

Infrastructure Delivery Plan

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LONDON BOROUGH OF BRENT

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Introduction

What is the Infrastructure Delivery Plan?

The National Planning Policy Framework (NPPF) clearly states that it is the responsibility of local planning authorities to plan positively for the provision of infrastructure. This Infrastructure Delivery Plan (IDP) sets out the Council's understanding of what infrastructure will be required to meet the levels of growth outlined in the Local Plan. The IDP is the Council's means of assisting in establishing the necessary physical and social infrastructure needed in the borough to support sustainable development over the Local Plan period. It aims to:

- Assess whether there is likely to be any particular pressure on infrastructure across the borough, particularly in Growth Areas; and
- identify the future shortfall in infrastructure and how we manage this provision in terms of who, what, where and when to ensure growth outlined in the Local Plan is sustainable.

How has the IDP been produced?

The details outlined within this plan have been sourced from consultation with a number of key stakeholders. This includes internal officers in: planning, environment, schools, transport, culture, community facilities, regeneration, social care and telecommunications. Ongoing engagement has also taken place with the following external stakeholders: emergency services, Transport for London, Brent Clinical Commissioning Group (CCG), and utilities companies.

What does the IDP contain?

The IDP covers a wide range of infrastructure types, categorised as social, physical, green and utilities infrastructure. It outlines, as far as practicable, what infrastructure is required, where and when the project will need to come forward and why, and who will deliver it. The IDP also includes where we are with existing infrastructure and what we should do next to maximise our efforts.

Where possible in the relevant infrastructure section, a summary table provides detail surrounding the specific projects required, who will be delivering them and, where known, indicative capital costs of the provision of this infrastructure and potential sources of funding, accompanied by the identification of any unmet funding gaps.

To ensure this plan is understood and adopted by all stakeholders, it was decided for the layout to be clear and concise. This will also assist the Council in keeping the report as up to date as possible.

The Council, its partners and other stakeholders will use this document to ensure that the appropriate infrastructure is provided to support the growth anticipated in the Brent Local Plan. It will be used to inform decisions on infrastructure delivery, for example, the allocation of Community Infrastructure Levy (CIL) receipts to projects or allocating specific sites for use as schools or other infrastructure. It may also be used where appropriate as supporting evidence in bids for infrastructure funding.

The IDP will be reviewed on a regular basis and treated as a 'live' document which is updated as new information and evidence become available informed by engagement with key stakeholders.

Social Infrastructure

Early Years Education

What?

Early years and childcare provision including: child-minders, schools, and independent nurseries.

Where?

Borough-wide.

When?

On-going.

Why?

Since September 2017 the Council has had a statutory obligation to ensure sufficiency of childcare provision for three and four year olds from working families with 30 hours of free childcare and early education. This is in addition to the existing entitlements of 15 hours of free early education for some two year olds and all three and four year olds. The implementation and administration of this entitlement sits with the local authority. Nevertheless, provision of early years' childcare in Brent is largely through strong Private, Voluntary and

Independent (PVI) sectors, as well as through schools. Only one of the borough's seventeen children's centres is operated by the Council.

Where are we now?

In July 2018 Brent published the Brent Childcare Sufficiency Assessment. This outlines where we are and what is needed to focus on in order to improve the overall standard of our services. It notes that although provision across the borough is good with additional capacity available, nevertheless, the quality of provision is not consistent amongst providers, with current vacancy rates at 22%. Some providers have significantly higher vacancy rates than others. This is also true of the type of provision. There are discrepancies on the availability of provision throughout certain times of the day and year across the borough.

What future infrastructure is required?

Due to the report's findings, the Council will focus on 4 key priorities, namely: ensure childcare is available which meets the needs of families; ensure children have the best possible start; improve support to children with special education needs or disabilities; and ensure parents are supported in obtaining and maintaining employment. This will include efforts to increase take up for free entitlements through outreach programs.

This report has also assessed the quality of provision. The Council will work with these providers to bring their standards up, improving their capacity to deliver good quality child care to meet demand over the plan period.

Evidence Base:

Brent Childcare Sufficiency Assessment 2018

Primary Education

What?

New primary school and increased capacity of existing schools within Growth Areas.

Where?

Borough Growth Areas.

When?

Additional capacity may be required by 2028.

Why?

Brent and the Greater London Area are experiencing large population increases. The Council plans to meet housing needs of an additional 27,482 homes to 2028/29 which is the approximate equivalent of an additional 1 home for every 4 which currently exists. A further 18,074 homes have been identified as deliverable in the period 2028/29 - 2041. A large increase in population is also expected to result in an increase in children.

Where are we now?

Following unprecedented growth in demand for primary school places in Brent from 2006-2015, demand for Reception places across the Borough plateaued in September 2016 and has reduced since September 2017. The latest Greater London Authority (GLA) projections (based on January 2019 school census) indicate that demand for Reception will, however, gradually increase over the next few years.

What future infrastructure is required?

There remains a high number of spare places across the system that at a borough-level means there is sufficient capacity to meet the gradual forecast increase in demand for mainstream primary places. Additional capacity may be required in the borough's growth areas, where new housing is expected to increase demand for school places. This includes Wembley Park where the Department for Education is currently planning to build the Ark Somerville Primary Free School.

Evidence Base:

School Place Planning Strategy 2019-2023 (GLA school projections based on ONS data 2019.)

INFRASTRUCTURE DELIVERY PLAN

Table 1: Primary school projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Education	Islamia Primary School	South East	Brent Council	£ 10,010,000	£ 10,010,000	DfE (Basic Need), s106, Capital Schools Programme	£ -	Phase 1
Education	Primary education in South Kilburn Masterplan Area	South Kilburn	Brent Council	£ 8,600,000	£ 8,600,000	DfE (Basic Need), s106, Capital Schools Programme	£ -	Phase 1
Education	Ark Somerville new primary school	Wembley	DfE, QED	£ 6,074,640	£ 6,074,640	S106, DfE	£ -	Phase 1/2
Education	23 FE Expansion of Primary School provision	Borough-wide	Brent Council	£ 98,900,000	£ 74,175,000	DfE, CIL, Brent Council	£ 24,725,000	Phase 1

Secondary Education

What?

Secondary schools, expansion and new provision.

Where?

Borough-wide.

When?

From 2020 onwards to meet forecast demand.

Why?

Demand for places in Year 7 increased in 2017 and this is expected to continue as the significant growth in pupil numbers in the primary phase in Brent progresses into the secondary phase. The School Place Planning Strategy 2019-23 update identifies the need for an additional 10 forms of entry (see section 5) by 2023/24. Brent has traditionally been a net exporter of pupils. If parental preference patterns change this could impact upon future forecasts and demand for individual schools. Neighbouring boroughs face similar pressures on school places due to rises in children numbers and it is anticipated that Brent parents will find it increasingly difficult to access places in out-of-borough secondary schools. The combination of these factors could mean that the demand for places in Brent secondary schools may increase beyond that projected by the GLA.

Where are we now?

Alperton Community School expanded by 2FE in 2018 and there is some spare capacity in other secondary schools. Two new free schools that were approved by DfE in November 2016 will help to meet increasing secondary demand. The North Brent School, which will provide 900 secondary places, is expected to open in September 2020 initially on the Wembley High Technology College site before

moving to its permanent location on the Chancel House site in 2022. The Avanti Free School, an all-through school, is expected to provide a combined capacity of 1320 places (60 per primary year group and 180 per secondary year group). The school will be unable to open until a permanent site is identified by the Education and Skills Funding Agency (ESFA) and may not be located in Brent.

What future infrastructure is required?

An additional 10 forms of entry are required by 2023/24. 6 of the 10 forms of projected need will be met by the introduction of the North Brent Free School at Chancel House (2021) Neasden which will be a new 6 FE facility delivered by the Department for Education (DfE). The school is planned to open offering 4 forms of entry in 2020 from the Wembley High Technology College site, before moving to its permanent site in 2022. In addition, a secondary school(s) expansion programme is in development to provide 4 FE.

Evidence Base:

School Place Planning Strategy 2019-23 (GLA school projections based on ONS data 2019.)

INFRASTRUCTURE DELIVERY PLAN

Table 2: Secondary school projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Education	10 FE Expansion of Secondary School provision	Across whole of Brent	Brent Council	£ 48,100,000	£ 36,075,000	DfE, CIL, Brent Council	£ 12,025,000	Phase 1
Education	Additional Secondary School provision - expansion of existing secondary schools	Across whole of Brent	Brent Council	£ 35,100,000	£ 29,600,000	DfE (Basic Need and Special Provision Capital), CIL, Brent Council	£ 5,500,000	Phase 1

College and Training Opportunities

What?

- New replacement facilities for the College of North West London (CNWL) and Brent Start adult education service.
- The University of Football Business are also expanding their student numbers year on year and are building a larger facility adjacent to the national stadium.
- The University of Westminster are part of the One Public Estate (OPE) programme at Northwick Park, where they have their Arts and Media Campus.
- Brent Council is also seeking a higher education institution to move to Wembley Park.

Where?

- The College of North West London's existing Brent based campus is at Dudden Hill and plans are developed to move to Wembley Park, although not yet approved.
- Plans are developed for a new centre at Morland Gardens, Stonebridge, for Brent Start's adult education offer.
- The University of Football Business are based in Wembley Park.
- The University of Westminster are based at Northwick Park.

When?

- The CNWL and Brent Start adult education developments are planned for delivery as soon as funding and planning permission can be secured.
- The Northwick Park development is being progressed by the One Public Estate partnership, timescales to be confirmed.
- The University of Football Business has stated in 2019 that there are opportunities for growth via new development at Wembley Park.

Why?

Existing education facilities at Dudden Hill and Morland Gardens are outdated and do not provide efficient use of the sites, where more intensive developments could be delivered in response to the growth identified in the Local Plan and the London Plan. Brent Council supports the growth of Higher Education in the borough and will encourage this in partnership with the University of Westminster and University of Football Business.

Where are we now?

Plans are developed by the College of North West London for delivery of a new education centre at Wembley Park. Plans are developed by Brent Council for a new Brent Start education centre at Morland Gardens, Stonebridge.

What future infrastructure is required?

The condition of the existing sites is not in line with the aspirations of the colleges or Council's learners or staff. The sites are also poorly utilised and are able to deliver intensified developments. The proposed development of a new CNWL campus in Wembley Park would free up the Dudden Hill site for a primarily housing led development to respond to much needed new homes.

Plans for the Morland Gardens development will take a site that currently houses under 2,000 sq.m. of sub-optimal education space, with a 2500 sq.m. adult education centre, 65 new Council homes, and affordable workspace.

The University of Westminster are not currently seeking to expand their premises, but are part of the One Public Estate development at Northwick Park. The University of Football Business has identified that they will require new facilities in order to respond to their growth and expansion plans.

Special Educational Needs (SEN)

What?

Additional school places for children and young people with SEN, including places for secondary age and to meet the needs of young people aged 19-24 with an Education, Health and Care Plan.

Where?

Borough-wide

When?

Over the plan period (2020-41)

Why?

Demand for places that meet the needs of children and young people with SEN is increasing in part in proportion to the overall rise in pupil numbers, but also due to increased diagnosis and the expansion of the age range to 25. The prevalence of Autism Spectrum Disorder (ASD) continues to rise and, as more children survive premature birth or severe disabilities, the number of children of school age presenting with significant additional needs is also increasing. Increased cohorts of primary children with Education, Health and Care Plans (EHCPs) are now moving through to the secondary and post-16 phase.

Where are we now?

Since 2010 all four of the borough's special schools have expanded to meet growth in demand. Brent's special schools now provide for a wider range of needs than they did historically. This gives a level of flexibility which is important to meet emerging complex needs. Brent is planning to commission additional secondary special places to cater for pupils with ASD/MLD/SLD. This is in addition

to a new special free school sponsored by the Brent Specialist Academy Trust (BSAT) that opened in September 2019 in temporary accommodation and will move to its permanent accommodation in Brondesbury in 2021, providing 104 places for children aged 4-18, with autism and complex needs.

What future infrastructure is required?

There is demand for additional secondary special places and post-19 SEN provision, in particular for young people aged 19-24 with complex learning difficulties.

Evidence Base:

School Place Planning Strategy 2019-23

INFRASTRUCTURE DELIVERY PLAN

Table 3: Special Educational Needs (SEN) school projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Education	Additional SEN provision (secondary)	Across whole of Brent	Brent Council	£ 10,000,000.00	£ -	DfE, Capital Schools Programme	£ 10,000,000.00	Phase 1
Education	Additional SEN provision (post-19)	Across whole of Brent	Brent Council	£ 2,000,000.00	£ -	DfE, Capital Schools Programme	£ 2,000,000.00	Phase 1

Healthcare

What?

Health facilities include hospital, community, mental health, primary care facilities, pharmacists and dentists.

Where?

Borough-wide

When?

Ongoing

Why?

The NHS Long Term Plan (Jan 2019) places an increased emphasis on prevention and maintaining good health, moving elements of hospital care out of hospital and into the community, improving the use of technology and delivering primary care at scale. It acknowledges the major challenges faced by the NHS including the historic lack of investment. Brent's Joint Need Assessment and the Brent Health Care Plan set out the health and care needs of the community and the aim of greater integration of social and health care, addressing health inequalities and improving health and wellbeing.

The projected increase in population within the Borough will result in an additional demand for health services. Additional health needs are also due to the greater number of people living longer and with multiple and complex health conditions. Capacity across the system is already stretched with investment required to bring existing buildings and equipment up to modern standards and meet the aims of the NHS Long Term Plan. The capacity of primary care and other health services is already under pressure with 395,108 patients registered with local GPs. When the benchmark of 1800 patients per 1 GP (FTE) is applied there is a substantial shortage

of GPs with the patient number 14% above the benchmark. Additional capacity is needed within primary care but also within the community to meet the strategy for services to be moved out of hospital and into the community. This will provide greater integration of primary, community and mental health enabling services to be offered closer to home.

Increased demand will be greatest where there is significant residential development, and while the strategy is to expand and adapt existing premises where possible to accommodate growth there will be areas when new facilities will be required. If a new health facility is required to accommodate significant, localised population growth then a fully fitted out facility at an affordable level of rent should be provided. If a new facility is not achievable then a developer contribution will be sought to enable investment in the local infrastructure to ensure health has the capacity to meet the needs of the new population.

The health estate varies in age and condition with the majority of primary care estate in the borough built before 1961. It is therefore likely to be non-compliant with current standards, especially with regards to space requirements and is already fully or over-utilised. Technological advances in accessing treatment and how care is provided will also require additional investment.

To deliver integrated healthcare in modern, fit for purpose premises, significant investment in health infrastructure is needed to;

- Support the development of Hubs which will enable a proactive model of care with primary, community, mental health, social and acute providers coming together to deliver integrated, patient-centred services.
- Deliver primary care at scale which will ensure more localised, integrated and specialised care is accessible and available to meet the needs of the local population.

- Provide improved and better value services.
- Deliver high quality care in a sustainable manner
- Improve clinical outcomes, patient experience and staff satisfaction by delivering care from fit for purpose estate
- Reduce the cost of the estate so that money can be put back into patient services.
- Ensure health has the capacity to support the existing and new population growth
- Co-locate health facilities with other wellbeing and partner services

- Harness Parks (31,657)
- Connect Health Alliance (45,292)
- Kilburn Partnership (34,036)
- K&W South (36,876)
- K&W North (39,592)
- K&W Central (42,188)
- K&W West (51,269)

The PCNs in Brent will aim to:

- Provide greater resilience by making the best use of shared staff, buildings and other resources,
- Ensure patients are routed directly to appropriate professionals, such as clinical pharmacists, social prescribers, physiotherapists
- Improve care and treatment for patients, by expanding access to specialist and support services such as social care.

The 2018 Pharmaceutical Needs Assessment shows the borough well served by pharmacists. Similarly, there is a good provision of dentists.

Brent’s community will also access some services outside the borough or the CCGs remit across social care, dental, acute care, optometrists, and pharmacies.

What future infrastructure is required?

The CCG and other health partners are working closely with the Council to identify challenges and opportunities. When new development takes place the CCG will be looking for health impacts arising from the scheme to be mitigated by the developer. This may be through expansion and/or reconfiguration of existing facilities where appropriate, or new facilities provided these are affordable and sustainable.

Where are we now?

In July 2019 GP practices formed Primary Care Networks (PCNs) to service populations of 30,000 to 50,000, bringing together groups of general practices and other community providers around a natural geography. PCNs have been developed to support multi-disciplinary working to deliver joined up, local and holistic care for patients with enduring, complex health and care needs, who require close collaboration between service providers and long-term care coordination.

GPs will continue to work in the three established GP Federations, as well as the ten PCNs:

3 Federations

- Harness (139,924)
- Kilburn (79,328)
- K&W (Kingsbury, Willesden, and Wembley) (169,925)

10 Networks

- Harness Temple (35,668)
- Harness Stadium (35,392)
- Harness North (37,207)

The North West London Sustainability and Transformation Partnership (STP) and CCG will be developing a more detailed strategy in response to the NHS Long Term Plan and this will inform updates to the IDP.

The estates element of the NHS long term plan aims to:

- Deliver Local Services Hubs to support the shift of services from a hospital setting to a community based location.
- Align estates and technology strategies to maximise the impact of technology to transform service delivery and potential efficiencies in designing new healthcare accommodation
- Optimise property costs by maximising use of existing space and using technology to reduce physical infrastructure required for service delivery
- Continue to identify opportunities for consolidation and co-location of primary care services
- Identify key areas for investment (utilising local SSDPs/estate strategies) to ensure future primary care premises are fit for purpose to support delivery of high quality primary care

By meeting these aims the CCG will:

- Ensure patients can access services at the right time, at the right location and seen by the right person.
- Enable patients to benefit from modernised and appropriate primary care accommodation.
- Increase capacity for primary care by ensuring it is better aligned to the increase in population.
- Optimise the use of the health estate to ensure value for money.

The renewal of the primary care health estate, that reflects predicted population growth, will allow focused delivery of services in the right location at the right time and provide the necessary increased capacity to ensure that patients are seen by the right person in an appropriate setting.

Capital funding and recurrent revenue funding will be required to deliver the necessary improvement of the estate across the full range of health infrastructure to ensure increased capacity is delivered, reduce health inequality and support the health and wellbeing of the community.

Evidence Base:

- *NHS Long Term Plan (2019)*
- *Brent Health Care Plan 2017*
- *Brent Joint Strategic Needs Assessment*
- *London Plan and London Health Inequalities Strategy (2019)*
- *NHS Digital data on GPs, and Patient List Size*
- *Shaping a Healthier Future (NWL STP)*
- *Pharmaceutical Needs Assessment 2018 Brent Health and Wellbeing Board*

INFRASTRUCTURE DELIVERY PLAN

Table 4: Health projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Health	Provision of new health centre at Wembley Stadium	Wembley	Brent CCG/ LBB	TBA		S106 in kind, CIL	£500k for fit out/equipping, IT and relocation. CCG Revenue contributions of £300,000 pa for annual rent of new site.	phase 1
Health	Increasing capacity to meet growing population	Central	Brent CCG/ LBB			CIL S106 Improvement Grant funding	34% of all schemes supported by IG funding (for existing sites). 100% funding for all new site schemes. CCG Revenue contributions for increase in annual rent of larger premises.	Ongoing
Health	Investment in Willesden Centre for Health and Care and relocation of primary care from no longer fit for purpose/over-utilised premises	South East	Brent CCG/NHS PS	£4.4m	£1.1m	CIL S106 ETTF funding	£3.3m	phase 1
Health	Increasing capacity to meet growing population	South East	Brent CCG/ LBB			CIL S106 Improvement Grant funding (at 66%)	34% of all schemes supported by IG funding (for existing sites). 100% funding for all new site schemes. CCG Revenue contributions for increase in annual rent of larger premises.	Ongoing
Health	Increasing capacity to meet growing population	North	Brent CCG/ LBB			CIL S106 Improvement Grant funding (at 66%)	34% of all schemes supported by IG funding (for existing sites). 100% funding for all new site schemes. CCG Revenue contributions for increase in annual rent of larger premises.	Ongoing
Health	Provision of Primary Care facility on redeveloped Northwick Park Hospital site	Northwick Park	Brent CCG/LNWUHT/LBB/ TfL			OPE CIL S106	100% funding for all new site schemes. CCG Revenue contributions to meet annual rent of new premises.	phase 1/2
Health	Increasing capacity to meet growing population	North West	Brent CCG/ LBB			CIL S106 Improvement Grant funding (at 66%)	34% of all schemes supported by IG funding (for existing sites). 100% funding for all new site schemes. CCG Revenue contributions for increase in annual rent of larger premises.	Ongoing
Health	Increasing capacity to meet growing population	South West	Brent CCG/ LBB			CIL S106 Improvement Grant funding (at 66%)	34% of all schemes supported by IG funding (for existing sites). 100% funding for all new site schemes. CCG Revenue contributions for increase in annual rent of larger premises.	Ongoing

INFRASTRUCTURE DELIVERY PLAN

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Health	Monks Park conversion of non clinical to clinical space to increase capacity to support increased population	South	Brent CCG/CLCH			CIL S106	100% funding	phase 2
Health	Increasing capacity to meet growing population	South	Brent CCG/ LBB			CIL S106 Improvement Grant funding (at 66%)	34% of all schemes supported by IG funding (for existing sites). 100% funding for all new site schemes. CCG Revenue contributions for increase in annual rent of larger premises.	Ongoing
Health	Increasing capacity to deal with ageing poplation and esp care homes	Borough-wide	Brent CCG/LBB	TBA	None	Improvement Grant, CIL S106	34% of all schemes supported by IG funding (for existing sites). 100% funding for all new site schemes. CCG Revenue contributions for increase in annual rent of larger premises.	Phase 1/2
Health	Reconfiguration/adaptaton of existing estate to accommodate out of hospital movement and the expansion of wider range of clinicians.	Borough-wide	Brent CCG/LBB/LNWUHT	TBA		S106 CIL	100% funding for all schemes. CCG and Provider Trust revenue contributions to meet annual rent of new premises.	Phase 1/2
Health	Provision of new primary care centre on Alperton Waterside development (previously Northfields)	Alperton	Brent CCG			s106 in kind premises CIL S106	100% capital funding (c£300k for fit out and equipping, IT and relocation). CCG revenue contributions to meet additional market rent payable on new building (c£250,000 per annum).	Phase 1
Health	Provision of new primary care centre on redeveloped South Kilburn Estate	South Kilburn	Brent CCG	TBA		s106 in kind premises CIL S106	100% capital funding (c£300k for fit out and equipping, IT and relocation). CCG revenue contributions to meet additional market rent payable on new building (£360,000 per annum).	Phase 1
Health	Increased capacity to support mental health	Borough-wide	Brent CCG/LBB/CLCH	TBA		CIL S106	100% funding for all new site schemes. CCG and Provider Trust revenue contributions to meet annual rent of new premises.	Ongoing

Libraries

What?

Libraries

Where?

Council-run: Willesden Green, Wembley, Kingsbury, Harlesden, Kilburn and Ealing Road.

Independent Community-run: Barham Park, and Preston, with both Kensal Rise and Cricklewood on their way.

When?

On-going.

Why?

Brent currently has 6 Council run libraries. This represents the lowest number of libraries per resident in England, Wales and Scotland, and half that of the London Average. Notwithstanding this, space is used efficiently. Book loans and active borrower rates per 1,000 population, and opening hours are high compared to other Outer London authorities. Located next to the national stadium in the new Civic Centre facility, Wembley Library has amongst the highest footfall in the country. The libraries cater to a broad range of the community including targeted services for children and families, students and older people. Services include digital skills workshops, health and wellbeing activities, reading and literacy development and cultural events.

Where are we now?

With ongoing financial pressure on the Council there is currently insufficient funding to provide new library facilities. However, services within the current sites are expanding to incorporate Brent Hubs, an advice and support service delivered by the Council and community partners. Refurbishment work is taking

place at Kingsbury and Ealing Road in 2019 to accommodate this. Condition surveys have been undertaken in the Council's libraries to ensure that the facilities are fit for purpose and identify further opportunities for development. Additional library services are also accessible through the community libraries which are not directly financially supported by the Council but have received Neighbourhood Community CIL funding to support their set up.

What future infrastructure is required?

Due to Brent's current position having the lowest number of libraries per 1,000 population, attention needs to be paid to population growth to ensure we can continue to meet demand. This could be achieved through relocation, redevelopment and expansion of existing facilities such as Ealing Road and Kingsbury where space is under pressure.

A cyclical investment plan will also be developed to ensure facilities remain fit for purpose. It is also important to ensure that the current facilities are used at full capacity. This will be achieved through a research and service development project into Active Borrowing, a review of the outreach service, improving partnerships with third sector organisations and increasing engagement throughout the borough and with residents from new developments. The services digital offer and online access will also continue to evolve.

Evidence Base:

- *Chartered Institute of Public Finance and Accountancy (CIPFA) comparison data 2018/19*
- *Libraries Connected Universal Offers – Public Library Standards Framework 2016*

Community Meeting Space

What?

Affordable and flexible community spaces which can be hired for a range of uses.

Where?

Across the borough in a range of venues including libraries, sports centres, community centres, faith centres and education providers.

When?

On-going.

Why?

Community meeting space constitutes an essential element in creating a sustainable, liveable community. It assists in the coming together of individuals in the community in the celebration of events, and the sharing of ideas and practices. Due to competing pressures on land within London, and the ever-increasing value of said land, the provision of non-profit producing assets such as community facilities can either get overlooked or can be displaced. It is therefore important that the Council continues to seek out opportunities for provision, identifying need and establishing appropriate sites.

Where are we now?

The Council is currently in the process of creating a mapped public directory known as Spacebook, which is due to be completed in late 2019. This directory will increase the public's awareness of existing provision of community space within the borough. This will act to increase the utility of our existing stock, therefore reducing demand for additional facilities which would otherwise be difficult to meet.

It should be noted that the vast majority of provision is met by the private sector. Therefore, there is limited scope for the Council to exert much influence over its current provision, however monitoring the provision will be carried out as part of the Council's ongoing review of this document.

What future infrastructure is required?

The London Plan Social Infrastructure SPG 2015 notes that although Local Plans are not expected to define need or secure provision, it is very important in maximising opportunities for provision that local needs are identified in advance of development, and are made available to people who have a local interest. In identifying current provision, the Spacebook project provides the opportunity to get an insight into the borough's need for additional provision.

Across Brent's Growth Areas, significant developments will come forward over the Local Plan period which will provide opportunities for the provision of new community spaces and the enhancement of existing facilities.

Evidence Base:

London Plan Social Infrastructure SPG 2015

INFRASTRUCTURE DELIVERY PLAN

Table 5: Community infrastructure projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Community Services	2 multi-use community centres	Alperton	Brent Council, Private Developer	£ 1,129,960	£ -	CIL, Direct Developer Contribution in lieu of CIL	£ 1,129,960	Phase 1
Community Services	2 multi-use community centres	Burnt Oak / Colindale	Brent Council, Private Developer	£ 1,129,960	£ 533,000	CIL, Direct Developer Contribution in lieu of CIL	£ 596,960	Phase 1
Community Services	1 multi-use community centre	North	Brent Council, Private Developer	£ 564,980	£ -	CIL, Direct Developer Contribution in lieu of CIL	£ 564,980	Phase 1
Community Services	2 multi-use community centres	South	Brent Council, Private Developer	£ 1,129,960	£ -	CIL, Direct Developer Contribution in lieu of CIL	£ 1,129,960	Phase 1
Community Services	1 social enterprise hub delivering training and affordable business	South Kilburn	Brent Council, Private Developer	£ 1,060,000	£ -	CIL, Land receipts	£ 1,060,000	Phase 1
Community Services	1 multi-use community centre, refurbishment of existing centres	South Kilburn	Brent Council, Private Developer	£ 2,650,000	£ -	CIL, Land receipts	£ 2,650,000	Phase 1
Community Services	6500sqm of community floorspace / Part of the Quintain Stage 1 development.	Wembley	Brent Council, QED	£ 5,317,000	£ 5,317,000	S106	£ -	Phase 1

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Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Community Services	2 multi-use community centres	Alperton	Brent Council, Private Developer	£ 1,129,960	£ -	CIL, Direct Developer Contribution in lieu of CIL	£ 1,129,960	Phase 3
Community Services	2 multi-use community centres	Burnt Oak / Colindale	Brent Council, Private Developer	£ 1,129,960	£ -	CIL, Direct Developer Contribution in lieu of CIL	£ 1,129,960	Phase 3
Community Services	1 multi-use community centre	East	Brent Council, Private Developer	£ 564,980	£ -	CIL, Direct Developer Contribution in lieu of CIL	£ 564,980	Phase 3
Community Services	1 multi-use community centre	South West	Brent Council, Private Developer	£ 564,980	£ -	CIL, Direct Developer Contribution in lieu of CIL	£ 564,980	Phase 3
Community Services	3 multi-use community centres	South	Brent Council, Private Developer	£ 1,694,940	£ -	CIL, Direct Developer Contribution in lieu of CIL	£ 1,694,940	Phase 3
Community Services	1 multi-use community centre	East	Brent Council, Private Developer	£ 564,980	£ -	CIL, Direct Developer Contribution in lieu of CIL	£ 564,980	Phase 3
Community Services	5 multi-use community centres	Wembley	Brent Council, Private Developer	£ 2,824,900	£ -	CIL, Direct Developer Contribution in lieu of CIL	£ 2,824,900	Phase 3

Cultural Facilities

What?

Facilities and infrastructure in the borough which support and promote cultural and creative activities.

Where?

Across the borough in a range of venues including dedicated premises and spaces such as the National Stadium Wembley, Wembley Arena, Brent Museum, Art Gallery and exhibition spaces within The Library at Willesden Green, The Kiln theatre, The Lexi cinema and artists' studios and workspaces such as Second Floor in Wembley Park and ACAVA in Barham Park.

When?

On-going

Why?

A key priority for the Council in its 2019-2023 Borough Plan is to 'Make Brent a place where culture is celebrated and vibrant'. Additionally, consultation on the Neighbourhood CIL (NCIL) priorities resulted in cultural and community facilities emerging as a priority for residents in four out of the five areas. This is also a key priority for the GLA, which developed its Cultural Infrastructure Plan in 2019 and culture continues to be a sector delivering economic growth and improved wellbeing for communities.

Where are we now?

Brent has comparatively little cultural infrastructure compared to other London boroughs and only two Arts Council England National Portfolio Organisations. Cultural development has been taking place through the NCIL grant programme as well as in new developments around Wembley Park and the OPDC. Brent's

year as London Borough of Culture in 2020 will also help to drive this change further. In Wembley the provision of Boxpark, Troubadour theatre plus the development of Plot W12 which has permission for further cultural facilities provides the opportunity to further consolidate the cultural offer of the area in the longer term as part of the place making strategy.

What future infrastructure is required?

It will be important to continue to provide suitable cultural/creative premises to ensure the cultural expression of Brent's diverse population is harnessed. The Council has been successful in negotiating affordable/creative workspace in association with new developments, such as in Alperton and Wembley Growth Areas and will continue to do so where possible and feasible in other areas of the borough over the plan period.

Places of Worship

What?

Religious venues.

Where?

Where identified.

When?

Within the timescale of the plan period (2020-41).

Why?

Brent has a highly diverse population, being the second most diverse local authority in the UK with over 149 languages being spoken and residents from Black and Ethnic Minorities making up the majority of Brent's population at 64%. This level of cultural diversity results in a broad range of religious beliefs, all of which will require a place of worship.

Where are we now?

Engagement with the Brent Faith Forum in 2018 identified that future requirements for places of worship could not reliably be quantified and predicted. This is as a result of the transient nature of a significant portion of the population within Brent. The demand of long term residents is much more predictable and is likely to have already been met.

What are the next steps?

Priority will be to collect data on population trends with regards to religion and the requirements to participate in active worship. This data is likely to be sourced from the next census in 2022. This data should inform the Council and the Brent

Faith Forum of future potential requirement and therefore the predicted infrastructure needs.

At this stage it is anticipated that faith groups will continue to seek premises that are in lower value uses, some of which might be existing religious premises used by groups with reduced needs and then if necessary seek to gain planning permission for a change of use, or extend existing religious premises to meet needs.

Open Space and Leisure

Open Space and Parks

What?

Provision of new parks within a number of Growth Areas, and the on-going improvements to existing parks.

Where?

Borough-wide

When?

Over the Local Plan period (2020-41).

Why?

Although Brent has a large provision of open space which meets a number of different needs, it is not evenly distributed or of the same calibre, with some parts of the borough having a deficit. Projected population growth will exacerbate this if no additional open space is provided. It is therefore the ambition of the Council to maximise the recreational and environmental value of existing stock, and provide additional stock where deficiencies exist.

In 2019, Brent commissioned a study which showed that, on average, 63% of children do not partake in sufficient levels of activity, with the availability of large open spaces cited as one of four key factors affecting activity levels.

Where are we now?

The Fields in Trust standard for public parks and gardens is 0.8ha per 1,000 people. Although unevenly distributed in both scale and typology, Brent currently has 1.39ha of open space per 1,000 people. To maintain this provision, an additional 86.4ha of public parks would be required by 2041. Given the competing demands upon land within Brent, this is not considered feasible. Therefore, the Council will seek to improve its existing stock and provide additional open space in areas of deficiency, and where demand will be increasing (i.e. growth areas).

In 2018 the Council commissioned an Open Space Study to guide the proposed infrastructure requirements outlined within this document.

Planning permissions taking account of existing policy have been granted for a number of public open spaces, including: a new 7-acre park in Wembley Park; a number of new large public open spaces within the Northfields development site, Alperton; and a new improved open space in South Kilburn.

What future infrastructure is required?

The Council will roll forward previous non-delivered open space requirements related to Growth Areas, including to provide a series of new public open spaces/squares within Church End and Burnt Oak/Colindale.

The significant uplift in population within the new growth areas outlined in the new Local Plan (Staples Corner, Neasden, and Northwick Park) will also require additional open space provision. All three new growth areas will need new pocket parks, with Staples Corner and Neasden growth areas to provide additional public open spaces. In areas of open space deficiency, a standard of 0.81 sq.m. of public open space person will be sought in association with new developments.

Evidence Base:

Open Space Study 2018

The Brent Where We Grow Up 2019

Table 6: Parks and Open Space projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Parks and Open Space	Barham Park improvements	Sudbury	Brent Council	£ 1,000,000	£ 400,000	Possibility of lottery funding; CIL	£ 600,000	Phase 1
Parks and Open Space	Restoration & naturalisation of Brent River Park Phase 2	Wembley	Brent Council, Environments Agency	£ 2,810,256	£ 843,077	CIL, Environment Agency, Brent Council	£ 1,967,179	Phase 1
Parks and Open Space	Wealdstone Brook Naturalisation	Wembley	Brent Council, Environments Agency	£ 750,000	£ 225,000	CIL, Environment Agency	£ 525,000	Phase 1
Parks and Open Space	Wembley Link Nature Conservation Area	Wembley	Brent Council	£ 100,000	£ 30,000	S106	£ 70,000	Phase 1
Parks and Open Space	Feasibility of New Green Corridor for Wembley	Wembley	Brent Council	£ 150,000	£ 45,000	CIL, Brent Council	£ 105,000	Phase 1

Children's Play Provision

What?

Outdoor play and informal recreation space.

Where?

Borough-wide – where deficit exists as identified by the Open Space Study 2018.

When?

On-going.

Why?

Play is integral to children's mental and physical development, and helps them develop an appreciation for the natural world. It provides children with a form of physical exercise which is important in reducing childhood obesity, which itself is the number one predictor of adulthood obesity.

It is the Mayor's ambition to be a child friendly city, whereby children can properly enjoy play and recreation. This therefore means that sufficient inclusive, accessible, and safe play spaces must be provided.

Where are we now?

There are no national standards for children's play provision, however, the London Plan SPG 'Shaping Neighbourhoods: Play and Informal Recreation' suggests that a minimum of 10 sq.m. should be used as a benchmark for assessing provision. With around 70,000 0-15 year olds, this puts Brent's dedicated play space provision at 1.4 sq.m. per child. Using this benchmark, Brent will need to provide an additional 74.3ha of dedicated play space. This is not feasible given current constraints. The SPG standard also includes informal

recreation space. When this is taken into account in terms of Brent's parks and open spaces current provision in Brent rises to 63.4 sq.m. per child.

What future infrastructure is required?

The London Plan states that London Boroughs should produce strategies on play and informal recreation so as to improve access and opportunities for all young people. Alongside a strategic delivery plan, the Council should ensure that all developments contribute a sufficient quantum of outdoor play space for children in accordance with the projected child population of proposals. Guidance on provision should be obtained using the Mayor's Play Space Calculator.

With current provision varying across the borough, efforts to improve access to dedicated outdoor play space should be focused upon areas within the borough which currently have a deficit, being greater than a 5-minute walk (400m) away from their nearest space.

Evidence Base:

Open Space Study 2018

Shaping Neighbourhoods: Play and Informal Recreation SPG 2012

INFRASTRUCTURE DELIVERY PLAN

Table 7: Children’s play projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Parks and Open Space	Neighbourhood Play Area at Wembley Park	Wembley	Brent Council	£ 172,500	£ 51,750	CIL, delivered as part of development	£ 120,750	Phase 1
Parks and Open Space	Neighbourhood Play Area at Chalkhill	Wembley	Brent Council	£ 172,500	£ 51,750	CIL, delivered as part of development	£ 120,750	Phase 1
Parks and Open Space	Neighbourhood Play Area at North West Lands	Wembley	Brent Council	£ 180,000	£ 180,000	Delivered as part of development under s106	£ -	Phase 1

Indoor Sports Facilities

What?

Swimming pools, sports halls, and leisure/health facilities.

Where?

Bridge Park Leisure Centre, Willesden Sports Centre, Vale Farm Sports Centre and numerous schools, religious groups and commercially operated facilities across the borough.

When?

On-going

Why?

Indoor sports facilities are an integral part of the leisure and health requirements of existing and future residents. This is now starting to have more significance as currently more than a third of Brent's residents are considered inactive, with lack of facility accessibility contributing in part towards this trend. In 2019, Brent commissioned a study which showed that, on average, 63% of children do not partake in sufficient levels of activity, with the availability of weather dependent play/sports spaces cited as one of four key factors affecting activity levels. Addressing this will improve the health of our residents, and in doing so decreasing the pressure placed upon local health facilities. Almost 8 out of 10 indoor sports facilities within Brent are owned by the Council or an educational establishment, putting the Council in a relatively strong position to instigate change.

Where are we now?

Brent has one of the lowest amounts of water space per 1,000 population compared with other London Boroughs, and this will therefore be a priority to

address. To support Brent's Fit for Life strategy, the Council commissioned the Indoor Sports and Leisure Needs Assessment (2018). This document has highlighted existing gaps in Brent's indoor sports facilities, providing a structured approach to its future provision. The most significant indoor sports facility coming forward is the Bridge Park Leisure Centre, which, subject to the necessary planning and legal agreements, will replace the existing outdated facility with a state of the art centre with a wide range of facilities. Planning permission has also been granted for a new 5 lane swimming pool at the Winston Churchill Lycee International School on Forty Lane. Permission was granted with an agreement that the pool is open to the public at least 30 hours a week.

What future infrastructure is required?

A priority for Brent will be to ensure the Bridge Park development goes ahead as planned. This will help to address some of the lack of quality water space provision within the borough, with Sports England suggesting this site to be addressed as a priority. The needs assessment has also highlighted the opportunity to meet the current unmet demand for sports halls through increased community use of existing schools' facilities. This will create an increase in the capacity of facilities available to the public without the need for development. This process will be guided by the Use Your Schools toolkit produced by Sports England. In addition, the Council will enforce currently held community access agreements. It will work with Gladstone Park Community Centre to help improve the facility, possibly through redevelopment with enabling development on site. It will work with Wembley Tennis, Squash and Social Club, providing development and funding support to assist in the enhancement of existing facilities. It will work with MG Gymstars and Bridge Park GC to explore potential for a dedicated gymnastics facility within the borough.

Vale Farm has received a small capital investment to update gym facilities and equipment. It will require further capital investment to rebuild or modernise the existing facility. 2023 is the end date for the current contract arrangement with

the leisure provider of this facility. This will provide the opportunity to more fully consider options for this facility.

Evidence Base:

Brent Indoor Sports and Leisure Needs Assessment 2018

The Brent Where We Grow Up 2019

Outdoor Sports Facilities

What?

Outdoor playing pitches for football, cricket, rugby, tennis and hockey. This includes both grass pitches and Synthetic Turf Pitches (STP). Outdoor facilities also includes outdoor gyms, multiuse games areas, children's play areas, cycle tracks and skate park.

Where?

Borough-wide.

When?

Throughout the plan period.

Why?

Under the National Planning Policy Framework (NPPF), local authorities are required to establish and provide adequate and proper leisure facilities to meet local needs. The results of the 2016 Playing Pitch Strategy have identified a number of opportunities to enhance provision of these facilities within the borough.

Where are we now?

The tennis courts at Gladstone Park are scheduled to be upgraded in 2020. This will include flood lighting, electronic booking system and enhanced surface to make tennis an all year sports. Delivering 5 more outdoor gyms in our open space and parks to improve accessibility of leisure facilities to local residents

The Playing Pitch Strategy (2016) identified the following:

Football: Under provision of 25 senior football pitches, 5 youth pitches and 21 mini pitches. Current pitches need to be brought up to standard with additional infrastructure required on some sites.

Cricket: Requirement for one additional pitch assuming current pitches are retained and brought up to standard.

Rugby: require provision of 1 additional pitch. This may increase participation and lead to further demand.

What future infrastructure is required?

The Playing Pitch Strategy (2016) identified the following:

- Football: maintenance of pitches insufficient to retain quality and encourage participation. Some pitches should be redesigned to comply with FA dimensions. 2-3 additional full-sized flood-lit 3G AGPs be made available through upgrades to existing facilities. Consult with FA regarding the potential need to preserve/ re-provide the multi-pitch, small sided 3G provision in Wembley Park.
- Cricket: The Council to work with Last Man Stands to improve the non-turf wickets at Gladstone and Northwick Park. Improve the quality of the remaining wickets to a good standard.
- Rugby: The Council should work together with the Rugby Football Union (RFU) and existing Brent rugby club Kilburn Cosmos RFC to explore options made available by the Council's Community Asset Transfer Programme, providing the club with the required security in order to apply for RFU grants.
- Hockey: Consult clubs which use facilities, seeking to re-allocate use of one of the existing pitches for use for football.

INFRASTRUCTURE DELIVERY PLAN

Evidence Base:

Brent Playing Pitch Strategy 2016

Table 8: Outdoor sports facilities projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Leisure and Recreation	New football pitch	Alperton		£ 132,250	£ -		£ 132,250	Phase 1
Leisure and Recreation	Improve football pitch at Poplar Grove Youth Centre	Wembley	Brent Council	£ 115,000	£ -	Brent Council, Sport England, CIL	£ 115,000	Phase 1
Leisure and Recreation	New football pitch at Sherran's Farm	Wembley		£ 132,250	£ -		£ 132,250	Phase 1
Leisure and Recreation	New MUGA facilities (or alternative facilities that can cater for teenagers e.g. skate parks)	Across whole of Brent	Brent Council, Private Developer	£ 897,000	£ 269,100	Developer Contributions / Planning Obligations	£ 627,900	Phase 2
Leisure and Recreation	New MUGA facilities (or alternative facilities that can cater for teenagers e.g. skate parks)	Alperton	Brent Council, Private Developer	£ 149,500	£ 44,850	Developer Contributions / Planning Obligations	£ 104,650	Phase 2
Leisure and Recreation	New MUGA facilities (or alternative facilities that can cater for teenagers e.g. skate parks)	Burnt Oak / Colindale	Brent Council, Private Developer	£ 299,000	£ 89,700	Developer Contributions / Planning Obligations	£ 209,300	Phase 2
Leisure and Recreation	New MUGA facilities (or alternative facilities that can cater for teenagers e.g. skate parks)	Church End	Brent Council, Private Developer	£ 149,500	£ 44,850	Developer Contributions / Planning Obligations	£ 104,650	Phase 2
Leisure and Recreation	New MUGA facilities (or alternative facilities that can cater for teenagers e.g. skate parks)	South Kilburn	Brent Council, Private Developer	£ 299,000	£ 89,700	Developer Contributions / Planning Obligations	£ 209,300	Phase 2
Leisure and Recreation	New MUGA facilities (or alternative facilities that can cater for teenagers e.g. skate parks)	Wembley	Brent Council, Private Developer	£ 747,500	£ 224,250	Developer Contributions / Planning Obligations	£ 523,250	Phase 2

Allotments

What?

Spaces for the growing of food, both private and communal.

Where?

Borough-wide.

When?

Throughout the Local Plan period.

Why?

The way we live is becoming increasingly urbanised and isolated, with little potential for interaction with nature throughout the day. In addition to providing physical exercise, growing your own fruit and vegetables can be good for your mental health, reducing stress and providing opportunities for social interaction. This is particularly important in the city where living within close proximity to one another requires increased levels of understanding.

Where are we now?

There are 22 allotment sites within Brent, 21 of which come under the Council's management. This constitutes 18.45ha of land, which is approximately 3% of Brent's green open space, and is made up of 1104 allotments, 921 of which are Council owned. These sites are administered via an IT system with data acquired helping to produce the Food Growing and Allotment Strategy which was last updated in 2014.

As of July 2019, 96.2% of plots were either let or under offer. In addition to allotments, in 2012 there were 49 independent food growing sites in the

borough, 27 of which registered under the Capital Growth Scheme. These sites are more communal in their approach. In recent years we have seen the decommissioning of the Elms Garden site, and 17 plots at Vale Farm. However, as of October 2019 there were 1587 people on the waiting list for an allotment, with figures expected to rise due to an increase in demand from younger, environmentally aware, residents.

What future infrastructure is required?

The objectives as outlined in the Food Growing and Allotment Strategy 2014 are as follows:

1. To provide efficiently managed allotment sites that offer good value for money and are accessible to all;
2. To develop and broaden the range of food growing opportunities available through increased partnership working;
3. To promote the benefits of food growing as part of a healthy lifestyle within a greener borough.

It is identified in the Open Space Study 2018 that provision of new sites for allotments is considered unlikely. However, given current demand, it may be feasible to design spaces for new allotments into large housing developments, or encourage allotments as meanwhile uses on vacant areas of land.

Evidence Base:

Brent Allotment Strategy 2014

Open Space Study 2018

Cemeteries and Churchyards

What?

New burial grounds.

Where?

Brent cemeteries and Carpenders Park cemetery.

When?

Throughout the Local Plan period.

Why?

Approximately 1500 Brent residents die each year with the majority of funerals being cremations which take place outside the borough, however, a significant number of funerals are burials that take place in Brent cemeteries.

Where are we now?

Without a change in practice and at current rates, Brent's cemeteries will run out of burial space at some point between 2030 and 2041 depending on how much demand transfers to Carpenders Park when space at Alperton and Willesden cemeteries is exhausted.

What future infrastructure is required?

Brent's Cemeteries Strategy (2013) sets out the borough's approach to the future provision of burial space. New land is available for graves at Carpenders Park but not at any of the cemeteries located in the borough. These cemeteries can provide 'new' graves by using space within or above existing graves, which can be achieved without the disturbance of old burials. The strategy outlined the need to produce individual management plans for each cemetery to provide a

comprehensive framework, identifying how current plots can be utilised, and new locations identified. This document should also provide plans for ground maintenance, including: heritage, tree, and biodiversity management.

With regards to the natural and semi-natural green space which is included within cemeteries and churchyards, the Open Space Study (2018) suggests that their quality should be at least adequate. Efforts should be undertaken to enhance their value for biodiversity in line with recommendations outlined within the SINC review and associated Local Plan policies.

Evidence Base:

Brent Cemeteries Strategy 2013

Natural and Semi-Natural Green Space

What?

Natural and semi-natural green space.

Where?

Borough-wide.

When?

Over the Local Plan period (2020-41).

Why?

Biodiversity is increasingly being recognised for its potential to provide some of the fundamental needs of society, spanning social, economic and environmental benefits. It is within these natural environments which biodiversity thrives, and with it comes the potential to mitigate climate change.

Where are we now?

In 2014 the Council commissioned a review of its Sites of Importance for Nature Conservation (SINCs), with the following conclusion: 'the quality of the habitat varied from poor structural and species diversity to species-rich and structurally diverse'.

In 2018 the Council commissioned an Open Space Study which will guide the proposed infrastructure requirements outlined within this document. In accordance with Fields in Trust recommended standards, the study found that Brent would require an additional 85.77ha of natural and semi-natural open space to 2041. Considering the limited land and competing demands place upon it, it has not been considered feasible to set a numeric target.

What future infrastructure is required?

Provision for natural and semi-natural green space should be acquired through development proposals. Where development has the potential to have adverse effects, and provision is not considered feasible, funding should be acquired so as to help improve existing SINCs, allocating funds in accordance with the recommendations outlined in the 2014 SINC review. In addition to this, those sites which are able to be opened to the public, as identified in the Open Space Study, should have their accessibility enhanced, particularly in areas which are deficient in this open space typology. This will be identified using the definition in the Mayors Environment Strategy, stating that access to such open space and biodiversity should be within at least 1km of all Londoners.

Evidence Base:

Review of Sites of Importance for Nature Conservation 2014

Open Space Study 2018

Transport

Road

What?

Bus route improvements through additional routes, increased frequency and reliability, and cleaner and greener buses. Ultra-Low Emissions Extension (ULEX). Controlled Parking Zones (CPZ's). Electric Charging Points.

Where?

Borough-wide

When?

Throughout the plan period (2020-41)

Why?

Increasing the modal share of more sustainable modes of transport such as public transport is a priority within the Mayor's Transport Strategy (MTS). This has been reflected through the priorities outlined in Brent's recently published Local Implementation Plan 3 (LIP3). Increasing the modal share of public transport, through the multi-modal support of active travel will serve to reduce our resident's overall reliance on the private vehicle. By reducing congestion and associated pollution, this will serve to improve a number of interrelated issues, primary of which being the health of our residents. This is particularly important in light of projected population growth.

Where are we now?

Public transport currently sees a modal share of 20%, with over 60% of that being provided by buses. LIP3 aims to bring this up to 35% by the end of the plan period and acknowledges the need for a push and pull approach, combining mobility management to encourage and enable more active and sustainable travel choices, with demand management to reduce the ease and convenience of private car use. Unlike rail, access to bus stops does not exhibit a barrier to bus use, with 96% of stops having step-free access. However, people in deprived areas are disproportionately represented amongst bus users, showing the important role of buses in combatting inequality. This is particularly important considering over 40% of our residents do not have access to a car, and that orbital links via buses are lacking.

What future infrastructure is required?

Increase active travel through the development of Healthy Streets which are more conducive to walking and cycling. This will serve to improve the appeal of multi-modal journeys and increase the uptake in use of buses as a means of transport. Improve orbital public transport links to key destinations such as employment and education sites. The Council will continue to request new bus services from TFL to improve this connectivity and increase capacity through more frequent services. It is noted that in order to pursue a modal shift toward public transport, it is important to improve its reliability. In addition to the measures mentioned above, and considering the increased demand placed on local road networks, it will be important to give buses greater priority of the road through the provision of bus-only slip roads, such as that provided for the 206 on Brentfield Road, Neasden.

To combat air quality, the Mayor is progressing a Low Emission Bus Zones (LEBZ) initiative in key areas, which will see the use of low pollution buses to combat poor air quality on key thoroughfares. Brent will benefit from the implementation of 3 such routes, which will be followed London Wide by 2037, with the Mayor

providing a 'Cleaner and Greener' bus fleet. The provision of electric charging points for electric vehicles will also be increased to facilitate a shift towards electric vehicles to combat poor air quality and climate change.

In addition to the proposed improvements to bus, rail and active transport infrastructure, it will be important to reduce the use of personal vehicles through demand management. This will be achieved via a number of avenues, including the introduction of the Ultra Low Emissions Extension (ULEX) up to the North Circular; a 20mph borough wide speed limit by 2025; car free developments in conjunction with Controlled Parking Zones (CPZ's); and the use of car clubs/ pooling.

Evidence Base:

Brent Local Implementation Plan 3 (LIP3) 2018

Brent Long Term Transport Strategy (2015 – 2035)

INFRASTRUCTURE DELIVERY PLAN

Table9: Road infrastructure projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Transport	New road access to the North Circular	Alperton	Brent Council	£ 5,000,000	£ 2,500,000	CIL, GLA Housing Zone funding, TfL	£ 2,500,000	Phase 1
Transport	Controlled Parking Zone	Alperton	Brent Council	£ 300,000	£ 150,000	CIL	£ 150,000	Phase 1
Transport	Mount Pleasant bus stops relocation	Alperton	Brent Council	£ 30,000	£ 15,000	CIL, TfL LIP	£ 15,000	Phase 1
Transport	Junction improvement at Hay Lane/A5	Burnt Oak / Colindale	TfL, Brent Council	£ 1,165,000	£ 582,500		£ 582,500	Phase 1
Transport	Junction improvement at Kingsbury Road and A5	Burnt Oak / Colindale	TfL, Brent Council	£ 1,200,000	£ 600,000		£ 600,000	Phase 1
Transport	Junction improvement at Stag Lane/Watling Avenue	Burnt Oak / Colindale	Brent Council	£ 750,000	£ 375,000		£ 375,000	Phase 1
Transport	A5 Corridor Integrated Corridor Improvements Phase 2	Burnt Oak, South Kilburn, Across whole of Brent	Brent Council, TfL, neighbouring councils	£ 6,850,000	£ 3,425,000	TfL Capital, Developer funding, CIL	£ 3,425,000	Phase 1
Transport	Premier Corner gyratory reconfiguration	South Kilburn	Brent Council	£ 4,000,000	£ 2,000,000	s106 obligations and CIL	£ 2,000,000	Phase 1
Transport	North End Road Connection to Bridge Road	Wembley	Brent Council	£ 5,000,000	£ 2,500,000	TfL Capital QED S106, CIL, Other Developer funding	£ 2,500,000	Phase 1
Transport	Junction Improvements on Empire Way - Fulton Road	Wembley	Brent Council	£ 1,250,000	£ 1,250,000	TfL LIP, QED S106	£ -	Phase 1
Transport	Modification of Wembley Park Estate Network Phase 1	Wembley	Brent Council	£ 1,000,000	£ 580,677	TfL Capital S106, CIL, Other Developer funding	£ 419,323	Phase 1
Transport	Access improvements to Northwick Park hospital site	Northwick Park	Brent Council	£ 9,900,000	£ 9,900,000	Housing Infrastructure Fund	£ -	Phase 1
Transport	Additional service capacity on bus route	Alperton	Brent Council	£ 3,000,000	£ 1,500,000	TfL, s106, HZ, Brent Council	£ 1,500,000	phase 1
Transport	Junction Improvements at Wembley Park Drive roundabout	Wembley	Brent Council	£ 2,000,000	£ 1,000,000	TfL Capital S106 Other Developer funding	£ 1,000,000	Phase 2

Rail

What?

New West London Orbital (WLO) line; delivery of further step free access stations.

Where?

Current WLO proposals include stations at: Neasden, Harlesden, and Old Oak Common (part of the Old Oak and Park Royal Development Corporation (OPDC)). Newly proposed ‘step-free’ access stations included: Northwick Park, Alperton, and Queens Park.

When?

Throughout the plan period.

Why?

Increasing the modal share of more sustainable modes of transport such as public transport is a priority within the Mayors Transport Strategy (MTS). This has been reflected through the priorities outlined in Brent’s recently published Local Implementation Plan 3 (LIP3). Increasing the modal share of public transport, through the multi-modal support of active travel will serve to reduce our resident’s overall reliance on the private vehicle. By reducing congestion and associated pollution, this will serve to improve a number of interrelated issues, primary of which being the health of our residents. This is particularly important in light of projected population growth.

Where are we now?

Brent is the joint top borough for the number of rail and underground stations in London. Despite this, the car is still used for more journeys than any other modes, even though half of all journeys are under 5km. Public transport currently sees a modal share of 20% (under 40% by rail) which may be hampered by the

fact that only 6 of our stations have step-free access. The LIP3 aims to bring this up to 35% by the end of the plan period and acknowledges the need for a push and pull approach, combining mobility management to encourage and enable more active and sustainable travel choices, with demand management to reduce the ease and convenience of private car use.

What future infrastructure is required ?

Increase active travel through the development of Healthy Streets which are more conducive to walking and cycling. This will serve to improve the appeal of multi-modal journeys and increase the uptake of rail as a means of transport. To support this, the Piccadilly, Bakerloo, and Metropolitan lines will benefit from improvements to their capacity and frequency, resulting in a more comfortable and more reliable service. As part of the Healthy Streets Approach, it will be important that more people can choose to use the public transport system. Efforts to increase the number of stations within the borough which have step-free access will help to progress this aspiration, enabling those less able to use the facilities.

Improve orbital public transport links to key destinations such as employment and education sites. The implementation of the new West London Orbital line will improve orbital links within Brent, travelling from Hendon in the North, to Hounslow in the south. Current proposed stations within Brent include Neasden, Harlesden, and Old Oak Common, however, the borough will also be served by the new station at Brent Cross West, which will be immediately adjacent to the borough.

Evidence Base:

Brent Local Implementation Plan 3 (LIP3) 2018

Brent Long Term Transport Strategy (2015 – 2035)

INFRASTRUCTURE DELIVERY PLAN

Table 10: Rail infrastructure projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Transport	West London Orbital	Staples Corner and Neasden	Network Rail/ TfL	£ 265,000,000	£ 265,000,000	TfL, CIL, DoT	£ -	Phase 1/2

Active Travel

What?

Public realm and cycling infrastructure.

Where?

Borough-wide

When?

Throughout the plan period.

Why?

Increasing the modal share of more sustainable modes of transport, including walking and cycling is a priority within the Mayors Transport Strategy (MTS). This has been reflected through the priorities outlined in Brent's recently published Local Implementation Plan 3 (LIP3). It is of vital importance for Brent to increase active travel uptake within the borough, not only to reduce congestion and associated pollution, but also to improve a number of other interrelated issues, namely our resident's health. This is particularly important in light of projected population growth.

Where are we now?

In Brent the car is used for more journeys than any other modes, despite half of all journeys being under 5km. Active travel currently sees a modal share of 31% (27% walking, 4% cycling), with a greater proportion of this being seen in the south of the borough compared with the north. The LIP3 aims to achieve an 80% uptake of sustainable methods by the end of the plan period and acknowledges the need for a push and pull approach, combining mobility management to encourage and enable more active and sustainable travel choices, with demand management to reduce the ease and convenience of private car use. 45% of

journeys should be undertaken on foot, or by bicycle, representing 35% and 10% of total modal share respectively.

Most recently, the Council, in collaboration with TFL, has completed a cycleway linking Gladstone Park with Regents Park. We are also currently trialling a dockless electric bike hire scheme which is expected to increase the uptake of cycling within the borough.

What future infrastructure is required?

Increase active travel uptake through the development of healthy streets which are more conducive to walking and cycling. This will be achieved through giving pedestrians and cyclist's greater priority on the road network, and improving the feeling of safety. The implementation of the enhanced place-making as proposed within the Growth Area masterplans will assist in the realisation of these aims. This is especially crucial along key radial and orbital corridors, better linking origins and destinations such as employment and education sites. Among these corridors, efforts should be focused within areas identified as Air Quality Focus Areas within the Air Quality Action Plan (2017).

Evidence Base:

Brent Local Implementation Plan 3 (LIP3) 2018

Brent Cycling Strategy (2016 – 2021)

Brent Walking Strategy (2017 – 2022)

INFRASTRUCTURE DELIVERY PLAN

Table 11: Public Realm and Active Transport projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Public Realm	Pedestrian footbridges to give access to new residential developments, including Northfields	Alperton	Brent Council, Developer	2000000	0	CIL, GLA Housing Zone funding	2000000	Phase 1
Public Realm	Roads surrounding Crone, Craik, Zangwill etc.	South Kilburn	Brent Council, Private Developer	1060000	0	CIL & Land receipt	1060000	Phase 1
Public Realm	Wembley Hill to Brook Avenue	Wembley	Brent Council	500000	0	CIL, Brent Council	500000	Phase 1
Public Realm	Removal of Pedestrian Way and rebuilding of steps to stadium/ improvement of Olympic Way	Wembley	Brent Council	40000000	23000000	Development	17000000	Phase 1
Transport	Footbridge and cycle route at Brentfield Road junction	North Circular	Brent Council, Transport for London	2000000	1000000	TfL Capital, Developer funding	1000000	Phase 1
Transport	Masons Green walkway improvements	Park Royal	Brent Council	1500000	750000	CIL, Developer funding	750000	Phase 1
Transport	Wembley Hub Cycle Route enhancements Phase 2	Wembley	Brent Council, Transport for London	2000000	1000000	TfL Capital, Developer funding	1000000	Phase 1
Public Realm	Yardification of Carlisle Road	South east		1200000	0		1200000	Phase 2
Public Realm	Brook Ave to Forty Lane	Wembley	Brent Council	350000	0	CIL, Brent Council	350000	Phase 2
Public Realm	Great Central Way-access to stadium both arms	Wembley	Brent Council, TFL capital	800000	0	CIL, TfL Capital	800000	Phase 2

Emergency Services

What?

Police, Ambulance, and Fire Brigade infrastructure.

Where?

Borough-wide

When?

When required as will be outlined by the respective service.

Why?

Space in London is at a premium, and is under increasing pressure for spaces to collocate uses, especially to residential with the significant new London housing targets. This does not go to suggest that residential should be provided at the expense of other, supporting uses. Going forward, considering the increased intensification of London's land and the problems for the emergency services this can cause, it will be of increased importance to ensure we have an effective complement of emergency services provision.

Where are we now?

There are 7 police stations within Brent: Harlesden, Kilburn, Kingsbury, and three in the Wembley area. The remaining station (Willesden Green) has been

decommissioned and is now allocated in the new Local Plan for residential development as it is no longer required by the MET.

There are 3 fire stations within Brent: Willesden, Wembley, and Park Royal. Wembley police and fire station has been designated in the Local Plan as a mixed use redevelopment to better utilise the land and bring forward more homes. The existing stations have the potential to be redeveloped and consolidated into the mixed use scheme.

There are two ambulance services within Brent: one dedicated facility in Neasden, and an A & E ambulance service at Northwick Park Hospital. The majority of ambulance services within the borough return patients to Northwick Park Hospital and Central Middlesex Hospital, with many residents in the south of the borough being returned to St. Mary's and the Royal Free.

Our residents are also served by out of borough facilities, and are not wholly reliant on the services retained within Brent.

What future infrastructure is required?

Increasing pressure on London's emergency services, and a requirement to do more with less, necessitates the need to streamline and create more efficient services. This move will be facilitated by the freeing up of assets to provide much needed funding, and consolidation into co-located hubs with other essential community services. With the assistance of technological advancements, and a penchant for innovation, this will enable the services to increase their capacity and overall effectiveness.

The emergency services need to remain dynamic in order to respond to the political climate, and meet the strategic needs of the wider London Area, allocating resources effectively through flexibility. Such requirements within Brent are being assessed on an on-going basis, and should any emergency service

require additional capacity within the Borough, the Council will work with them to ensure this can be facilitated. This document will be updated annually to reflect the short and long term requirements of the emergency services.

Utilities

Energy

What?

Infrastructure for electricity and gas.

Where?

Borough-wide.

When?

Over the Plan period.

Why?

National and local policy aims to provide energy with the lowest environmental impact. This will help achieve meet the targets of reducing our co2 emissions to zero by 2050. This will naturally result in a shift away from fossil fuels such as gas, coal and oil, and toward more sustainable sources such as photovoltaics and wind. This trend will lead to the electrification of currently fossil fuel based uses such as heating, transport, and cooking. This will result in a major increase in the demand for electricity, in order to power personal vehicles and heat homes.

Where are we now?

In Brent, natural gas accounted for 52% of energy consumption in 2015. The majority of this will be used in the process of heating homes which constitutes over half of all energy consumed within the borough.

UK Power Network (UKPN), a large energy provider within Brent, have advised that given the projected growth within the borough, they do not see any need for additional schemes or projects within Brent which will not come forward as a direct result of development.

What are the next steps?

The Council is currently preparing a strategy to combat climate change. This will outline how Brent will move forward on issues such as energy. Dependency on gas in new developments will be reduced. Ensuring the highest energy efficiency standards are met in new buildings will reduce energy demand. Nevertheless, it will be important to improve the efficiency and sustainability of our existing building stock. London has some of the oldest and most energy inefficient building stock in Europe. It is expected that 80% of this stock will still be in use by 2050. It will therefore be important to bring these buildings up to higher standards to ensure their lifetime carbon footprints are reduced. There are currently approximately 130,000 homes in Brent, 7,000 of which are council owned. Retrofitting council properties will therefore only get us a portion of the way, and a wider retrofitting scheme will need to be undertaken to meet targets.

Digital

What?

Futureproofing Brent's Digital Infrastructure to enable our local neighbourhoods to grow as dynamic and attractive destinations in which to live, work and do business. This will mean improving broadband speeds across the borough so that they are fit for purpose, now and in the future, and working with the market to ensure Brent benefits from the roll out of new 5G networks. Improved connectivity will help residents benefit from Smart technology which has a role in making Brent a healthier, safer, cleaner borough for residents to live in.

Where?

Borough-wide.

When?

By 2023

Why?

The digital revolution has changed the way we live forever, with this rate of change continuing to accelerate, vast opportunities for innovation and growth have been revealed. The Council is committed to working with its residents, local businesses and partners, ensuring they are able to thrive in a digitised future, and can play an active role in helping to shape Brent. By 2039 Brent's population is forecast to increase by 20% and exceed 400,000 people. With more people using more complex online devices for watching High Definition TV, gaming, making video calls, doing business and accessing educational opportunities, we are going to need faster and more robust digital infrastructure. To make sure Brent's a great place to do good work, we will continue to develop an offer that helps existing businesses prosper in the digital place and makes Brent a desirable

location for new and established businesses from across the digital spectrum, growing our business rates base and providing new employment opportunities.

Where are we now?

The good news is that Brent's digital infrastructure is already improving; when Brent's first Digital Strategy was launched in 2017, less than 4% of Brent had access to Full Fibre To The Premise (FTTP) broadband. This type of broadband provides far faster connection speeds and much greater capacity than traditional broadband services. We've reduced the barriers to providers wanting to invest in Brent's digital infrastructure. Now nearly 20% of premises in Brent have access to FTTP broadband. It's above the London average, but we will continue to secure great connectivity for the whole of the Borough.

What are the next steps?

Brent Digital Strategy 2019 – 2023 sets out our digital ambitions. Priorities around Digital Infrastructure include:

- Working with providers to support investment in Brent's digital infrastructure to increase the number of properties able to access FTTP broadband services at an affordable cost.
- Securing Gigabit capable connections for key community buildings to allow everyone to benefit from access to fast, stable broadband.
- Working with businesses to demonstrate demand for full fibre broadband and address barriers to business activity, including 'not spots' and slow speeds.
- Working with Mobile Network Operators to ensure Brent benefits from the roll out of 5G networks.
- Embedding digital requirements within our planning and regeneration strategies, including in Brent's key planning framework, the Local Plan and the Inclusive Growth Strategy.
- Taking advantage of improved connectivity to exploit Smart technology to improve the lives of residents.

Evidence Base:

Brent Digital Strategy 2019 - 2023

Table 12: Digital Infrastructure projects currently being considered and planned for within Brent.

Category	Infrastructure Project	Place/Growth Area	Delivery Agency	Indicative costs (2020-2041)	Funding available	Sources of Funding	Funding gap	Local Plan phase
Utilities	Provision of High Speed Broadband infrastructure	Across whole of Brent	Brent Council, Community Fibre, Hyperoptic and other providers	TBA	~£2,000,000	Broadband providers Strategic Investment Pool grant Local Full Fibre Network grant	£ -	Phase 1

Water

What?

Reinforcement of strategic supplies where required, renewal of existing water supply infrastructure and delivery of new infrastructure to support growth.

Where?

Borough-wide

When?

On-going. Where network upgrades are required to support development they will need to be delivered at the appropriate time. This may result in the need for phasing conditions to be used to ensure that infrastructure is in place ahead of the relevant stage of development.

Why?

In order to ensure that the existing network operates effectively and to ensure that growth does not result in adverse impacts such as low/no water pressure.

Where are we now?

The water industry is regulated in five year periods and their business planning reflects this. Thames Water's revised business plan for 2020-2025 was submitted to Ofwat on 1st April 2019. A response to the revised plan is expected from Ofwat in July 2019 with a final determination on the plan published in December 2019.

What future infrastructure is required?

Thames Water will continue to work with the local planning authority and developers to ensure that developments are phased to ensure that there are not occupied before any necessary water network and water treatment works

upgrades are delivered. Developers are encouraged to discuss their proposals with Thames Water in advance of the submission of any planning applications utilising Thames Water's pre-application advice service at:

<https://developers.thameswater.co.uk/Developing-a-large-site/Planning-your-development/Water-and-wastewater-capacity>

Sewerage

What?

Maintenance and renewal of existing sewerage infrastructure and delivery of new infrastructure to support growth.

Where?

Borough-wide

When?

On-going. Where network upgrades are required to support development they will need to be delivered at the appropriate time. This may result in the need for phasing conditions to be used to ensure that infrastructure is in place ahead of the relevant stage of development.

Why?

In order to ensure that the existing network operates effectively and to ensure that growth does not result in adverse impacts such as sewer flood or pollution of land or watercourses.

Where are we now?

The water industry is regulated in five year periods and their business planning reflects this. Thames Water's revised business plan for 2020-2025 was submitted to Ofwat on 1st April 2019. A response to the revised plan is expected from Ofwat in July 2019 with a final determination on the plan published in December 2019.

What future infrastructure is required?

Thames Water will continue to work with the local planning authority and developers to ensure that developments are phased to ensure that there are not occupied before any necessary sewerage and sewage treatment works upgrades

are delivered. Developers are encouraged to discuss their proposals with Thames Water in advance of the submission of any planning applications utilising Thames Water's pre-application advice service at:

<https://developers.thameswater.co.uk/Developing-a-large-site/Planning-your-development/Water-and-wastewater-capacity>

Flood and Water Management

What?

Flood mitigation

Where?

Borough-wide

When?

On-going

Why?

The climate is becoming less predictable, with more severe weather events occurring across the country. Many of these events lead to severe flooding, with flash floods in the warmer months being primarily to blame. In addition to surface water flooding, sewerage overflow, and groundwater flooding, Brent includes within its boundary a blue ribbon network including the: Grand Union Canal, Canal Feeder, River Brent, Wealdstone Brook, Welsh Harp Reservoir, and a number of streams. The catchment of this blue infrastructure includes floodplains with the potential for fluvial flooding.

Where are we now?

Flooding within the borough is primarily associated with surface water flooding which has proliferated due to the reduced permeability which has arisen as a result of greater levels of development. A large contributor to this is the paving over of front gardens to provide parking spaces for residents. This is a permitted development right and therefore not within the Councils control.

In 2018 Brent collaborated with a number of other west London Local Authorities to produce the West London Strategic Flood Risk Assessment (SFRA). This map will help guide development within the borough, identifying areas at risk, and identifying potential mitigation measures which should be implemented.

What future infrastructure is required?

The Council will continue to work with its partners to ensure that the borough is well mitigated against the potential impacts of flooding, and will continue to adapt to the pressures of climate change. This will include advising on planning applications, ensuring sufficient appropriate measures are taken, including implementing Sustainable Urban Drainage Systems (SUDS), planting trees and green infrastructure, and enhancing water courses through greening and naturalisation. Together these measures should combine to ensure that the borough is effectively protected against the worst flooding events going forward.