilburn masterplan SPD South Kilburn Landlord Offer Draft Local plan	Statutory requirement to provide a spatial strategy for the area. Once adopted the Local Plan will become part of the statutory development plan	Procurement of a contractor	None directly SCIL eligible.	Increasing population in the area; landlord offer was on basis of the masterplan.
	South Kilburn Regeneration Total			29.8						
Grand To	Grand Total			420.7						