

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
Corporate Assets Board													
PL021	Land & Property strategic acquisitions (general)	Corporate Assets Board	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	TBC	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 Local Plan	None	1. Opportunities are market led and this difficult to predict 2. Generally investment opportunities in the targeted areas are popular as property assets are high performing or present good asset-management 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	Net Zero Roadmap - Energy Conservation Measures (ECMs) Works across the Brent Corporate Estate, to do all in our gift to achieve Net Zero by 2030	Corporate Assets Board	Energy Capital - In 2019, Brent Council declared a Climate Emergency and pledged to take all reasonable actions within its power to work towards making the borough carbon neutral by 2030, while also collaborating with the national government to support the UK's 2050 net-zero target. Linked to this aim, Brent Council has committed to lead by example in reducing the carbon footprint for their own corporate estate and operations, which comprises corporate accommodation, fleet and street lighting. Brent have made good progress to date in achieving a 71.9% carbon reduction, using the latest available data for financial year 2024/25, against the 2010/11 baseline. To help build on this good progress, in September 2024 Brent Council commissioned Turner & Townsend to undertake an Estate Heat Decarbonisation Plan Project, to understand the energy efficiency and decarbonisation options available for Brent's corporate buildings specifically to inform a Net Zero Roadmap for achieving further carbon emission reductions. The Net Zero Roadmap recommends the following measures: Energy efficiency in buildings including: <ul style="list-style-type: none">Switching to energy-efficient appliances like LED lightingImproving insulation in buildings to reduce heating/coolingSmart meters to improve energy data and identify savingsBehaviour changes, BMS upgrades, heating & timer controlsLow carbon heating and coolingreplacing the end of their life (10 years) gas boilers and install heat pumps across the corporate estate. The identified carbon reductions can deliver a combined 96% carbon reduction, including the grid to decarbonisation, leaving the 4% addressed by Carbon Offset initiatives.	5.7 (including contingency)	Carbon Offset Fund, Prudential Borrowing, Grants	TBC	A Cleaner, Greener Future. <ul style="list-style-type: none">A Cleaner BoroughClimate-friendly, Sustainable BoroughKeeping 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 has ended meaning future grant is unavailable. Carbon Offset Fund money may be unavailable in future years. - Alternative sources of funding will be required, which could be capital borrowing, or interest free loans. Alternative funding sources and strategies are currently being investigated.	The energy cost savings that could be achieved by the completion of the energy conservation measures works on corporate sites. Savings need to be calculated in business cases.	None	2
PL062	Vale Farm Sports Centre Capital Improvements	Corporate Assets Board	Vale Farm Centre Improvements: As part of the standalone leisure contract procurement for Vale Farm Sports Centre, the Council commissioned updated building condition surveys to inform future asset and service planning. These surveys (October 2025) have validated the requirement for approximately £1.4m of capital investment over the next five years to address priority lifecycle works, maintain statutory compliance, manage asset risk, and ensure the facility remains operational and capable of delivering high-quality leisure and Active Wellbeing outcomes for residents through to 2031. This investment supports the effective implementation of the new leisure contract, awarded to Sports and Leisure Management Ltd (trading as Everyone Active) on an agency agreement basis commencing 1 March 2026 through to 31 October 2031. The proposed funding supports planned, evidence-led investment, reduces the risk of unplanned failure, and provides a clear basis for future phasing and delivery, which will be set out in a detailed business case to be brought forward to the Capital Programme Board.	1.4	Prudential borrowing/Supplier Contribution	Apr-26	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 generated from charges, which will be detailed in the business case.	Our Leisure Centres contribute to the mental and physical health of our residents. Realising their full potential requires leisure centres to be utilised by the whole community. Maintaining the leisure provision to a good standard in the borough is essential in enabling residents to access quality and safe provision.	4
PL090	Willesden Sports Centre Capital Improvements (Gym Reconfiguration)	Corporate Assets Board	Willesden Centre Improvements: As part of the Council's approach to maximising the long-term value of Willesden Sports Centre ahead of the 2031 PFI expiry, this proposal focuses on the relocation and expansion of the gym to address sustained capacity constraints and the under-utilisation of the indoor athletics space. The proposal involves a shared capital investment with the operator to reconfigure internal space, delivering a new purpose-built gym, enhanced studio provision and improved flexibility of use within the existing building footprint. This intervention supports improved service delivery over the remaining life of the PFI contract and ensures the Council is returned a materially enhanced and commercially stronger facility at hand back in 2031. A detailed business case will be brought forward to the Capital Programme Board setting out the funding structure, financial returns and risk mitigation.	0.4	Prudential borrowing	Apr-26	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 reconfiguration cannot proceed without Council capital investment. This risk is mitigated through a shared investment model with the operator and will be managed through the detailed business case.	The reconfiguration enables income growth by removing existing capacity constraints within the facility. The Council's capital contribution will be structured to secure repayment of capital and interest over the remaining PFI term, with any additional financial benefit flowing through the surplus share arrangement. The full financial return, including the payback profile and sensitivities, will be set out in the business case to be brought forward to the Capital Programme Board.	Demand for health and fitness provision at Willesden Sports Centre exceeds existing gym capacity at peak times, while other internal spaces remain under-utilised. The proposed reconfiguration rebalances internal space by increasing gym capacity and improving flexibility of use, enabling demand to be managed more effectively across the facility over the remaining PFI term.	4
PL046	Barham Park	Corporate Assets Board	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.	1.0	SCIL, S106	Mar-27	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, Brent Climate & Ecological Emergency Strategy 2021-2030	Local authorities in England have a statutory duty to provide a range of services to their communities.	1. 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

PL085	Family Wellbeing Centres	Corporate Assets Board	<p>Family Wellbeing Centres (FWC) - There are 8 FWC in Brent, Alperton, Church Lane, Preston Park, Willow, Granville, Three Tree's, St Raphael's and Curzon Crescent/ Fawood. The funding will be used to:</p> <ol style="list-style-type: none"> 1.Improve and maintain the FWC buildings and infrastructure 2.Enable adaptions to be made to some rooms, for example more health services are being delivered from the FWC, some rooms may require additional sinks, specialist flooring, also some rooms/ spaces need adapting to host more youth centred provision 3.Replace failing heating systems, some of which are coming to the end of their life, and potentially replacing these with more sustainable options i.e. Heat Pumps 4.Enhance, refurbish and maintain outside play areas to ensure these are modern, fit-for-purpose, and enable children, most of whom live in cramped overcrowded accommodation, to access outside play space, engage with environmental projects, encourage more free flowing play and health lifestyles 5.Explore options to install LED lighting, solar panels, etc to make the FWC more efficient and cost effective to run, becoming more sustainable, and reducing carbon emissions. 	1.0	Prudential borrowing, capital receipts	Jun-26	<p>Prosperity and Stability in Brent Thriving Communities The Best Start in Life A Healthier Brent</p>	<p>Black Community Action Plan, Poverty Commission Action Plan, Youth Strategy Early Help Strategy, Inclusion strategy, Carers (Young) strategy, Digital Inclusion strategy, family First Partnership, Reducing Parental Conflict, Family Hubs and Start for Life.</p>	<p>Family Hubs and Start for Life.</p>	None	<p>Non-financial, recurring benefits to the council will be realised through supporting improved outcomes for children, young people and families through the FWC delivery model</p>	<p>There is increasing demand from families for support with the cost-of-living crisis, addressing growing health inequalities, and recovering from the pandemic. Particularly vulnerable children and young people who were disproportionately impacted. There are also more families accessing services as the number of residential properties in Brent increases.</p>	3
PL069	Infrastructure Improvements supporting active travel	Corporate Assets Board	<p>Infrastructure 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 Infrastructure and Regeneration Programme Board (IRPB) (for potential CIL funding) and the CPB for project approval reviews.</p>	0.5	SCIL	Sep-26	<p>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.</p>	<p>Brent Borough Plan 2023-2027 Brent Climate & Ecological Emergency Strategy 2021-2030 Brent Long Term Transport Strategy 2015-2035 Brent's Third Local Implementation Plan 2019-2041 Brent Active Travel Implementation Plan 2024-27.</p>	<p>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 net-zero 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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	2
PL068	Flood Alleviation Scheme (FAS) at Byron Recreation Ground (LB Harrow)	Corporate Assets Board	<p>Flood Alleviation Scheme: LB Brent is working with neighbouring LB Harrow to improve flood risk defences and water quality in the Wealdstone brook. This will involve a joint partnership bid to secure funding to design and construct the flood storage apparatus including the rehabilitation of sewers in the catchment zone.</p>	0.5	Prudential Borrowing	Nov-26	<p>A Cleaner, Greener Future</p>	<p>Climate and Ecological Emergency Strategy</p>	<p>None</p>	<p>Price inflation/materials</p>	<p>None</p>	<p>None</p>	3
PL079	HVM Completion of Wembley Park scheme	Corporate Assets Board	<p>Hostile Vehicle Mitigation: To complete the installation of Hostile Vehicle Mitigation (HVM) measures in Wembley Park to enhance public safety and confidence in the surrounding area around the stadium and arena.</p>	0.5	Prudential Borrowing	May-26	<p>A Cleaner, Greener Future Thriving Communities A Healthier Brent</p>	<p>Borough Plan Draft Long Term Transport Strategy Draft Local Plan</p>	<p>Management of Health and Safety at Work Regulations 1999: Mandates that employers conduct risk assessments to identify potential hazards and implement adequate controls for both employees and the public</p>	<p>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.</p>	<p>None</p>	<p>None</p>	2
PL088	Commercialising Park Assets (Padel)	Corporate Assets Board	<p>Park Assets: To invest in any required site development to allow for new padel courts to be built by commercialising Park assets (e.g. Padel) where financially sustainable and aligned to public health outcomes.</p>	0.5	Prudential Borrowing	Apr-26	<p>A Healthier Brent</p>	<p>Strategic Outcomes Planning Model</p>	<p>None</p>	<p>The council invests in a padel court in a location in an area where there is not demand. The council invests unnecessarily, when the investment could be provided by the supplier</p>	<p>There is the potential to generate income from a padel court. Questions need to be asked of potential providers as to how much investment they would be prepared to front, and how much return could be provided to the council.</p>	<p>Padel is a growing sport and initial market review suggests there would be demand for this sport if padel courts were created.</p>	2

PL070	Replacement of water pipes in Parks Pavilions	Corporate Assets Board	Park Pavilions improvements: Budget is required to replace water piping and heating systems in a number of parks pavilions, which are currently causing issues with high legionella readings. The investment will allow for an upgrade of piping and water tanks, providing more connections directly to the mains and removing the issue of legionella which is currently causing our pavilions to be regularly closed.	0.8	SCIL / Prudential Borrowing - TBC	Sep-26	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
PL020	Sports Programme	Corporate Assets Board	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	Prudential Borrowing	Sep-26	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.	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.	1
Corporate Assets Board Total				52.2									
Affordable Housing Supply Board													
PL012	St Raphael's estate	Affordable Housing Supply Board	Mixed Development: 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 and has the potential to positively impact the economic, social, and environmental aspects of the Borough. These were approved at Cabinet in November 2022. The significant financial gap in the viability of redevelopment makes it necessary to prioritise infill development, which does 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 February 2026. It is important to note that the proposal, which involves substantial regeneration efforts, will only proceed once the development approach for Phase 1 has been finalised and agreed.	120.0	SCIL, Capital Receipts, Prudential Borrowing	TBC	Prosperity and Stability in Brent - Increase and improvement in housing supply and reduction in number of households in temporary accommodation. Thriving Communities - There was an increase in resident involvement ahead of the decision between redevelopment or infill.	Borough Plan 2023-2027 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	1. Subject to planning permission 2. Cost of development - prices have increased following pandemic 3. Possibility of residents objecting proposals	Schemes - partially funded by GLA. This assumes a reasonable cost to build, however if development prices increase, viability will be challenged.	The provision of affordable housing is linked to the future need highlighted by housing waiting list.	4
PL077	Kilburn Square	Affordable Housing Supply Board	Provision of 139 affordable homes: Previous project approved as part of Capital programme but paused due to scheme being unviable. Placing on pipeline should financial climate change.	65.0	GLA, Borrowing, Capital Receipts	TBC	Prosperity and Stability in Brent - Increase and improvement in housing supply and reduction in number of households in temporary accommodation.	Borough Plan 2023-2027 Brent Climate & Ecological Emergency Strategy 2021-2030 Housing Asset Management Strategy 2020-2025	Housing for families in Brent	1. Continued unviability of scheme / lack of sufficient funding 2. Construction cost inflation 3. Potential for new planning permission due to current one expiring 4. Impact of redesign to accommodate 2nd staircase and fire safety standards	Schemes - partially funded by GLA. This assumes a reasonable cost to build, however if development prices increase, viability will be challenged.	The provision of affordable housing is linked to the future need highlighted by housing waiting list.	4
PL078	Windmill Court	Affordable Housing Supply Board	Provision of 60 affordable homes: Previous project approved as part of Capital programme but paused due to scheme being unviable. Placing on pipeline should financial climate change	40.0	GLA, Borrowing, Capital Receipts	TBC	Prosperity and Stability in Brent - Increase and improvement in housing supply and reduction in number of households in temporary accommodation.	Borough Plan 2023-2027 Brent Climate & Ecological Emergency Strategy 2021-2030 Housing Asset Management Strategy 2020-2025	Housing for families in Brent	1. Continued unviability of scheme / lack of sufficient funding 2. Construction cost inflation 3. New planning permission due to current one expiring 4. Impact of redesign to accommodate 2nd staircase and fire safety standards	Schemes - partially funded by GLA. This assumes a reasonable cost to build, however if development prices increase, viability will be challenged.	The provision of affordable housing is linked to the future need highlighted by housing waiting list.	4
Affordable Housing Supply Board Total				225.0									
Infrastructure & Regeneration Programme Board													
PL064	Hillside Corridor	Infrastructure & Regeneration Board	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)	Mar-26	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 within 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	4
Infrastructure & Regeneration Programme Board Total				195.0									
Grand Total				472.2									

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