



Hampstead Heath Consultative Committee

Date: MONDAY, 8 JULY 2019

Time: 7.00 pm

Venue: PARLIAMENT HILL CONFERENCE ROOM, PARLIAMENT HILL STAFF YARD, PARLIAMENT HILL FIELDS, HAMPSTEAD HEATH, NW5 1QR

Members: Karina Dostalova (Chairman)
Anne Fairweather (Deputy Chairman)
Ray Booth (Barnet Mencap)
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)
John Etheridge (South End Green Association)
Mathew Frith (London Wildlife Trust)
Cindy Galvin (Heath Hands)
Colin Gregory (Hampstead Garden Suburb Residents' Association)
Rezina Hakim (Leonard Cheshire Disability)
Michael Hammerson (Highgate Society)
Dr Gaye Henson (Marylebone Birdwatching Society)
Helen Payne (Friends of Kenwood)
Thomas Radice (Heath and Hampstead Society)
Harunur Rashid (Black and Minority Ethnic Communities representative)
Susan Rose (Highgate Conservation Area Advisory Committee)
Steve Ripley (Ramblers' Association)
Ellen Solomons (Vale of Health Society)
Ellin Stein (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee)
Richard Sumray (London Council for Recreation and Sport)
Simon Taylor (Hampstead Rugby Club)
David Walton (Representative of Clubs using facilities on the Heath)
John Weston (Hampstead Conservation Area Advisory Committee)

Enquiries: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

Dinner will be served in the Parliament Hill Café at the rising of the meeting

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 29 April 2019.
For Decision
(Pages 1 - 14)
4. **ACTIONS SHEET**
Report of the Town Clerk.
For Information
(Pages 15 - 16)
5. **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE MINUTES**
To receive the public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 5 June 2019.
For Information
(Pages 17 - 30)
6. **HAMPSTEAD HEATH SPORTS ADVISORY FORUM MINUTES**
To receive the draft public minutes of the Hampstead Heath Sports Advisory Forum meeting held on 10 June 2019.
For Information
(Pages 31 - 36)
7. **SUPERINTENDENT'S UPDATE**
Report of the Superintendent of Hampstead Heath.
For Discussion
(Pages 37 - 40)
 - a) Appendix 1- Draft Annual Report 2018-19 (Pages 41 - 44)
 - b) Appendix 2 - Hampstead Heath Measurement Framework (Pages 45 - 64)
 - c) Appendix 3 - Map of proposed grazing sites (Pages 65 - 66)
8. **FUNDAMENTAL REVIEW**
Report of the Director of Open Spaces.
For Information
(Pages 67 - 94)

9. **CYCLICAL WORKS PROGRAMME BID 2020/21**

Report of the City Surveyor.

For Discussion
(Pages 95 - 110)

10. **GENDER IDENTITY POLICY**

Report of the Town Clerk and Chief Executive.

For Information
(Pages 111 - 168)

11. **VOLUNTEERING UPDATE**

Oral update from Heath Hands.

For Information

12. **QUESTIONS**

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

14. **DATE OF NEXT MEETING**

The date of the next meeting is 14 October at 7.00 pm.

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HAMPSTEAD HEATH CONSULTATIVE COMMITTEE **Monday, 29 April 2019**

Minutes of the meeting of the Hampstead Heath Consultative Committee held at Parliament Hill Conference Room, Parliament Hill Staff Yard, Parliament Hill Fields, Hampstead Heath, NW5 1QR on Monday, 29 April 2019 at 7.00 pm

Present

Members:

Karina Dostalova (Chairman)
Anne Fairweather (Deputy Chairman)
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)
Mathew Frith (London Wildlife Trust)
Colin Gregory (Hampstead Garden Suburb Residents' Association)
Michael Hammerson (Highgate Society)
Dr Gaye Henson (Marylebone Birdwatching Society)
Helen Payne (Friends of Kenwood)
Thomas Radice (Heath and Hampstead Society)
Susan Rose (Highgate Conservation Area Advisory Committee)
Steve Ripley (Ramblers' Association)
Ellen Solomons (Vale of Health Society)
Ellin Stein (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee)
Richard Sumray (London Council for Recreation and Sport)
Simon Taylor (Hampstead Rugby Club)
David Walton (Representative of Clubs using facilities on the Heath)
John Weston (Hampstead Conservation Area Advisory Committee)

Officers:

Colin Buttery	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Jonathan Meares	- Highgate Wood, Conservation & Trees Manager
Declan Gallagher	- Operational Services Manager
Richard Gentry	- Constabulary and Queen's Park Manager
Paul Maskell	- Leisure and Events Manager
Kate Radusin	- PA to Superintendent of Hampstead Heath
Leanne Murphy	- Town Clerk's Department
Dr Jeremy Ashbee	- English Heritage

1. APOLOGIES

Apologies were received from Cindy Galvin (Robert Spigel attended to represent Heath Hands), John Etheridge (John Hunt attended to represent the South End Green Association), Harunur Rashid (Black and Minority Ethnic Communities representative) and Rezina Hakim (Leonard Cheshire Disability).

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

There were none.

3. **MINUTES**

The public minutes of the meeting held on 11 February 2019 were approved as a correct record subject to an amendment on page 6.

4. **ACTIONS SHEET**

Members noted the various outstanding actions and the update provided thereon.

The Chairman advised that all actions were complete or covered on the agenda. With regards to Action 1 to identify a representative to represent people with a physical disability, the Chairman confirmed that Rezina Hakim from Leonard Cheshire Disability had been appointed to the Committee but was unable to attend her first meeting.

Concerning Action 2, Members were advised that Officers would be approaching the Camden Learning and LaSWAP to establish a representative for schools on the Consultative Committee.

5. **MINUTES OF THE HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE**

The public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee (HHHWQPC) meeting held on 13 March 2019 were received.

In response to a query from a Member (Hampstead Garden Suburb Residents' Association) regarding Brexit, the Director of Open Spaces confirmed that the Corporation was responsible for the supervision of container ports and Brexit potentially brought concerns regarding plant material and animals. The Corporation will continue to work with DEFRA to manage the risks associated with imports from Europe.

6. **HAMPSTEAD HEATH SPORTS ADVISORY FORUM MINUTES**

The public draft minutes of the Hampstead Heath Sports Advisory Forum meeting held on 4 February 2019 were received.

Members were advised that there was a push to increase the membership of the Forum to include a wider representation of sports taking place on Hampstead Heath.

It was noted that discussions focussed on the review of the Lido including difficulties caused by hot seasonal weather.

7. **SUPERINTENDENT'S UPDATE**

Members considered an update report of the Superintendent and the following points were made:

Fundamental Review

- The Director of Open Spaces advised Members that the Corporation had a huge ambition for London as a world class city requiring significant investment. It was noted that due to the significant capital expense from a number of key large-scale projects currently coming through the

Corporation, all projects that were not yet at Gateway 5 would be reviewed under new criteria as part of a fundamental review of revenue and projects.

- Members were advised that central government would also be reviewing spending and funding over the next three years which was unlikely to be favourable for the City due to the rebasing of current business rates and a loss of government funding.
- The Director of Open Spaces stated that the Corporation was considering borrowing money for the first time and that the Fundamental Review would impact every capital project decision going forward which meant that innovation was required.
- In response to a comment from a Member regarding the difference between City Cash and City Funds, Members were advised that City Cash, which provides investment funds outside of Local Authority function, for Hampstead Heath for example and is under the same financial pressures as the City Fund. It was expected that both would further deplete over the next few years and the Chamberlain's Department was working on figures to accommodate the pressures.

Humanitarian Aid Workers Memorial proposal – Kenwood Estate

- The Superintendent sought Member's views on a proposal to install a memorial sculpture within the grounds of the Kenwood Estate which would be visible from the Heath.
- This was discussed at the Committee walk on Saturday 27 April during which Members were shown the proposed site for the memorial.
- Dr Jeremy Ashbee (English Heritage) provided context for the consideration of the memorial. The criteria required that the memorial had good access from London, offered space for quiet contemplation and was non-denominational.
- Members were advised that the site - Stable Field – offered a good fit in terms of the tree line of the plot and the discontinuous circle concept.
- It was noted that English Heritage were supportive of the proposal; however, local stakeholders had raised concerns. Feedback regarding the materials, scale, colour and construction of the memorial would be sought.
- A Member (Vale of Health Society) said that she opposed the siting of the statues, which she likened to "gingerbread men".

- A Member (Highgate Conservation Area Advisory Committee) thought the location was completely inappropriate and noted that the memorial would potentially pose an activism risk. The site was also difficult to access in a wheelchair given the uneven nature of the site.
- A Member (Heath and Hampstead Society) said that such a development would have a critical impact on the Heath. He supported the worthiness of the cause, but suggested English Heritage needed to find a different site as the Stable Field was not suitable.
- A Member (Hampstead Conservation Area Advisory Committee) drew a parallel between the aim of English Heritage to protect the historic landscape on the Kenwood side of the railings with the desire of the local community to protect the Heath's wild and open aspect on the Heath side of the railings. The Kitchen Garden at Kenwood was suggested as an alternative site.
- A Member (South End Green Association) said that the project was laudable, but the location was not.
- A Member (Dartmouth Park Conservation Area Advisory Committee) noted that the site had minimal transport links. Members felt there were other more suitable sites closer to Central London which could be used.
- It was noted by a Member (Hampstead Garden Suburb Residents' Association) that the general policy towards artworks on the Heath had always been that they were temporary and occasional.
- A Member (Highgate Society) felt that it would have been helpful to know what the other proposed sites were, and why they were discounted. He opposed the use of the Stable Field. The aims of the memorial seemed confused: on the one hand the statues were for quiet contemplation, on the other the statues were intended to draw people across the Heath.
- The Deputy Chairman felt that the memorial provided a conflict of philosophy as a built object would impact the natural aspect of the Heath. Members had stated that they were advised during the Committee walk that the memorial would draw visitors to the site which was contradictory to what was being proposed at this meeting and contrary to the Heath's management of rural preservation.
- A Member (Ramblers' Association) suggested making the memorial a hollow figure to prevent graffiti. Members were advised that it was designed specifically to hold messaging as part of the design concept.
- The Chairman stated that whilst the memorial was a worthy cause, agreeing to it could open the Heath up to requests from other equally worthy causes which would be hard to manage.

- In response to queries regarding the proposed location of the memorial, Dr Ashbee advised that English Heritage considered other locations within the Estate but considered the proposed location to be the least intrusive to the site. He was personally not averse to placing the memorial in the Kitchen Garden.
- Members raised concerns that the memorial, due to the design and construction, could be the target of vandalism and graffiti. It was noted that the site was open to the public 24/7 and could not be policed by staff.
- A Member (Highgate Conservation Area Advisory Committee) noted that the memorial would potentially pose a terrorism or activism risk.
- The Chairman stated that Member's concerns would be conveyed to the HHHWQP Committee for consideration, and that all Member feedback would be sent to English Heritage following the meeting on 5 June 2019.

Grazing

- Members were advised that a small-scale one-week grazing pilot of sheep was being proposed to take place in late summer. Grazing of sheep would provide ecological benefits and the pilot sites were being considered carefully. The project would also involve Heath Hands volunteers.
- A Member (Highgate Conservation Area Advisory Committee) felt that this trial would be a great offer for children, providing them with an experience of country life.
- It was agreed that the pilot would require an enclosed site to protect the sheep from dogs and foxes.
- A Member (Friends of Kenwood) who owned sheep highlighted the expense of looking after and managing them, noting the extensive amount of paperwork needed to get them and significant practical risks involved.
- It was noted that a similar temporary grazing project was taking place at the Royal Parks
- Members were advised that there was an opportunity to liaise with colleagues who have experience from within the Corporation. A Member (Highgate Society) also recommended liaising with Bricket Wood.

East Heath Car Park (A DP5)

- The Superintendent advised that this capital project was currently on hold, but it was hoped this would be given the go ahead due to the health and safety implications.

Planning

- **Jack Straws Castle, 2017/2064/P, 2017/2211/L, 2017/2171/P.** The Superintendent advised that the developer had lodged an appeal against non-determination by the London Borough of Camden.
- **North Fairground Site, 2017/4346/P.** It was noted that this Public Inquiry would be reconvened on the 3 October 2019.
- **South Fairground Site.** Members were advised that a Public Inquiry went ahead on 12 February 2019 lasting four days and would be reconvened on 20 August 2019 for three days.
- **55 Fitzroy Park, 2018/3672/P.** The Superintendent noted that the London Borough of Camden had yet to determine the Planning Application.
- **The Water House, Millfield Lane. 2017/3692/P.** The Superintendent advised that construction was progressing. Further consideration of the boundary fence was necessary.
- **Parliament Hill William Ellis School, 2018/1270/P.** The Superintendent advised that the Operation Services Manager was continuing to participate in the Community Working Group.
- **Jack Straws Castle – change of use application.** The Superintendent advised that objections had been submitted in relation to this Planning Application.
- **Athlone House.** The Superintendent advised that a representation had been made against the proposed gate.
- Members were advised that the Lido had received planning consent and that planning applications for the three playgrounds and a stable at Golders Hill Park Zoo were being prepared.

2-3 Heath Passage

- The Superintendent noted that this land had sold at auction and the new owners were not yet known.

Mobility scheme

- The Superintendent was pleased that three new all-terrain buggies were available for hire by Heath users. A new hire system has been set up with the buggies available to hire from the Lido.

Licencing

- The Superintendent stated that an engagement and consultation exercise with Heath users was being developed regarding development of a dog walkers and a personal training code of conduct. A consultant was assisting with developing a questionnaire and communications strategy.
- Pop-up events to engage with dog walkers and trainers will take place during May and June.
- The Heath and Hampstead Society were concerned that dog licensing would not work if a cap on the number of licences issued was not introduced across all London open spaces. Members were advised that the Constabulary and Queen's Park Manager was a member of Parks for London (formally London Parks and Green Spaces Forum) which was a charity enabling the people that plan, design and manage London's parks and green spaces to share knowledge and experience. The Constabulary and Queen's Park Manager agreed to talk with the Heath and Hampstead Society regarding their concerns.

Hampstead Heath Constabulary

- Members were advised that the Constabulary had increased its patrols and was continuing to work with the Metropolitan Police Service in response to the increase in robberies in and around the Parliament Hill area of the Heath.
- Body Worn Video Cameras (BWV) have been procured following support at the last Committee meeting and the Constabulary are undergoing training on using the equipment and updating its policies.

Waste & Recycling

- The Superintendent advised that they were awaiting the report from Keep Britain Tidy which would provide data and a further package regarding messaging and campaigning was to be commissioned.
- Co-mingled recycling will be initially trialled at facilities in Parliament Hill Triangle. A small number of the bins in housings will be trialled in a rural area of the Heath to gauge feedback on the visual impact.
- Members were advised that two workshops have been held inviting public engagement on messaging on littering.

30th Anniversary

- The Chairman advised Members that all Members of the Court of Common Council and the Lady Mayoress had been invited to attend a walk at the Heath on 25 June 2019. The Town Clerk agreed to circulate details regarding this event.

- A Member (Hampstead Rugby Club) advised that since he proposed a rugby old legends event at the last meeting, he had met with the Wasps and Harlequins Teams. The Harlequins suggested a training camp idea but there would be costs involved.

RESOLVED – That:-

- Members give their views on the Key Priorities as set out in the High-Level Asset Management Plan (appendix 1);
- Members give their views on the Open Spaces Learning Team Play Principles (appendix 2);
- Members give their views on the Humanitarian Aid Workers Memorial, as detailed in para 15;
- Members give their views on the proposal to trial grazing on Hampstead Heath, as detailed in para 16;
- Members give their views on the proposed Circus Event (appendix 3);
- Members give their views on the proposed Cross-Country Event (appendix 4);
- Members give their views on the concept design for the Vale of Health Playground (appendix 5);
- Members give their views on the concept design for the Preachers Hill Playground (appendix 6).

7.1 Appendix 1 - Hampstead Heath High Level Asset Management Plan

Members considered the Hampstead Heath High-Level Asset Management Plan 2018-2021 and the following comments were made:

- Members were advised that High-Level Asset Management Plans were being developed for all City of London Corporation properties.
- Emphasis was given to the ambition to ensure “buildings and facilities that are fit for purpose, sustainable, support effective delivery of services and optimise efficiencies and value for money” as key to the strategic framework.
- In response to a query from a Member (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee) regarding retail spaces, Members were advised that something similar to the View at Epping Forest would provide an opportunity to sell merchandise that relates to the Open Space. A Member (Highgate Society) noted the great range of products on offer at the London Wetlands Shop.

- The Chairman felt that “retail” was the wrong wording and requested that the wording be changed to “visitor, engagement and education centre”.
- A Member (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee) queried what site was planned for the relocation of Heathfield House office accommodation. Members were advised that the footprint at a number of sites were being considered, e.g. the stores area at Parliament Hill Staff Yard, which were not being fully utilised, and that there was real need to reconfigure spaces and buildings to make them fit for purpose. Members were pleased that there was no intention to increase the footprint.
- A Member (Friends of Kenwood) was concerned that the project concerning waste, which was very expensive, would not be considered a priority by 2021/22 due to the fundamental review and funding constraints. The Superintendent confirmed that managing waste more efficiently and providing recycling facilities remained a priority, and the Team would continue to progress with the planned schemes.
- A Member (Hampstead Garden Suburb Residents' Association) felt that the format of the Plan was difficult to follow and did not like the red text.
- With regards to the East Heath Car Park asset transferring to the City Surveyors Department on completion of the capital works, Members were advised that there was a service-level agreement on managing this asset which required ongoing maintenance by City Surveyors Department.
- A Member (Highgate Society) voiced concerns regarding the wording concerning maximising opportunities for income generation “through events and third-party leasing opportunities” and felt this needed to be worded carefully to avoid headlines about commercialisation of the Heath.
- With regards to a concern (Representative of Clubs using facilities on the Heath) regarding the resurfacing of the Athletics Track, Members were advised that this would be on a like-for-like basis.

RECEIVED.

7.2 **Appendix 2 - Open Spaces Learning Team Play Principles**

Members considered the Open Spaces Learning Team Play Principles and the following comments were made:

- Members were advised that the acronym SSOW stood for Safe System of Work.
- A Member (London Council for Recreation and Sport) felt that a section was needed regarding safeguarding which was particularly important when discussing areas for children.

- A Member (Hampstead Conservation Area Advisory Committee) felt the document was too wordy and recommended reducing the report content.
- It was suggested (Highgate Society) that the Principles should focus on providing children with a natural world experience.

RECEIVED.

7.3 Appendix 3 - Event application Review - Zippo's Circus

Members considered an event application for Zippo's Circus concerning a proposed circus event at the Heath and the following comments were made:

- Members were advised that this proposed event to take place on 20-28 October 2019 had been reviewed and supported by the Officer Event Group (OEG) and was being brought to the Committee for consideration as per the Site-Specific Events Policy Part Two.
- In response to concerns regarding animals following protests in the past, Members were advised that the only animals which would be used within the programme were budgerigars.
- The South End Green Association were in general support for this event noting that the event managers had proven themselves in responding to concerns.
- Members were generally supportive of this event.

RECEIVED.

7.4 Appendix 4 - Event application Review - London Youth Games

Members considered an event application for the London Youth Games concerning a proposed cross-country event at the Heath and the following comments were made:

- Members were advised that this proposed event to take place on 16 November 2019 had been reviewed and supported by the Officer Event Group (OEG) and was being brought to the Committee for consideration as per the Site-Specific Events Policy Part Two.
- A Member (Hampstead Garden Suburb Residents' Association) voiced concern regarding the area being used for this event. It was agreed that future event application reviews would include a map of the areas included in the event.
- Members were advised that damage and erosion were being carefully managed and that the route could be moved slightly if required to minimise impacts.

RECEIVED.

7.5 Appendix 5 - Vale of Health Play Area Concept Design

7.6 Appendix 6 - Preachers Hill Playground Concept Design

Members considered the concept designs for the Vale of Health Playground and Preachers Hill Playground. The following comments were made:

- Members were advised that £35k in Community Infrastructure Levy funding had been awarded to fund the project management and materials involved with the play area improvements.
- Members were supportive of the improvements, the Member (Hampstead Conservation Area Advisory Committee) suggested that the boulders should be replaced with logs to be in keeping with the Heath and that the open aspect should be maintained to provide sightlines across the play spaces.
- A Member (Vale of Health Society) suggested the introduction of picnic areas.
- Members were happy with the natural approach and reusing of existing play equipment rather than introducing a new, large statement pieces.
- A Member (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee) was supportive of the planting provided that they were not too high preventing parents from seeing their children playing.
- The Superintendent stated that these were early concept designs and more developed designs would be circulated to Members by email for feedback.

RECEIVED.

7.7 Appendix 7 - Open Spaces Learning Team - highlights

Members noted the highlights update from the Open Spaces Department Learning Team.

RECEIVED.

8. VOLUNTEERING UPDATE

Members received a verbal update from Heath Hands concerning community Heath highlights and the following comments were made:

- Officers were thanked for their ongoing support.
- A record number of volunteers (245 people) joined Heath Hands in the last year.

- Heath Hands has worked to align itself with the Hampstead Heath Management Strategy regarding increasing diversity and challenging the perception of the Heath being “old and white”. It was noted that 18% of volunteers were now under 26 years old and nearly 40% were under the age of 40. BAME volunteer representation had been tripled to 15%. A variety of outreach programmes had been developed especially for vulnerable groups, e.g. a recovery through nature programme and an all-women’s programme.
- A Member (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee) suggested reaching out to the Extinction Rebellion group for volunteers.

9. **QUESTIONS**

There were two questions:

Parliament Hill

A Member noted that the view from Parliament Hill had disappeared due to a recent bloom of leaves on trees. The Superintendent advised that a project regarding views was included within the Management Strategy which involved mapping historic views and considering the impacts on ecology and the landscape to maintain the views. This project would be progressed once the OPM nest removal and spraying project was completed.

150th Anniversary

Members were advised that the 150th anniversary of Hampstead Heath Act 1871 would fall in 2021, and a Member (Representative of Clubs using facilities on the Heath) had approached the Heath to host a cross-country event, likely in September to match other European Championships. It was noted that this would be an expensive event requiring significant sponsorship and support and the Leisure & Events Manager was awaiting a response detailing these factors.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was one item of AOB:

COL Sport and Physical Activity Strategy 2019-23

Members considered a supplementary report of the Head of Corporate Strategy and Performance providing Members with the proposed final version of the City of London Corporation’s Sport and Physical Activity Strategy for 2019-2023. The following points were made:

- The Chairman advised Members that the Strategy went to the Health and Wellbeing Board on 26 April 2019 who expressed disappointment.
- A Member (London Council for Recreation and Sport) felt the Strategy was principally about the Square Mile and City of London residents.

- It was suggested by a Member (Representative of Clubs using facilities on the Heath) that the Strategy was passive rather than reactive.
- A Member (Highgate Society) noted the vague economic comments regarding investment in sport and felt that quantification was needed to show the benefits.
- It was noted that the Hampstead Heath Sports Advisory Forum were not consulted in relation to the strategy.
- The Chairman confirmed that they would write to the report authors to express that the Committee did not feel the Strategy went far enough or adequately covered all of the Corporation's Open Spaces.

RECEIVED.

11. **DATE OF NEXT MEETING**

The date of the next meeting on 8 July 2019 at 7.00pm was noted.

The Chairman listed a number of other important dates:

- 8 – 12 May – Affordable Arts Fair
- 6 July – Night of 10,000m PB's
- 14 July – Give it a Go
- 11 September - Heath and Hampstead Society party at 5-8pm

The meeting ended at 9.14 pm

Chairman

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Hampstead Heath Consultative Committee

Actions Sheet

	Date	Action	Officer responsible	Progress Update
1.	11 Feb 2019	SUPERINTENDENT'S UPDATE Local schools to be approached again for representation on the Committee.	Superintendent	Update at September 2019 meeting
2.	29 April 2019	SUPERINTENDENT'S UPDATE Members to receive details concerning the all Court visit to the Heath on 25 June 2019.	Town Clerk	Complete

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HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Wednesday, 5 June 2019**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 5 June 2019 at 4.00 pm

Present

Members:

Karina Dostalova (Chairman)
Anne Fairweather (Deputy Chair)
Mark Bostock
Deputy David Bradshaw
Alderman Prem Goyal
Michael Hudson
Alderman Gregory Jones QC
Ruby Sayed
Deputy John Tomlinson
William Upton QC
John Beyer (Heath & Hampstead Society)
Sam Cooper (English Heritage)

Officers:

Declan Gallagher	- Operational Services Manager
Richard Gentry	- Constabulary and Queen's Park Manager
Paul Maskell	- Leisure and Events Manager
Kate Radusin	- PA to Superintendent of Hampstead Heath
Leanne Murphy	- Town Clerk's Department
Carl Locsin	- Media Team, Town Clerk's Department
Gerry Kiefer	- Business Manager, Open Spaces Department
Kate Smith	- Head of Corporate Strategy & Performance, Town Clerk's Department
Andrew Carter	- Director of Community & Children's Services
Marcus Roberts	- Head of Strategy & Performance, Community & Children's Services
Alison Elam	- Group Accountant, Chamberlain's Department
Martin Falder	- PA to the Director of Open Spaces
Dr Jeremy Ashbee	- English Heritage
Sir John Holmes	- Humanitarian Policy Group, Overseas Development Institute
Victoria Metcalfe	- Humanitarian Policy Group, Overseas Development Institute

1. APOLOGIES

Apologies were received from Wendy Mead, Rachel Evans, Councillor Thomas Gardiner, Councillor Melvin Cohen, Oliver Sells QC, Graeme Smith and Adeline Siew Yin Au.

2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**

There was one declaration from Sam Cooper who stated that he was an employee of English Heritage and could have a perceived conflict in respect of item 10a regarding the proposed Humanitarian Aid Memorial Design at Kenwood House.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

Members received the Order of the Court of Common Council dated 25 April 2019 appointing the Committee and approving its terms of reference.

The Town Clerk noted that Stuart Fraser had since retired from Court but would remain listed on the Order as this could not be changed once issued for the year.

A Member noted that the constitution of the Committee listed a number of local bodies and local interest groups of relevance that required representation on the Committee and felt that a representative for disability should also be included within the terms of reference.

Members were advised that the constitution was defined by statute and, whilst someone could be co-opted onto the Committee, it might not be possible for the constitution to be changed as this was set by the London Government Reorganisation (Hampstead Heath) Order 1989. The Town Clerk agreed to investigate the Order and seek legal advice regarding representation of protected groups.

4. **ELECTION OF CHAIRMAN**

In accordance with Standing Order No.29, the Committee proceeded to elect a Chairman for the ensuing year. The Town Clerk read a list of Members eligible to stand and Karina Dostalova, being the only Member expressing their willingness to serve, was duly elected as Chairman.

The Chairman thanked Members for their support and took the opportunity to thank Stuart Fraser for his contribution to the Committee during his tenure.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. The Town Clerk read a list of Members eligible to stand and Anne Fairweather, being the only Member expressing their willingness to serve, was duly elected as Deputy Chairman.

6. **MINUTES**

RESOLVED, that the public minutes of the meeting held on 13 March 2019 were approved as a correct record subject to an amendment on page 6.

7. **ACTION SHEET**

Members noted the various outstanding actions and the update provided thereon.

Members were advised that action 1 was complete as a representative for physical disability had been identified and had joined the HHCC.

With regards to action 2, the Chairman advised that the request to change to the Committee's Terms of Reference to include an Alderman was turned down by the General Purposes Committee of Alderman.

The Superintendent noted that action 3 referred to Kenwood House not Keats House.

Members were advised that action 4 would be carried forward to the September meeting.

8. OTHER MINUTES

8.1 Hampstead Heath Consultative Committee

The draft public minutes of the Hampstead Heath Consultative Committee meeting held on 29 April 2019 were received.

8.2 Highgate Wood Consultative Group

The draft public minutes of the Highgate Wood Consultative Group meeting held on 3 April 2019 were received.

8.3 Queen's Park Consultative Group

The draft public minutes of the Queen's Park Consultative Group meeting held on 27 March 2019 were received.

The Chairman noted a typo advising that 9,000 volunteers did not attend the Volunteers Reception which would be updated.

9. APPOINTMENTS TO COMMITTEES 2019/20

Members considered a report of the Town Clerk regarding appointments to Committees and Groups for 2019/20.

RESOLVED, that:-

- The terms of reference and composition of the Hampstead Heath Consultative Committee be noted;
- The terms of reference and composition of both the Highgate Wood Consultative Group and the Queen's Park Consultative Group be approved;
- The Chairman and Deputy Chairman to be appointed to the Hampstead Heath Consultative Committee.
- John Tomlinson be appointed to the Highgate Wood Consultative Group, and the further two vacancies be deferred until the next meeting of the Grand Committee for appointment;
- Ruby Sayed be appointed to the Queen's Park Consultative Group, and the further two vacancies be deferred until the next meeting of the Grand Committee for appointment;

- John Tomlinson be appointed to serve on the Keats House Consultative Committee with the Chairman to also attend in an ex officio capacity;
- The decision to appoint a local representative to observe meetings of the Open Spaces and City Gardens Committee be deferred until the next meeting of the Grand Committee.

10. **SUPERINTENDENT'S UPDATE**

Members considered a report of the Superintendent providing an update on matters concerning Hampstead Heath, Highgate Wood and Queen's Park. The following points were made:

- The Chairman was sad to inform Members that there had been an incident over the weekend resulting in the fatality of a man at the Highgate Men's Bathing Pond. The Committee sent its best wishes and condolences to the family and friends of the deceased and offered their support to the Lifeguards on duty.
- The Superintendent advised that the Men's Pond was closed and would not be reopened until the Metropolitan Police had completed their investigations.

Adventure Playground, Preachers Hill Playground and Vale of Health Playground

- Members were advised that the concept designs would ensure that the playgrounds remain natural using pebbles and timber. It was noted that CIL funding would be sought for additional play equipment.

Sports

- Members were advised that the licencing arrangements of the Parliament Hill Bowling Green were changing to an annual licence which had been drafted and would be discussed at a meeting with the Club tomorrow. This change in licensing would allow for the Corporation to make better use of the facility during the winter months when it was not being used by the Clubs.

Mobility scheme

- In response to a query from a Member regarding the distance from the Lido to the collection point for the mobility scooters, the Superintendent confirmed that the Lido was selected for the scheme as it had dedicated blue-badge parking spaces very close to the Lido. Additionally, Gospel Oak Station, which provides step-free access, was located within a very short distance from the Lido. It was noted that there was no charge for hire, but all users needed to receive instructions of how to use the mobility scooters.

Waste & Recycling

- Members were advised that a pilot would be carried out at Parliament Hill including the trialling of a small number of bins across the more rural parts of the Heath.

30th Anniversary

- The Chairman advised Members that an all Court visit to Hampstead Heath had been arranged for 25 June 2019.
- Members were invited to attend an event hosted by the Heath & Hampstead Society to follow the Committee's meeting on 11 September 2019 which would be held at the Heath.

Highgate Wood

- A Member voiced concern that the successful Heritage Lottery Fund (HLF) bid by the Friends of Highgate Roman Kiln (FOHRK) on City land could potentially affect Corporation led HLF bids in the future. The Superintendent advised that this was progressing to a Gateway 3/4 through the Projects Sub Committee who would ensure liaison with other bids.

Lido

- A Member noted that he was made aware of a project costing £140K to repair leaks at the Lido and felt that the Committee should always be made aware of all projects relating to Hampstead Heath, Highgate Wood and Queen's Park. Members were informed that the Committee were always advised of Gateway projects, but the leak issue had been ongoing for five years. The Superintendent agreed to keep Members apprised of ongoing projects.

RESOLVED – That:-

- Members give their views on the Humanitarian Aid Workers Memorial, as detailed in para 13;
- Members approve the Queen's Park Day event (appendix 8), as set out in para 62.

10.1 Appendix 1 - Humanitarian Aid Memorial Design

Members considered the Humanitarian Aid Workers Memorial proposal at the Kenwood Estate and the following comments were made:

- The Chairman welcomed Dr Jeremy Ashbee, Sir John Holmes and Victoria Metcalfe who attended to respond to queries regarding the memorial.

- The Chairman noted that HHCC Members were shown the proposed site for the memorial during its Committee walk on Saturday 27 April and drew Member's attention to the photographs provided in the agenda pack.
- Members were advised that the Heath & Hampstead Society were against the selected site for the memorial on the basis that the 1871 Act guaranteed the protection of the Heath and its fringes. It was noted that the Society had not yet spoken with the press regarding the proposed memorial but that a public campaign would follow should the proposal be allowed to progress.
- It was noted that the HHCC minutes of 29 April 2019 reflected a negative view of the proposal from eight of the societies represented on the Committee; opposition had been further illustrated by correspondence received by the Chairman from the Heath & Hampstead Society, Hampstead Garden Suburb Residents Association and London Wildlife Trust. It was now established practice that the Management Committee would normally follow the advice of the Consultative Committee; the Management Committee should therefore do so and oppose the memorial.
- The Chairman was supportive of the worthy cause but voiced concern that agreeing to the memorial could open the Heath up to requests from other equally worthy causes which would be difficult to manage.
- A Member noted that the Heath was not natural and wild, it was a carefully managed space.
- It was noted that the Corporation regularly made representations against planning applications near to the Heath and the proximity of the memorial to Heath land raised reservations.
- A Member did not feel this was an appropriate site as it clearly effected Heath views despite being within the Kenwood Estate and was not viable for transport or footfall.
- In response to a query regarding revenue, Members were advised that this was not a motivation for the sculpture.
- Members were advised that the monument was a memorial not only to those that had died in humanitarian crises but was a symbol and celebration of vitality and life. This unique memorial would have significant international significance as a piece of work developed by humanitarians worldwide and it was hoped that it would add to the attractions of the Kenwood Estate and Heath with minimal impact to the natural habitat.
- Members questioned why the other sites at Kenwood House were rejected, e.g. Kitchen Gardens which was felt to be a more suitable spot. Members were advised that other locations would be considered but there was a desire for the memorial not to be tucked away. The site was preferred for

contemplation, reflection and its views and none of the other options fulfilled this criterion.

- The Chairman concluded that the current position of the Committee was that the proposed site was inappropriate and not supported.

RECEIVED.

10.2 Appendix 2 - Map of proposed grazing sites

Members noted the map of the proposed grazing sites.

RECEIVED.

10.3 Appendix 3 - Open Spaces Learning Team Play Principles

Members noted the Open Spaces Learning Team Play Principles.

RECEIVED.

10.4 Appendix 4 - Preachers Hill Playground Concept Design

Members noted the concept design for the Preachers Hill Playground.

RECEIVED.

10.5 Appendix 5 - Vale of Health Play Area Concept Design

Members noted the concept designs for the Vale of Health Playground.

RECEIVED.

10.6 Appendix 6 - Golders Hill Park Accessible Car Park Consultation Poster

Members noted the Golders Hill Park Accessible Car Park Consultation Poster.

RECEIVED.

10.7 Appendix 7 - Golders Hill Park Sensory Walk Poster

Members noted the Golders Hill Park Sensory Walk Poster.

RECEIVED.

10.8 Appendix 8 - Queen's Park Event Applications

Members considered and approved the Queen's Park Event Applications.

RECEIVED.

11. HIGH-LEVEL ASSET MANAGEMENT PLAN - HAMPSTEAD HEATH 2018-2021

Members considered a report of the Superintendent of Hampstead Heath regarding the proposed High-Level Asset Management Plan for Hampstead Heath which was developed in conjunction with the City Surveyors Department to ensure the effective use and management of buildings and structures across Hampstead Heath.

The Chairman felt that the word 'retail' should be removed from the third objective concerning the Parliament Hill Fields Review and changed to 'visitor, engagement and education centre'. The Superintendent advised that this objective had already been changed to 'Heath related retail' to reflect the opportunity to sell books, maps, gifts, cards, and reusable cups, bottles bags etc.

Members discussed the possibility for a Hampstead Heath app or web presence to share information, talks and videos from the space, etc. Members were advised that these ideas had been discussed on numerous occasions by the Chairman of the Open Spaces Committee and had been informed by the IT Department that it was not possible. A Member disagreed and felt that Officers should work to make the website and app happen as it was the will of the Members.

RESOLVED – That:-

- Members approve the proposed High-Level Asset Management Plan for Hampstead Heath 2019-2021 (appendix 1) as outlined in para 7.

12. HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK RISK MANAGEMENT

Members considered and approved a report of the Director of Open Spaces concerning the Hampstead Heath, Highgate Wood and Queen's Park Risk Management providing Members with an update on the management of risks undertaken by the Open Spaces Department and the Hampstead Heath, Highgate Wood, and Queen's Park Division.

RESOLVED - *With two hours having elapsed since the start of the meeting, in accordance with Standing Order No. 40 the Committee agreed at this point to extend the meeting by up to thirty minutes.*

RESOLVED – That Members:-

- Note the Corporate Risk Matrix (Appendix 1);
- Approve the Hampstead Heath, Highgate Wood and Queen's Park Risk Register (Appendix 2);
- Approve the reduction of OSD NLOS 002 from Amber to Green at Appendix 2;
- Approve the increase of NLOS 006 from Green to Amber at Appendix 2;
- Note the risk history report at Appendix 3.

13. LARGE & MAJOR EVENT APPLICATIONS FOR HAMPSTEAD HEATH

Members considered and approved a report of the Superintendent of Hampstead Heath in relation to three large or major events; Zippos Circus, The London Youth Games and the South of England Athletics Association Cross Country Championships.

Members were advised that each of these events has been assessed by the Officer Event Group and considered and supported by the Hampstead Heath Consultative Committee.

RESOLVED – That Members:-

- Approve the Zippo's Circus event (appendix 1);
- Approve the London Youth Games event (appendix 2);
- Approve the South of England Athletics Association Cross Country Championships event (appendix 3).

14. QUEEN'S PARK CAFÉ TENDER TIMELINE

Members considered and approved a report of the Superintendent of Hampstead Heath concerning the proposed tendering process for the Queen's Park Café.

The Constabulary & Queen's Park Manager confirmed that the current licensee, Urban Leisure Group (ULG), had served notice to terminate their lease ending on 2 October 2019. The process to select a new licensee would follow the same process as last time with a decision made from the anonymised information of all potential businesses.

RESOLVED – That Members:-

- Members agree to tender the lease for the Queen's Park Café, as described in paras 9 & 10;
- Members agree the proposed tendering process and timeline, as set out in Para 11.

15. COL SPORT AND PHYSICAL ACTIVITY STRATEGY 2019-23

Members considered a report of the Head of Corporate Strategy and Performance concerning the City of London Corporation's Sport and Physical Activity Strategy for 2019-23.

- A Member was very concerned that this was the proposed final version as a number of relevant Committees had not inputted into the Strategy and their Chairmen and Deputy Chairmen had not been properly consulted.
- Members voiced concern over the timelines of the report with the final decision to be taken by the Policy & Resources Committee (P&R) on 4 July 2019. It was felt that the timelines were not appropriate as they would not leave enough time for valuable input from every relevant Committee.
- The Chairman noted that the Strategy covered a significant period of time (2019-23) and therefore the objectives needed to be right.

- The Head of Corporate Strategy and Performance stated that similar comments had been received from other Committees and agreed that the front page was confusing and based on standard report language. She clarified that whilst the report stated it was 'For Information', this meeting was an opportunity for Members to input into the Strategy.
- Members were advised that two extra informal meetings had been arranged to follow consultation with all Committees: 1) a breakfast briefing chaired by the Chair of Policy & Resources (CPR) on 28 June 2019 whereby all interested parties would be invited to attend and discuss the Strategy and 2) a meeting with experienced co-optees, the Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee, Deputy Chairman of the Epping Forest & Commons Committee and the Chair of the Hampstead Heath Sports Advisory Forum.
- It was noted that the Town Clerk and Assistant Town Clerk had deemed it appropriate to take the final report incorporating all feedback from Committees back to the Public Relations & Economic Development Committee (PRED) for a second round of input before taking it to P&R for a final decision which would now be delayed until September. The report would not be brought back to all Committees.
- The Chairman did not find this approach appropriate and felt that the report should be taken to all relevant Committees again with the fuller content for a second round of consultation. Several Members supported the Chairman's sentiments and questioned the urgency to finalise the Strategy without full consultation.
- It was noted that the Hampstead Heath Sports Advisory Forum met on 10 June 2019 and should be included in the future consultations.
- A Member stated that the Strategy as a whole was broad and vague, but that paragraphs 5b and 5c were ungrammatical and were statements not objectives. He felt that the objectives needed to be measurable and tangible. The Member supported the sentiment of the Corporation's three key outcomes but questioned whether the Corporation supported the business of sport which had huge revenues and international tourism and was not clearly captured within the Strategy. It was noted that Hampstead Heath had links and connections with big sporting teams and hosted international events which should be captured.
- With regards to paragraph 9f, Members requested more detail on the action plan that would support the implementation of the Strategy.
- The Deputy Chair was supportive of a Sport Strategy but felt that Members needed to understand the scope of the Strategy. She noted that the sports facilities across the Corporation's Open Spaces, the provision of sport and the role of these services for London were not addressed in the report along with the different residents that used them. The Chairman agreed these services and interactions needed to be promoted.

- There was concern that the Strategy suggested that the Corporation only carried out hospitality for elite events and did not highlight the significant support of national and international sporting events hosted by the Heath and other City of London Open Spaces, e.g. the English Cross Country events and the Night of 10,000m PB's.
- A Member indicated that the Strategy should refer to the work the City of London Corporation undertakes with other London Boroughs as well as the amazing sporting facilities across the Open Spaces and the support for grass roots sports.
- In relation to paragraph 6, a Member indicated that more detail was needed regarding the City of London Corporation's support for bids across the UK.
- A Member noted there was a background paper listed at the end of the report but felt that further benchmarking was required.
- Members discussed the funding and resourcing implications and the lack of understanding surrounding this. A Member stated that the Finance Committee would not approve additional funding and that Departments were expected to work within their budgets. It was noted that with proper governance and airtime, the Committee could lobby for additional funding. Members indicated that the Strategy needed to determine the priorities for funding and resources taking account of the Fundamental Review.
- In response to queries regarding the new Sports Engagement Manager position, Members were advised that the role was to support sporting events and push the sporting agenda. It was agreed that the job description would be circulated to Members.
- Members requested that the feedback from all Committees be circulated in advance of the breakfast briefing. A Member noted that some Members found it difficult to attend breakfast briefings and requested that written comments on the Strategy also be accepted.
- It was agreed that the Chairman and Deputy Chair would communicate directly with the CPR expressing the Committee's view that the Strategy could not be endorsed as it did not go far enough and to recommend that a second round of consultation with all relevant Committees be included in the process to ensure the Strategy was inclusive and correct.

RESOLVED – That the Chairman and Deputy Chair communicate with the Chair of Policy & Resources to express the Committee's view that the Strategy cannot be endorsed and make a recommendation for a second round of consultation with all relevant committees.

16. REVENUE OUTTURN 2018/19 - HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK

Members considered a joint report of the Chamberlain and Director of Open Spaces comparing the revenue outturn for the services overseen by the Committee in 2018/19 with the final agreed budget for the year.

RECEIVED.

17. GENDER IDENTITY POLICY

Members received a report of the Town Clerk and Chief Executive concerning the City of London Corporation's Policy on Gender Identity, and the findings from independent analysis of an online survey conducted in 2018. The following comments were made:

- The Chairman stated that the Policy was publicised with little warning and requested that the Media Team liaise with local Officers to ensure that any potential implications and press issues are addressed prior to the publication of press releases.
- It was noted that there was significant interest and concern being voiced on social media and within the press and it was agreed that it would have been helpful to understand the implications of the situation in advance. Members were reassured that there were 21,000 valid responses to the survey which were largely supportive and that there had been a number of misconceptions shared on social media. It was agreed that a Member Q&A would be circulated.
- To provide clarity, Members were advised that the Policy had been to Chief Officers and the Summit Group before publication and it was their responsibility to inform their teams of policy changes. The Policy was made public in early May and campaigners had only recently used this within the context of the Heath's Bathing Ponds. It was noted that as soon as the Media Team were informed of the media issues at the Heath, two media Officers attended site to help deal with the matter. Members were advised that any queries from the media must be directed straight to the Media Team for a response.
- The Superintendent advised that there were two single sex facilities at the Heath, Kenwood Ladies' Bathing Pond and the Highgate Men's Bathing Pond, which were prone to media attention. This was having a knock-on effect on users of the facilities who were being asked for comments by the media.
- It was noted that a meeting had been arranged with representatives of the swimming groups using the Heath to discuss how to manage the issues. It was noted that the Corporation was offering more training in this area for staff and Members, but this did not cover the practical issues and more clarity was requested.

- A Member felt that staff needed more support. It was agreed clear guidelines were needed to support front facing staff.
- Members were advised that the aim of the Policy was to provide a high-level Corporation-wide strategy with the flexibility to allow individual Departments to incorporate their own specific considerations.
- A Member noted that this was an ongoing issue that had not been resolved as recommendations were still in development. In response to a query asking what the Committee could do to support Chief Officers, the Superintendent confirmed that the Heath's Business Manager was leading on developing values for the Pond to support the strategy noting that it was difficult to have set rules on identity, but that tolerance was key.
- It was noted that the Kenwood Ladies' Pond Association were supportive of this approach.
- The Deputy Chair stated that this was not a new issue and would not go away, the focus was to ensure that that people's individual circumstances were always handled sensitively.
- Members were advised that an update would come to the Committee at the end of summer embedding the Policy and how it would work for the Heath.

RESOLVED: That Members:-

- Consider the survey findings;
- Note the Gender Identity Policy and its implications for them.

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

20. **EXCLUSION OF THE PUBLIC**
RESOLVED, that under Section 100A(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

21. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 13 March 2019 were approved as a correct record.

22. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There was one question.

23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

24. **DATE OF NEXT MEETING**

The date of the next meeting on 11 September 2019 was noted.

The meeting ended at 6.30 pm

Chairman

Contact Officer: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk



Hampstead Heath Sports Advisory Forum

Parliament Hill meeting room

10 June 2019, 6.30pm

Members:

Richard Sumray (Chair)	RS	Hampstead Heath Consultative Committee
Karina Dostalova	KD	Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee
Anne Fairweather	AF	Deputy Chair of the Hampstead Heath, Highgate Wood & Queen's Park Committee
Marc Hutchinson	MH	Hampstead Heath Winter Swimming Club, H&HS
Joseph Lowe	JL	Highgate Harriers
Jon Parry	EK	Parliament Hill Lido Users Group
Richard Caylor	RC	Parliament Hill Bowls Club
Brian Presley	BP	Parliament Hill Bowls Club
Rudolf Benjamin	RB	Hampstead Heath Tennis Coach
Sandy Nairn	SN	Hampstead Heath Croquet Club
David Walton	DW	London Heathside Athletics
John Carrier	JC	Camden CCG
Josef Thomas	JT.....	Community Sport & Physical Activity Officer, Camden

Officers:

Bob Warnock	BW	Superintendent of Hampstead Heath, City of London
Declan Gallagher	DG	Operational Services Manager, City of London
Paul Maskell	PM	Leisure and Events Manager, City of London
Richard O'Mahony	ROM	Parliament Hill Keeper Team Supervisor, City of London
Kate Radusin (notes)	KR	PA to Superintendent of Hampstead Heath, City of London

ITEM		ACTION
1.	Apologies	
	Nigel Robinson, Natasha Cendrowicz. Eleanor Kennedy, Simon Taylor, Ella Mitchell, Robert Gibbs, Richard Gentry.	
2.	Minutes of the previous meeting (10 September 2019) & Matters Arising	
	<u>Tennis online survey:</u> RG noted that due to staffing changes at the LTA this has been on hold, however COL are re-engaging with the LTA to progress. (Action carried forward to the September meeting).	RG
	<u>Bowling and Croquet Licence:</u> BW a draft licence agreement for 1 year has been drafted. An additional document is being prepared to align the bowling and croquet offer with the Management Strategy Outcomes.	DG
	<u>Additional Croquet Lawn at Parliament Hill:</u> BW the proposal has been incorporated into the Asset Management Plan for Hampstead Heath which was agreed by the Hampstead Heath Management Committee on 5 June 2019. The Project will be progressed through the feasibility study for Parliament Hill.	

3a.	Minutes of the Swimming Forum (12 March 2019)	
	<p><u>Men's Pond Incident:</u> BW following a fatality incident on 1 June, the facility had been closed to the public while Police investigations took place. The facility was re-opened on 8 June. There followed a discussion about the incident and PM confirmed that CoLC were supporting the family of the deceased and the Lifeguards who were on duty. JP noted that he had attended the facility as it was being closed to the public on 1 June, and noted that this was sensitively handled by the staff on duty.</p> <p><u>Lido Leak:</u> PM confirmed that the liquid sealant fix had not been successful. The City Surveyors Dept are currently investigating the options for replacing the leaking pipe, however it was expected that this would require further works and excavations on site following the summer season.</p> <p><u>Turnstile:</u> PM confirmed that works were due to commence in mid-June 2019.</p>	
3b.	Minutes of the Track Forum (4 April 2019)	
	<p><u>Track Surface Repairs:</u> BW repairs have been undertaken to fix a crack on the inside lane. Installation of a time loop has been facilitated by CoLC and paid for by Highgate Harriers. A Capital Bid will be necessary to fund the resurfacing of the athletics track. . It was noted that funding was not yet secured and was linked to the Fundamental Review that the City of London Corporation was undertaking.</p> <p><u>Infield Repairs:</u> ROM the Parliament Hill staff have undertaken localised repairs, following cracks opening up on the infield due to the dry weather. It was noted that the whole track facility was gradually moving/slipping towards the railway line.</p> <p><u>Lighting:</u> JC raised a query about lighting along the ball path. BW noted that there had been an increase in robberies in January/February and that as a result extra Constabulary Patrols had been arranged to coincide with Track nights. Bulkhead lighting on nearby buildings has been timed to coincide with Track evening activity.</p> <p>DW noted that this was an issue at Finsbury Park, and that low level lighting had been installed. Parents were also being encouraged to bring children to the venue, or for children to travel in groups for increased safety. BW confirmed that CoLC had worked with Highgate Harriers to encourage a similar approach.</p>	
4.	Fundamental Review	
	Discussed under item 3.	
5.	City of London Corporate Sport and Physical Activity Strategy 2019-2023	
	<p>KD introduced the report to the Forum and asked Members for their feedback.</p> <p>RS the report is demonstrably poor. The Outcomes are bizarre and are already in place, for example we are already holding 'world class' events on the Heath. The Outcomes should show what needs to be changed.</p> <p>AF the report reads to be Square Mile centric but is supposed to cover the Open Spaces as well.</p>	

	<p>JC the report reads well but does not consider; financial feasibility; management viability; public acceptability.</p> <p>SN engagement is key, I do not sense engagement within the Policy so far. p7 'our success measures' the Square Mile is listed first, I didn't think that this was a key ethos.</p> <p>BW the Outcomes are not expressed as Outcomes. When writing the Hampstead Heath Management Strategy, we did a lot of work to ensure that the Strategy Outcomes were measurable.</p> <p>RS reading the Policy it is not clear what will be different in 2023? The City of London has always had a role in supporting sports bids, such as the Olympics. What will be done to support and bring in more world class events? Community cohesion – again is it not explicit what will be done to achieve this. People having access is mentioned, but the conflicts that arise, for example between cyclist/pedestrians/runners at Hampstead Heath is not mentioned. Cycling is actually promoted in the Policy.</p> <p>JC the operational implications of the Policy need to be considered.</p> <p>KD the report does not clearly set out how the limited resources available will be prioritised.</p> <p>DW a Strategy is usually longer than 4 years, 10 being the norm. The Policy is Square Mile centric, and I am surprised that Sport England have signed off on the report. It would be useful to understand the role that Sport England had in the writing of the Policy.</p> <p>AF asked Members what changes they would like to see over the next 4 years?</p> <p>RS excluded groups included and participating in sports.</p> <p>JL the Policy is an incoherent read and feels as though it has been produced to tick a box. The plan looks to be to do not much at all, and this is reflected in the Outcomes.</p> <p>SN if the City of London's aspiration is to have access for all, then a start would to be assessing the existing assets and infrastructure for sports to ensure it is fit for purpose and meets 21st Century standards.</p> <p>PM success though participation is not covered in the Policy.</p> <p>BW safeguarding and ensuring the existing facilities, such as changing rooms, are fit for purpose and accessible to users is key.</p> <p>RS working together with the London Borough of Camden is important and makes sense. Camden are currently tendering their sports facilities with a focus on outreach.</p>	
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	<p>JT Camden are targeting and working with hard to reach residents. We have only 5 centres, so we are considering how to bring centres to the residents that cannot access them.</p> <p>RB the Heath is a feeder for many sports, for example promising young tennis players who are initially coached on the Heath would be encouraged to progress their skills are more intensive or specialist facilities. The Heath was the place that initially inspired them to take part in the sports activity in the first place.</p> <p>RS the Policy does not cover the Open Spaces and what is already being done to support families and girls in particular to get involved in sports.</p> <p>MH the wording of the Hampstead Heath Act 1871 includes the preservation of Hampstead Heath for the recreation and enjoyment of the public. The legal definition of recreation includes sports.</p>	
6.	Review the Membership of the Sports Advisory Forum	
	<p>PM 181 groups have been identified who use the Heath for Sports activities. A large percentage of usage related to schools and social use.</p> <p>KD suggested that groups could be invited to participate, as there were sports which are currently not represented on the Forum.</p> <p>DW my role on the Hampstead Heath Consultative Committee is to represent the Clubs on the Heath. However, consultation, which is key to the role, has not been forthcoming.</p> <p>JC there could be an item on the agenda for Clubs to raise issues, or for a spotlight to be given to a different sport at each meeting.</p> <p>SN an annual open meeting could be held for all to attend where questions could be raised and updates given by CoLC.</p> <p>RS schools should also be represented. PM confirmed that a school's representative was invited to meetings but had not attend for some time.</p> <p>RS sports where there are no representatives need to be identified. BW an annual meeting can be considered.</p>	PM/DG BW
7.	Upcoming Events	
	<p><u>#ThisGirlCan week</u>: PM a range of sessions have been organised and the initiative is being supported by the Highgate Harriers, Hampstead Rugby Club, Bowls Club and Croquet Club. Volleyball, Football and British Military Fitness sessions will also be on offer.</p> <p><u>Night of the 10,000m Personal Bests</u>: PM the event will be able to view on the BBC red button. World Class Athletes will be taking part in the event.</p> <p><u>Give it a Go!</u>: PM a meeting with Camden has been arranged for next week, and the event has been advertised via Camden's newsletter to residents. Many of the Heath's Clubs are supporting the event again this year.</p>	

8.	AOB	
	<p>RS the discussion on Priority 4 should be put back to a future meeting.</p> <p>ROM the Bowls and Croquet green is being manged in house by CoLC staff.</p> <p>KR 2020 meeting date options have been circulated. Members are asked to feedback on their availability by the end of the week.</p> <p>PM the IAAF have awarded the ENCCA with a Heritage plaque to acknowledge the outstanding contribution made towards cross country running. Only 6 plaques have been awarded and the ENCCA have indicated that they would like their plaque to be housed at the Heath.</p>	
9.	Dates for 2019 meetings	
	Monday 16 September 2019, 6.30pm Parliament Hill meeting room	

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Committee	Dated:
Hampstead Heath Consultative Committee	8 July 2019
Subject: Superintendent's Update	Public
Report of: Superintendent of Hampstead Heath	For Discussion
Report author: Bob Warnock – Open Spaces Department	

Summary

This report provides an update to Members of the Hampstead Heath Consultative Committee on management and operational activities across the Heath since April 2019. The report format has been updated to align with the Hampstead Heath Management Strategy 2018 - 2028 Outcomes.

Recommendations

It is recommended that:

- Members give their views on the draft Annual Impact Report 2018/19 (appendix 1).

Main Report

Management Strategy

1. An annual report has been prepared for 2018/19 covering each of the four Management Strategy Outcomes, to demonstrate progress. The report reflects on what has been achieved and will set out the priorities we will be focussing on during 2019/20. Members feedback on the draft report in Appendix 1 is sought.

Management Framework

2. The Superintendent is developing the Measurement Framework (Appendix 2), to guide us in assessing our progress towards achieving the Outcomes and delivering our Priorities. This will inform future annual reports as we seek to communicate our impacts. This approach was discussed with Members in April 2018 and embedded into the Hampstead Heath Management Strategy 2018-2028.

A: The Heath is maintained as a flourishing green space and historic landscape.

Green Flag Judging

3. On Friday 6 June 2019, two Green Flag Judges visited the Heath to assess the site against the Green Flag standards. The results will be published in July 2019.

City Surveyors Cyclical Work Programme

4. The Cyclical Work Programme for 2020/21 forms part of the agenda pack.

5. The Superintendent will provide an update on current projects within the City Surveyors Cyclical Work Programme.

East Heath Car Park (A DP5)

6. The Superintendent will provide and update at the meeting.

Planning

7. The Superintendent will provide an update on the following planning applications:

- Jack Straws Castle 2017/2064/P, 2017/2211/L, 2017/2171/P
- North Fairground Site 2017/4346/P
- South Fairground Site
- 55 Fitzroy Park 2018/3672/P
- The Water House, Millfield Lane. 2017/3692/P
- Parliament Hill William Ellis School 2018/1270/P
- Jack Straws Castle – Change of use application
- Athlone House

Oak Processionary Moth (OPM)

8. Two rounds of spraying were undertaken in April. The Team are now commencing with nest removal with priority towards nests that are low hanging and/or in high footfall areas, playgrounds and facilities. Information about OPM has been placed at the main entrances to the Heath. OPM contractors will begin removing nests on targeted trees at the beginning of July through to the middle of August.

Storm Damage

9. A mature oak tree near to the drinking fountain at Cohens Field was destroyed by a lightning strike during a thunderstorm on the evening of 10 June. A Lime tree on West Heath fell in heavy rain and wind on 16 June.

The Listening Wood

10. The Tree Team have collaborated with the University College London to deliver a three-month Project. 15 trees across Golders Hill Park and Sandy Heath have been selected and a map has been created to allow members of the public to interact digitally with the trees, learning about their history with stories and poetry. <https://thelisteningwood.com/about>. The project has been extended and will now run over the summer until the Autumn.

Humanitarian Aid Workers Memorial proposal – Kenwood Estate

11. Following Members discussions at the Hampstead Heath Consultative Committee on 29 April and the Hampstead Heath, Highgate Wood & Queen's Park Committee on 5 June, the Chairman will write to English Heritage to convey the views of Members.

Grazing

12. A small trial based on grazing 5 sheep within the Tumulus enclosure is being planned for late August and early September of 2019.
13. The Heath & Hampstead Society have agreed to part fund the pilot.

14. A map showing the proposed locations for grazing is attached at appendix 3.

B: Improved quality of life for visitors.

Swimming

15. The Superintendent will provide an update at the meeting.

Playgrounds

16. The Superintendent will provide an update on the Adventure Playground, Preachers Hill Playground and the Vale of Health Playground.

Weddings and Civil Ceremonies

17. There are currently ten confirmed and three pending bookings for 2019, with number of viewings booked for 2020 ceremonies.

C: The Heath is inclusive and welcoming to a diverse range of visitors.

Licencing (A DP 6)

18. The engagement and consultation exercise in relation to the dog walkers code of conduct and the personal training code of conduct will commence shortly with a series of pop-up events, facilitated by an external consultant.

19. As well as a media/communications strategy, a questionnaire will be developed and the consultant will facilitate a number of workshops with stakeholders, these will support the delivery of the objectives of this project.

Forest Schools

20. The Superintendent will discuss with Members a recent enquiry to use the Heath on a daily basis for forest school activities.

Events

21. The Leisure and Events Manager will provide an update at the meeting on the following recent events:

- Affordable Art Fair
- Cancerkin Walk
- Spring Bank Holiday Fair
- Community Heath Festival
- #ThisGirlCan
- Race for Life
- Hampstead Summer Festival – Art Fair Day
- Night of the 10,000m Personal Bests.

D: Greater number and diversity of people taking care of the Heath.

Hampstead Heath Constabulary

22. The Hampstead Heath Constabulary are in the final stages of producing protocols and policies for the deployment of Body Worn Video Cameras (BWV). The Constables will be using BWV overtly within the next few weeks. The use of

BWV equipment has been evidenced to improve safety, reduce crime and anti-social behaviour as well as improving the delivery of services through improved efficiency, and better management of complaints and investigations.

23. The Constabulary Manager and Sergeants are in the process recruiting Reserve Constables. These Officers will support and increase the resources of the Constabulary especially during the summer months and for targeting specific priorities.
24. A Plug-In Hybrid Electric Vehicle (PHEV) has been procured for the Constabulary. The PHEV will replace an existing diesel van. On a full charge the vehicle will be able to operate for approx. 50 miles using only electricity, dramatically cutting our current vehicle emissions.
25. The Constabulary continue to work closely with the Local Metropolitan Police Service and local partners including Camden Council and English Heritage. The Team regularly liaise with stakeholders regarding shared issues and attending relevant meetings such as Ward Panel Meetings.
26. The Constabulary continues to support the work of the Armed Forces and Medical Air Ambulance Services in assisting with the safety of helicopter landings on Hampstead Heath. Officers recently assisted at short notice and deployed to secure a landing site for the Welsh Air Ambulance Service who were bringing a critically ill patient to the Royal Free Hospital for a lifesaving organ transplant.
27. A group of eight vehicles with caravans were parked on the Heath overnight on the 11 June 2019. The Constabulary Manager served eviction notices on the morning of the 12 June 2019. The site was successfully cleared by the early afternoon.
28. The Constabulary continues to focus its enforcement strategy around the issues that most concern Heath users such as anti-social behaviour, dog control and cycling. The Team have recently targeted robbery offences, increasing their patrols in the Parliament Hill area.

Waste & Recycling

29. The Superintendent will provide an update at the meeting.

30th Anniversary

30. The Superintendent will provide an update at the meeting.

Appendices

- Appendix 1 – Draft Annual Impact Report 2018/19.
- Appendix 2 – Measurement Framework.
- Appendix 3 – Map showing the proposed locations for grazing.

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Annual Impact Report 2018-2019

Introduction

In 2018 the 10-year Management Strategy for Hampstead Heath (2018-2028) was introduced, building on the foundation of the Hampstead Heath Management Plan Part 1 - Towards a plan for the Heath 2007-2017.

The Strategy seeks to balance the often-conflicting demands of protecting and conserving the Heath while at the same time enhancing the enjoyment of each year's 9.3 million visitors and recreational users.

This Annual Impact Report details the progress we have made during the first year's implementation of the Strategy. It will summarise our achievements and will set out the priorities for 2019, the 30th anniversary of the City of London Corporation becoming the custodian of Hampstead Heath.

Summary of the Hampstead Heath Management Strategy 2018 - 2028

The Strategy confirms our commitment to realising the aspirations of the Heath Vision, which identifies a range of Priorities and the four strategic Outcomes necessary to achieve them:

- A. The Heath is maintained as a flourishing green space and historic landscape.
- B. Improved quality of life for Heath visitors.
- C. The Heath is inclusive and welcoming to a diverse range of visitors.
- D. Greater number and diversity of people taking care of the Heath.

These are also linked to the City of London's Corporate Plan 2018- 2023, which focuses on ways to:

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments and support a thriving economy

The 'golden thread' running through the documents directly links the Hampstead Heath Management Strategy and the Heath Vision to the Corporate Plan, Open Spaces Business Plan, the Divisional Plan and Annual Work Programmes.

Working towards the Outcomes

A - The Heath is maintained as a flourishing green space and historic landscape

The ecological improvements resulting from the Hampstead Heath Ponds Project continue to be monitored, while additional desilting work at the Mixed Pond has further improved water quality and the swimming experience. The aquatic planting and wild-flower meadows are thriving and providing excellent habitat for wildlife and insects.

The Heath's Tree Team has been tackling Oak Processionary Moth on the Heath since 2015. With support from the Forestry Commission, staff have worked alongside specialist contractors to identify where the insect is present, spraying trees and then removing nests. Using their specialist skills, the Tree Team has proactively monitored this invasive species, mitigating its impact and communicating the health risks to visitors.

Ecological monitoring is continuing to increase with support from partners: The London Natural History Society, The Zoological Society for London (ZSL) and Heath Hands. An extensive hedgehog monitoring programme was carried out with ZSL and volunteers, involving 150 wildlife camera positions. As well as showing that Hampstead Heath is one of the best places in London for hedgehogs, a variety of other wildlife was recorded include muntjac deer and badger.

B - Improved quality of life for Heath visitors

Give it A Go is an annual festival that focuses on health and well-being and also encourages visitors to try out new activities. Run in partnership with the London Borough of Camden and the sports clubs based on the Heath. This event encourages an increased participation in outdoor recreational activities, encouraging new visitors to familiarise themselves with the Heath and have the confidence to return.

Night of the 10,000m Personal Bests is a running event held at the Parliament Hill Athletics Track, which is organised by the Highgate Harriers Athletics and Cross Country Running Club. It is managed almost exclusively by volunteers and the event attracts a large audience to the Heath, keen to watch world-class athletes compete.

The Conker Championship is a community event that attracts families from across London to join in with this fun competition. This event celebrates the heritage of the Heath and forges an enhanced connection with Nature and the seasons.

C - The Heath is inclusive and welcoming to a diverse range of visitors

In 2019 the Heath's original two mobility scooters have been replaced and joined by a third new one, with all three now available to hire for free. The mobility scooters can be booked by phone in advance and collected from the Parliament Hill Fields Lido, which is ideally located for accessibility, being adjacent to a car park with blue badge parking spaces and a nearby Overground Station with step-free access.

#ThisGirlCan is a series of organised activities that encourage women and girls to try out a new sport or activity for free, in partnership with the many sports clubs who use the Heath. In its inaugural year of 2018, the activities on offer included gardening, fencing, tennis, bowls, croquet, athletics, rugby and military fitness, with the list sure to grow.

So that people feel safe here, the Hampstead Heath Constabulary continues to patrol the Heath, reassuring our visitors through their presence and providing a response to infringements of Byelaws and Regulations. The Constables work closely with

Stakeholders such as the Metropolitan Police Service and the other Emergency Services to tackle challenging issues on the Heath. Constables focus their patrols on the issues which matter most to our users, including anti-social behaviour, dog control and cycling on pedestrian-only routes.

In partnership with Heath Hands, Community Heath was established. They held their first festival in summer 2018, offering free activities and encouraging people to socialise with their neighbours. The aim was to promote physical and mental health and well-being, as well as offering opportunities to become involved in sport, recreation and volunteering on the Heath. In 2018, over 1,200 people were involved in Community Heath activities. A total of 90 events were held which encouraged participation in recreation and volunteering opportunities.

D - Greater number and diversity of people taking care of the Heath

To develop recommendations for the future management of waste and recycling, Heath staff have been working with Keep Britain Tidy to encourage visitors to bring less waste onto the Heath and to take their rubbish away with them when they leave. We are also working to promote recycling on site for those unable to take their rubbish away with them. A new waste disposal contract has recently been signed and new recycling bins are soon to be placed on the Heath. A clear communication campaign will reinforce these developments to build awareness and improve visitor understanding of why we are doing this and how they can help us conserve the Heath.

Over the past year, Heath Hands reported an increase of around 10% in volunteering activity, contributing to more than 13,000 hours of voluntary conservation and maintenance work on the Heath. There was particularly noticeable increase in volunteering activity relating to wildlife monitoring, supporting the Heath's Ecologist.

The Heath's team of Rangers has developed a partnership with the charity Phoenix Futures, which supports people who are recovering from addictions while getting back into work. Several projects were identified where volunteers from Phoenix Futures could work alongside our staff to help conserve the Heath. This provides the volunteers with a lasting connection with the Heath, even though some of them may never have visited it before. As a result of this partnership, one of the volunteers from Phoenix Futures has gone on to find employment as a gardener.

Priorities for 2019/20

In 2019/20 we will continue to build on the impacts detailed in this report. Fundamental to achieving this will be the development of a Management Strategy Measurement Framework. This will inform management decisions and activity planning, allowing us to assess progress towards achieving the Outcomes and delivering our Priorities.

Outcome A

- Commence a moth survey to identify the number and distribution of moth species present on the Heath. Moths are an important indicator of a healthy ecosystem.

- Manage Oak Processionary Moth using a risk-based approach.
- Develop conservation objectives for the Heath's historic features.

Outcome B

- Actively contribute to the development of the City of London Sports and Physical Activity Strategy.
- Develop a programme of events and activities to mark the 150th Anniversary of Hampstead Heath Act 1871, the foundation legislation that brought the Heath into public ownership.
- Focus our Events on participation and continue to promote events like Give it a Go and #ThisGirlCan, both of which are run in conjunction with the London Borough of Camden's initiative, We Can Move.

Outcome C

- Continue to support the Community Heath project that forms links with different local organisations, helping to encourage an even more diverse audience to visit the Heath and participate in recreation or volunteering opportunities.
- Develop a capital project to improve accessibility at the swimming facilities.
- Develop proposals in response to the findings from the Golders Hill Park Accessible Car Park survey.
- Develop digital communications so people know more about the Heath, what's on offer and how to take part.

Outcome D

- Identify additional volunteering opportunities for wildlife and interpretation projects, in conjunction with Heath Hands.
- Continue to work with Stakeholders to produce a code of conduct for dog walkers and fitness instructors to inform a licencing scheme.
- Implement and promote our new waste and recycling strategy across the wider Heath.
- Continue to implement changes to fleet, plant and equipment to ensure compliance with the ULEZ and promote a greener Heath.
- Commence the feasibility study for the Parliament Hill Fields area of the Heath, to support visitor engagement and participation.



HAMPSTEAD HEATH MEASUREMENT FRAMEWORK

Introduction

What is an outcomes map (or ‘theory of change’)?

An outcomes map is a model of how benefits (‘impact’) are achieved in a specific context. It explains how activities are logically linked to the final goal of an organisation, demonstrating how day-to-day tasks are intended to further its mission.

The outcomes map for Hampstead Heath sets out the steps to achieving and maintaining the Community Vision for Hampstead Heath. As well as identifying the types of activities that will deliver the Vision, the outcomes map helps us understand the immediate effects (‘intermediate outcomes’) of these activities, why these effects are important and how they contribute to the long-term ambitions set out in the Vision.

The outcomes map was developed in a workshop in January 2018, attended by City of London staff and representatives of a range of interested groups and clubs. The final version of the outcomes map for Hampstead Heath is on page three, below.

What is a measurement framework?

A measurement framework sets out a strategy for identifying which elements of the outcomes map —both activities or intermediary outcomes—are most important in assessing your progress towards achieving the Vision. The table on page 10 sets out important outcomes to track and suggestions for how these could be measured.

The table does not include targets—this depends on what success looks like for you. For example, an upward trajectory may be enough.

Not everything needs to be measured

Not everything needs to be measured to assess your progress towards achieving the Vision—indeed, the amount of time and resource it would take to measure everything could significantly outweigh the benefits of doing so.

It is important to *prioritise* outcomes. A priority outcome is one that matters most to the topic at hand, is particularly important to achieve, and may be within the control of an organisation.

During the outcomes map workshop, some of the outcomes or activities were identified by participants as priorities for measurement. We have also identified some further outcomes that we suggest measuring, because of their importance in achieving the Vision. Priority outcomes for measurement can be seen on page three as the thick-outlined boxes on the outcomes map.

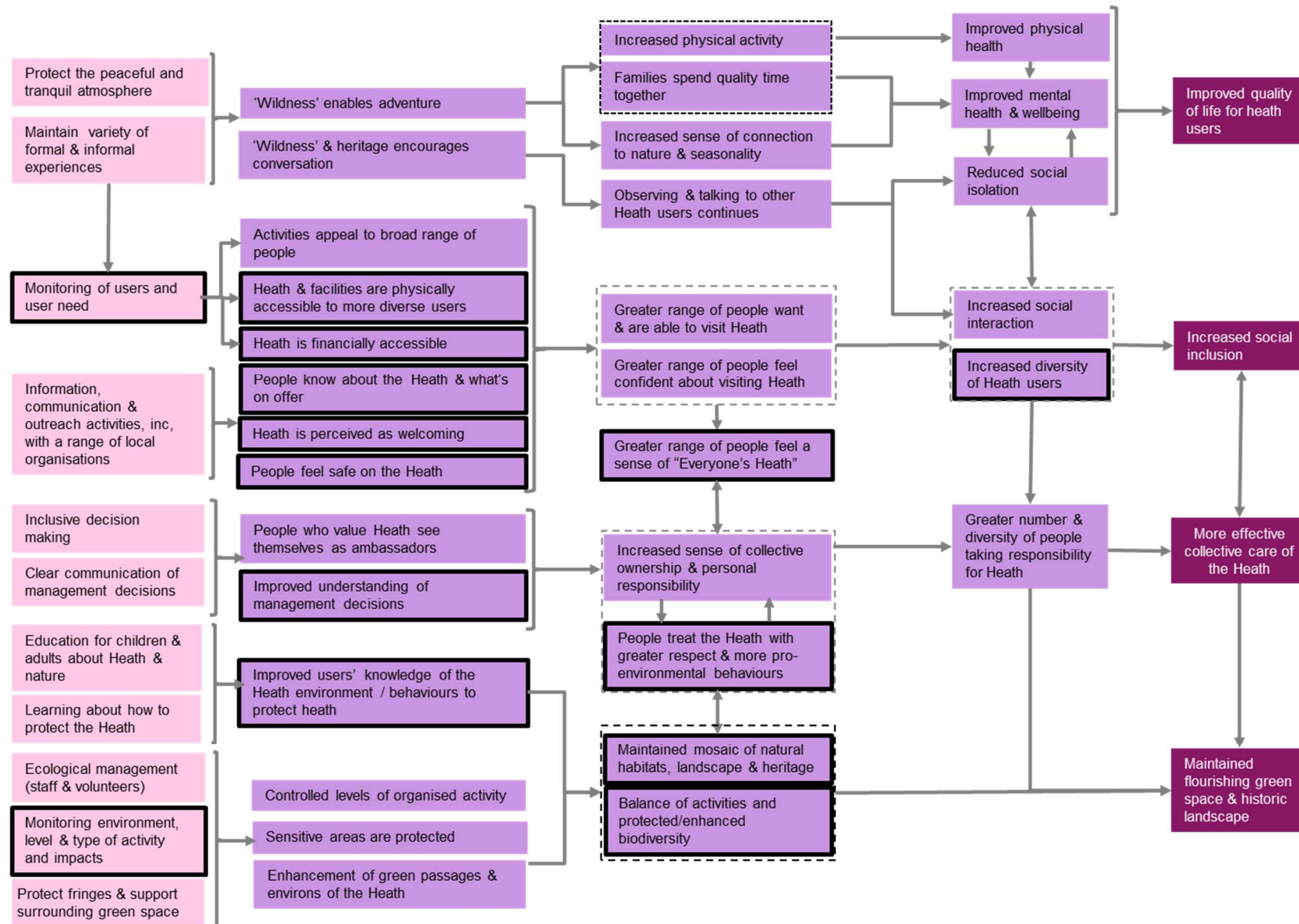
How should the measurement framework be used?

The measurement framework is intended to guide you in assessing ‘how are we progressing towards achieving the Community Vision for Hampstead Heath?’ It is not a standalone document. It supports your broader strategy, set out in the Hampstead Heath Management Plan by providing practical advice about **what** to measure and **how** to measure it. And importantly, read alongside the outcomes map it makes it clear **why** it’s important to design and deliver activities that achieve these outcomes.

The measurement framework and the outcomes map can be used to inform your management decisions and activity planning. For example, if 'feeling safe on the Heath' is identified in the outcomes map as an important step to achieving the Vision, then ensuring you take actions that make users feel safe must be part of your strategy.

Once you have collated and reviewed data, we suggest you write a short update report assessing your progress towards the Vision. Sharing findings will help all stakeholders—including the staff and volunteers collecting data and delivering services—understand the purpose of monitoring and make a connection between their work and the Vision. Further, the outcomes map highlights the importance of transparency in management decisions in helping people feel collective responsibility for care of the Heath. Transparency about what the data tells you and how this is influencing strategy and activity planning can play an important part in this.

Outcomes map for Hampstead Heath



Outcomes map narrative

Drawing on the Community Vision for Hampstead Heath, there are four key ‘outcomes’ (or benefits) arising from how the Heath is used and maintained that contribute to realising the Vision—broadly, that the Heath is conserved in a way that enhances our lives.

*At the top of the theory of change diagram, **quality of life for people who use the Heath** is increased through improvements to physical health, mental wellbeing and reduced social isolation—and these outcomes are mutually supportive. All aspects of wellbeing are achieved by maintaining a variety of experiences and activities, which appeal to a range of people and families, while the wildness and heritage of the Heath encourages adventure and interaction with other Heath users. The benefits of maintaining a variety of opportunities for physical activity need to be balanced with impacts on the ecology of the Heath—so monitoring the level, type and impact of user activity is important.*

*Reducing social isolation is a key element of improving heath users’ quality of life. It is also an important contributor to the second key outcome for achieving the Community Vision—that the likelihood of **social inclusion is increased** by the Heath. Social inclusion depends, most importantly, on increasing the diversity of Heath users, but also on people interacting with each other. This is likely to flow from people feeling confident about visiting and using the Heath, combined with a sense that the Heath is open and welcoming.*

Achieving a diversity of Heath users depends in part on ensuring activities appeal to a broad range of people. The Heath also needs to be physically and financially accessible for a range of users, and people need to feel safe and welcome on the Heath—so monitoring users and users’ needs is important to ensure this is achieved. And as well making sure people want and are able to use the Heath, a diverse range of people need to know about the Heath and what’s on offer.

Communication, education and outreach activity, particularly working with a range of (local) partners, schools and other organisations, will mean more people have the knowledge and confidence to visit the Heath and enjoy its unique mix of wild and natural spaces, heritage and sports facilities.

*Increasing the diversity of Heath users needs to go hand in hand with users feeling both personal and collective responsibility, a sense of ‘everyone’s heath’. The experiences already outlined, which help new and diverse users feel confident about visiting the Heath, will be enhanced by experienced users seeing themselves as Heath ambassadors. Alongside this, ensuring clear communication and improved understanding of management decisions will help all users feel welcome and response for the Heath. Complementing experiences that make the Heath feel welcoming and open with educational activities/resources that engage people about what makes the Heath a special place, the Heath environment and behaviours that protect it, will encourage users to adopt pro-environmental behaviours. Combined, this will not only increase the likelihood of social interaction and inclusion among users, but will help ensure that a greater number and diversity of people feel a sense of collective responsibility for the Heath’s upkeep. This will support the achievement of the third key intermediate outcome—**more effective collective care of the Heath**.*

*Effective ecological management from staff and volunteers, cooperation among the local community to protect green passages and protect fringes from encroaching urbanisation, along with monitoring the level and impact of user activity, will mean that the Heath’s mosaic of natural habitats and heritage is protected. With more diverse users treating the Heath with greater respect and taking collective responsibility for the Heath’s upkeep, the final key outcome—**maintaining a flourishing natural space**—can be achieved.*

Outcomes all depend on a range of enabling factors being in place—including engagement of staff, volunteers and users of the Heath, as well as sufficient resources to deliver activities and projects.

Implementing the measurement framework

Steps to developing an evidence base

Share the outcomes map

The outcomes map makes it clear why achieving certain intermediate outcomes are important steps in the journey to achieving the Vision. It would therefore be helpful for frontline staff and volunteers, particularly those collecting data, to have the opportunity to engage with the outcomes map and understand why each part of the measurement framework is important.

Generate a baseline

To assess your progress towards achieving the Vision, an initial step will be to understand where you are currently on key indicators—for example, how diverse is the current make-up of Heath users, how welcome and safe do people feel, do people display behaviours (eg using litter bins) that indicate they feel responsible for the Heath's care? Collecting this data in a consistent way over time will mean you can assess whether any of these factors are improving. You will also be able to look for relationships between outcomes that are linked—eg, does improving the accessibility of the Heath lead to a more diverse range of users?

Gather insights on users

To achieve the Vision, an important step is further developing your understanding of user needs—including what might prevent potential users from coming to the Heath. Some of this data can be collected as part of the baseline data collection, and more colour and detail can be gathered through ongoing outreach and education work in local communities.

Monitor activities

It will be important to keep track of the frequency and type of activities you are delivering, particularly where these relate to outcomes. Going forward you will be able to look for relationships between the level and types of activities, and outcomes, and assess whether strategy and planning decisions have contributed to achieving the Vision.

Collect outcome data

You should collect outcome data at regular intervals (for example, every 6 or 12 months) to assess progress. Sharing this data with staff and other interested groups will help ensure there is a stronger sense of the collective effort being made, across staff and custodians, to achieve the Vision.

We suggest conducting the Heath users' survey with visitors on the Heath, to generate a 'snapshot' of users, their experience and perceptions, once every 6-12 months. The draft survey on page 17 could be conducted immediately by staff and volunteers approaching people on the Heath. Advice about conducting the survey and sampling is on page 19.

To understand the appeal of the Heath in the local community it will be important to collect data from local residents in settings outside the Heath too. The draft Residents Survey is on page 18. Administering the survey could be accompanied by some light touch outreach work (eg, after completing the survey, residents could be given more information about the Heath).

Our initial suggestions about where to collect data from residents include: schools, tenants' associations, leisure centres and GP surgeries—but there may be more. Talking to schools and tenants' associations may give you more ideas, for example about when/how to reach residents, or when to reach parents (eg, at parents evenings,

sports days, school pick up/drop off etc). GP surgeries in particular might help you reach more isolated people, particularly older people, that you wouldn't reach through other channels. Recognising that GP surgeries tend to be busy places, focusing on the mental and physical health benefits of the Heath might help make the case for your presence. GP surgeries could also be good places to advertise the Heath, promoting its benefits mental/physical health.

An alternative approach is to conduct a random sample phone survey of people in the local community. This would give a more representative sample of the whole local population, but is resource intensive and is less of an opportunity for outreach activity.

Immediate and further reaching data collection

Data collection among local residents outside the Heath is potentially more time consuming and complicated to deliver, because of the need to work with local partners to identify the interfaces for local residents, sending staff/volunteers outside the Heath to conduct surveys etc. As such, you may want to focus on the user snapshot survey and management data elements of the measurement framework first and develop this more ambitious element of data collection at a later stage. However, understanding barriers to the Heath from non-users will be important in designing activities or strategies to increase the diversity of Heath users.

Key outcome areas for measurement

Specific indicators are set out in the measurement table on page 10. They cover a range of critical outcomes identified in the outcomes map and are discussed further below.

We have not suggested a lot of measurement activity in relation to quality of life. In part, this is about taking a proportionate approach and recognising that it is not practical to measure everything. This also reflects the fact that successful maintenance of the natural and historic environment of the Heath, alongside a welcoming atmosphere and participation in clubs and societies, is likely to naturally generate quality of life benefits. If at a later stage you are keen to collect data on how the Heath impacts users' quality of life, this could be added to the measurement framework.

Diversity of Heath users

Increasing the diversity of Heath users was identified as a key outcome in and of itself. Moreover, it contributes to both increased social inclusion and to more effective collective care of the Heath. If the Heath managers and custodians are undertaking activities to improve diversity (for example, through outreach/education work or by making the Heath more accessible to a wider range of people) it will be important to monitor diversity to assess their success.

Monitoring users' needs

Achieving greater diversity of Heath users depends in part on ensuring the Heath is accessible to a broad range of people. Accessibility refers to a range of factors, including the Heath feeling welcoming and safe for new users.

It's important not just to collect data from Heath users. Success here also depends on understanding what is creating barriers for potential Heath users. Working through local community settings or schools to collect feedback on what prevents (local) people from using the Heath will provide useful insights to help improve accessibility. This could be delivered alongside education and outreach activity.

Increased social inclusion

Increasing social inclusions depends on both increasing the diversity of Heath users, and ensuring the environment and community is welcoming and conversation is encouraged.

Collective care of the Heath

The outcomes map identified two key factors needed to achieve effective collective care of the Heath: users need to feel more responsible for its care; and users need to have the right information/knowledge to act in pro-environmental ways when using the Heath. This means that as well as observing behaviours to indicate whether effective collective care of the Heath is being achieved, you can also collect data on the potential causes of that behaviour. For example, asking people how they feel about the Heath, assessing whether people or interest groups understand management decisions and feel they are able to participate in decision making, and whether individuals and clubs/societies know how to act to protect the Heath. Other positive indicators include whether clubs and societies participate in Heath-wide programmes and events, indicating a shared commitment to achieving the Vision and caring for the Heath.

Environmental factors

Maintaining the mosaic of natural habitats, landscapes and heritage is identified as a priority outcome in the outcomes map. Appropriate indicators should be developed, if they are not already used to monitor success here—suggestions are set out in the table on page 10 onwards. It may be useful to compare indicators of the natural environmental on the Heath with other data about the range and level of activities taking place, but also with indicators of progress on other elements of the Vision, like more effective collective care of the Heath.

Tools for measurement

In the measurement framework table (p10) we have suggested several tools for data collection, explained below.

Surveys

Heath users' survey

A snapshot survey conducted by Heath staff (/volunteers) face to face on the Heath, once every 6-12 months. The users' survey collects information on who is using the Heath and people's feelings about the Heath. The draft survey is on page 17.

Sample size: based on the sample size calculator¹ and the population size of 10 million people visiting Hampstead Heath each year² (though in fact a much smaller population, eg ½ million, generates the same sample sizes), we recommend you aim to survey around 200-400 people if resource permits³. A sample of at least 100 people would generate a reasonable estimate with a 10% margin of error, but if you have the capacity, reaching more people will generate more robust results. The appendix also provides further information on sampling strategies.

Residents' survey

A short set of question areas to guide conversations with local residents. The residents' survey collects information on local residents' perceptions of the Heath and potential barriers to use.

We suggest these conversations are included as part of any outreach/education work delivered in local community settings, either as part of formal learning programmes or light touch information sharing (eg, handing out information leaflets). Examples of settings include: through local schools (eg, at parents evenings if schools are willing); in GPs surgeries; through local tenants' associations.

Piloting the surveys

The users and residents surveys, on pages 17 and 18 should both be piloted before being rolled out more broadly, so the drafts included in this document are subject to change. Piloting the surveys will test comprehension (whether interviewees understand the questions and what they understand by them), how long the survey takes to complete, how people feel completing the survey and whether the survey generates genuinely useful data for you.

For example, we recommend including at least one open question to which explores how people feel about the Heath—it may be interesting to compare the feelings of users and non-users. We have suggested asking: 'How do feel about the Heath?', but there is no obvious or required wording. Piloting will allow you to test and refine this wording.

Other data sources

Management data

Much of the data we suggest as possible indicators will be generated in the day to day running of the Heath. This is most relevant for indicators related to observing how people behave on the Heath (eg, volume of litter dropped),

¹ <https://www.surveysystem.com/sscalc.htm#two>

² http://www.haringey.gov.uk/sites/haringeygovuk/files/hampstead_heath.pdf

³ If you were to reach around 400 people, that would generate a 95% confidence level result with a 5% margin of error, ie, 95% of the time, you can be sure that the true statistic is within 5% either side of the survey results. For example, if 70% of people in your survey responded 'yes', you can feel confident that the answer for the population more widely is likely to be between 65% and 75%—as long as your sample is random. If you reach 200 people, the margin of error is around 8%.

information about activities (eg, cost or frequency of activities, club participation in Heath-wide events), diversity of volunteers, and how people access and use information provided by Heath management (eg, blog views, report downloads, social media engagement, attendance at meetings etc).

Some data will be collected through surveys and monitoring activity related to ecology and conservation of the Heath. Clubs and societies may also already submit data that is useful for monitoring activity levels.

Finally, some of the indicators may be most relevant for management to keep in mind when reviewing strategy and collated as relevant. For example, reviewing whether the 'right' level of information is made available, and how it is shared; or degree of integration with Local Plans.

Information from clubs and societies

Information about who is participating (where clubs already collect this data) and on how many people participate in Heath-wide events and themes. Willingness of clubs/societies to share information is itself an indicator of their commitment to enhancing 'everyone's Heath'.

Optional other data sources

You could also consider including formal/informal feedback from consultative committee members, clubs and societies, staff and volunteers.

OUTCOME	METRIC / INDICATOR	HOW DATA IS COLLECTED	COMMENTS
Increased social inclusion			
Increased diversity of Heath users (including volunteers and visitors)	<ul style="list-style-type: none"> Heath users' age, socio-economic group and postcode (or town/country if outside London) How many times they visited in the past year (user recall/ estimate with pre-coded question) Survey data from local residents on usage and barriers to using the Heath 	<p>Survey of Heath users</p> <p>Residents survey</p> <p>Management data on volunteers</p>	<p>The Vision talks about attracting '<i>Diverse communities</i>'. The definition of 'diversity' could be further explored—for example, you could focus on the age range, socio-economic indicators, disability (and accessibility of the Heath), ethnicity or geography etc. Determining which aspects of diversity you want to increase will shape the activities you need to focus on.</p> <p>We suggest capturing this information via the snapshot survey of users and have suggested some questions related to diversity. Please note, the have included a question on the occupation of the chief income earner in your household—this is to generate data on socio-economic group. You will need to code this data to establish social grade: http://www.nrs.co.uk/nrs-print/lifestyle-and-classification-data/social-grade/</p> <p>In addition to the user snapshot, we suggest complementing this with further data collection outside the Heath from local residents, to learn about barriers that might prevent some groups from using the Heath. One approach to learn about which parts of the local community are more/less likely to use the Heath is to conduct a random sample phone survey. This would give a representative sample of the whole local population. Alternatively, conducting a residents' survey in local community settings will generate data on whether and why different groups have or haven't visited the Heath, while providing an opportunity to deliver light touch information sharing / outreach.</p> <p><i>[Not discussed in outcomes map workshop]</i> Diversity of volunteers is also an important metric in assessing the appeal of the Heath to a diverse range of people. This could also contribute to a greater range of people feeling that it is 'everyone's Heath'.</p>
Heath is financially accessible	<ul style="list-style-type: none"> What proportion of activities are free or low cost 	Management data	The cost of activities on the Heath to track could include sports activities, walks, music events, cafes etc. Ensuring a proportion of activities are free or low cost (however you choose to define this) will ensure the Heath remains financially accessible to a range of users. Transport costs could be considered as part of the cost of participation.
People know about the	<ul style="list-style-type: none"> Survey data from local residents on what 	Residents survey	As this indicator is a measure of people's awareness of the Heath and what it offers, it will need to be gathered outside the Heath. As above, we suggest collecting this data

Heath & what's on offer	<ul style="list-style-type: none"> they know about the Heath # visits to Hampstead Heath website 	Website data	<p>via a local residents' survey and potentially combining this data collection with any outreach/education work you conduct in the local community—see residents' survey on page 18. One option discussed in the measurement framework workshop was whether GPs' surgeries could play a role here—both as a place to monitor Heath use, and as a way to promote the Heath to support mental/physical health.</p> <p>Currently you track website visits as part of your KPIs. If you have a strategy in place around how the website draws in visitors or increases the diversity of your visitor base, website use data can also be used to assess your progress in making sure people know about the Heath and what's on offer.</p>
Monitoring users' (and potential users') needs	<ul style="list-style-type: none"> Proportion of users who are able to access activities/parts of the Heath they want to Survey data from local residents on barriers to using the Heath 	<p>Survey of Heath users</p> <p>Residents survey</p>	<p>This could be an opportunity to gather data from users on which activities they are participating in. The interviewer could also potentially end the survey by telling them all the activities that are available, if they are interested.</p> <p>The limitation of asking users on the Heath about accessibility is that it only assesses accessibility of particular areas of the Heath or activities. It doesn't capture any data from people who were not able to access the Heath at all, so it cannot be used as a measure of how accessible the Heath is.</p> <p>By asking people who haven't visited the Heath before what has prevented them from doing so, you will gather some information on potential users' needs. Barriers cited may be informational or emotional, as well as physical.</p>
People feel safe on the Heath	<ul style="list-style-type: none"> Proportion of users who report feeling safe on Heath Perceptions of Heath safety among local residents 	<p>Survey of Heath users</p> <p>Residents survey</p>	<p>These questions are most meaningful if compared to perceptions of people not using the Heath—so ideally the same question wording should be used when collecting survey data from Heath users, and when collecting survey data from local residents.</p> <p>Informal discussions to gauge perceptions will be just as/ more important than formal methods. This can be collected as part of any outreach activity.</p>
Heath is perceived as welcoming	<ul style="list-style-type: none"> Proportion of users who report finding the Heath welcoming Perceptions of Heath among local residents 	<p>Survey of Heath users</p> <p>Residents</p>	As above.

		survey	
More effective collective care of the Heath			
Improved understanding of management decisions	<p>Information availability:</p> <ul style="list-style-type: none"> Decisions are well communicated and understood The 'right' level of information is shared, in ways that do not diminish the wildness of the Heath <ul style="list-style-type: none"> Is the right level of information available? (where 'right' needs to be defined) Is information accessible, for those who want to access it? (Eg, how many people visit website, read blogs, access reports, attend forums, etc? How are notices made available—both on and off line?) <p>Influencing decisions:</p> <ul style="list-style-type: none"> Whether people interested in Heath management decisions feel their voices are heard How representative the consultative forums are of wider Heath users Of users who are interested in decision-making related to the Heath, the proportion who are aware of how to access information 	<p>Survey of Heath users</p> <p>Management monitoring</p> <p>Optional: formal/informal feedback from consultative committee</p>	<p>Understanding why decisions have been made will be influenced by where and how information is made available, and whether users access this information. This could include: whether management information/notices are made publicly available, how that information is accessed and how often it is accessed (# report downloads, website visits, social media engagement, how notices are made public, how many people attend public meetings etc). There is a value judgement to make on the right balance between making relevant information accessible to a wide range of people and maintaining the wildness of the Heath itself—assessing the 'appropriate level' of information to share, and how it is shared.</p> <p>Informal (or formal) feedback from CC members could also be complemented by a short, annual survey covering issues like transparency, whether members feel genuinely consulted, and how they share information more widely with their society/group members. How well the CC represents heath users should also consider those who are not represented (and potentially not using the heath)—for example, a 'youth committee' or other channels to involve young people in decision making could boost representation</p> <p>The Heath users' survey will generate data on whether (the range of) individuals who want to, feel able to participate in decision making related to the Heath. (This could also be a chance to give interested users information about how to get involved).</p>
Improved users' knowledge of Heath	<ul style="list-style-type: none"> Volume of dropped litter [Other behaviours that protect the Heath] 	Observation & management	Collective care of the Heath can be assessed by observing user and club/society actions. (You might also want to capture information about actions to promote positive

environment / how to protect the Heath	<ul style="list-style-type: none"> Incidence of damage due to misuse of Heath Total # of Heath volunteers Diversity of Heath volunteers 	data	<p>behaviours, like plogging!)</p> <p>Observed pro-environmental behaviours could be benchmarked against other London parks, to assess relative progress.</p>
Greater range of people feel a sense of 'everyone's Heath' – (individual users)	<ul style="list-style-type: none"> Diversity and # of people participating in activities on Heath # repeat visits Diversity of Heath volunteers How do you feel about the Heath? (open Q) 	<p>Data from clubs/societies</p> <p>Survey of Heath users</p> <p>Residents survey</p>	<p>A combination of answers to the open question 'how do you feel about the Heath' and other indicators (eg, how welcoming people find the Heath, proportion of repeat visits) will provide a picture of overall perceptions of the Heath, and it will be interesting to compare responses of users/non-users.</p> <p>Asking an open question could generate interesting insights about what people feel about the Heath (for example using simple coding or analysis techniques like wordclouds).</p>
Greater range of people feel a sense of 'everyone's Heath' - (clubs, societies and interest groups)	<ul style="list-style-type: none"> Whether clubs and societies that use the Heath participate in Heath-wide events and themes Diversity of club/society members # clubs/societies represented at [Heath management meetings] 	Management data: from clubs/societies	<p>A sense of belonging to the Heath community by the range of clubs, societies and interest groups that use the Heath could be demonstrated by respectful behaviour towards each other & towards other Heath users. Indicators could include how many people take part in Heath-wide events or programmes, like 'Give it a go'.</p> <p>Clubs/societies also report that their members benefit from a sense of inclusion and enhanced quality of life, as a result of membership. Club/society members' feedback or survey data could be useful as an indication of how the Heath is helping this.</p>
Maintained flourishing green space & historic landscape			
Enhancement of green passages & environs of the Heath	<ul style="list-style-type: none"> Degree of integration into Local Plans - could be number of recommendations/ actions in Local Plans that align with Heath strategies. This could be measured by Neighbourhood Forums. Community Infrastructure Levy investment in projects that do this (LB Camden Wards) – could be monitored by Neighbourhood Forums or LBC Number of strategic plans that include 	Management data: internal/ external data sources	<p>These indicators (and all of those below) could be further developed with Heath ecologists and conservation team.</p> <p>Indicators from other parks or environmental organisations, like Defra or the European Environment Agency, could be useful here too.</p>

	<p>actions/recommendations that align with Heath strategies – could monitor number of projects, number of joint funding applications, etc</p> <ul style="list-style-type: none"> Number of planning applications influenced to comply with Heath strategies 		
Maintained mosaic of natural habitats, landscape & heritage	<ul style="list-style-type: none"> Monitor change in habitat extent and quality over time, perhaps focus on habitats of particular interest Identify key indicator species and monitor populations and extents, eg invertebrates, amphibians, moths, pollinator species, fungi Monitor invasive species and changes over time for example Oak Processionary Moth (OPM) Monitor water quality Record archaeological artefacts and monitor trends over time <p>Photo point monitoring of views and vistas over time (annual or every 5 years?)</p>	Management data: ecology and conversation team data	<p>You may want to work with Heath ecologists and conservation team to incorporate the current survey and monitoring activities to develop measures for this outcome.</p> <p>As a further step, you may consider developing a theory of change that maps the assumptions that if a rich mosaic is maintained the overall conservation objectives will be met, and ecosystems will be resilient over the long term. This could include long term changes such as climate change.</p>
Monitor level & type of activity and impacts	<ul style="list-style-type: none"> Level/type of activities: # sports clubs using Heath each week <p>Impact of activities:</p> <ul style="list-style-type: none"> Monitor compaction/erosion at site of impact – photo monitoring Monitor levels of compliance (non- 	Management data: ecology and conversation team data	<p>This data can be usefully linked to other outcomes—in particular, diversity of users and environmental impacts. This will provide insight over time into whether the range of activities taking place on the Heath is impacting the diversity of users and whether this is impacting the natural environment.</p>

	<p>compliance) with exclusions and seasonal closures</p> <ul style="list-style-type: none"> • Monitor levels of compliance (non-compliance) with by-laws and conditions on activities, eg cycling off designated routes, incidents with dogs, etc (use data collected by Constabulary) • Monitor levels of litter/waste over time • Monitor levels of dog waste collected (dog bins). Also monitor phosphorous levels in water sampling. 	<p>Management data: from clubs and societies</p>	
<p>Balance of activities and protected/enhanced natural and heritage values</p>	<ul style="list-style-type: none"> • Potentially this could be a derived measure: eg, a combined score from across all the outcomes that is an indication that the 'balance' falls within an acceptable range. • Interim indicators <i>could</i> include: <ul style="list-style-type: none"> - levels of participation in surveying activities for example, citizen science programmes, school and learning programmes - use visitor survey to collect data about perception of balance and monitor over time - survey staff about perception of balance 	<p>Management data</p> <p>[Optional: Survey of Heath users, Staff survey]</p>	<p>This outcome links directly to 'collective care' outcome.</p> <p>You may want to integrate this with the development of higher level indicators for Open Spaces Department including those for ecosystem services; and also link with London wide natural capital approach to open space and green infrastructure.</p> <p>A measure of 'balance' is likely to be a long-term view—perhaps assessed every 5 years to align with the mid-term review of the strategic plan, or even every ten years as the Plan is renewed. This could be developed into a 'state of the Heath'.</p> <p>Asking people (users and staff) about their perception of whether the balance between sport/activities and the natural environment could also be part of this indicator, however this should be considered alongside data on ecological impact.</p>

Existing KPIs across the CoL Open Spaces dept that might be relevant – to be discussed	
Increase the number of 'visitors' to the Open spaces webpages	<i>Already captured in</i> People know about the Heath & what's on offer
Increase the amount of tennis played across our sites	<i>Will be captured in</i> Monitor level & type of activity
Increase the amount of football played across our sites	<i>Will be captured in</i> Monitor level & type of activity
Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	<i>Not sure if Learning Programme is relevant here or if there are any HH specific programmes. If there are, relevant in</i> Education for children & adults about Heath and Nature
Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	<i>Not sure if Learning Programme is relevant here or if there are any HH specific programmes. If there are, relevant in</i> Increased diversity of Heath users
Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	<i>Not sure if Learning Programme is relevant here or if there are any HH specific programmes. If there are, relevant in</i> Increased diversity of Heath users

User survey

We (/The Heath management?) are conducting a short survey to better understand who is visiting Hampstead Heath and their experience, to help us ensure it is accessible and well used. I won't be asking for any personal details like your name or contact information, but as we're interested in building a picture of who is using the Heath the survey includes questions about where you live and your age. You can skip any questions you would prefer not to answer.

The survey will take about 5 mins.

1. Is this your first visit to Hampstead Heath? [Y/N]
 - a. *If yes:* Is there a reason you haven't visited before? [Open]
 - b. *If no:* Do you usually visit: more than once a month; several times a year; or, less than once a year?
2. What activities do you take part in on the Heath? *[Either tick list or open, eg: walking, running, cycling, swimming, sports clubs, using sports facilities, music events, ecology, nature watching, other...]*
3. Were you able to access all the activities or parts of the Heath you wanted to today? [Y/N]
 - a. *If no:* Can you tell me more about it? [Open]
4. Do you live locally to Hampstead Heath? (Within about 1 mile) [Y/N]
 - a. *If yes:* We're interested in which local areas people are visiting from. What's your postcode?
 - b. *If no:* Where in the UK or abroad do you live?
5. What is your age?
6. What is the occupation of the chief income earner in your household?⁴
7. How do you feel about the Heath? [Open Q]
8. Do you feel safe on the Heath? (Y/N)
 - a. *If no:* Why not?
9. Do you find the Heath a welcoming place? (Y/N)
 - a. *If yes:* Why?
 - b. *If no:* Why not?
10. Are you interested in decisions related to the Heath? (Y/N)
 - a. *If yes:* Do you know where to get information about decisions or being involved?
11. *[Optional: see end of mst table – Do you think there is the right balance of sports use and preservation of natural spaces on the Heath?]*

END. If you're interested, here is a list of activities that take place on the Heath [...].

⁴ You will need to code this data to establish social grade: <http://www.nrs.co.uk/nrs-print/lifestyle-and-classification-data/social-grade/>

Resident survey questions (in local community settings)

1. Have you ever visited Hampstead Heath?
 - a. *If yes:* Do you usually visit: more than once a month; several times a year; or, less than once a year?
 - b. *If no:* What puts you off visiting? (Open)
And: What would make you more likely to visit? (Open)
2. What activities do you think are available on the Heath?
3. Where would you look for information about the Heath?
4. How do you feel about the Heath? [Open Q]
5. Safety:
 - a. *If visited before:* Do you feel safe on the Heath?
 - i. *If no:* Why not?
 - b. *If not visited before:* Do you think of the Heath as a safe place?
 - i. *If no:* Why not?
6. Welcoming:
 - a. *If visited before:* Do you find the Heath a welcoming place?
 - i. *If no:* Why not?
 - b. *If not visited before:* Do you think of the Heath as a welcoming place?
 - i. *If no:* Why not?

Appendix: Further information

Qualitative data

While collecting quantitative data (numbers and scales) is an important part of impact measurement, it often does not give the full picture of why and how change happens. Qualitative data (words/stories) adds more depth and helps you understand the range of answers and underpinning factors.⁵ It also allows the voices of users to be heard more clearly.

Potential qualitative approaches can be categorised as informal and formal:

- **Informal approaches** would be things like; a 'comments' box or board, where people can write what they think; or encouraging young people to feedback on social media.
- **Formal approaches** would be things like a regular user forum or organising focus groups, in which small numbers of users are taken aside and asked for their feedback on a programme or for their views on how programmes have (or haven't) benefitted them.

While neither of these will provide particularly robust evaluation data they will provide supporting information and help you to identify issues, learn and improve.

Conducting a survey

Top tips on sampling for qualitative and quantitative surveys can be found here:

<https://impactsupport.org/data/how-collect/sampling/> and more in-depth advice can be found here:

https://www.clinks.org/sites/default/files/IntroductionToSampling_0.pdf

However when collecting data via a face to face survey by approaching people who are on the Heath, statistical random sampling techniques can't be used. To increase the chances of reaching a wide range of users, staff/volunteers conducting the survey could be given quotas for who they speak to—for example by age and gender.

The risk this poses is that without knowing the profile of visitors, quotas can introduce an artificial bias in survey results (eg, if in fact 80% of the Heath's visitors are female, but survey administrators are told to speak to 50% women and 50% men, men will be over-represented in the sample). Basing quotas on any prior data or knowledge you have about Heath users will reduce the risk of bias.

Conversely, there may be cases where you are more interested in the views of certain groups—in this case, you can focus data collection on those groups, but should be careful to report any findings as a sample from that group, rather than Heath users more broadly.

One group you may be interested in interviewing are people under 16. From a legal point of view to interview people under 16 you must seek parental consent, so unaccompanied minors can't be interviewed as part of the general survey. You may therefore want to consider other ways to gather views from younger Heath users, eg through clubs/societies (where parental consent may already be granted) or through youth committees / youth parliaments (see measurement table).

Conducting resident surveys

As with the Heath users' survey, those conducting the residents' survey should also seek to speak to a reflective and balanced mix of people. Quotas are simpler in this case because they can be based on the demographic composition of the local area.

⁵ <http://www.thinknpc.org/publications/stories-and-numbers/>

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Possible Grazing sites

— Grazing_Locations

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Committee(s)	Dated:
Hampstead Heath Consultative Committee	8 July 2019
Subject: Fundamental Review	Public
Report of: Colin Buttery, Director of Open Spaces	For Information
Report author: Bob Warnock, Superintendent of Hampstead Heath	

Summary

This report provides the Consultative Committee with background to the City of London Corporation's Fundamental Review process. Of particular note is the impact of the Review on the medium to long-term prospects for City's Cash, the endowment fund which funds the Hampstead Heath annual revenue budgets and the Review's likely impact on the City Corporation's Capital Funding Programme.

The Review process is at an early stage and during 2019, Officers will support Committee Members in examining the alignment of Hampstead Heath's activities with the City Corporation's Corporate objectives and will develop options that will enable the Hampstead Heath Division to contribute to the City Corporation's need to save £30 Million by 2020/21.

Recommendations

Consultative Committee Members are asked to:

- Note the content of this report and the Appendices.

Main Report

Background

1. Hampstead Heath was transferred to the City of London Corporation by the London Government Reorganisation (Hampstead Heath) Order 1989. Using income from the City's Cash, an 800-year old endowment fund supporting City philanthropic objectives, a deficit funded contribution is made annually to meet the cost of Hampstead Heath's charitable objectives.

Current Position

2. In 2018/19, the City's Cash endowment fund provided £6,318,210 to fund the work of the Hampstead Heath Charity. This includes £1,087,076 managed by the City Surveyors Department to fund the 20-year Building Maintenance programme. Income of £1,826,528 is generated locally from grants, sales,

licences, fees and charges. As well as £1,158,671 investment income from the Hampstead Heath Trust Fund.

3. Across 2019, Officers will support Committee Members in examining the alignment of Hampstead Heath's activities with the City Corporation's Corporate objectives and will develop options that will enable the Hampstead Heath Division to contribute to the City Corporation's need to save £30 Million by 2020/21.
4. The Review is at an early stage and no decisions have yet been made. The importance of meaningful input from the Hampstead Heath Consultative Committee in the process is recognised.

Corporate & Strategic Implications

5. The City of London Corporation Corporate Plan 2018-23 (appendix 3), will be used as the strategic framework for the Fundamental Review.

Financial Implications

6. Information regarding the outcome of the Fundamental Review will be made available later this year.
7. The Hampstead Heath Management Strategy 2018-2028 outcomes are closely aligned with the City Corporation's Corporate Plan 2018-2023 as well as the purposes of the Hampstead Heath charity i.e. the preservation of Hampstead Heath for the recreation and enjoyment of the public.
8. This report informs Consultative Committee Members of the City Corporation's ambition to conduct a Fundamental Review of current service provision across the Open Spaces Department to ensure that spending is in line with Corporate Objectives outlined in the City Corporation's Corporate Plan.

Appendices

- Appendix 1 – Report to Policy & Resources Committee 'Fundamental Review: Design Principles and Governance' 14 March 2019.
- Appendix 2 - Report to Policy & Resources Committee 'Capital Funding – Interim Revised Prioritisation and project Funding Update 11 April 2019.
- Appendix 3 – City of London Corporation Corporate Plan 2018 – 2023.

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Committee(s):	Date:
Resource Allocation Sub Committee Policy & Resources Committee	14 March 2019 14 March 2019
Subject: Fundamental Review: Design Principles and Governance	Public
Report of: Town Clerk & Chief Executive Chamberlain	
Author: Kate Smith, Head of Corporate Strategy & Performance Caroline Al-Beyerty, Deputy Chamberlain	For Decision

Summary

The City of London Corporation has an ambitious programme of activity and projects to deliver a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. However, in line with other public bodies, the City Corporation faces significant pressures from falling income. Members have requested a fundamental review be conducted of the City of London Corporation's allocation of resources. The review seeks to provide Members with information in an accessible, timely manner, about how the City Corporation is currently allocating resources against Corporate Plan priorities so that Members can take decisions that ensure that the City Corporation is, in fact, spending according to corporate priorities, and that the organisation's financial plans are sustainable in the medium term. This report proposes design principles for conducting the fundamental review and sets out officer governance

Recommendations

It is recommended that Members:

- i. Agree to the design principles for the review, and;
- ii. Note the officer governance process.

Main Report

Background

1. The City of London Corporation has an ambitious programme of activity and projects to deliver a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. However, in line with other public bodies, the City Corporation faces significant pressures from falling income. HM Government intends to change current funding mechanisms to reflect an increased emphasis on need and to reset the business rates retention system. In parallel with these external threats to revenue streams, both City Fund and City's Cash will start to come under increasing pressure from the revenue costs of borrowing to fund the major projects already agreed by the Court; and cost pressures within and increasing demand for the delivery of current activities.

2. The City Corporation has benefited from a period of relative prosperity in recent years, with growth in both its income streams and asset holdings. However, going forward there are significant risks and a growing uncertainty. Revenue streams are likely to be under considerable pressure as the Government intends to change current funding mechanisms to reflect an increased emphasis on need and to reset the current business rates retention system:
 - **Spending Review** (potentially reporting November 2019) – there is unlikely to be significant additional government funding for local government or police, with the most likely outcome being a further squeeze.
 - The **Fair Funding Review** of local government funding is likely to shift resources away from London and an increased focus on need could have an effect on City funding.
 - **Police Funding Formula review** – this has been delayed but might well re-emerge after the Spending Review and carries significant risks.
 - **Business Rates** – danger of a double hit from a reset which will remove the City's recent growth receipts (forecast at £37m in 2019/20) in 2020/21 and further reforms of Business Rates could again have an effect from 2020/21. Consultation will begin in the summer but we have to put in place contingency plans on the assumption that these changes will be carried forward.
3. In parallel with the external revenue threats, the City Fund revenue budget will start to come under increasing pressure from the revenue costs of borrowing to fund the major projects, including the Museum of London and Fleet St Courts project.
4. Although the City Fund (non-Police) is forecast to be in surplus by £19m in 2019/20, this will be needed to strengthen the major projects reserve. And it can only be balanced, over the next four years, with the use of general fund reserves.
5. Additionally, the Police budget is forecast to be in substantial deficit, pre-mitigation, across the planning horizon, reducing City Fund General Fund Reserves substantially by 2022/23, unless robust mitigations are put in place. The Force is focused on closing the gap through efficiencies and service transformation.
6. Overall, City Fund faces substantial growing deficits over the planning period and the 10-year horizon. Local authority accounting rules do not allow receipts from the sale of assets to be used to support the revenue position. Moreover, there is a statutory requirement to balance the budget across the medium term taking one year with another.
7. Although City's Cash income streams are more stable and therefore more predictable, we are already drawing down on recent balance sheet growth to support the revenue position. In the immediate short-term the financial position is more benign, but both the medium term and the longer-term views are problematic, particularly if the City's Cash potential major projects (Markets Consolidation,

Centre for Music) start to ramp up. The medium-term financial budget position will therefore become increasingly challenging. The cumulative draw down on equities is £221m (including the planned £50m to finance the two Crossrail payments), when historically we would have drawn down £115m over the period. This represents a diminution of £106m of the net asset balance on the current balance sheet over the period.

Summary Position

8. The scale of the challenges will become clearer during the next year, following the Spending Review and reviews of business rates and council tax, and will have an effect from 2020/21 onwards. The medium-term financial position is summarised in the table below. This excludes the impact of pipeline second tier capital projects, which are not currently allocated funding.

CITY FUND - COMBINED (Police and non-Police)

	2018/19	2019/20	2020/21	2021/22	2022/23
Surplus / (Deficit)	29.3	26.6	(5.4)	(0.0)	3.7
Major project financing (net GLA contribution)	(10.0)	1.2	1.5	(2.9)	(8.3)
Budget uplift revenue requests	0	(8.0)	(7.6)	(7.6)	(7.6)
City Fund- non-Police Surplus/ (Deficit)	19.3	19.8	(11.5)	(10.5)	(12.2)
Police Surplus/ (Deficit)	(0.4)	(0.1)	(2.4)	(3.6)	(4.4)
City Fund combined Surplus/ (Deficit)- post mitigation and Premium increase	18.9	19.7	(13.9)	(14.1)	(16.6)
Financed By:					
General Fund Reserves- planned use	80.5	99.3	83.8	68.8	47.2
Or savings requirement			13.9	14.1	16.6

CITY'S CASH

	2018/19	2019/20	2020/21	2021/22	2022/23
(Deficit)/ Surplus with planned equity drawdown	(11.6)	(2.9)	(2.4)	(2.6)	3.5
Major Project Financing	0	(4.5)	(7.5)	(9.3)	(12.4)
Budget uplift revenue requests	0	(5.3)	(4.8)	(3.7)	(3.4)
City's Cash combined deficit	(11.6)	(12.7)	(14.7)	(15.6)	(12.3)
Financed by:					
Savings requirement	11.6	12.7	14.7	15.6	12.3

9. Alternatively, the deficit could be financed through the use of reserves. Although there are no general fund reserves left, there is potential to draw down on the reserve currently invested in securities or property – with between £26m and £43m

available p.a. during the planning period before affecting the level of investments needed to generate sufficient revenue income to run the services.

Responding to the Challenge

10. The recent adoption of a new Corporate Plan provides a prism through which to assess how resources are being allocated to deliver Member agreed policy priorities identified in this plan, both current activity and future projects. This is not just a means of addressing the medium-term financial challenge; it is also an opportunity for Members to decide how best to use resources to achieve a Corporate Plan with maximum impact, thereby ensuring that departmental budgets are fully aligned with and support corporate priorities within a sustainable medium-term financial framework. Moreover, the fundamental review provides an opportunity to reappraise spending across the City Corporation in a cross-cutting way, rather than just depending on the conventional approach of achieving efficiency savings through silos – be it by Service Committee or Department.

Design principles

11. The following design principles are proposed for the fundamental review, in order to ensure that Members are given the information they need to assess how the City Corporation is currently allocating resources against Corporate Plan priorities.
 - a) As this is a fundamental review of the organisation, everything is in scope: increasing income (e.g. tax increases, fees/charges); stopping or delaying work; major contracts / outsourcing; service transformation (e.g. via automation); using reserves; selling assets, and; changing the way projects (both capital and revenue) are funded and delivered.
 - b) Members need to be able to make real choices – officers need to present options that, in aggregate, enable the funding deficits to be addressed and, where necessary, leave headroom for further resource allocation in respect of corporate priorities.
 - c) Assumptions underpinning the projections, e.g. the anticipated Spending Review, Fair Funding Review and Rate Retention Review, will be made clear. Officers and Members will need to stand ready to reprioritise if any of the underpinning assumptions change.
 - d) The City of London Police has its own version of a fundamental review underway in the form of the Transform Programme, which will be presenting options as part of a separate but linked process to enable Members to take a view on priorities across the range of Corporation and Policing activities.
 - e) The Bridge House Estates (BHE) sits outside this review as BHE is a registered charity, governed by various statutory instruments and Charity Commission orders/schemes. Its governing documents, alongside specific laws relating to

charities, determine the use of funds held, hence such funds are separate from those of the Corporation and can only be used to further the stated objects of the charity.

- f) The steer provided at RASC Away Day will be used to produce prioritisation options that will be presented to P&R Committee (and other relevant Committees) for approval.

Governance process

- 12. Decisions pertaining to the fundamental review will be taken by the Policy & Resources Committee and Resource Allocation Sub-Committee in the first instance, with input where appropriate from the Finance Committee given its responsibility for the City Corporation's Medium-Term Financial Plan (MTFP). The first milestone in the fundamental review is proposed to be the Resource Allocation Sub Committee (RASC) Away Day in July 2019 at which, as usual, Members will be asked to provide officers with a steer as to how they wish to prioritise use of resources going forward; to this end, Members will be presented at the Away Day with a range of options to balance both City Fund and City's Cash in the medium term. Subsequent to this discussion at RASC Away Day, proposals will be then presented to Committees and the Court of Common Council in the usual way.
- 13. The senior responsible officer (SRO) for the fundamental review is the Town Clerk & Chief Executive; the deputy SRO will be the Chamberlain. Oversight of the work will take place via Summit Group, with input from the Deputy Chamberlain, Head of Corporate Strategy & Performance, and Director of Communications. The Chairman and Deputy Chairman of RASC will be briefed regularly on the review's progress prior to the July Away Day.

Corporate and Strategic Implications

- 14. The Corporate Plan, 2018-23, will be used as the strategic framework for this work.

Security Implications

- 15. This is partially a risk driven exercise, so security implications will be covered in the process.

Public Sector Equality Duty

- 16. Full analysis of selected options against this to follow in the due diligence work officers undertake after the RASC awayday.

Conclusion

- 17. This paper sets out the governance process and proposed design principles for conducting the fundamental review so that Members can take decisions that ensure that the City Corporation is, in fact, spending according to corporate priorities, and that the organisation's financial plans are sustainable in the medium term.

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Committee(s): Resource Allocation Sub-Committee – For decision Policy and Resources Committee – For decision	Date(s): 8 April 2019 11 April 2019
Subject: Capital Funding – Interim Revised Prioritisation and Project Funding Update	Public
Report of: The Chamberlain	For Decision
Report author: Caroline Al-Beyerty, Deputy Chamberlain	

Summary

Whilst the City Corporation is able to fund the projects (major and second-tier) that are currently in flight during 2019/20, resources are significantly constrained beyond next year. At the Finance Committee and Policy and Resources Committee meetings in February 2019 Members agreed to hold a special meeting of Resource Allocation Sub Committee to scrutinise the capital funding bids and prioritise central resources. Members agreed the following additional interim criteria which have been used to prioritise the capital funding bids:

- a. A hold on gateway 5 approvals in the project procedure and all new projects pending the review. Resource Allocation Sub-Committee could defer projects that are not critical for 1 year; and only
- b. Approve essential schemes that:
 - i. Address a risk on the corporate risk register, and
 - ii. Have a sound business case that clearly demonstrates the negative impact of deferring the scheme, i.e. penalty costs or loss of income, where these are material (if any schemes are deferred, cancelled or scope reduced there will inevitably be some abortive costs).

This prioritisation process needs to align with the priorities identified from the fundamental review of revenue budgets. However, the consequent criteria will take time to formulate and the need for prioritisation is immediate.

Only schemes funded from central resources are within scope of this exercise. Current capital schemes have a total central funding requirement of £429m. The following table summarises how these schemes have been categorised and the result of the prioritisation exercise:

Table 1: Summary of Current Funding Bids	City Fund £000	City's Cash £000	Total £000
Bids fulfilling interim prioritisation criteria	11,215	5,936	17,151
Other bids for member consideration	20,101	8,181	28,282
Internal Loans and Payback Bids	2,300	21,939	24,239
Bids relating to Major Projects	19,000	-	19,000
Deferred/Pipeline Bids	162,827	177,072	339,899
	Page 4475	213,128	428,571

As a result of the prioritisation exercise it is proposed that schemes with a value of £340m are deferred for consideration in the fundamental review and schemes with a value of £89m are considered for continuation. An annual capital bid process should be introduced to set the budget from 2020/21 and inform the Medium-Term Financial Strategy against the revised prioritisation criteria.

Recommendations

Members are asked to:

- Approve the prioritisation of new capital projects in 2019/20 in accordance with the criteria in paragraph 6 and 7 and confirm any additional interim criteria to be applied pending the fundamental review (paragraph 18).
- Consider the schemes in paragraph 13 (Tables 2 - 4 and Appendices 1 – 4) for release from hold to continue through the Gateway procedure, with a combined value of £89m should they all be approved.
- Consider approving now £23.622m of funding for schemes detailed in Appendix 6 as follows:
 - internal loan funding with:
 - payback periods of 5 years or less of up to £3m; and
 - payback periods of more than 5 years of up to £18.818mto be allocated from the reserves of City Fund and City's Cash, subject to other relevant approvals including gateways and Court of Common Council. Each scheme will be considered under its own merits.
 - funding of up to £1.804m for the other bids be drawn from the unallocated balances remaining in the 2018/19 City Fund and City's Cash provisions for new schemes.
- Defer the approval of funding for schemes identified in Appendix 5A and 5B with a current value of £340m pending the fundamental review of services.
- Note that the unallocated balances remaining in the 2018/19 annual provisions for new schemes will be returned to the centre.
- Approve the introduction of an annual capital bid process to ensure that proposed new schemes are affordable and properly prioritised against criteria developed to reflect the new corporate model.

Main Report

Background

1. The City Corporation has a significant programme of major projects together with property investments and works to improve the operational property estate and the public realm. Spending on these types of activity is classified as capital expenditure.
2. The "Supplementary Revenue Projects" (SRP) classification was created to cover project expenditure controlled in the same way as capital projects that does not meet the accounting definition of capital expenditure, e.g. does not produce an

asset, such as preliminary project costs for feasibility and option appraisal. The relevant expenditure and income on such projects is posted to revenue accounts, rather than capitalised at year end.

3. The City Fund, City's Cash and Bridge House Estates capital and supplementary revenue project budgets were approved by the Court of Common Council in March 2019. They include only those budgets which are approved to spend in accordance with the corporate project procedures.
4. The current capital and SRP programme has not required the City Corporation to enter into external borrowing to fund projects, being able to fund projects from internal resources or external funding. With the inclusion of the Major Projects, the City Corporation will need to take on external borrowing on both City Fund and City's Cash. There are also a significant number of pipeline projects for which funding has yet to be determined. Such projects would previously have been funded from reserve balances of the relevant City Corporation Fund.
5. In light of the scale of potential capital requirements, which exceed available resources, in terms of both funding and officer capacity, Members agreed it will be essential to prioritise effectively which capital and SRP projects should progress. Funding will need to be allocated in a measured way, by applying a process of prioritisation that ensures the right schemes are progressed in order to meet corporate objectives.
6. In June 2012, the Policy and Resources Committee agreed only projects that are considered essential and which fit within the following categories may be approved at Gateways 1-4 of the Project Procedure, until further notice:
 - 1) Health and safety compliance
 - 2) Statutory compliance
 - 3) Fully/substantially reimbursable
 - 4) Spend-to-save or income- generating, generally with a short payback period (as a rule of thumb within 5 years)

In addition, under exceptional circumstances, other projects considered to be a priority by the Resource Allocation Sub-Committee will be allowed to proceed.

In December 2017, the Policy and Resources Committee agreed the addition of a further eligible essential category:

7c) Major renewals of income generating assets.

7. In addition, in March 2019, the Policy and Resources Committee agreed that only projects that are considered essential and which meet the interim prioritisation criteria should be allocated funding. The agreed criteria are:
 - a. A hold on gateway 5 approvals in the project procedure and all new projects pending the review. Resource Allocation Sub-Committee could defer projects that are not critical for 1 year; and only
 - b. Approve essential schemes that:
 - i. Address a risk on the corporate risk register, and

- ii. Have a sound business case that clearly demonstrates the negative impact of deferring the scheme, i.e. penalty costs or loss of income, where these are material (if any schemes are deferred, cancelled or scope reduced there will inevitably be some abortive costs).
- 8. The scope of the interim review relates only to schemes funded from central sources, which include the provisions for new schemes, On Street Parking Reserve, Community Infrastructure Levy (CIL), flexible external contributions and additional allocations from the general reserves of City Fund or City's Cash. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account, Designated Sales Pools and Cyclical Works Programmes are excluded, together with schemes wholly funded from external grants, and tenant / developer contributions e.g. under S278 agreements and most S106 deposits.

Current Position

- 9. The majority of projects working their way through the early gateways are generally funded either from internal existing local risk budgets and ring-fenced sources such as the City Surveyor's Designated Sales Pools or from external sources such as Section 106 deposits and Government/Transport for London grants which are restricted for specific purposes.
- 10. Ad hoc funding for small one-off schemes is through the £3m annual provisions for new schemes and therefore the need for a more robust prioritisation process applies in particular to focus on larger value requests (>£1m) which cannot generally be accommodated within the annual provisions.
- 11. A prioritisation exercise has been completed by officers to assess the unfunded pipeline capitals schemes that have not yet reached Gateway 5. Departments have provided commentary against the prioritisation criteria and added further unfunded pipeline schemes that had not been identified during the budget setting process earlier in the year.
- 12. The process followed by officers to assess the schemes was as follows:
 - a. Bids for loan funding/payback schemes were identified first. (NB many of these do not meet the prioritisation criteria).
 - b. All remaining bids were then assessed against the prioritisation criteria.
 - c. A second sift of schemes was undertaken to identify those which may be recommended.
 - d. Schemes which are direct dependencies for the confirmed Major Projects were separately identified.
 - e. The remaining schemes are recommended for deferral pending the outcome of the fundamental review.
- 13. This has resulted in schemes being categorised into the following groups. Members are asked to consider releasing these schemes from being on hold and allow them to progress through the gateway process. Where funding is required to enable projects to progress now (or pending an imminent decision from Resource Allocation Sub-Committee), this is shown against each bid.

- a. Funding bids which fulfil the prioritisation criteria and are recommended for approval (Appendix 1)

Bid Number	Table 2: Schemes fulfilling prioritisation criteria (Appendix 1)	City Fund £000	City's Cash £000	Total £000	Of which Funding required now £000	Of which Funding Previously Approved £000
Q1	Hostile Vehicle Mitigation Security Programme	3,615	-	3,615	-	-
Q2	Bank on Safety (residual to complete interim scheme)	400	-	400	-	-
Q3	Security Enhancements CoL Buildings	7,200	2,800	10,000	-	7,000
Q4	Baldwins & Birch Hall Park Ponds (Epping)	-	2,500	2,500	-	-
Q5	Guildhall School Fire Alarm Renewal (Silk St & John Hosier Annex)	-	636	636	-	636
		11,215	5,936	17,151	-	7,636

- b. Funding bids that require Member consideration (Appendix 2)

Bid Number	Table 3: Other Bids for Member Consideration (Appendix 2)	City Fund £000	City's Cash £000	Total £000	Of which Funding required now £000	Of which Funding Previously Approved £000
Replacement of Critical End of Life Assets/significant service implications						
C1	Library Self Service Kiosks	70	-	70	70	-
C2	Cremator Replacement & Mercury Abatement	1,070	-	1,070	1,070	-
C3	Planning & Regulatory Services Casework Management System	496	-	496	-	496
C4	Guildhall Event Chairs	-	454	454	-	454
C5	Corporate IT service contract - Outsourcing Transition and Migration	-	1,200	1,200	100	-
Police Projects						
C6	Police IT Modernisation (Office 365, Desktop refresh)	4,630	-	4,630	365	-
C7	Police Digital Interview Recording Solution	363	-	363	-	-
C8	Police Airwave Radio (Tetra) replacement	1,250	-	1,250	-	-
C9	Police Intranet/SharePoint	250	-	250	-	-
Policy Implementation						
C10	Beech Street Tunnel Transport and Public Realm	11,355	-	11,355	-	-
C11	Electric Vehicle charging points for transition to a zero emission fleet	83	75	158	158	-
C12	Electric Charging Points at Walbrook Wharf (including new electrical supply)	-	3,395	3,395	-	-
C13	City Mental Health Centre (Funded through CIL)	493	-	493	-	493
Reputational schemes						
C14	St Lawrence Jewry Church	-	3,057	3,057	-	1,915
C15	Guildhall West Wing Provision of upgraded lavatories and cloakroom facilities for members and Guildhall Guests (top-up funding)	41	-	41	41	-
		20,101	8,181	28,282	1,804	3,358

- c. Funding bids which require internal loans or have a payback period that require Member consideration (Appendix 3)

Bid Number	Table 4: Bids for Internal Loans/ Payback (Appendix 3)	City Fund £000	City's Cash £000	Total £000	Of which Funding required now £000	Of which Funding previously approved £000
Payback within 5 years						
L1	Electric Vehicle Replacements Internal Loan facility (excluding Police)	500	700	1,200	1,200	-
L2	Police Electric Vehicle Replacements Internal Loan facility	1,800	-	1,800	1,800	-
Payback over more than 5 years						
L3	Freemen's School Masterplan Phase 1		18,818	18,818	18,818	
Spend to Save (Operational Property Review)						
L4	L5-West Ham Park Nursery	-	1,704	1,704	-	-
L5	AWOW - Vacation Walbrook Wharf to Guildhall	-	717	717	-	-
		2,300	21,939	24,239	21,818	-

- d. Schemes which are dependencies for the Major Projects are recommended to continue through the gateway process to maintain pace. Three schemes have been identified (shown in Appendix 4) with a current total estimated funding requirement of £19m, although there are no funding requests for immediate approval.
14. The bids that are requested for approval by Members to progress are at various stages of the gateway procedure. The progress of each scheme will be one of the following routes:
- some have reached gateway 4a or gateway 5 and require a funding decision now (as highlighted in the tables above)
 - some have previously received funding approval and can progress
 - the remainder can be released from 'on hold' and be allowed to progress through the approval process for final funding confirmation at gateway 4a/5 as appropriate.
15. There are 9 new requests for funding comprising up to £21.818m of internal loan funding and £1.804m of central financial support. The Corporate Priorities Board proposes the following financing strategy (detailed in Appendix 6):
- the loan funding be allocated from the reserves of City Fund and City's Cash as appropriate, subject to other relevant approvals including gateways and Court of Common Council.
 - funding for the other bids be drawn from the unallocated balances remaining in the 2018/19 City Fund and City's Cash provisions for new schemes.
16. If the above allocations from the 2018/19 provisions for new schemes are approved, unallocated balances of £1.110m will remain for City Fund and

£3.218m for City's Cash. It is proposed that these sums be returned to the balances of the respective funds. The future relevance of the annual provisions for new schemes will be considered in the context of the proposed new annual capital funding bid process (see para 19 and 20 below).

17. A summary of remaining schemes that are recommended for deferral is shown at Appendices 5A (City Fund) and 5B (City's Cash). Detailed schedules are available on request.

Further Proposals

18. Following the prioritisation exercise completed by officers, Members are asked to consider if any amendments to the interim prioritisation criteria in advance of the fundamental review should be agreed e.g.
 - a. replacement of critical end-of-life components for core services;
 - b. schemes required to deliver high priority policies
 - c. schemes with a high reputational impact.
19. The fundamental review will assess the services provided by the City Corporation presenting a series of options for consideration at the RASC away day. The capital programme can then be assessed and reviewed against the revised corporate model, developing a set of prioritisation criteria for approval by Policy and Resources Committee.
20. An annual capital bid process will be introduced to set the budget from 2020/21 and inform the Medium-Term Financial Strategy against the revised prioritisation criteria. Bids will be assessed against criteria reflecting the new corporate model. This will avoid any waste of resources by progressing only those schemes with confirmed funding through the gateways.
21. Financial provision for those schemes approved for funding through the annual bid process will be incorporated into the MTFPs to demonstrate the affordability and prudence of our capital plans.

Conclusion

22. The current prioritisation criteria for capital schemes are not effectively determining which projects should be funded. A revised set of criteria need to be agreed with Members. This will form part of the fundamental review.
23. In the meantime, schemes progressing in 2019/20 will be subject to interim prioritisation criteria, deferring projects where possible to be assessed by the revised criteria.
24. This report sets out the schemes that officers are asking Members to consider for continuation in the Gateway procedure and those schemes being recommended for deferral.

Appendices

- Appendix 1 – Funding bids with internal loans/payback
- Appendix 2 – Funding bids which fulfil the prioritisation criteria
- Appendix 3 – Funding bids which are recommended for further consideration
- Appendix 4 – Major Project dependant funding bids
- Appendix 5A – Current City Fund bids recommended for deferral
- Appendix 5B – Current City's Cash bids recommended for deferral
- Appendix 6 – Financing strategy for approved schemes

Background Papers

- Capital Programme – Project Funding: Policy and Resources Committee, 7 June 2012 (Non-Public)
- Risk Management Update – Audit and Risk Management Committee, 15 January 2019 (Public)
- Capital and Supplementary Revenue Project Funding – Fundamental Review and Interim Revised Prioritisation Process: Policy and Resources Committee, 21 February 2019 (Public).

Caroline Al-Beyerty

Deputy Chamberlain

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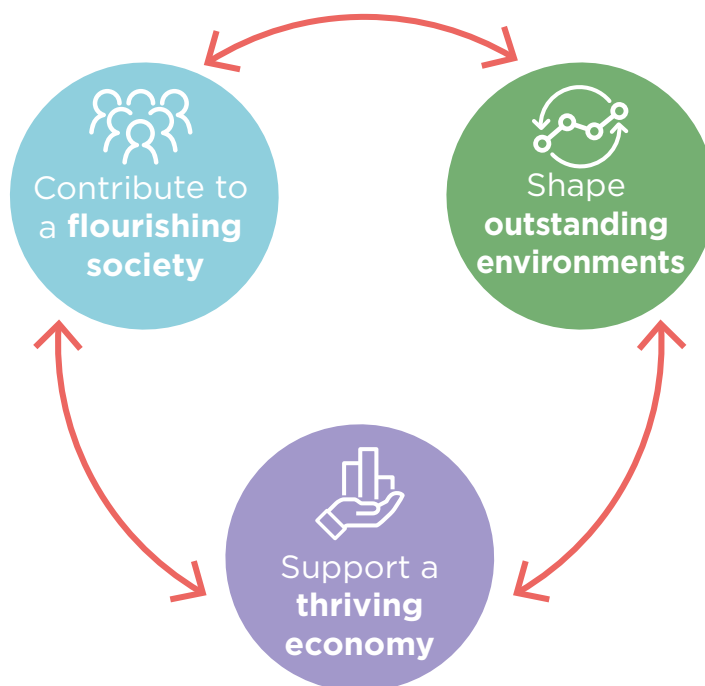
E: Caroline.Al-Beyerty@cityoflondon.gov.uk



Our vision

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

We aim to...



By strengthening the character, capacity and connections of the City, London and the UK for the benefit of **people who live, learn, work and visit here.**

Everything we do contributes towards the achievement of twelve outcomes:



Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.
4. Communities are cohesive and have the facilities they need.



Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best legal and regulatory framework and access to global markets.
7. We are a global hub for innovation in finance and professional services, commerce and culture.
8. We have access to the skills and talent we need.



Shape outstanding environments

9. We are digitally and physically well-connected and responsive.
10. We inspire enterprise, excellence, creativity and collaboration.
11. We have clean air, land and water and a thriving and sustainable natural environment.
12. Our spaces are secure, resilient and well-maintained.

Our vision

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

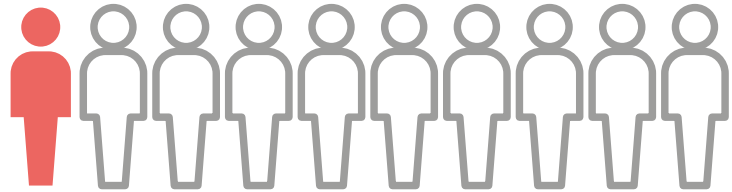
Who we are

The Square Mile is the historic centre of London and is home to the 'City' – the financial and commercial heart of the UK. Our reach extends far beyond the Square Mile's boundaries and across private, public and charitable and community sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

There are

513,000

workers in the City of London, or 10% of London's total workforce. **1 in 58** UK workers are employed in the City.



We look after over

11,000

acres

of green spaces.

That's approximately the same size as 20 Hyde Parks

Our spaces have over

23million

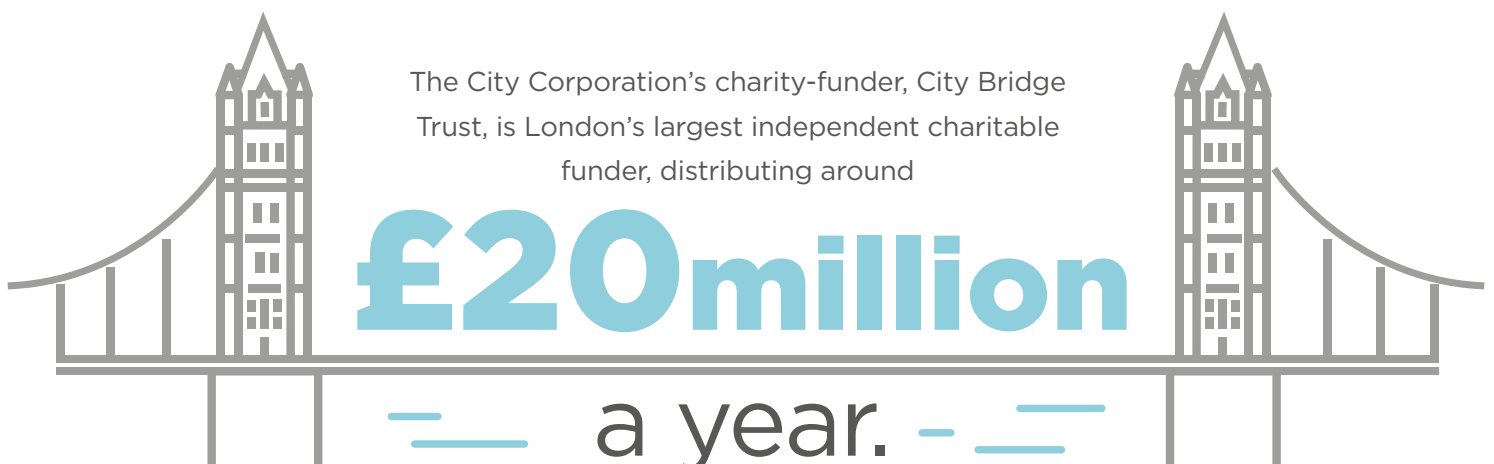
visits each year.



The City Corporation's charity-funder, City Bridge Trust, is London's largest independent charitable funder, distributing around

£20million

a year.





The UK financial services
industry contributed

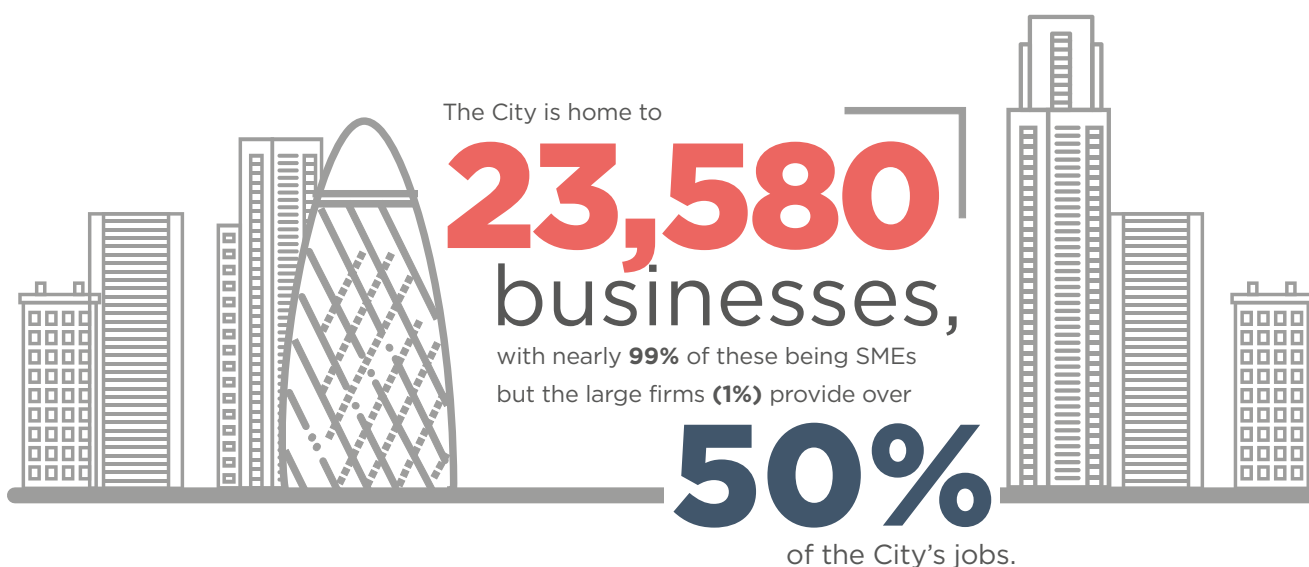
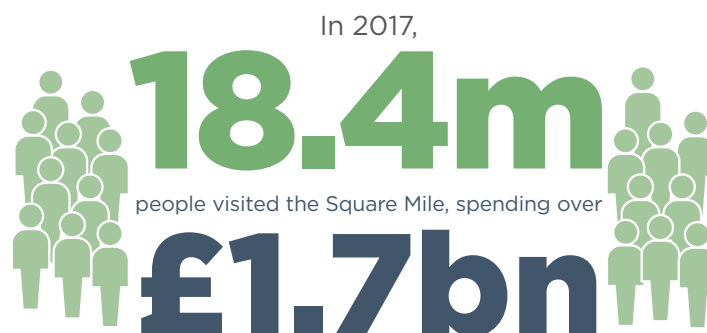
£75bn

in tax revenue in 2018.

11% of the total tax contribution
to the UK is generated from
financial services.



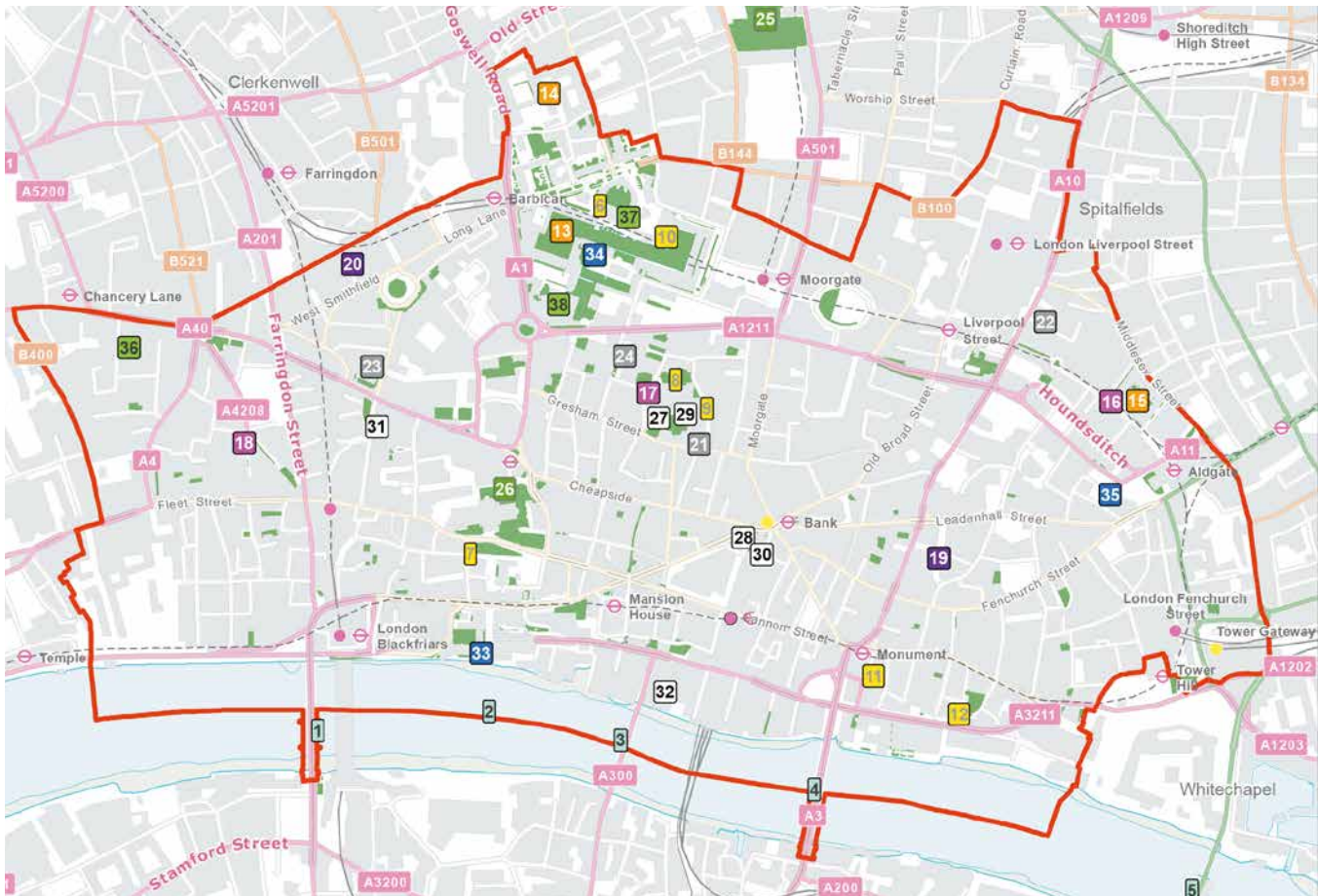
academy sponsor in the country for pupil
progress by the Sutton Education Trust.



Our responsibilities

Beyond our statutory duties for the City, London and the UK, we are also responsible for a wide portfolio of work and institutions both inside and outside the Square Mile.

Our responsibilities in the Square Mile



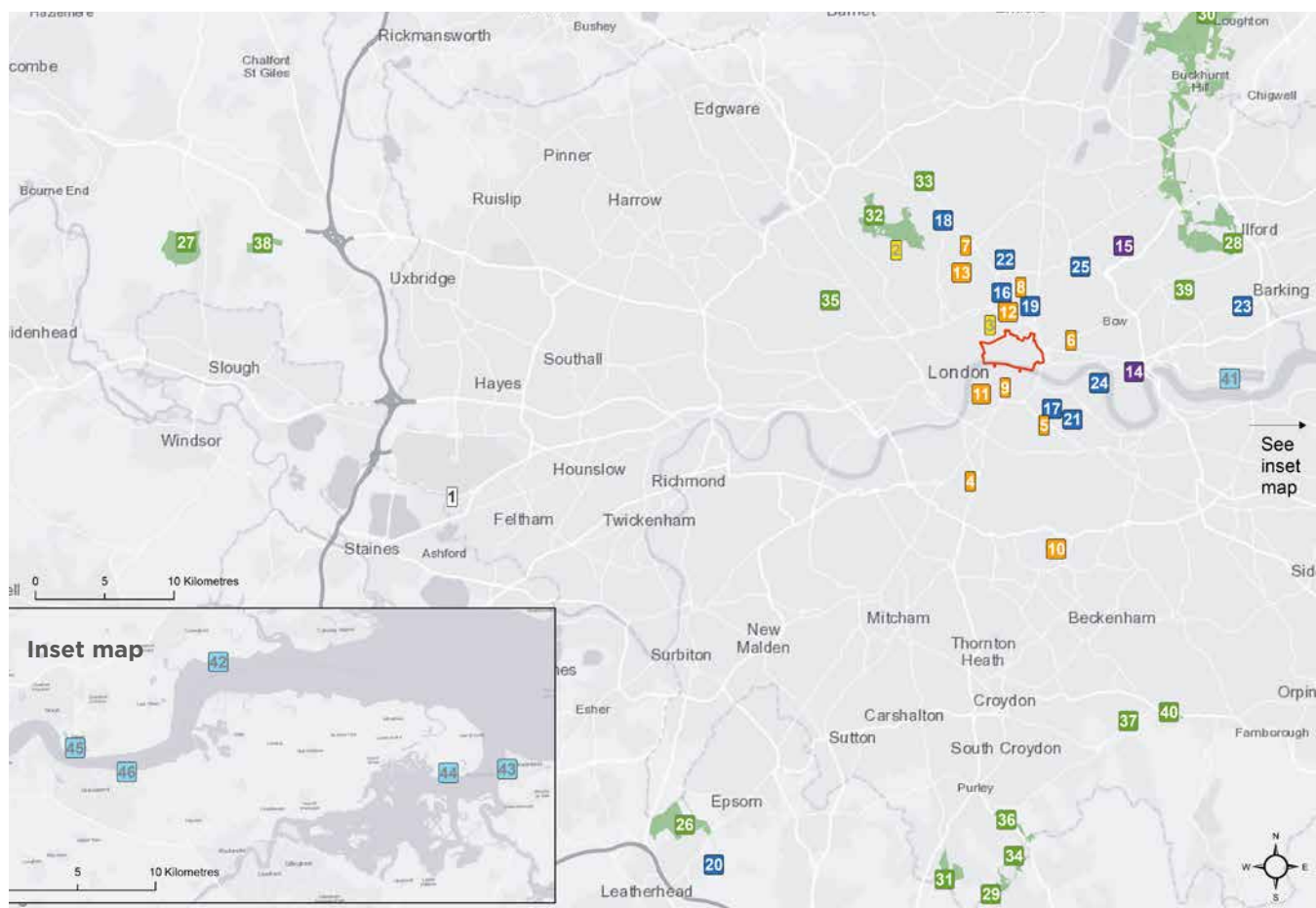
— City of London Boundary (Square Mile)

Correct as of April 2018

Bridges	Housing	Other
1 - Blackfriars Bridge	13 - Barbican Estate	27 - City Bridge Trust
2 - Millennium Bridge	14 - Golden Lane Estate	28 - City of London Magistrates Court
3 - Southwark Bridge	15 - Middlesex Street Estate	29 - Guildhall
4 - London Bridge	Public Libraries	30 - Mansion House
5 - Tower Bridge	6 - Barbican Library	31 - The Old Bailey
Cultural Attractions	16 - Artizan Street Library	32 - Walbrook Wharf
6 - Barbican Arts Centre	17 - City Business Library/ Guildhall Library	Schools
7 - City of London Information Centre	18 - Shoe Lane Library	33 - City of London School
8 - City of London Police Museum	Markets	34 - City of London School for Girls
9 - Guildhall Art Gallery and Roman Amphitheatre	19 - Leadenhall Market	35 - Sir John Cass's Foundation Primary School
10 - Guildhall School of Music and Drama	20 - Smithfield Market	Part-funded
11 - The Monument	Police Stations	36 - Gresham College
12 - Billingsgate Roman House & Baths	21 - City of London Police Headquarters	37 - London Symphony Orchestra
	22 - Bishopsgate Station	38 - Museum of London
	23 - Snow Hill Station	
	24 - Wood Street Station	
	Public Spaces	
	25 - Bunhill Fields	
	26 - City Gardens (all green areas)	

We are also responsible for the development of Culture Mile, in the north-west corner of the Square Mile, between Farringdon and Moorgate.

Our responsibilities outside the Square Mile



— City of London Boundary (Square Mile)

Correct as of April 2018



Animal Health

- 1 - Heathrow Animal Reception Centre



Cultural Attractions

- 2 - Keats House
- 3 - London Metropolitan Archives



Housing

- 4 - Almshouses
- 5 - Avondale Square
- 6 - Dron House
- 7 - Holloway Estate
- 8 - Isleden House
- 9 - Southwark Estates
- 10 - Sydenham Hill Estate
- 11 - William Blake Estate
- 12 - Windsor House Estate
- 13 - York Way Estate



Markets

- 14 - Billingsgate Market
- 15 - New Spitalfields Market



Schools

- 16 - COL Academy (Islington)
- 17 - COL Academy (Southwark)
- 18 - COL Academy Highgate Hill
- 19 - COL Academy Shoreditch Park
- 20 - City Of London Freeman's School
- 21 - Galleywall Primary
- 22 - Highbury Grove Secondary School
- 23 - Newham Collegiate Sixth Form Centre
- 24 - Redriff Primary School
- 25 - The City Academy, Hackney



Public Spaces

- 26 - Ashted Common
- 27 - Burnham Beeches
- 28 - Cemetery and Crematorium

- 29 - Coulsdon Common
- 30 - Epping Forest
- 31 - Farthing Downs and New Hill
- 32 - Hampstead Heath
- 33 - Highgate Wood
- 34 - Kenley Common
- 35 - Queen's Park
- 36 - Riddlesdown
- 37 - Spring Park
- 38 - Stoke Common
- 39 - West Ham Park
- 40 - West Wickham Common



Ports

- 41 - London City Airport
- 42 - London Gateway
- 43 - Sheerness
- 44 - Thamesport
- 45 - Tilbury
- 46 - Denton Office

We are also responsible for offices in Europe and Asia.



The coming five years

2018-23 is likely to be another period of significant change on a global, national and regional level, bringing with it significant threats as well as opportunities.

Preventing climate change, terrorism and cyber-crime, and countering their effects, will remain high priorities. So too will retaining the UK's competitiveness, in the context of Brexit, increases in the cost of living and reductions in public sector spending.

Disruptive changes, such as the digitisation of our work and personal lives, are likely to bring both threats and opportunities to our residents, workers, visitors, partners and our own organisation.

And, of course, things will happen that we're not expecting but that we will want to respond to positively and constructively.



Our commitments

To do so, we will need to be relevant, responsible, reliable and radical as an organisation. We will need to think and act strategically and at pace. And we will need to ensure that everyone can share in the benefits we aim to create.

This means as individuals we must be open: to unlocking the full potential of our many assets – our people, heritage, green and urban spaces, funds, data and technology; to trying new things and learning as we go; and to working with our stakeholders and partners who share our aims.



How we'll use this plan

This plan is designed to be used as a strategic framework to guide our thinking and decision-making and help ensure that everything we do takes us closer to achieving our vision.

It sets out our vision, the aims and outcomes that drive us, our responsibilities, challenges and commitments and the high-level actions we'll take to help our elected Members and staff see where to focus their efforts to achieve sustainable systemic change.

In year one we will use it to develop our strategic priorities, to decide how best to go about delivering them, to allocate resources towards pursuing them and to find out what effect we are having as a result.

Over the five-year term of the plan we will use it to identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important.



To contribute to a flourishing society

1. People are safe and feel safe

We will...

- a. Prepare our response to natural and man-made threats.
- b. Tackle terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and facilitate justice.
- c. Protect consumers and users of buildings, streets and public spaces.
- d. Safeguard children, young people and adults at risk.
- e. Educate and reassure people about safety.

2. People enjoy good health and wellbeing

We will...

- a. Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
- b. Raise awareness of factors affecting mental and physical health.
- c. Provide advice and signposting to activities and services.
- d. Provide inclusive access to facilities for physical activity and recreation.

3. People have equal opportunities to enrich their lives and reach their full potential

We will...

- a. Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- b. Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- c. Promote effective progression through fulfilling education and employment.
- d. Cultivate excellence in academia, sport and creative and performing arts.

4. Communities are cohesive and have the facilities they need

We will...

- a. Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
- b. Support access to suitable community facilities, workspaces and visitor accommodation.
- c. Help provide homes that London and Londoners need.



To support a thriving economy

5. Businesses are trusted and socially and environmentally responsible

We will...

- a. Champion the ease, reliability and cost-effectiveness of doing business here.
- b. Model new ways of delivering inclusive and sustainable growth.
- c. Support, celebrate and advocate responsible practices and investments.
- d. Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

6. We have the world's best legal and regulatory framework and access to global markets

We will...

- a. Promote regulatory confidence founded on the rule of law.
- b. Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- c. Lead nationally and advise internationally on the fight against economic and cyber-crime.
- d. Attract and retain investment and promote exports of goods and services across multiple global markets.

7. We are a global hub for innovation in financial and professional services, commerce and culture

We will...

- a. Support organisations in pioneering, preparing for and responding to changes in regulations, markets, products and ways of working.
- b. Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.
- c. Preserve and promote the City as the world-leading global centre for financial and professional services, commerce and culture.
- d. Promote London for its creative energy and competitive strengths.
- e. Promote the UK as open to business and enterprise and for its world-leading education offer.

8. We have access to the skills and talent we need

We will...

- a. Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
- b. Champion access to global talent.
- c. Identify future skills needs, shortages and saturations.
- d. Champion investment in relevant skills and diverse talent pools.



To shape outstanding environments

9. We are digitally and physically well-connected and responsive

We will...

- a. Champion and facilitate a world-leading digital experience.
- b. Develop and trial smart innovations and better manage demand.
- c. Advocate ease of access via air, rail, road, river and sea.
- d. Improve the experience of arriving in and moving through our spaces.

10. We inspire enterprise, excellence, creativity and collaboration

We will...

- a. Provide world-class spaces for businesses and markets to thrive.
- b. Curate a vibrant, attractive and complementary blend of uses of space.
- c. Create and transform buildings, streets and public spaces for people to admire and enjoy.
- d. Protect, curate and promote world-class heritage assets, cultural experiences and events.
- e. Champion a distinctive and high-quality residential, worker, student and visitor offer.

11. We have clean air, land and water and a thriving and sustainable natural environment

We will...

- a. Provide a clean environment and drive down the negative effects of our own activities.
- b. Provide thriving and biodiverse green spaces and urban habitats.
- c. Provide environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
- d. Influence UK and global policy and regulation and international agreements to protect the environment.

12. Our spaces are secure, resilient and well-maintained

We will...

- a. Maintain our buildings, streets and public spaces to high standards.
- b. Build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others.



Corporate Strategy & Performance Team

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Committee(s):	Date(s):
Hampstead Heath Consultative Committee	8 July 2019
Highgate Wood Consultative Group (via email)	8 July 2019
Queen's Park Consultative Group (via email)	8 July 2019
Subject: Cyclical Works Programme Bid 2020/21	Public
Report of: The City Surveyor CS: 250/19	For Discussion
Report Author: Alison Bunn – Head of Facilities Management	
<p style="text-align: center;">Summary</p> <p>This report sets out a provisional list of cyclical projects being considered for the Hampstead Heath, Highgate Wood and Queen's Park Division in 2020/21 under the umbrella of the "Cyclical Works Programme" (CWP).</p> <p>These proposed works are required to help maintain the operational properties across the Division to a fair to good standard as outlined in the Corporate Asset Management Strategy. The bid list has been compiled from information contained within the Forward Maintenance Plans which are reviewed and updated annually for each property.</p> <p>The bid list has been split into two areas; the Actual List (above the red line) that includes the highest priority projects and a reserve list (below the red line) which includes those projects that should ideally be undertaken but due to limited budgets does not form part of the actual bid list.</p> <p>The draft Actual Cyclical Project List for 2020/21 totals approximately £664,200 and we are seeking Members views on whether the projects in the Actual List and Reserve List reflect the service requirements of the Division.</p> <p>Recommendation</p> <ul style="list-style-type: none"> • Members of the Hampstead Heath Consultative Committee, the Highgate Wood Consultative Group and the Queen's Park Consultative Group note the report and provide feedback on the provisional list of cyclical projects being considered for the Hampstead Heath, Highgate Wood and Queen's Park Division in 2020/21. • The views of the Hampstead Heath Consultative Committee, the Highgate Wood Consultative Group and the Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood & Queen's Park Committee. 	

Main Report

Background

1. The CWP has an annual value of approximately £12m which consists of the Additional Works Programme, Barbican and Guildhall School Capital Cap and additional funding to combat the Bow Wave of backlog maintenance.
2. The level of funding available has increased over the last few years however, each year this has been less than required in the Forward Maintenance Plans.
3. The combined funding for Hampstead Heath, Highgate Wood and Queen's Park over the past three years has been as follows:

Year	Funding
15/16	£1.26 million
16/17	£1.4 million
17/18	£1 million
18/19	£1.1 million
19/20	£1 million

Current Position

4. The Actual List and Reserve List are attached to this report as appendices 1 & 2. Members views are sought in relation to the proposed projects detailed within the 2020/21 programme.
5. A map showing the geographical locations of the proposed projects on the Actual and Reserve Lists is attached at appendix 3.
6. The 2020/21 list has been split into two elements:
 - The Actual List which includes projects that are classed as essential and have been prioritised accordingly.
 - The Reserve List which includes projects that should also be undertaken to help keep the property in a "fair to good" condition, but have less immediate reputational, financial and/or operational impact and risk to operations. Due to budgetary constraints these projects are not likely to be funded in 2020/21 unless savings can be found and thus will be deferred into the next year of cyclical maintenance and therefore creating a backlog of essential but unfunded maintenance.
7. Essential Projects, to be considered for inclusion within the bid list, are ranked in order of priority according to the following criteria and scoring mechanism.

- Health, Safety & Security (weighting 5)
 - Asset Performance (weighting 5)
 - COL Reputational (weighting 4)
 - Maintaining Income Stream (weighting 4)
 - Client Feedback (weighting 2)
8. The Reserve List is prioritised and therefore if savings have been achieved the CWP Peer Review Panel will assess the projects in order to determine which projects will be taken forward.
 9. It should be noted that the provisional list for 2020/21 is subject to a final review prior to presentation to the Corporate Asset Sub-Committee in September 2019 and consideration and approval of the final list by the Resource Allocation Sub-Committee in January 2020.
 10. The CWP covers all operational property and due to the prioritisation mechanism for each project the amount of funding for each location will vary year on year. The amount of funding available for the overall CWP has not diminished just projects for other locations have scored higher than the projects for Hampstead Heath, Highgate Wood and Queens Park.

2019/20 Project Delivery

11. Details of the project delivery for previous years project are listed below:
 - Mechanical refurbishment to the changing rooms on the Heath Extension including new water main, BMS controls, water heaters, boilers, showers and pipework - £249,000
 - Tennis Court Refurbishment at Queens Park and Parliament Hill - £120,000
 - Opening up' works to a sunken area of tarmac in front of the Belvedere Structure at the Pergola, Hill Garden - £3,000

Key Projects for 2020/21

12. The following projects are of particular note:
 - Drainage Overhaul - £100,000
 - Female Changing Room Refurbishment at the Lido - £50,000
 - Hot Water Replacement at Lido - £94,500
 - Underground Fuel Tank Replacement at Staff Yard Building at Parliament Hill Fields - £72,000

Corporate & Strategic Implications

13. The CWP links to the City Surveyor's Business Plan:

Strategic asset management: We will develop asset management strategies that align Corporate Property Strategy, Investment Property Strategy and risks. We will ensure that we unlock the potential of our property assets in a way that supports the efficient delivery of the Corporate Plan and Service Departments' objectives.

Property assets and facilities management: We will ensure buildings are fit for purpose, sustainable, safe and secure, providing access for all, meeting service needs and community expectations and delivering value for money through enhancing our efficiencies; this includes asset management plans, facilities management including hard (planned and reactive maintenance) and soft services (cleaning, security, etc), cyclical projects and minor improvements and delivery of major capital projects for refurbishments and new builds.

Implications

14. As indicated above, these provisional schedules are based on a preliminary review of the Forward Maintenance Plans and are subject to further evaluation in terms of value and with regard to overall Corporate priorities, including availability of resources, sound asset management and accommodation provisions/arrangements. It will be appreciated that the indicative sums are significant and no commitment to their funding can be implied or guaranteed at this stage.

Conclusion

15. The attached provisional list of work for 2020/21 allows the on-going cyclical repairs and maintenance of the City's Operational estate across the Division.
16. The Members views and support for the draft Actual and Reserve Lists are being sought.

Appendices

- Appendix 1 – Actual List of Cyclical Works Programme 2020/21 Projects
- Appendix 2 – Reserve List of Cyclical Works Programme 2020/21 Projects
- Appendix 3 – Map highlighting the spread of projects for the Programme

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Appendix 1 - CWP 20/21 - Actual List

Golders Hill Park

Property	Location	Project Title	Cost
Golders Hill Park Area 8	General	WATER MAINS/DRAINS REPLACEMENT	12,000

£12,000

Hampstead Heath

Property	Location	Project Title	Cost
Hampstead Heath	General/Infrastructure	EMBANKMENT MONITORING	5,500
Hampstead Heath	General/Infrastructure	RESERVOIR SUPERVISION	10,000
Hampstead Heath	General/Infrastructure	TEST OF ALL INLET/OUT PIPES & VALVES (PONDS)	6,000
Hampstead Heath	General/Infrastructure	VALVE REPLACEMENT (ALL PONDS)	36,000
Hampstead Heath	General/Infrastructure	WORKS TO MINOR BRIDGES	1,200
Hampstead Heath	General/Infrastructure	DRAINAGE OVERHAUL (GENERAL)	100,000
Hampstead Heath	General/Infrastructure	MAIN WATER SUPPLY PIPEWORK REPLACEMENT	14,500
Hampstead Heath	436 A-D Archway Road	FIRE ALARM REPLACEMENT	2,500
Highgate Ponds	General	JETTY & DECKING OVERHAUL	20,000
Highgate Ponds	General	DRAINAGE OVERHAUL	50,000
Highgate Ponds	Men's Bathing Pond Toilets	ROOF REPLACEMENT	5,000

£250,700

Highgate Wood

Property	Location	Project Title	Cost
Highgate Wood	1 Coronation Cottage	ROOF REPLACEMENT	14,500
Highgate Wood	2 Coronation Cottage	ROOF REPLACEMENT INLCUDING BAY	16,500
Highgate Wood	1 Sheppard Cottage	BOILER REPLACEMENT	5,000
Highgate Wood	The Lodge	RADIATOR REPLACEMENT	5,000

£41,000

Parliament Hill Fields

Property	Location	Project Title	Cost
Parliament Hill Fields	Lido Buildings Complex	HOT WATER BOILER REPLACEMENT (CHANGING ROOM SHOWERS)	36,000
Parliament Hill Fields	Lido Buildings Complex	HOT WATER BOILER REPLACEMENT (SINKS)	8,500
Parliament Hill Fields	Lido Buildings Complex	HOT WATER PLANT REPLACEMENT	50,000
Parliament Hill Fields	Lido Buildings Complex	CHANGING ROOM REFURBISHMENT (PUBLIC) (FEMALE)	50,000
Parliament Hill Fields	Athletics' Track Pavilion Complex	SPACE HEATING - REPLACEMENT	20,000
Parliament Hill Fields	Athletics' Track Pavilion Complex	RUNNING TRACK COLUMNS RELAMP	15,000
Parliament Hill Fields	General	DRAINAGE OVERHAUL	40,000
Parliament Hill Fields	Staff Yard Building Complex	ROOF REPLACEMENT (COVERED AREA)	9,500
Parliament Hill Fields	Staff Yard Building Complex	UNDERGROUND FUEL TANK REPLACEMENT	72,000
Parliament Hill Fields	Lido Buildings Complex	FIRE ALARM REPLACEMENT (LIDO INFO CENTRE)	36,000

£337,000

Queens Park

Property	Location	Project Title	Cost
Queens Park	Bandstand	FLOORING REPLACEMENT	6,000

£6,000

Vale of Heath and East Heath

Property	Location	Project Title	Cost
Vale of Health and East Heath	Whitestone Pond	ALGAE REMOVAL (DOFF SYSTEM CLEAN)	5,500
Vale of Health and East Heath	Whitestone Pond	DESILTING	12,000

£17,500

Appendix 2 - CWP 20/21 - Reserve List

Golders Hill Park

Property	Location	Project Title	Cost
Golders Hill Park Area 8	General	GATES OVERHAUL (MANUAL) (1No.)	7,000
Golders Hill Park	Cafeteria and Public Toilets	FLOORING REPLACEMENT (TOILETS)	6,000
Golders Hill Park Area 8	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,500
Golders Hill Park Area	Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (STAFF BOTHY)	17,000
Golders Hill Park Area	Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (STAFF OFFICE)	20,000
Golders Hill Park Area	Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (WORKSHOP/STORES)	20,000
Golders Hill Park	Bandstand	LIGHTING REPLACEMENT	500
Golders Hill Park	Shelter and Garages	LIGHTING REPLACEMENT	2,500
Golders Hill Park Area	Staff Yard Complex	WINDOWS REPLACEMENT	24,000
Golders Hill Park Area	Staff Yard Complex	SECURITY ALARM REPLACEMENT (STAFF OFFICE)	2,500
Golders Hill Park	1 & 2 Golders Hill Houses	WINDOWS REPLACEMENT (No. 1)	11,000
Golders Hill Park	Cafeteria and Public Toilets	WINDOWS REPLACEMENT (TOILETS)	9,500
Golders Hill Park	Bandstand	LANDLORDS LIGHTING & POWER REWIRE	7,000
Golders Hill Park	Shelter and Garages	LANDLORDS LIGHTING & POWER REWIRE	3,500
Golders Hill Park	1 & 2 Golders Hill Houses	BRICKWORK REPOINTING	3,000
Golders Hill Park	Zoo Shelter and Toilets	FLOORING REPLACEMENT	6,000
Golders Hill Park	Zoo Shelter and Toilets	EXTERNAL DECORATIONS	2,500

Golders Hill Park	Deer Shelters and Huts	EXTERNAL DECORATIONS	2,000
Golders Hill Park Area	Staff Yard Complex	INTERNAL DECORATIONS (BOTHY)	5,000
Golders Hill Park Area	Staff Yard Complex	INTERNAL DECORATIONS (MAIN OFFICE/STORES)	4,000
Golders Hill Park	Zoo Shelter and Toilets	INTERNAL DECORATIONS	1,500
Golders Hill Park	Tennis Booking Hut and Shelter	INTERNAL DECORATIONS	1,500
Golders Hill Park	Tennis Shelters (3 No.)	DECORATIONS	2,000
Golders Hill Park	Shelter and Garages	DECORATIONS	2,000

£161,500

Hampstead Heath

Property	Location	Project Title	Cost
Hampstead Heath	General/Infrastructure	DESILTING (ALL PONDS)	60,000
Hampstead Heath	General/Infrastructure	SURVEY TO GH LILY POND, MINOR REPAIRS/DREDGING	36,000
Hampstead Heath	General	FABRIC FMP CONDITION SURVEY	25,000
Hampstead Ponds Area 3	Mixed Bathing Pond Complex	SEWAGE PUMPS/CONTROL GEAR REPLACEMENT	20,000
Hampstead Ponds (Area 3)	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,000
Hampstead Ponds Area 3	Mixed Bathing Pond Complex	CABLING TO SUPPLY PILLAR AND REWIRING	100,000
Hampstead Heath	General/Infrastructure	PRINCIPAL STRUCTURAL INSPECTIONS	18,000
Hampstead Heath	General/Infrastructure	FENCING OVERHAUL	24,000
Hampstead Heath	General/Infrastructure	LODGE GARDEN PAVING/FENCING OVERHAUL	3,000
Hampstead Ponds Area 3	Mixed Bathing Pond Complex	FENCING REPLACEMENT	15,000
Hampstead Heath	General/Infrastructure	OVERHAUL OF ALL BANDSTANDS/SHELTERS	36,000
Hampstead Heath	General/Infrastructure	STATUE OVERHAUL/CLEANING	5,500
Hampstead Ponds	Football Field Shelter No. 11	DECORATIONS	1,200

Hampstead Ponds Area 3	Mixed Bathing Pond Complex	INTERNAL DECORATIONS	1,200
Highgate Ponds	Men's Bathing Changing Enclosure	EXTERNAL/INTERNAL DECORATIONS	10,000
Highgate Ponds	Men's Bathing Changing Enclosure	SEWAGE PUMP REPLACEMENT	20,000
Highgate Ponds	Men's Bathing Life Buoys	FLOORING REPLACEMENT	5,000
Highgate Ponds (Area 2)	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES INCLUDING DETAILED SURVEY	7,000
Highgate Ponds	Men's Bathing Life Buoys	KITCHEN REFURBISHMENT	5,000
Highgate Ponds	Men's Bathing Life Buoys	LIGHTING REPLACEMENT	2,500
Highgate Ponds	Men's Bathing Lifeguards Hut	ELECTRIC HEATERS (2 No.)/WATER HEATER (1 No.) REPLACEMENT	1,200
Highgate Ponds	Millfield Lane Toilets	FLOORING REPLACEMENT	6,000
Highgate Ponds	Men's Bathing Pond Toilets	RAINWATER GOODS REPLACEMENT	3,000
Highgate Ponds	Men's Bathing Pond Toilets	EXTERNAL DECORATIONS	2,500
Highgate Ponds	Men's Bathing Life Buoys	INTERNAL DECORATIONS	3,000
Highgate Ponds	Men's Bathing Lifeguards Hut	EXTERNAL/INTERNAL DECORATIONS	3,000
Highgate Ponds	Men's Bathing Pond Toilets	INTERNAL DECORATIONS	1,200

£415,300

Highgate Wood

Property	Location	Project Title	Cost
Highgate Wood and Queens Park	General	FABRIC FMP CONDITION SURVEY	10,000
Highgate Wood	Toilet Block, Incl. Mess Room	SEWAGE PUMP/TANK REPLACEMENT	20,000
Highgate Wood	2 Coronation Cottage	KITCHEN REFURBISHMENT	12,000
Highgate Wood	1 Sheppard Cottage	KITCHEN REFURBISHMENT	6,000
Highgate Wood (Area 10)	General	FENCING REPLACEMENT/ DECORATION	6,000

Highgate Wood	Equipment Store, Highgate Wood	LANDLORDS LIGHTING & POWER REWIRE	1,200
Highgate Wood	1 Hornbeam Cottage	RAINWATER GOODS REPLACEMENT	2,500
Highgate Wood	The Lodge	RAINWATER GOODS REPLACEMENT	1,500
Highgate Wood (Area 10)	General	SCORER'S HUT REFURBISHMENT	8,000
Highgate Wood	1 Coronation Cottage	EXTERNAL DECORATIONS	3,500
Highgate Wood	2 Coronation Cottage	EXTERNAL DECORATIONS	3,500
Highgate Wood	The Pavilion	INTERNAL DECORATIONS (EXCLUDES CAFE)	4,000

£78,200

Kenwood

Property	Location	Project Title	Cost
Kenwood	Kenwood Yard	SEWAGE PUMPING STATION REPLACEMENT	20,000
Kenwood (Area 4)	General	SURVEY - GENERAL	6,000
Kenwood (Area 4)	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,000
Kenwood (Area 4)	General	FENCING OVERHAUL/ REDECORATIONS (ATHLONE GARDENS)	20,000
Kenwood (Area 4)	General	KENWOOD NURSERY - WALL REPAIRS	24,000
Kenwood	Handyman's Workshop and Stores	WINDOWS REPLACEMENT	7,000
Kenwood	Bothy Building	RAINWATER GOODS REPLACEMENT	2,500
Kenwood	Bothy Building	STONE COPINGS REPLACEMENT	9,500
Kenwood	Handyman's Workshop and Stores	RAINWATER GOODS REPLACEMENT	2,000
Kenwood	Handyman's Workshop and Stores	EXTERNAL DECORATIONS	5,000
Kenwood	Garage Stores	EXTERNAL DECORATIONS	2,500
Kenwood (Area 4)	General	GATES DECORATION	3,500
Kenwood	Garage Stores	INTERNAL DECORATIONS	2,500

£105,500

Parliament Hill Fields

Property	Location	Project Title	Cost
Parliament Hill Fields (Area 1)	General	PATH RESURFACING	12,000
Parliament Hill Fields	Traditional Playground Building	RETAINING WALL OVERHAUL	10,000
Parliament Hill Fields (Area 1)	General	QUINQUENNIAL HISTORICAL PROPERTIES SURVEY/LISTED SEWER VENT PIPE REDECORATION	2,400
Parliament Hill Fields	Staff Yard Building Complex	TOILET REFUBISHMENT (STAFF BOTHY & OFFICES)	12,000
Parliament Hill Fields	Lido Buildings Complex	CABLE RATIONALISATION	3,000
Parliament Hill Fields	One O'clock Club Building	LIGHTING REPLACEMENT	3,500
Parliament Hill Fields	Adventure Playground Building	LIGHTING REPLACEMENT	3,500
Parliament Hill Fields	Athletics' Track Pavilion Complex	CABLE RATIONALISATION	3,000
Parliament Hill Fields	Athletics' Track Pavilion Complex	GARAGE STORE LIGHTING REPLACEMENT	1,000
Parliament Hill Fields	Playground Staff Toilet and Shelter	ELECTRIC HEATERS (2 No.) /WATER HEATER (1 No.) REPLACEMENT	1,200
Parliament Hill Fields	Meadow Lodge	KITCHEN REFURBISHMENT	6,000
Parliament Hill Fields	Lido Buildings Complex	PA SYSTEM REPLACEMENT	6,000
Parliament Hill Fields	Staff Yard Building Complex	CCTV REPLACEMENT	9,500
Parliament Hill Fields	Meadow Lodge	LANDLORDS LIGHTING & POWER REWIRE	15,000
Parliament Hill Fields	Meadow Lodge	SECURITY ALARM REPLACEMENT	1,200
Parliament Hill Fields	PH-Bandstand	LANDLORDS LIGHTING & POWER REWIRE	2,500
Parliament Hill Fields	Lido Buildings Complex	LANDLORDS LIGHTING & POWER REWIRE	25,000
Parliament Hill Fields	Lido Buildings Complex	ROLLER SHUTTER REPLACEMENT (8 No.)	17,000
Parliament Hill Fields	One O'clock Club Building	FENCING REPLACEMENT (PERIMETER WOODEN)	9,500

Parliament Hill Fields	One O'clock Club Building	WINDOWS/DOORS OVERHAUL	5,000
Parliament Hill Fields	One O'clock Club Building	CCTV REPLACEMENT	3,500
Parliament Hill Fields	One O'clock Club Building	LANDLORDS LIGHTING & POWER REWIRE	6,000
Parliament Hill Fields	One O'clock Club Building	SECURITY ALARM REPLACEMENT	2,000
Parliament Hill Fields	Adventure Playground Building	CCTV REPLACEMENT	3,500
Parliament Hill Fields	Adventure Playground Building	SECURITY ALARM REPLACEMENT	2,000
Parliament Hill Fields	Traditional Playground Building	CCTV REPLACEMENT	3,500
Parliament Hill Fields	Traditional Playground Building	SECURITY ALARM REPLACEMENT	2,000
Parliament Hill Fields	Athletics' Track Pavilion Complex	ROLLER SHUTTERS REPLACEMENT (5 No. POWERED)	12,000
Parliament Hill Fields	Playground Staff Toilet and Shelter	FLOORING REPLACEMENT	1,200
Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre "The Hive"	FENCING REPLACEMENT	3,000
Parliament Hill Fields	Staff Yard Building Complex	EMERGENCY LIGHTING REPLACEMENT	3,500
Parliament Hill Fields	One O'clock Club Building	EMERGENCY LIGHTING REPLACEMENT	4,000
Parliament Hill Fields	Athletics' Track Pavilion Complex	FIRST AID HUT FLOORING REPLACEMENT	2,500
Parliament Hill Fields	PH-Bandstand	DECORATIONS	6,000
Parliament Hill Fields	Athletics' Track Pavilion Complex	EXTERNAL DECORATIONS	6,000
Parliament Hill Fields	Athletics' Track Pavilion Complex	FENCING DECORATION	8,000
Parliament Hill Fields	Athletics' Track Pavilion Complex	GARAGE STORE EXTERNAL DECORATIONS	1,500
Parliament Hill Fields	Staff Yard Building Complex	INTERNAL DECORATIONS	12,000
Parliament Hill Fields	PH-Bandstand	DECORATIONS/OVERHAUL TO HANDRAILS	1,000
Parliament Hill Fields	Athletics' Track Pavilion Complex	FIRST AID HUT INTERNAL DECORATIONS	1,200
Parliament Hill Fields	Playground Staff Toilet and Shelter	INTERNAL DECORATIONS	1,200

£233,900

Queens Park

Property	Location	Project Title	Cost
Queens Park (Area 11)	General	FOOTPATH RESURFACING	12,000
Queens Park	Mess Room and Stores	KITCHEN REFURBISHMENT	6,000
Queens Park	The Lodge, Kingswood Avenue	BATHROOM REFURBISHMENT	6,000
Queens Park	The Lodge, Kingswood Avenue	KITCHEN REFURBISHMENT	14,500
Queens Park	Cafeteria & Park Office	WINDOWS REPLACEMENT	24,000
Queens Park	Mess Room and Stores	WINDOWS REPLACEMENT	12,000
Queens Park	Bandstand, Queens Park	LANDLORDS LIGHTING & POWER REWIRE	1,200
Queens Park	The Lodge, Kingswood Avenue	WINDOWS REPLACEMENT	14,500
Queens Park (Area 11)	General	CORPORATE IMAGE BOARDS DECORATION	2,500
Queens Park	Cafeteria & Park Office	TOILET REFURBISHMENT (PARK OFFICE)	2,500
Queens Park	The Lodge, Kingswood Avenue	RAINWATER GOODS OVERHAUL	2,000
Queens Park	Cafeteria & Park Office	INTERNAL DECORATIONS (PARK OFFICE)	4,000
Queens Park	Mess Room and Stores	INTERNAL DECORATIONS	3,000

£104,200

Sandy Heath and Heath Extension

Property	Location	Project Title	Cost
Sandy Heath and Heath Extension	Staff Yard and Changing Rooms	PUMPING STATION SURFACE WATER/PUMPS REPLACEMENT	9,500
Sandy Heath and Heath Extension	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,500
Sandy Heath and Heath Extension	Pitt Arch	CONDITION SURVEY	2,500
Sandy Heath and Heath Extension	Staff Yard and Changing Rooms	WINDOWS REPLACEMENT (BOTHY-HEATH EXTENSION)	5,000

Sandy Heath and Heath Extension	Staff Yard and Changing Rooms	RAINWATER GOODS OVERHAUL (CAST IRON)	9,500
Sandy Heath and Heath Extension	Staff Yard and Changing Rooms	INTERNAL DECORATIONS	42,000
Sandy Heath and Heath Extension	Staff Yard and Changing Rooms	INTERNAL DECORATIONS	6,000

£76,000

Vale of Heath and East Heath

Property	Location	Project Title	Cost
Vale of Heath & East Heath Area 5/8	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,000
Vale of Heath and East Heath	The Round House East Heath	EXTERNAL DECORATIONS	2,000

£3,000

West Heath

Property	Location	Project Title	Cost
West Heath	Hill Garden 'The Shelter'	STONE STAIRCASE TO SHELTER OVERHAUL	15,000
West Heath	Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - BRICKWORK OVERHAUL	70,000
West Heath	Pergola Structure (Belvedere Structure and Store), Hill Garden Area	REBULD HILL GARDEN WALL	12,000
West Heath	Pergola Structure (Belvedere Structure and Store), Hill Garden Area	STORE - DECORATIONS TO BELVEDERE STRUCTURE ENTRANCE/LOBBY	3,500
West Heath	Pergola Structure (Belvedere Structure and Store), Hill Garden Area	TARMAC PATH TO BELVEDERE AREA SURVEY/OVERHAUL	60,000
West Heath Area 7	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,100
West Heath Area 7	General	SIGNS REPLACEMENT	15,000
West Heath	Hill Garden 'The Shelter'	INTERNAL DECORATIONS	3,000

£179,600

Sandy Heath and Heath Extension:
No projects
scheduled

Golders Hill Park:
1 project
£12,000

West Heath:
No projects
Scheduled

Vale of Heath and East Heath:
2 projects
£17,500

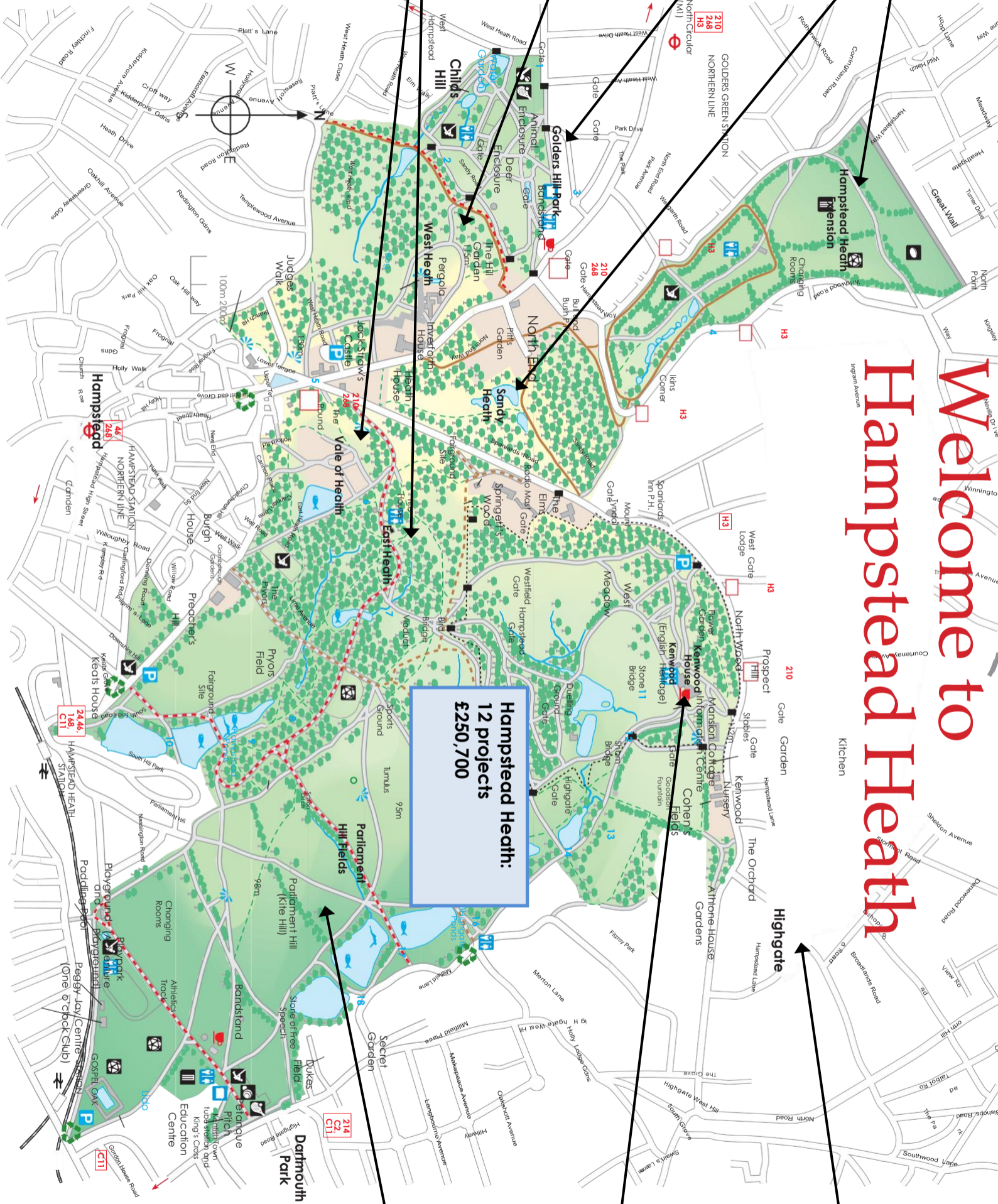
Welcome to Hampstead Heath

Highgate:
4 projects
£41,000

Kenwood:
No projects
scheduled

Parliament Hill Fields:
10 projects
£337,000

Hampstead Heath:
12 projects
£250,700



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City of London Corporation.



<p>Committee(s) <u>For decision:</u> Establishment Committee Policy and Resources Committee</p> <p><u>For information:</u> Community and Children's Services Committee Culture, Heritage and Libraries Committee Barbican Centre Board Health and Wellbeing Board Hampstead Heath, Highgate Wood & Queen's Park Committee Open Spaces and City Gardens Committee</p>	<p>Date(s): 30 April 2019 2 May 2019</p> <p>8 May 2019 13 May 2019 22 May 2019 4 June 2019 5 June 2019 15 July 2019</p>
<p>Subject: Gender Identity Policy</p>	<p>Public</p>
<p>Report of: Town Clerk and Chief Executive</p>	<p>For Decision: Establishment Committee and Policy and Resources</p> <p>For Information: All other committees</p>
<p>Report author: Simon Cribbens, Assistant Director, Commissioning and Partnerships, DCCS Tracey Jansen, Assistant Director, HR Business Services, Town Clerk's Department Marcus Roberts, Head of Strategy and Performance, DCCS</p>	

Summary

This report presents a City Corporation policy on gender identity, and the findings from independent analysis of an online survey conducted in 2018.

Recommendation

Members of Establishment Committee and Policy and Resources Committee are asked to:

- Consider the survey findings
- Approve the Gender Identity Policy.

Members of the Community and Children's Services Committee, the Culture Heritage and Libraries Committee, Barbican Centre Board, the Hampstead Heath Consultative Committee, the Open Spaces and City Gardens Committee and the Health and Wellbeing Board are asked to

- Consider the survey findings
- Note the Gender Identity Policy and its implications for them.

Main Report

Background

1. In July 2018, Establishment Committee asked that officers undertake a piece of work to develop an over-arching policy on gender identity for the City Corporation, covering both the Corporation's workforce and access to services.
2. The Equality Act 2010 says that someone must not be discriminated against if their gender identity is different from the gender assigned at birth (this is referred to as 'gender reassignment' and is identified as a 'protected characteristic'). To be protected under the Act it is not necessary to have undergone specific treatment; changing gender attributes is understood as a personal process, and not a medical one.

Gender Identity Policy

3. Adopting the proposed Gender Identity Policy (see Appendix 1) will ensure that the Corporation has a clear and consistent approach to gender identity in service delivery and in the workplace.
4. The policy that we are proposing is:
 - A clear statement of our duties under the Equality Act 2010
 - Supported by the findings of a Gender Identity Survey (see below and Appendix 2)
 - Informed by an Equality Impact Assessment, which concludes that the Gender Identity Policy should be implemented (see Appendix 3).
5. Its adoption will mean that:
 - Transgender staff are not subject to less favourable treatment at work;
 - Corporation management and staff receive training and support to enable them to address transgender issues appropriately in the workplace;
 - Transgender people are not discriminated against in the provision of Corporation services and are able to access services provided for the gender with which they consistently identify now;
 - Transgender people may still be excluded from single-sex services in rare circumstances where this could be demonstrated to be a proportionate means to a legitimate end and fully compliant with the Equality Act 2010.

Gender Identify Survey

6. An online survey was conducted to support the development of the policy by capturing the views of city residents, workers, visitors and other stakeholders (Appendix 2). The survey was open from 25 July to 14 September 2018. Analysis of responses was undertaken by an independent consultancy (Smart Consult), and completed in March 2019.

7. A substantial majority of the 21,191 valid responses were in favour of the propositions on gender identity set out in the survey – including that transgender people should be able to access services relating to the gender with which they identify now - with between two and four times as many respondents strongly supporting or agreeing with the key propositions as said that they opposed or strongly disagreed with them. This was also the balance of opinion among City residents who responded.
8. Among the minority who opposed the proposals many claimed that ‘sex’ was biologically given, itself a protected characteristic under the Equality Act 2010, and that this was a justification for preventing or limiting trans access to single sex spaces. The importance of safeguarding was also a recurrent theme.

Implementation of the Policy

9. Establishment Committee will oversee the Gender Identity Policy. The Equality and Inclusion Board, chaired by the Town Clerk, will be responsible for ensuring it is effectively implemented.
10. Chief Officers will ensure they are compliant with the Gender Identity Policy and will be asked to report annually on their progress. Departmental Leadership Teams will satisfy themselves that managers are appropriately supported to implement the policy, with Human Resources ensuring that appropriate guidance and training is available for managers and other staff.

Corporate & Strategic Implications

11. The Gender Identity Policy will contribute to the deliver of key outcomes in the City Corporation’s Corporate Plan 2018-23:
 - People are safe and feel safe
 - People enjoy good health and wellbeing
 - People have equal opportunities to enrich their lives and reach their full potential
 - Communities are cohesive and have the facilities they need
 - We have access to the skills and talents we need.
12. The policy will contribute to delivering the City Corporations Equality Objectives for 2016-20.

Legal Implications

13. The Gender Identity Policy will enable the City Corporation to discharge the Public Sector Equality Duty under the Equality Act 2010 with respect to gender identify.

Appendices

- Appendix 1 - Gender Identity Policy
- Appendix 2 - Gender Identity Survey: Report
- Appendix 3 - Equality Impact Assessment

Background Papers

Equality and Human Rights Commission - statement on sex and gender reassignment: legal protections and language 30 July 2018

<https://www.equalityhumanrights.com/en/our-work/news/our-statement-sex-and-gender-reassignment-legal-protections-and-language>

Equality and Human Rights Commission – Gender Reassignment Discrimination (online resource) <https://www.equalityhumanrights.com/en/advice-and-guidance/gender-reassignment-discrimination>

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Gender Identity Policy

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Introduction

1. The issue of gender identity has relevance and importance for services across the City Corporation and for our members and staff. This policy is intended to support a consistent and coherent approach both in service delivery and in the workplace.
2. This policy contributes to the delivery of the City Corporation's Corporate Plan 2018-23. It contributes to the following key outcomes:
 - People are safe and feel safe
 - People enjoy good health and wellbeing
 - People have equal opportunities to enrich their lives and reach their full potential
 - Communities are cohesive and have the facilities they need
 - Businesses are trusted and socially and environmentally responsible

Equality and Inclusion Policy

3. The City Corporation is committed to delivering excellent customer service. We recognise the different needs of our customers and actively work to minimise potential issues of exclusion and to challenge discrimination. We aspire to be a leader in equality and inclusion, serving a wide range of communities including our members, staff, residents, businesses and workforce.

4. The City Corporation also aims to provide an inclusive, respectful and discrimination-free work environment for staff. We will use best practice in employment in accordance with legislation to ensure that employees feel respected and able to give their best. As far as possible, we want our workforce to be broadly representative of all sections of society.
5. The City Corporation's Equality Objectives for 2016-20 are to:
 - Increase community engagement and improve cohesion within our communities so that people feel safe;
 - Support the City's most disadvantaged groups and develop our understanding of communities;
 - Improve the way we listen to our communities and respond to their feedback to improve services; and
 - Promote staff development and career progression to ensure equality of opportunity for the promotion and development of a workforce that reflects the make-up of our communities.
6. The City Corporation is required to have due regard to the Public Sector Equality Duty (s.149 Equality Act 2010) and in particular:
 - To eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act;
 - To advance equality of opportunities between persons who share a relevant protected characteristic and persons who do not share it; and
 - To foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Gender Identity: Our Services

7. The protected characteristics under the Equality Act 2010 are: age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.
8. The term 'gender reassignment' applies to a person who is proposing to undergo, is undergoing or has undergone a process (or part of a process) to reassign their sex by changing their physiological or other attributes. This is a personal process, and not a medical one, and may or may not involve medical interventions (e.g. surgery or hormone treatment).
9. The Equality and Human Rights Commission advises that the term 'gender reassignment' is outdated or misleading, and the preferred umbrella term is 'trans'. The City Corporation recognises that gender identity is complex and varied (e.g. some people identify as genderfluid), and this will be reflected in our approach.
10. The Equality Act requires that people with the protected characteristic of gender reassignment are not discriminated against in the provision of single-sex services and are able to access services aligning with their gender identity. In a few circumstances, services may lawfully discriminate if excluding trans people is a proportionate means to achieving a legitimate aim. The explanatory notes in the Equality Act provide single-sex

counselling services for survivors of sexual violence as an example of where lawful discrimination could take place.

11. The City of London Corporation is committed to trans inclusivity and to open dialogue with the people who use our services. We will consider any 'legitimate aim' on a case by case basis, only deviating from a presumption of inclusivity where this can be evidenced to fully comply with the Equality Act. Any action taken by the City Corporation to legally discriminate by excluding trans people would need to be rigorously justified under the Equality Act, taking account of all the circumstances of the case and informed by an Equality Impact Assessment.

Gender Identity: Our workforce

12. The City Corporation is committed to promoting equality and fairness in our employment practices. It is opposed to all unlawful discrimination, harassment and victimisation.
13. This policy should be read in conjunction with the City Corporation's Managers' [Guide to Transgender Equality](#) which provides a broad introduction for managers and guidance on supporting an individual who is transitioning, time off and use of facilities. A Trans Awareness course is available for staff online.
14. The Equality Act gives protection against less favourable treatment of employees in relation to an absence that is because of their gender reassignment. Our policy for staff makes clear that time off for medical or other treatment should be treated no less favourably than time off for illness or medical appointments. In addition, it states that a trans employee must be able to use the toilet or changing room of their expressed gender identity without fear of harassment.

Responsibilities

15. Chief Officers will be responsible for the provision, design and development of their services / departments to ensure compliance with the Equality Act. All Departments within the City Corporation will report on their progress on Gender Identity through the Equality and Inclusion Annual Report, which is publicly available on the City Corporation's website.
16. Departmental Leadership Teams are required to refer to the Managers Guide on Transgender Equality and ensure that all managers access and implement appropriate training.
17. The City Corporation's Human Resources Department will ensure that the Manager's Guide to Transgender Equality and this policy are included in mandatory equality training for managers and will facilitate appropriate training packages for staff.

Conclusion

18. The City Corporation takes its responsibilities under the Public Sector Equality Duty very seriously, and aspires to be a leader on equality and inclusion issues, including the implementation of our Equality Act responsibility for trans inclusion.

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City of London Gender Identity Survey: Report April 2019



FOR COMMITTEE

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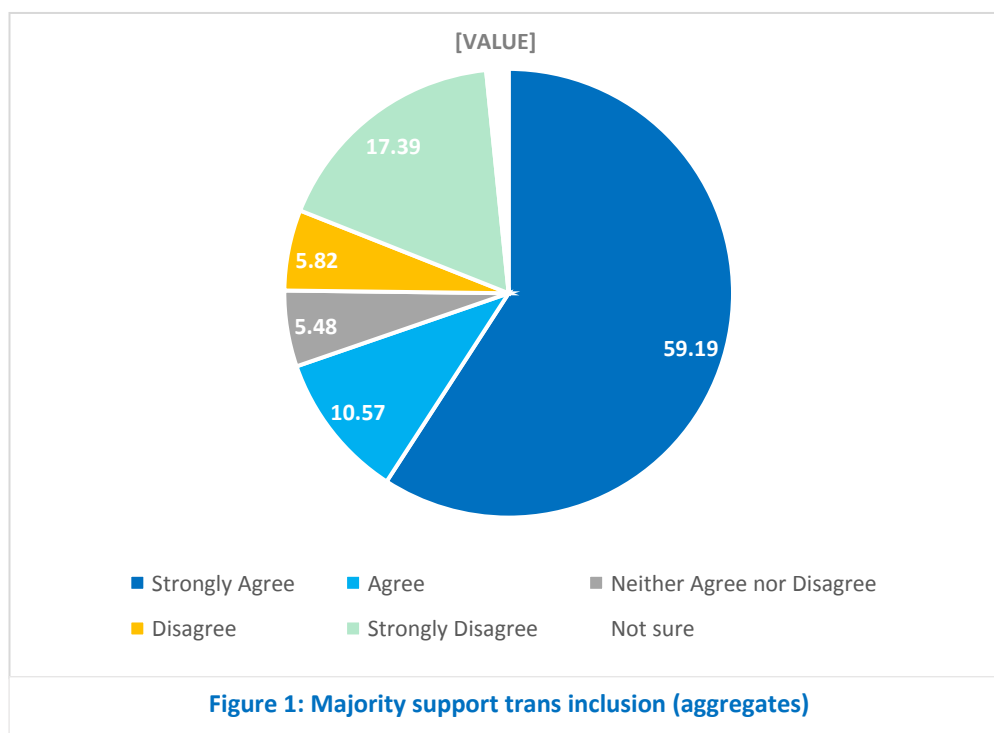
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Executive Summary

Survey findings

- For all stakeholder groups there was a clear majority in favour of the principles and propositions on gender identity that were set out in the survey, with between two and four times as many respondents strongly supporting or agreeing as said they opposed or strongly disagreed.



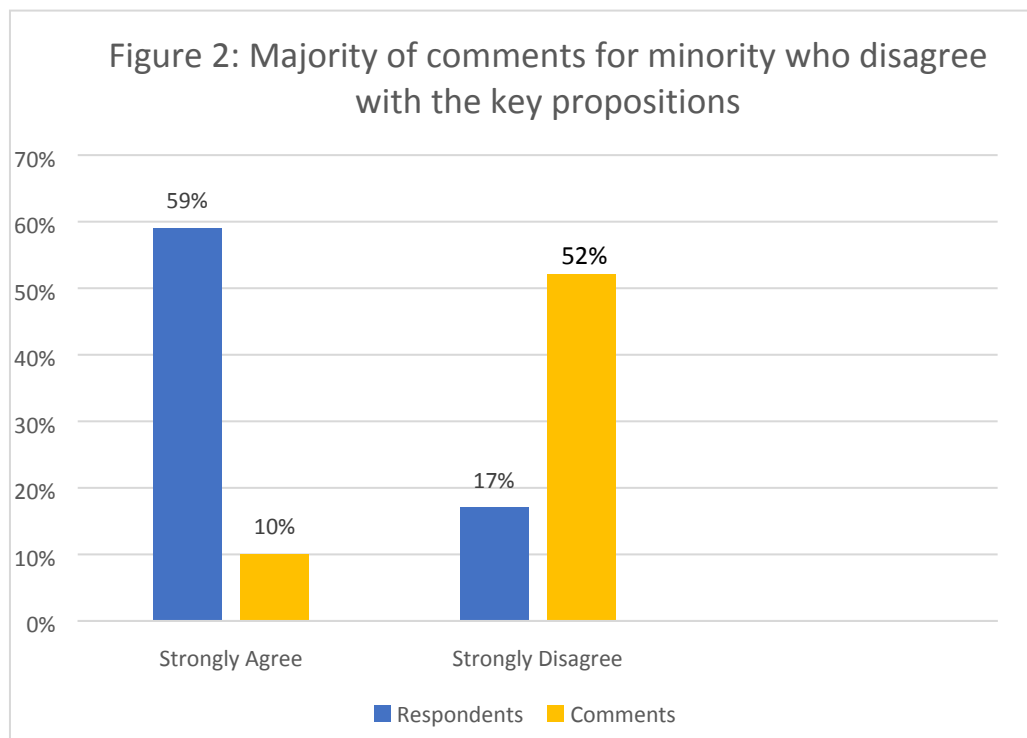
Responses

- There were 21,191 valid responses to the survey. 1,564 respondents identified as 'City Resident' and a further 3,148 as 'City Resident and Worker' (22% of responses in total). Analysis using postcode information to narrow this down to 'Square Mile' residents suggests that 318 responses were from 'City Residents' and 657 from 'City Residents and Workers'. Most of the rest of this self-identified group were Londoners.
- The demographic profile of respondents was similar across all groups, with women in the majority, and most respondents (a) aged 18 to 54 years and (b) of white British ethnicity.

Free text analysis

- While most respondents were supportive, those opposed to the proposals were much more likely to use free text facilities, and this is reflected in the balance of comments provided, which does not reflect the balance of opinion on the issues reflected in the survey.
- Many of these respondents took the opportunity to question the consultation process itself, with a recurrent theme being the use of language (particularly 'gender' and 'sex').

- The importance of appropriate safeguarding was a recurrent theme.
- A consistent message in the responses was the importance of respect, acceptance, ensuring the voices of all of those affected are heard and the need to involve and consider the views of all, particularly the most vulnerable.



Key Findings

1. Introduction

- 1.1 This report was commissioned by the City of London Corporation (City Corporation) to provide an independent analysis of the findings of a Gender Identity Survey.
- 1.2 The survey ran on the Survey Monkey Platform from 25 July to 14 September 2018. It was widely publicised to provide those who accessed City services, both within and outside the Square Mile, with the opportunity to respond – whether as residents, visitors or workers. It also sought views from relevant experts and interested organisations.
- 1.3 The Survey was an action of the City Corporation's Establishment Committee, which is responsible for all workforce and inclusion matters. It was designed to assist the City Corporation to develop an overarching Gender Identity Policy, and to discharge its duties under the Equality Act 2010.
- 1.4 The survey was constructed in four parts:
 - About You – including association to the City Corporation
 - Gender identity – Basic Principles
 - Gender Identity – Access to Services
 - Demographic and Equalities information.

In total there were 18 multiple response questions, of which 12 allowed for free text comments (see Appendix 1 for a full list of questions).
- 1.5 The survey generated nearly 40,000 responses of which 21,191 were valid responses (see below for criteria for validity).

2. Approach to Analysis

Respondents

- 2.1 There were 39,650 responses, with the large majority from members of the public. Almost half of these responses did not address any of the questions on gender identity. Once these were excluded there were 21,191 valid responses, which formed the basis for this evaluation.¹ For the purposes of this report this group are referred to as ‘all respondents’² Respondents were grouped according to whether they were responding as an individual, expert on gender identity or organisation representative.

TABLE 1: BREAK DOWN OF RESPONDENTS BY STAKEHOLDER STATUS

Respondent	Valid	Invalid	Total
An individual member of the public	19,333	17,467	36,800
A relevant expert in respect to gender identity	1,671	851	2,522
A representative of a specific organisation	167	133	300
Not Stated	20	8	28
Grand Total	21,191	18,459	39,650

- 2.2 The overall response from self-defined experts were regrettably of limited value, as many did not have genuine expertise (for example, many cited basic biological qualifications as constituting ‘expertise’ on physical sex differences). It did, however, include responses from people with relevant academic, professional and lived experience, which have been considered as part of the free text analysis. Expert opinion was considered as part of the wider research that was undertaken to inform the policy. The same broadly applies to organisational responses.
- 2.3 1,564 respondents identified as ‘City Resident’ and a further 3,148 as ‘City Resident and Worker’ (22% of responses in total). Postcode information suggests that in fact 318 responses were from ‘City Residents’ and 657 from ‘City Residents and Workers’, while others who self-identified as such were residents of Greater London.

Coding

- 2.4 The survey was a mixture of:
- Closed questions – multiple response questions with defined answers (e.g. agree, disagree), these received statistical analysis.
 - Open questions - free text comments.

¹ The 46% (18,459) response which were deemed invalid were respondents who primarily answered the introduction About You section which sought to identify the respondent’s stakeholder status. The one question some of this group answered was Q10 which enquired about their interest in the survey. 5% (989) responded with answers to this question ranging from transgender rights, to protecting women’s spaces, feminism, equality, interest in the subject, being a visitor to London and social media promotion.

² To ensure that only relevant responses were included for analysis, and findings were not adversely skewed, the eligibility criteria for inclusion was determined as respondents who had answered one of the questions posed (in Section 2 and Section 3) rather than limited their contribution to commenting on Question 10². This group of valid responses is identified as the core cohort. For the purpose of this report they are referred to as all respondents.

As part of this analysis the open questions were coded into key themes and grouped by frequency using a text analytics approach.

- 2.5 While all questions were coded in this way, where the assertion is made in this report that a respondent agrees with the ‘basic principles’, this refers to those who answered Question 13 affirmatively³. Similarly, when there is reference to agreement with the access to City Corporation Services, this refers to those who answered Question 14 affirmatively⁴. Quotes from respondents have been used to help illustrate some of the key themes. The respondent’s stakeholder status and any other demographic information - for instance self-reported gender identity - is used here.

Other considerations

- 2.6 This was an open survey, so the respondents are a self-selecting group.
- 2.7 *GDPR*. The City Corporation excluded any data that could potentially identify individuals from the dataset that was provided for analysis by Smart Consult:
- Full Postcode information – first two characters were supplied for geographical analysis
 - Position within organisation of people submitting on behalf of an organisation.
- 2.8 *Age Bands*. This was a free text question, which has been aggregated into standard age bands as part of the analysis.
- 2.9 *Percentages*. These have been rounded for this report, which is why there are respondent categories recorded as 0% when there were some responses from these stakeholder groups.
- 2.10 *Terminology*. A glossary of acronyms and terms used within the survey and analysis can be found at the end of this report.
- 2.11 *Quotations and free text comments*. Comments that are abusive, discriminatory and/or contrary to the Equality Act 2010 have not been used in this report. An Excel document containing free text comments received in response to the survey is available on request from the City Corporation.

³ Q.13. Do you agree or disagree with the following statement...?

A person who consistently identifies in a gender which is different to the one they were assigned at birth should be able to access services commonly provided to the gender with which they now identify?

⁴ Q.14. Do you support or oppose the following proposal...?

Where access to services or facilities are restricted by gender, the City Corporation has it in mind that the restriction should relate to the gender with which the service user consistently identifies now, regardless of whether that is the gender they were assigned at birth.

3. Key Messages: All responses

Stakeholder Groups

- 3.1 There were 21,191 valid responses to the survey, which were categorised according to their association to the City of London as outlined in Table 3. This broadly replicates the ratios of people who live, visit and work in the City. The resident population is relatively small at 7,500 people; over 500,000 people commute daily for work purposes. There are over 10 million tourists each year.

TABLE 2: BREAKDOWN OF RESPONDENTS BY RELATIONSHIP TO CITY OF LONDON

Respondent	Total	Percentage %
City Resident (self-identified)	1,564	7%
City Resident & Worker (self-identified)	3,148	15%
Worker	2,900	14%
Service User	3,800	18%
Visitor	692	3%
Member of Public	15	0%
Interested Participant	7,301	34%
Organisation Rep	161	1%
Expert	1,590	8%
Not stated	20	0%
Grand Total	21,191	100%

TABLE 1 RESPONDENTS BY STAKEHOLDER STATUS

- 3.2 Interested Participant are the largest stakeholder group to respond to the survey. Over a third of the total number of respondents do not live or work in the City of London, or use Corporation services. The most common demographic features of respondents identified them as White British, female and aged between 18 and 54.
- 3.3 Those with no link to the City of London provided a number of reasons why they had chosen to complete the survey:
- The survey was accessible to all, so believed they should respond.
 - Policies that are implemented in London may affect those that live in other cities in the UK.
 - Because they had transgender friends.
 - Members of the transgender community were contacted by their friends to participate.
 - They responded to social media promotion.
- 3.4 While 22% of respondents stated that they lived in the City of London, this did not seem plausible given the small overall resident population. Postcode analysis was conducted and reduced this to 5%. The responses from respondents identifying as City Residents were comparable to other stakeholder groups in terms of levels of support for the key propositions.
- Key findings: Overall results**
- 3.5 There was a clear majority in favour of the principles and propositions on gender identity that were set out in the survey, with between two and four times as many respondents strongly

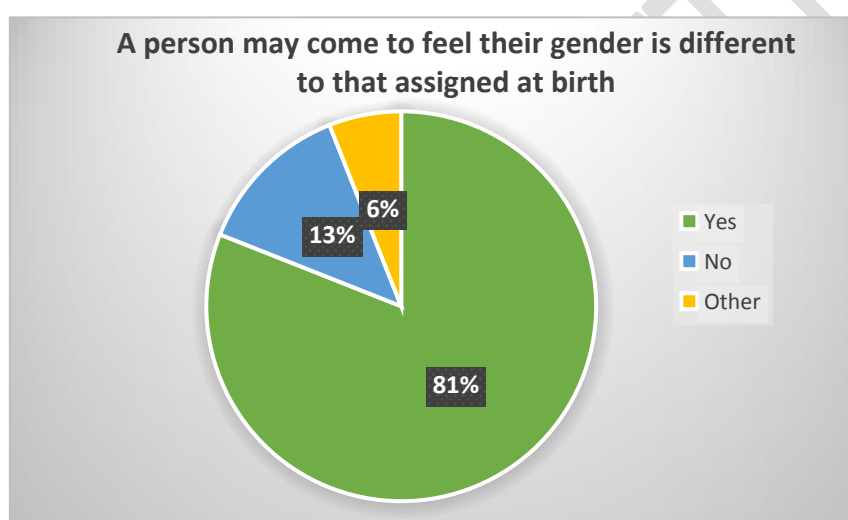
supporting or agreeing as said they opposed or strongly disagreed. This was the case for all six questions and for all the key stakeholder groups, including City Residents.

- 3.6 Most respondents had strongly held opinions, either in favour or against the principles and proposals, with between 70% and 82% saying they ‘strongly agreed’ or ‘strongly disagreed’.

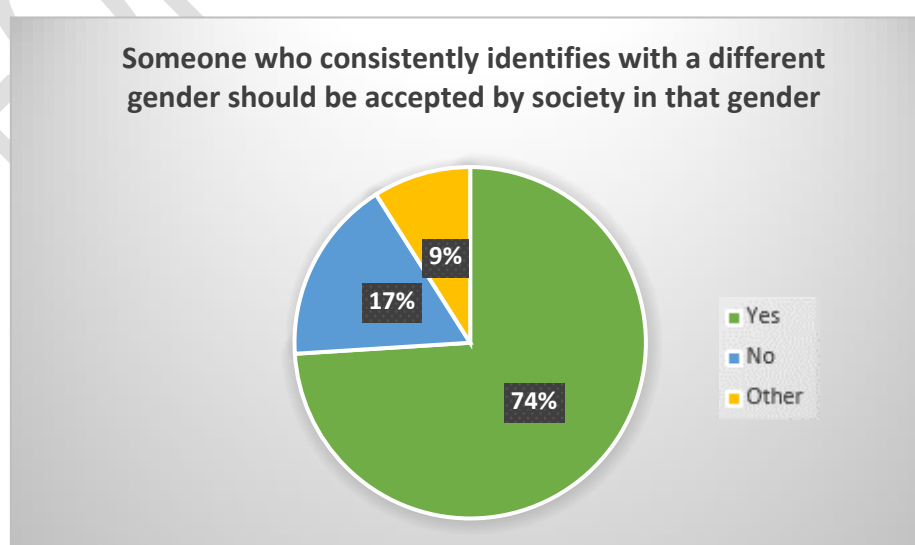
Gender Identity: Principles

- 3.7 Overall, on aggregate, three quarters of respondents (74%) agreed with the general principles, while one in five (19%) disagreed.

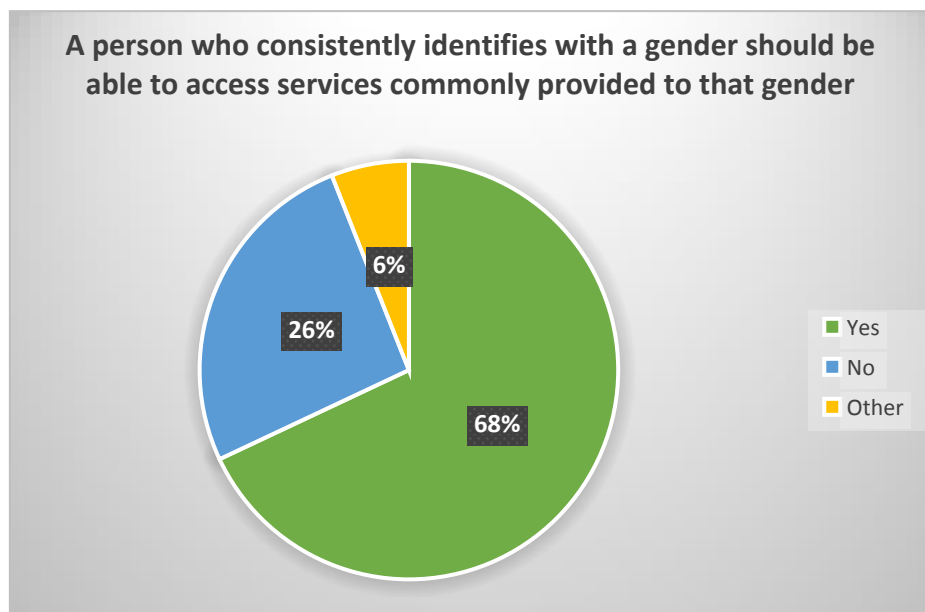
- 81% of respondents agreed that a person may come to feel their gender is different from that assigned to them at birth, with 65% strongly agreeing. 13% disagreed, with 9% strongly disagreeing.



- 74% agreed that a person who consistently identifies in a gender which is different to the one they were assigned at birth should be accepted by society in their stated gender identity, with 64% strongly agreeing. 17% disagreed, with 11% strongly disagreeing.



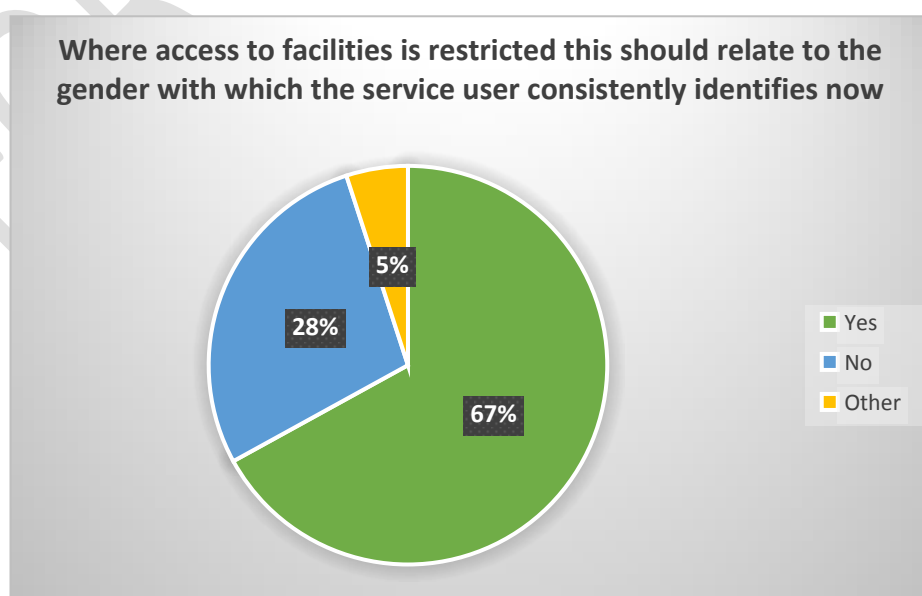
- 68% agreed that a person who consistently identifies in a gender which is different to the one they were assigned at birth should be able to access services commonly provided to the gender with which they now identify, with 61% strongly agreeing. 26% disagreed, with 18% strongly disagreeing.



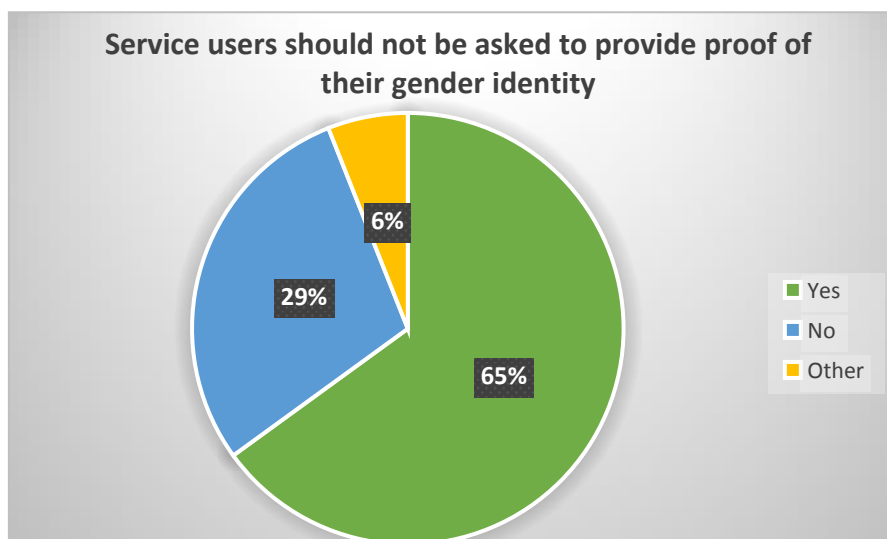
Gender Identity: Access to City Services

3.8 Overall, on aggregate, two thirds of respondents (65%) supported the proposals on access to City Corporation Services, while over a quarter (28%) opposed them.

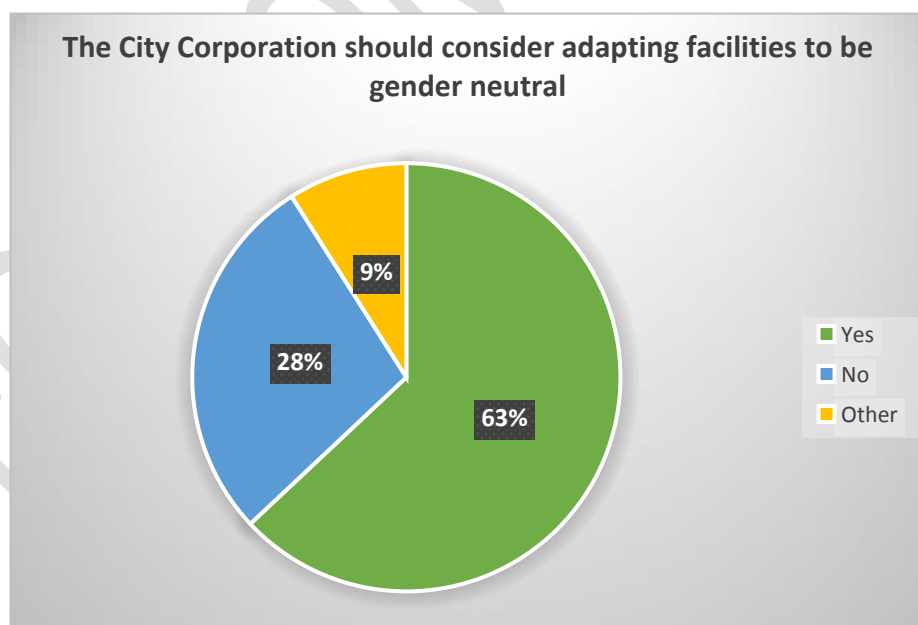
- 67% supported the proposal that where facilities are restricted by gender, those restriction should relate to the gender with which the service user consistently identifies now, with 60% strongly supporting this. 28% were against this, with 22% strongly opposed.



- 65% supported the proposal that service users should not be asked to provide ‘proof’ of their gender identity at single gender services and facilities but would rely on each service user to self-identify their gender, with 56% strongly agreeing. 29% were against this, with 23% strongly opposed.



- 63% agreed that the City Corporation should consider adapting facilities to be gender neutral, i.e. to enable anyone to use them regardless of their gender identity, with 49% strongly agreeing, 28% were against this, with 21% strongly opposed.



Free text comments

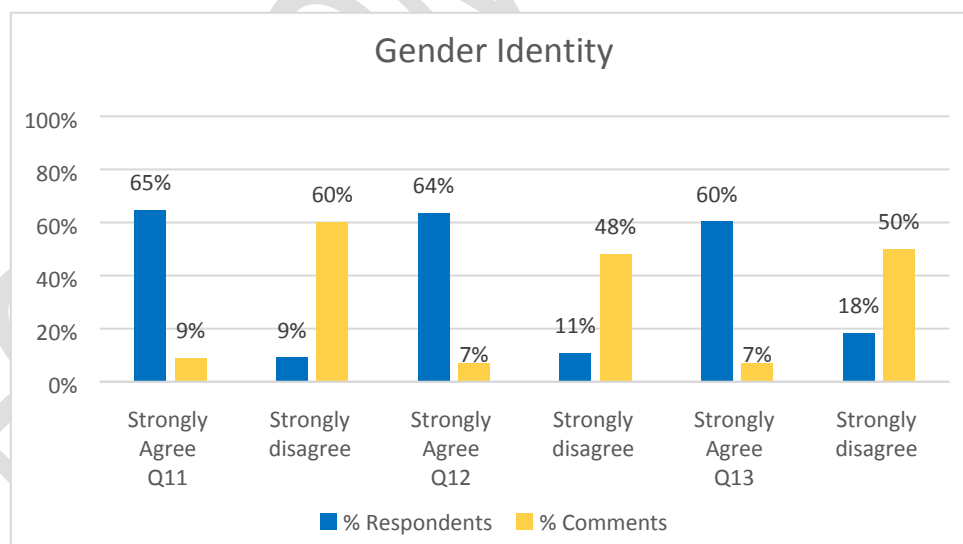
- 3.9 Each of these questions included a free text box to enable respondents to comment. Overall, the response rate to the survey was exceptionally high at 99% of valid responses. However, the MEAN average of respondents who provided free text comments on Gender Identity (Q11-13)

was 22%. Half of respondents provided further comments on the questions on Access to Corporation services (Q14, 16-17).

3.10 It is usually beneficial in surveys to use closed questions (quantitative) in conjunction with free text questions (qualitative), to improve understanding of respondents' views and provide greater insight. However, in the case of this survey, this is problematic for two main reasons:

- I. The open nature of the survey attracted a high volume of response from people with well-established points of view on a controversial and polarizing issue. Some comments were off topic and flippant or presented offensive, abusive and vulgar views. These comments were often, but not exclusively, from respondents with no clear link to the City of London (e.g. non-UK, interested participants). Abusive comments were coded as such, but were retained in the dataset.
- II. While most respondents agreed with the key propositions in the survey, this is not reflected in the balance of free text comments. On the contrary, those who supported the principles and approach supplied few, if any, free text comments, while respondents who strongly opposed them were much more likely to add comments. It is a common issue that people are much more likely to provide critical than supportive comments. This is illustrated by the tables below which show the disparity between comments given dependent on whether the respondent strongly agreed or strongly disagreed. For example, of the 60% who strongly agreed that 'people should be able to access services commonly provided to the gender with which they now identify' (Q13) only 7% provided comments. Half of the 18% who strongly disagreed with this provided a comment.

TABLE 4 COMPARISON OF RESPONDENTS' AGREEMENT TO PERCENTAGE OF COMMENTS RECEIVED - GENDER IDENTITY

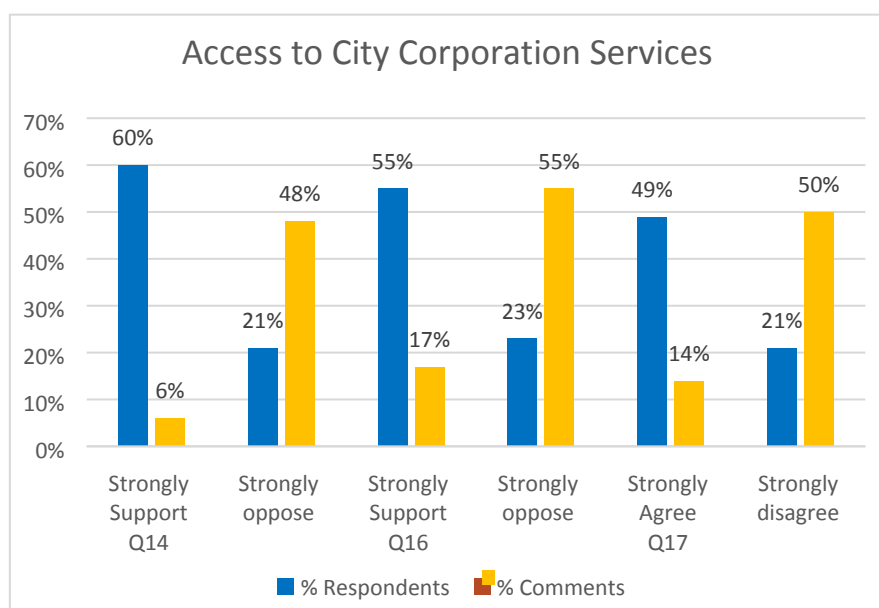


Q.11. Do you agree or disagree with the following statement...? A person may come to feel that their gender is different from that assigned to them at birth?

Q.12. Do you agree or disagree with the following statement...? A person who consistently identifies in a gender which is different to the one they were assigned at birth should be accepted by society in their stated gender identity

Q.13. Do you agree or disagree with the following statement...? A person who consistently identifies in a gender which is different to the one they were assigned at birth should be able to access services commonly provided to the gender with which they now identify?

TABLE 5 COMPARISON OF RESPONDENTS' AGREEMENT TO PERCENTAGE OF COMMENTS RECEIVED - ACCESS TO SERVICES



Q.14. Do you support or oppose the following proposal...? Where access to particular services or facilities are restricted by gender, the City Corporation has it in mind that the restriction should relate to the gender with which the service user consistently identifies now, regardless of whether that is the gender they were assigned at birth.

Q.16. Do you support or oppose the following proposal...? The City Corporation proposes not asking service users to provide 'proof' of their gender identity at single gender services and facilities but would rely on each service user to self-identify their gender.

Q.17. Where the City Corporation provides services or facilities accessed according to the gender of the service user (for example male and female public lavatories), it should consider adapting those facilities to be gender neutral, i.e. to enable anyone to use them regardless of their gender identity?

- 3.11** Most respondents who provided free text comments raised issues about the consultation process itself – i.e. the dissemination, construct and format of the survey. A recurrent theme was challenge to the use of 'sex' and 'gender' within the survey, and the use and definition of these terms. Some felt that the consultation was inconsistent with the Equality Act 2010 in the way it used the terms 'sex' and 'gender', a claim that was considered and rejected by the City Corporation. Others felt that more should have been done to restrict responses to London residents. Respondents raised questions about the cost of implementing a gender identity policy. A common theme was the importance of respect and acceptance for all and the voices of all being heard, particularly vulnerable and equalities groups.

I object to the implication that I was 'assigned' a gender at birth. Genders are socially constructed roles based on sexist stereotypes to the (mainly) disadvantage of women.

Interested Participant, White British, Male, Heterosexual/Straight, 52

- 3.12** A common view among those who did not support the proposals was that biology is a given. Gender was portrayed as a social construct, a learned social phenomenon that shapes assumptions about behaviour, clothing, feelings and identity. It was felt that acceptance of other's gender identity should not be at the expense of other vulnerable groups. A minority stated that acceptance should be contingent on transition – which is inconsistent with the legal

requirements of the Equality Act 2010. At the same time, there was a broad consensus that everyone deserves to be treated with equal respect, and on the need to adapt services so that they work for everyone, so long as people's rights are protected.

- 3.13** On access to City Corporation services some respondents said that they or others would feel awkward, uncomfortable or 'at risk' sharing services with people who were not biologically the same. There were also concerns about the potential for a gender identity policy to be abused by men who may harm women and girls. Others highlighted the risks to transgender people where they were required to continue to use services based on the gender assigned to them at birth. On proof of gender identity, some proposed restricting access to services depending on 'biological sex', which would be inconsistent with the Equality Act 2010, other than in exceptional circumstances. Others questioned the possibility of 'proof', given the complexities of gender identity. Some commented on the difficulties of relying on appearances, and the subjective nature of this approach, which could leave security personnel and other staff in an awkward situation.

'Transgender people just want to be treated like human beings. We are not dangerous, contagious, or doing anything to bother anyone. Not allowing us access to the recourses we need such as proper bathrooms is hurtful both on an individual level and to a large group of the people you serve.'

Expert, White, Agender, Bisexual, 22

- 3.14** Some respondents offered practical proposals for the design of inclusive services and facilities. Supplying individual cubicles and stalls in gender neutral toilets was one of the most frequent suggestions of this kind, and it was noted that these are available in many settings (e.g. educational institutions and airplanes). A number said that gender-neutral toilets with lockable cubicles and without urinals would be comfortable for most people, but a small minority canvassed for the inclusion of urinals to keep change to the minimum. Similar suggestions were made regarding the provision of changing areas/ cubicles in swimming areas.

I think gender neutral toilets should indicate whether they contain stalls, urinals or both and indicate gender neutral on the door or have no gender marker. Which is a working model I've seen on many occasions and has eradicated confusion and discomfort. I think that in general people like to have the option of cubicles anyway in terms of varying levels of personal comfort with their bodies and for trans women and non-binary folks this can be advantageous for safety as well, to avoid potential harassment or microaggressions from transphobic people which sadly is common in our society at present - which can be a traumatic situation and cause undue anxiety.

Visitor, Chinese Polish, Queer, 31

Summary of key issues raised

	ISSUE	FOR	AGAINST	COMMON GROUND
GENDER IDENTITY ACCESS	<i>Restrictions should be based on gender identity</i>	<ul style="list-style-type: none"> Safety risks for trans people Transgender rights Wellbeing and inclusion of transgender people 	<ul style="list-style-type: none"> People must complete transition first* Restrict access based on biological sex* Prioritise dignity of women and girls Single sex provision is itself an equalities 	<ul style="list-style-type: none"> Safety risks Respect for human rights
GENDER IDENTITY: BASIC PRINCIPLES	<i>A person may feel their gender is different than assigned at birth</i>	<ul style="list-style-type: none"> Transgender people exist and should be recognised Gender identity can be fluid 	<ul style="list-style-type: none"> Sex should be defined biologically Gender is not 'assigned' but 'given' by sex* 	<ul style="list-style-type: none"> Importance of correct definition of sex and gender
	<i>Acceptance by society in that gender</i>	<ul style="list-style-type: none"> Impact of gender dysphoria Transgender people should be accepted Transgender experience of victimisation and exclusion 	<ul style="list-style-type: none"> This may impact on other vulnerable groups Acceptance should not be forced or an expectation Acceptance should be contingent on complete transition* 	<ul style="list-style-type: none"> Gender as a social construct
	<i>Access to services should be based on the individual's gender identity</i>	<ul style="list-style-type: none"> This will improve equality This will improve the health and wellbeing of transgender people 	<ul style="list-style-type: none"> Access should be based on biological sex* Transgender people are a small minority and 'can't program' for this group* This would exclude others for religious and cultural reasons 	<ul style="list-style-type: none"> This should not be in ways that infringe the rights of other people Adapt services for everyone Put safeguards in place to protect vulnerable groups

Note that free text comments were disproportionately from those who disagreed with/opposed the principles and proposals in the survey

Basic Principles

* These comments are inconsistent with the legal requirements of the Equality Act 2010.

TO CIT >			issue	
	<i>Safeguarding Measures (free text)</i>		<ul style="list-style-type: none"> There should be separate pools for males and females 	<ul style="list-style-type: none"> Prioritise safeguarding vulnerable groups Diverse options Importance of individual privacy Separate cubicles (for/against) Urinals (for/against)
	<i>Proof of gender identity</i>	<ul style="list-style-type: none"> No need for proof Proof should be only in instances of doubt/concern Proof of identification is discriminatory 	<ul style="list-style-type: none"> Identity documents should be provided Self-identification should be discouraged Self-identification is subjective 	<ul style="list-style-type: none"> Risks of assault Protect vulnerable groups
	<i>Gender Neutral Facilities and Services</i>	<ul style="list-style-type: none"> Hygiene issues 		<ul style="list-style-type: none"> Gender neutral facilities are a feasible option Gender neutral facilities are less stigmatising Protection of vulnerable groups

Access to Corporation Services

* These comments are inconsistent with the legal requirements of the Equality Act 2010.

4. Key findings City Residents, Workers and Service Users

City Residents: Response

- 4.1 City residents will have identified as either 'living in the City of London' or 'living and working in the City of London'. 1,564 respondents self-identified as a City resident and 3,184 as a City resident and worker. However, analysis by postcode suggested that most of these respondents lived in Greater London, rather than the Square Mile (see Table 6a and 6b below), and that a little under 1,000 respondents were residents on the narrower and intended definition.

TABLE 6A: SELF-IDENTIFIED CITY RESIDENTS BY HOME POSTCODE

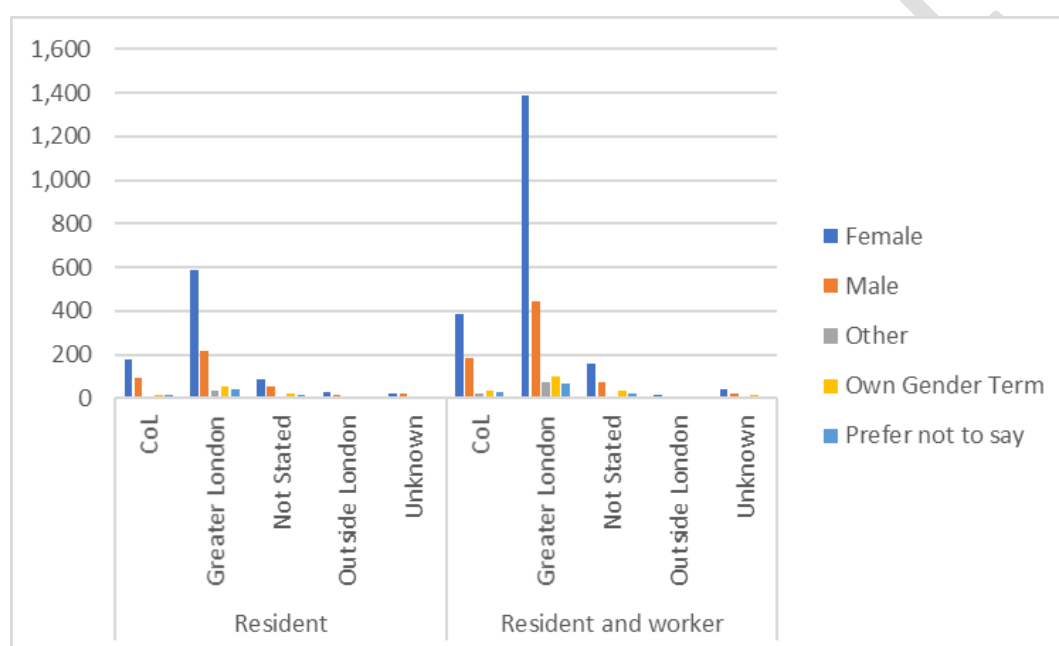


TABLE 6B: CITY RESIDENT NUMBERS BASED ON POSTCODE ANALYSIS: GRAPH

Respondent	Female	Male	Other	Own Term	Prefer not to say	Grand Total	% Total Respondents
City Resident	181	93	12	17	15	318	2%
City Resident & Worker	386	183	21	37	30	657	3%
Grand Total	567	276	33	54	45	975	5%

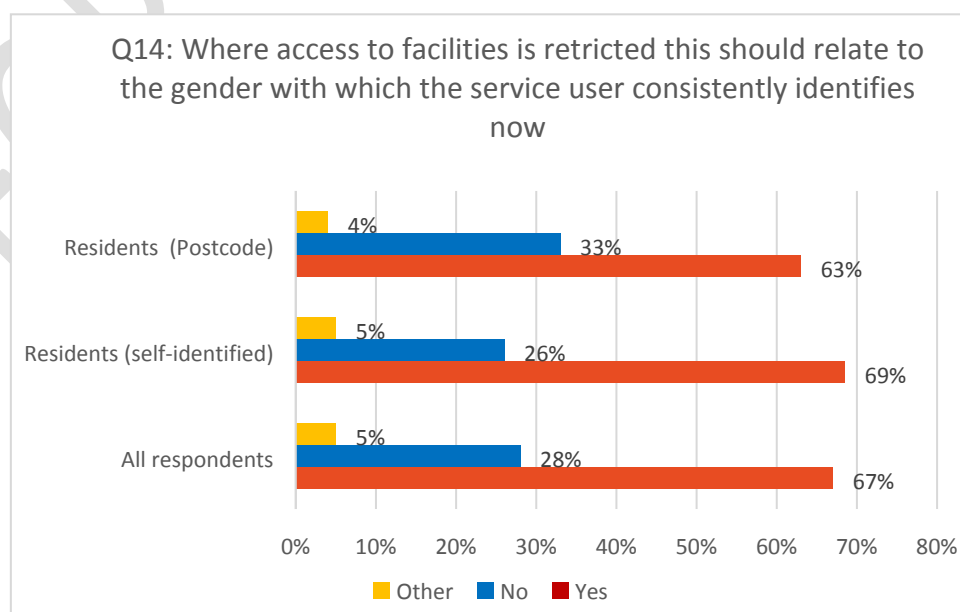
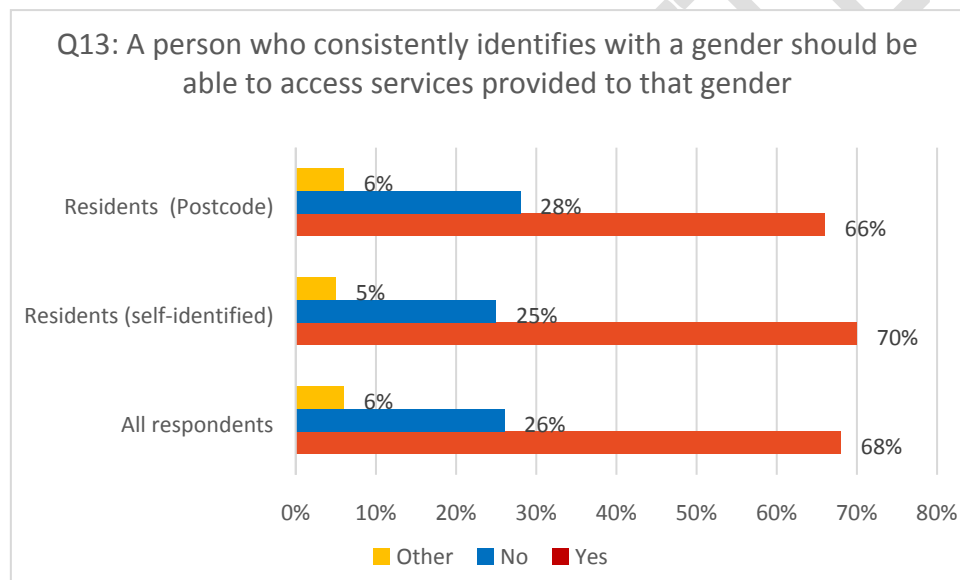
TABLE 2 CITY RESIDENTS, AS IDENTIFIED BY HOME POSTCODE

- 4.2 The demographic profile of this group is comparable to that for respondents generally, with 58% identifying as female, 56% as White British and 43% in the age range 25-34 (but, note, that 24% of City Residents did not provide information about their age).⁵

City Residents: Views on Gender Identity

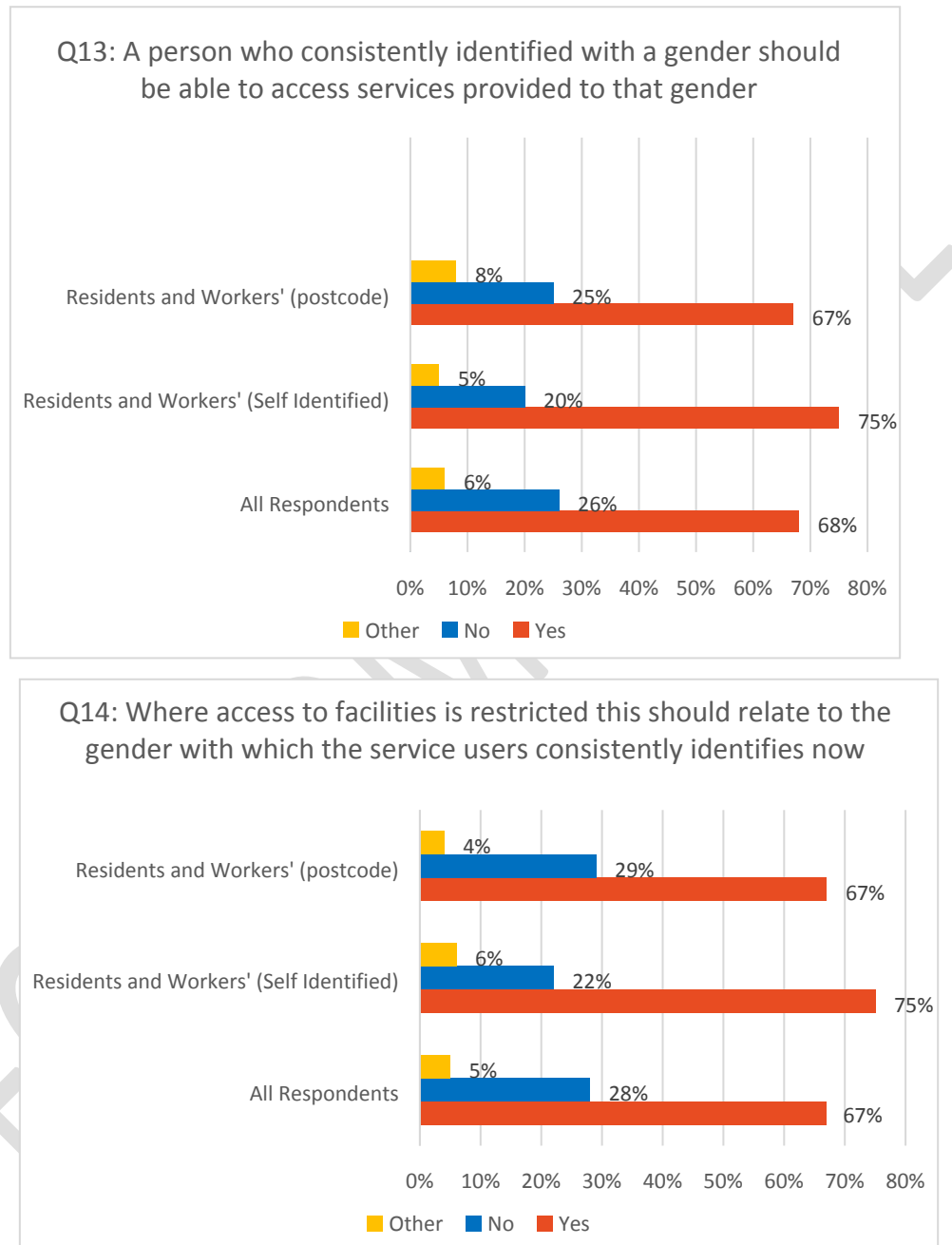
- 4.3 The views of City Residents were broadly in line with other stakeholders, with an aggregate of two thirds (65%) supporting the basic principles, contrasted with 15% who strongly disagreed with them. Two thirds of City residents strongly agreed that restrictions on access to services ‘should relate to the gender with which the service user consistently identifies now, regardless of whether that is the gender they were assigned at birth’.
- 4.4 Those who self-identified as City residents were marginally more likely to be supportive of the key propositions than respondents overall. Those identified as City residents following postcode analysis were a little less likely to be supportive, but with a majority in favour of the proposals.

‘Resident’ response compared to All Respondents – Q13 and Q14



4.5 The same overall pattern was reflected in the responses of those who self-identified as ‘Residents and Workers’ and following a postcode analysis of the responses from this group.

‘Resident and Worker’ response compared to all responses – Q13 and Q14



4.6 As with respondents in general, City residents who opposed the principles and/or proposals on access to services were much more likely to comment in the free text boxes. A sample of resident comments on access to City services on the basis of current gender identity is provided below.

For **Against**

<p><i>I am happy to share services for women with those not born into female bodies. I think their safety would be more compromised in male spaces than mine would be by having trans women (women) in a female space with me.</i></p> <p>City Resident and worker, White British, Female, Heterosexual - Straight, 31</p>	<p><i>I am a man (and nothing will change that) and I use male facilities - I do not expect to see ANYBODY of the opposite sex within those facilities regardless of whether they "identify as male" or not. And I'm sure most women (including my wife) don't want to see men in their facilities.</i></p> <p>City Resident and worker, White British Male, Heterosexual - straight</p>
<p><i>Not doing so [i.e. enabling access] would be unsafe for the person in question (i.e. women being forced to use men's facilities simply because they were assigned male at birth).</i></p> <p>City Resident and worker, Asian or Asian British: Pakistani, Female, Heterosexual - Straight, 34</p>	<p><i>I will no longer be able to use women only pool and changing area if men are allowed in. My nieces are not allowed to be uncovered around men and will not be able to learn to swim. Muslim girls are put at risk and discriminated against by this change.</i></p> <p>City Resident, Asian or Asian British: Pakistani, Female, Heterosexual-straight</p>
<p><i>I am "passing" meaning that others see me as a woman. For me to enter the men's room would be disruptive if not dangerous!</i></p> <p>Resident, Mixed - Asian and White, Female</p>	<p><i>This is opening-up opportunities and safe spaces for women to any man who claims to self-ID as a woman. Statistics show that women are at risk of male violence. This includes genuine transwomen - these transwomen with GRC and cis women need safe places and not to have misogynistic self-ID advocates trying to erode their rights and safe spaces.</i></p> <p>Resident and Worker, Female, (Ethnicity not stated)</p>

4.7 Almost all City Residents answered Q15⁶ which requested that respondents note any safeguards that would be required if the policy under consultation was adopted.

4.8 City Residents noted the safeguards in the question (individual cubicle and gender-neutral toilets) and felt that these were reasonable options. Most of those who commented felt that gender neutral spaces would be the best option for inclusiveness (see para 3.14 above). Supplying individual cubicles and stalls in toilets was the most common practical suggestion for City Residents, along with changing areas/cubicles in swimming areas.

⁶ Q15 If this policy were adopted, what safeguards, if any, do you believe the City Corporation should put in place to preserve the dignity of all service users? *For example, at swimming facilities, should changing areas have individual cubicles to allow users to dress unseen by others? And where toilets are offered on gender neutral basis, should urinals be removed, and only individual stalls be made available?*

Service users: Response

- 4.9 18% (3781) of all respondents said that they used City Corporation Services (in addition, of course, it is a reasonable assumption that many of those identifying as City Residents or City Workers and Residents will also be users of City services).
- 4.10 A common challenge was that the survey had not provided a list of services which might be affected by the consultation, and had left it to respondents to establish this information for themselves. Comments ranged from it should not be the expectation of the respondent to list services and it was likely that the services they did use would be affected, to general terms such as 'Various', or 'All'.
- 4.11 Where respondents provide further information on their service use, by far the largest number focused on their use of swimming facilities - Hampstead Heath Ponds, Kenwood Ponds, the Parliament Hill Lido, Highgate/Female/Women's ponds/ Men's ponds/ changing rooms. This was followed by: arts centres, galleries and museums notably Barbican but also Guildhall; Public Toilets (Bathroom, Restrooms, lavatories and urinals); Green spaces (Epping Forest/Parks) and Transport services (Trains/Tube/Bus).

5. Conclusion

5.1 A substantial majority of respondents to the survey supported its six key propositions:

- ✓ a person may come to feel that their gender is different from that assigned at birth
- ✓ in these circumstances, they should be accepted in their stated gender identity
- ✓ in these circumstances, they should be able to access services commonly provided to the gender with which they now identify
- ✓ that, where access to services or facilities are restricted by gender, those restrictions should relate to the gender with which the service user consistently identifies now
- ✓ That the City Corporation should not require service users to provide 'proof' of their identity at single gender services and facilities but rely on each service user to self-identify their gender
- ✓ That the City Corporation should consider adapting facilities to be gender neutral.

This should be reflected in the development of the City Corporations approach to Gender Identity.

5.2 A significant minority of respondents did not support these propositions, and their views too should be considered. This group were much more likely to provide comments, and their views are therefore disproportionately represented in analysis of free text responses. Key messages were:

- The importance of language and clarity in the use of language (e.g. 'sex' and 'gender')
- The need to consider and address safeguarding risks.
- The need to balance the rights and interests of the transgender community against those of other protected groups under the Equality Act (e.g., sex and religion and belief)
- The need to consider the cost implications of any gender identity policy.

5.3 Respondents proposed constructive ways forward to address the issues they identified. For example, the benefits of individual lockable cubicles in gender neutral toilets. These views should be considered in the development and implementation of a Gender Identity policy.

5.4 To conclude, most respondents supported the statements posed in the survey and highlighted the need to respect all groups which would ensure equality and basic human rights were upheld. Those who were least supportive were also most 'vocal'. Despite the differences in views, a common thread in the free text responses was the importance of the Equality Act 2010 and the need for the voices of all to be heard and considered, particularly those of vulnerable groups.

Glossary

The following sets out a glossary of terms and acronyms used within this report

TERM/ACRONYM	DESCRIPTION
BAME	Black, Asian, and minority ethnic (commonly used to refer to members of non-white communities in the UK)
Cisgender	A respondent whose gender identity matches their sex assigned at birth, e.g. who is not transgender
Core Cohort	A respondent who has answered one of the key questions in the survey Q11-Q13 Gender Identity – Basic Principles and Q14-17 Access to City Corporation Services Valid response to the survey
GDPR	The General Data Protection Regulation 2016/679 is a regulation in EU law on data protection and privacy for all individuals within the European Union and the European Economic Area
Gender fluid	Refers to someone who prefers to be flexible about their gender identity. They may fluctuate between genders or express multiple gender identities at the same time
Gender Neutral facilities	Facilities that can be accessed regardless of gender.
Interested Participant	A respondent who does not live, work, visit or use City Corporation service
Member of the Public (MoP)	An individual member of the public who did not supply their City Stakeholder status Did not answer Q7
Non-Binary	An umbrella term used to describe gender identities where the individual does not identify exclusively as a man or a woman. There are many included within this, such as agender, genderqueer and gender fluid.
Non-Core Cohort	A respondent who has not answered one of the key questions in the survey Q11-Q13 Gender Identity – Basic Principles and Q14-17 Access to City Corporation Services. An invalid response to the survey
Not a gender	A respondent who identified as their biological sex not by gender.
Not stated	Not stated indicates that the answer was blank, and the respondent did not complete the question.
Relevant Expert	A respondent who self-identified as a relevant expert in respect to gender identity – Answering Q1a of survey
Representative	A respondent who has indicated that they are a representative of a specific organisation – Answering Q1b of survey
Resident	<i>Self-defined:</i> A respondent who has stated that they live in the City of London <i>By postcode:</i> A respondent who provided a postcode that is in the City of London
Resident and Worker	<i>Self-defined:</i> A respondent who has stated that they live and work in the City of London <i>By postcode:</i> A respondent who provided a postcode that is in the City of London
Respondent	An individual who has completed the survey

Service User	A respondent who has stated they regularly use City Corporation services which may be affected by this consultation
Text/Phrase (related)	Text or phrase relating to sex and/ or gender but not specifically noting the respondent's own gender
Text/Phrase (unrelated)	Text or phrase not relating to sex and/ or gender, nor stating respondent's own gender
Transgender	Umbrella terms used to describe individuals who have a gender identity that is different to the sex recorded at birth. This might lead to gender dysphoria. Non-binary people may or may not consider themselves to be trans.
Transsexual	Used in the past to refer to someone who transitioned to live in the 'opposite' gender to the one assigned to them at birth. Many now prefer trans or transgender
Valid response to the survey	A respondent who has answered one of the key questions in the survey Q11-Q13 Gender Identity – Basic Principles and Q14-17 Access to City Corporation Services Also known as the Core Cohort
Visitor	A respondent who has stated that they do not live or work in the City of London. Visitors who are also service users are those who supplied a home postcode.
Worker	A respondent who has stated that they work in the City of London but are not also a resident.
Visitor	A respondent who has stated that they do not live or work in the City of London. Visitors who are also service users are those who supplied a home postcode.

Appendix 1: Survey Questions

About You

Question 1

1. In what capacity are you answering this consultation? As... (Please select the ONE option that best applies)

- a) A relevant expert in respect to gender identity
- b) A representative of a specific organisation
- c) An individual member of the public

Question 2

If 1=a

2. Using the box below, please tell us about your qualifications as an expert in this field

(Free text box)

Question 3

If 1=b

3. What is the name of the organisation you are submitting a response from?

(Free text box)

Question 4

4. What position do you hold in the organisation?

(Free text box)

Question 5

5. What is your organisation's interest in this consultation?

(Free text box)

Question 6

6. Please confirm that you have been authorised by the board, management committee, or chief executive to respond on behalf of your organisation and that this is the only response that your organisation will be submitting to this consultation.

- a. Yes, I have been authorised and this will be the only response from my organisation
- b. No, I have not been authorised or my organisation may be submitting other responses

Question 7

If 1 = c

7. Which of the following applies to you? Please select all that apply.

- a. I live in the City of London
- b. I work in the City of London
- c. I do not live or work in the City of London
- d. I live and work in the City of London

Question 8

If 7= a or b

8. Please enter your work and/or home postcodes into the boxes below

- a. Home (Free text box)
- b. Work (Free text box)

Question 9

9. Do you regularly use any of the City Corporation's services which may be affected by this consultation?

- a. Yes, I do
- (Please specify) (Free text box)
- b. No, I do not

Question 10

If 7 = c and 9=b

Q.10. You indicated that you do not live or work in the City and are not a service user. Using the box below, please explain your interest in this consultation. (Free text box)

FOR COMMITTEE

GENDER IDENTITY – BASIC PRINCIPLES

Looking at your views on gender identity to begin with.

Question 11

11. Do you agree or disagree with the following statement...?

A person may come to feel that their gender is different from that assigned to them at birth?

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not sure

Please feel free to use the box below if there is anything you wish to add to expand on your answer.

(Free text box)

Question 12

12. Do you agree or disagree with the following statement...?

A person who consistently identifies in a gender which is different to the one they were assigned at birth should be accepted by society in their stated gender identity

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not sure

Please feel free to use the box below if there is anything you wish to add to expand on your answer.

(Free text box)

Question 13

13. Do you agree or disagree with the following statement...?

A person who consistently identifies in a gender which is different to the one they were assigned at birth should be able to access services commonly provided to the gender with which they now identify?

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not sure

Please feel free to use the box below if there is anything you wish to add to expand on your answer.

(Free text box)

Access to City Corporation Services

Question 14a

14. Do you support or oppose the following proposal...?

Where access to particular services or facilities are restricted by gender, the City Corporation has it in mind that the restriction should relate to the gender with which the service user consistently identifies now, regardless of whether that is the gender they were assigned at birth.

- Strongly Support
- Support
- Neither support nor oppose
- Oppose
- Strongly oppose
- Not sure

Please feel free to use the box below if there is anything you wish to add to expand on your answer

. (Free text box)

Question 15

15. If this policy were adopted, what safeguards, if any, do you believe the City Corporation should put in place to preserve the dignity of all service users?

For example, at swimming facilities, should changing areas have individual cubicles to allow users to dress unseen by others? And where toilets are offered on gender neutral basis, should urinals be removed, and only individual stalls be made available?

(Free text box)

Question 16

16. Do you support or oppose the following proposal...?

The City Corporation proposes not asking service users to provide 'proof' of their gender identity at single gender services and facilities but would rely on each service user to self-identify their gender.

- Strongly Support
- Support
- Neither support nor oppose
- Oppose
- Strongly oppose
- Not sure

Please feel free to use the box below if there is anything you wish to add to expand on your answer.

(Free text box)

Question 17

17. Where the City Corporation provides services or facilities accessed according to the gender of the service user (for example male and female public lavatories), it should consider adapting those facilities to be gender neutral, i.e. to enable anyone to use them regardless of their gender identity?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree
- Not sure

Please feel free to use the box below if there is anything you wish to add to expand on your answer.

(Free text box)

Question 18

18. Please provide any further comments you would like to make about this consultation below

(Free text box)

Demographic Information

Gender

A1. Do you identify as

Female

Male

Other

Prefer not to say

If you prefer to use your own term, please provide this here: _____

A2. Is your gender now the same as the gender you were assigned at birth?

Yes

No

Prefer not to say

A3 Do you identify as trans?

Yes

No

If you prefer to use your own term, please provide this here: _____

Disability

B1. Do you consider yourself disabled?

Yes

No

Prefer not to say

Sexual Orientation

C1. Do you identify as

Bisexual?

Gay man

Gay woman/lesbian

Heterosexual/straight

Other

Prefer not to say

If you prefer to use your own term, please provide this here: _____

(Free text box)

Age

D1. What is your current age?

Prefer not to say

(Free text box)

Ethnicity

E1. Do you describe your race or ethnicity as:

Arab

Asian or Asian British: Indian

Asian or Asian British: Pakistani

Asian or Asian British: Bangladeshi

Asian or Asian British: Chinese

Asian or Asian British: Other

Black or Black British: African

Black or Black British: Caribbean

Black or Black British: Other

Mixed: Asian and White

Mixed: Black and White

Mixed: Other

White: British

White: Irish

White: European

White: Gypsy or Irish Traveller

White: Other

If 'Other' or if you would prefer to use your own definition, please specify: _____

Prefer not to say

(Free text box)

Citizenship

F1. Of which countries are you a Citizen:

United Kingdom

Other EU

Other

Please specify: _____

Prefer not to say

(Free text box)

Religion or Belief

G1. Do you consider yourself to be:

Buddhist

Christian

Hindu

Jewish

Muslim

Non-religious (including Atheist, Agnostic, Humanist)

Sikh

Other

If you prefer to use your own term, please provide this here: _____

Prefer not to say

(Free text box)

Appendix 2 – Survey Data

GENDER IDENTITY – BASIC PRINCIPLES

Looking at your views on gender identity to begin with.

Question 11

11. Do you agree or disagree with the following statement...?

A person may come to feel that their gender is different from that assigned to them at birth?

Respondents	Female	Male	Other	Own Gender Term	Prefer not to say	Grand Total	Percentage %
Strongly Agree	7,487	3,848	870	1,028	475	13,708	65%
Agree	1,811	1,038	53	206	235	3,343	16%
Neither agree nor disagree	621	224	22	111	84	1,062	5%
Disagree	302	250	7	143	51	753	4%
Strongly disagree	776	669	40	312	128	1,925	9%
Not sure	128	49	4	28	15	224	1%
Not Stated	99	20	4	44	9	175	1%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 3 AGREEMENT TO Q11 BY GENDER

Question 12

12. Do you agree or disagree with the following statement...?

A person who consistently identifies in a gender which is different to the one they were assigned at birth should be accepted by society in their stated gender identity

Respondents	Female	Male	Other	Own Term	Prefer not to say	Grand Total	Percentage %
Strongly Agree	7,410	3,765	860	990	445	13,470	64%
Agree	1,094	691	39	173	124	2,121	10%
Neither agree nor disagree	853	358	30	157	134	1,532	7%
Disagree	646	379	15	120	102	1,262	6%
Strongly disagree	930	831	45	334	164	2,304	11%
Not sure	184	54	5	44	22	309	1%
Not Stated	107	20	6	54	6	193	1%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 4 AGREEMENT TO Q12 BY GENDER

Question 13

13. Do you agree or disagree with the following statement...?

A person who consistently identifies in a gender which is different to the one they were assigned at birth should be able to access services commonly provided to the gender with which they now identify?

Respondents	Female	Male	Other	Own Term	Prefer not to say	Grand Total	Percentage %
Strongly Agree	7,025	3,555	828	950	424	12,782	60%
Agree	789	564	44	83	62	1,542	7%
Neither agree nor disagree	391	298	20	158	101	968	5%
Disagree	802	444	27	135	121	1,529	7%
Strongly disagree	1,947	1,146	67	445	251	3,856	18%
Not sure	196	74	9	45	32	356	2%
Not Stated	74	17	5	56	6	158	1%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 5 AGREEMENT TO Q13 BY GENDER

Question 14

14. Do you support or oppose the following proposal...?

Where access to particular services or facilities are restricted by gender, the City Corporation has it in mind that the restriction should relate to the gender with which the service user consistently identifies now, regardless of whether that is the gender they were assigned at birth.

Respondents	Female	Male	Other	Own Term	Prefer not to say	Grand Total	Percentage %
Strongly support	7,021	3,545	816	910	425	12,717	60%
Support	663	530	38	117	50	1,398	7%
Neither support nor oppose	266	269	28	120	72	755	4%
Oppose	649	383	15	103	93	1,243	6%
Strongly oppose	2,375	1,254	85	507	321	4,542	21%
Not sure	190	89	14	48	32	373	2%
Not Stated	60	28	4	67	4	163	1%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 6 AGREEMENT TO Q14 BY GENDER

Question 16

16. Do you support or oppose the following proposal...?

The City Corporation proposes not asking service users to provide 'proof' of their gender identity at single gender services and facilities but would rely on each service user to self-identify their gender.

Respondents	Female	Male	Other	Own Term	Prefer not to say	Grand Total	Percentage %
Strongly support	6,406	3,203	796	895	400	11,700	55%
Support	663	530	38	117	50	1,398	7%
Neither support nor oppose	266	269	28	120	72	755	4%
Oppose	649	383	15	103	93	1,243	6%
Strongly oppose	2,375	1,254	85	507	321	4,542	21%
Not sure	190	89	14	48	32	373	2%
Not Stated	60	28	4	67	4	163	1%
Grand Total	10,609	6,098	1,000	1,872	997	21,191	100%

TABLE 7 AGREEMENT TO Q16 BY GENDER

Question 17

17. Where the City Corporation provides services or facilities accessed according to the gender of the service user (for example male and female public lavatories), it should consider adapting those facilities to be gender neutral, i.e. to enable anyone to use them regardless of their gender identity?

Respondents	Female	Male	Other	Own Term	Prefer not to say	Grand Total	Percentage %
Strongly Agree	5,445	2,934	736	857	389	10,361	49%
Agree	1,557	907	102	169	115	2,850	13%
Neither agree nor disagree	908	497	52	145	86	1,688	8%
Disagree	696	374	25	105	79	1,279	6%
Strongly disagree	2,338	1,281	73	456	303	4,451	21%
Not sure	199	82	11	30	20	342	2%
Not stated	81	23	1	110	5	220	1%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 8 AGREEMENT TO Q17 BY GENDER

DEMOGRAPHIC INFORMATION

A LITTLE MORE ABOUT YOU

Gender

A1. Do you identify as

Respondents	Number	Percentage%
Female ⁷	11,224	53%
Male ⁸	6,098	29%
Other	1,000	5%
Own Gender Term	1,872	9%
Prefer not to say	997	5%
Grand Total	21,191	100%

TABLE 9 RESPONDENTS BY GENDER

The graph below gives a breakdown of those respondents who choose to use their own gender term. This table also includes those who subsequently noted their identity as female or male.

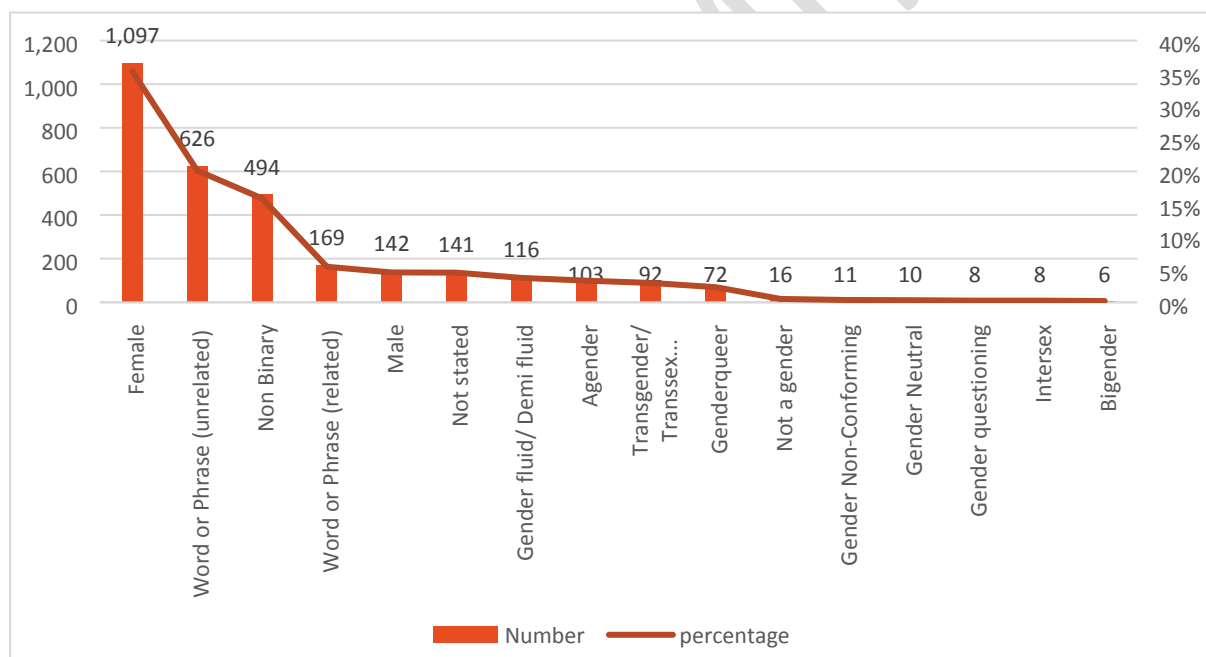


TABLE 10 RESPONDENT OWN GENDER TERM DETAILED

⁷ Includes respondents who initially indicated *Own Term*, then specified 'female' or 'woman'. Original percentage was 48% (10,127) and increased to 53% when this group was added

⁸ Includes respondents who initially indicated *Own Term*, then specified 'male' or 'man'. Original percentage was 28% (5,957) and increased to 29% when this group was added

A2. Is your gender now the same as the gender you were assigned at birth?

Respondents	Number	Percentage%
Yes	15,459	73%
No	3,270	15%
Prefer not to say	2,085	10%
Not Stated	377	2%
Grand Total	21,191	100%

TABLE 11 RESPONDENTS CONFIRMING IF CURRENT GENDER IS SAME AS THAT AT BIRTH

Respondents	Female	Male	Other	Own Gender Term	Prefer not to say	Total	Percentage%
Yes	9,216	5,487	66	433	257	15,459	73%
No	1,055	421	759	957	78	3,270	15%
Prefer not to say	761	165	167	330	662	2,085	10%
Not Stated	192	25	8	152		377	2%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 12 RESPONDENTS CONFIRMING IF CURRENT GENDER IS SAME AS THAT AT BIRTH DETAILED

A3 Do you identify as trans?

Respondents	Female	Male	Other	Own Gender Term	Prefer not to say	Grand Total	Percentage%
Yes	930	400	545	712	56	2,643	12%
No	9,821	5,539	299	737	314	16,710	79%
Prefer not to say	390	141	153	281	626	1,591	8%
Not Stated	83	18	3	142	1	247	1%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 13 RESPONDENTS TRANSGENDER STATUS

The table below notes their transgender status in correlation to Question A1 (gender identity). 712 respondents who used the option of specifying their *Own Gender Term* also identified as transgender.

Respondents	Female	Male	Other	Own Gender Term	Prefer not to say	Grand Total	Percentage%
Yes	930	400	545	712	56	2,643	12%
No	9,821	5,539	299	737	314	16,710	79%
Prefer not to say	390	141	153	281	626	1,591	8%
Not Stated	83	18	3	142	1	247	1%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 14 RESPONDENTS TRANSGENDER STATUS DETAILED

The table below considers the 12% of respondents who identified as transgender cross referenced by stakeholder group

Respondents	Female	Male	Other	Own Term	Prefer not to say	Grand Total	Percentage%
Yes	930	400	545	712	56	2643	
City Resident	34	29	31	34	6	134	5%
City Resident & Worker	38	18	46	68	5	175	7%
Worker	76	26	33	45	6	186	7%
Service User	121	44	92	95	7	359	14%
Visitor	39	16	20	16	3	94	4%
Expert	144	64	76	143	12	439	17%
Member of Public	1			1		2	0%
Organisation Rep	9	3	4	15	1	32	1%
Interested Participant	467	200	243	294	16	1,220	46%
Not stated	1			1		2	0%
Grand Total	930	400	545	712	56	2,643	100%

TABLE 15 STAKEHOLDERS TRANSGENDER STATUS

Disability

B1. Do you consider yourself disabled?

99% of respondents consider the question of whether they were disabled and supplied an answer. 6% preferred not to say if they were or not, however 18% considered they were.

The table below illustrates respondent's confirmation on whether they are disabled. 46% (1,759) of who state yes were White British and 50% (1,903) are female.

Respondents	Expert	Member of Public	Interested Participant	Not stated	Organisation Rep	City Resident	City Resident & Worker	Service User	Visitor	Worker	Grand Total	Percentage%
Yes	507	5	1,354	3	52	258	424	645	113	434	3,795	18%
No	918	9	5,513	13	97	1,205	2,573	2,869	520	2,253	15,970	75%
Prefer not to say	150	1	406	3	9	82	135	219	49	186	1,240	6%
Not stated	15		28	1	3	19	16	67	10	27	186	1%
Grand Total	1,590	15	7,301	20	161	1,564	3,148	3,800	692	2,900	21,191	100%

TABLE 16 STAKEHOLDERS DISABILITY STATUS

Sexual Orientation

C1. Do you identify as

Respondents	Female	Male	Other	Own Term	Prefer not to say	Total	Percentage%
Bisexual	2,995	976	377	483	136	4,976	23%
Gay man	11	1,018	15	20	10	1,074	5%
Gay woman/lesbian	1,696	7	67	82	26	1,878	9%
Heterosexual/straight	4,235	3,328	31	158	88	7,840	37%
Other	375	137	251	104	61	928	4%
Prefer not to say	931	273	61	101	607	1,973	9%
Not stated	4,235	3,328	31	158	88	7,840	37%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 17 RESPONDENTS SEXUAL ORIENTATION BY GENDER

Age

D1. What is your current age?

(Free text box)

Prefer not to say

This question allowed free text responses, which have been aggregated into standardised age bands. The response includes for the range of ages, including decimals, positive and negative numbers, in addition to text responses related and unrelated to age.

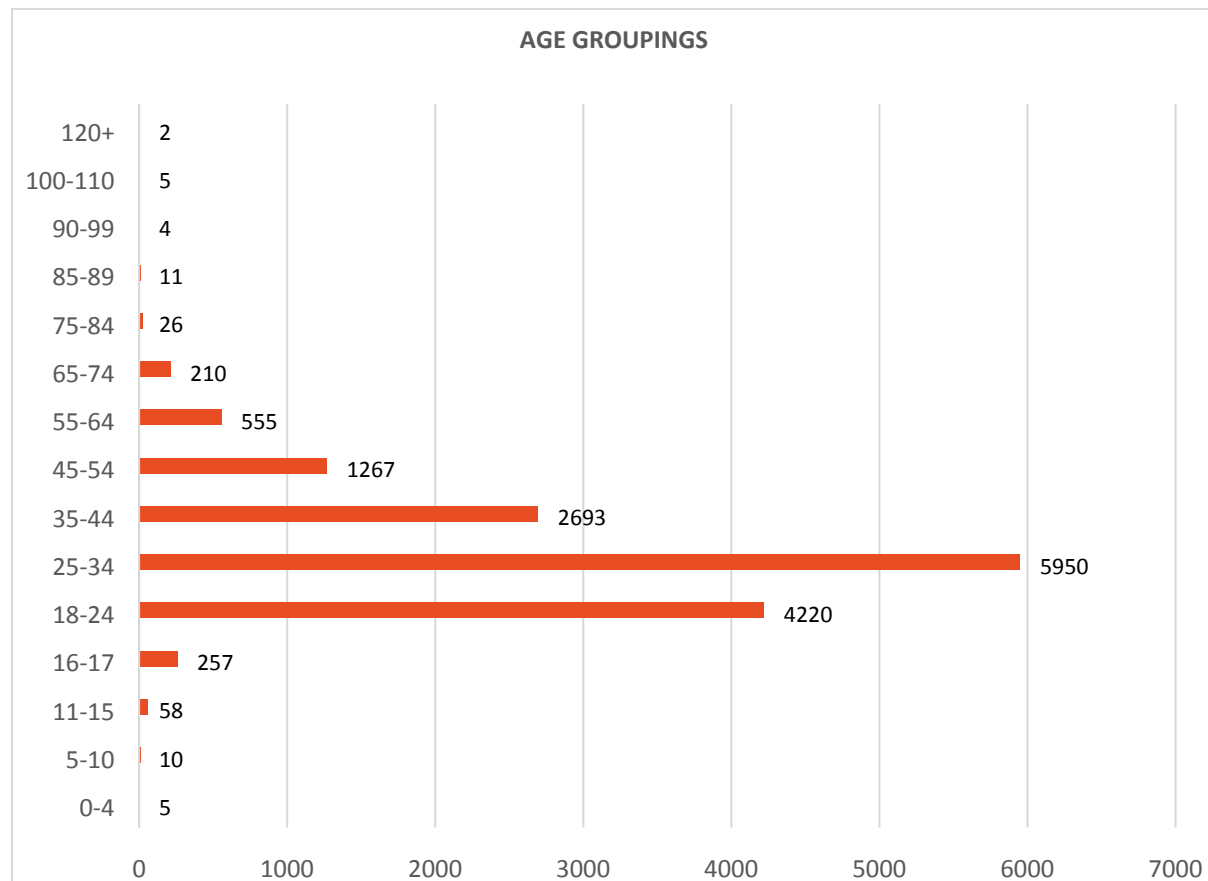


TABLE 18 RESPONDENTS AGE BANDS

A higher number of respondents were from 25-34 years age group. Not stated or information supplied in a format that couldn't be grouped into the standardised age bandings above were 5940 responses.

Ethnicity

E1. Do you describe your race or ethnicity as:

Respondents	Female	Male	Other	Own Term	Prefer not to say	Grand Total	Percentage%
Arab	64	54	14	57	25	214	1%
Asian or Asian British: Indian	112	41	2	11	6	172	1%
Asian or Asian British: Pakistani	53	45	7	16	15	136	1%
Asian or Asian British: Bangladeshi	21	9	4	3	2	39	0%
Asian or Asian British: Chinese	51	22	7	9	4	93	0%
Asian or Asian British: Other	56	32	10	7	6	111	1%
Black or Black British: African	109	44	13	23	18	207	1%
Black or Black British: Caribbean	63	24	7	13	8	115	1%
Black or Black British: Other	28	15	7	14	8	72	0%
Mixed: Asian and White	197	85	23	30	17	352	2%
Mixed: Black and White	151	76	14	35	5	281	1%
Mixed: Other	336	170	57	101	98	762	4%
White: British	6,487	3,301	435	542	308	11,073	52%
White: Europe	1,382	974	170	209	92	2,827	13%
White: Gypsy or Irish Traveller	16	24	9	20	6	75	0%
White: Irish	521	273	32	47	20	893	4%
White: Other	1,126	665	144	265	97	2,297	11%
Prefer not to say			1			1	0%
Not Stated	451	244	44	470	262	1,471	7%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 19 RESPONDENTS ETHNICITY BY GENDER

Citizenship

F1. Of which countries are you a Citizen:

Respondents	Female	Male	Other	Own Term	Prefer not to say	Total	Percentage %
United Kingdom	8,699	4,256	625	979	638	15,197	72%
Other EU	926	645	115	182	72	1,940	9%
Prefer not to say	661	469	113	196	240	1,679	8%
Not Stated	938	728	147	515	47	2,375	11%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 20 RESPONDENTS CITIZENSHIP STATUS BY GENDER

Religion or Belief

G1. Do you consider yourself to be:

Respondents	Female	Male	Other	Own Term	Prefer not to say	Total	Percentage%
Buddhist	130	57	10	28	11	236	1%
Christian	1,236	804	54	113	52	2,259	11%
Hindu	40	13	2	5	1	61	0%
Jewish	313	128	50	74	18	583	3%
Muslim	178	122	39	85	41	465	2%
Non-religious (Atheist, Agnostic, Humanist)	7,694	4,219	625	863	396	13,797	65%
Shinto			1			1	0%
Sikh	9	6		5	3	23	0%
Other	365	159	100	86	32	742	4%
Prefer not to say	855	287	61	113	410	1,726	8%
Not Stated	404	303	58	500	33	1,298	6%
Grand Total	11,224	6,098	1,000	1,872	997	21,191	100%

TABLE 21 RESPONDENTS RELIGION BY GENDER

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EQUALITY ANALYSIS (EA) TEMPLATE

Decision*Adjustments to remove barriers identified by the assessment or to better advance equality*

12 April 2019

What is the Public Sector Equality Duty (PSED)?[Double click here for more information / Hide](#)**What is an Equality Analysis (EA)?**[Double click here for more information / Hide](#)**How to demonstrate compliance**[Double click here for more information / Hide](#)**Deciding what needs to be assessed**[Double click here for more information / Hide](#)**Role of the assessor**[Double click here for more information / Hide](#)**How to carry out an Equality Analysis (EA)**[Double click here for more information / Hide](#)

The Proposal *Click and hover over the questions to find more details on what is required*

Assessor name: William Coomber

Contact details: William.coomber@cityoflondon.gov.uk

1. What is the Proposal?

A City Corporation Gender Identity (GI) Policy

2. What are the recommendations?

That the GI Policy will support the City Corporation to deliver its duties under the Equality Act 2010 effectively.

3. Who is affected by the Proposal? *Identify the main groups most likely to be directly or indirectly affected by the recommendations.*

The proposal will directly affect transgender City residents, workers and visitors (including those in transition). There will be an indirect impact for other service users, particularly those who use single sex facilities and services.

Age Double click here to add impact / Hide

Check box if NOT applicable ☐

Key Demographic statistics:

The Square Mile has proportionately more residents aged 25-69 than Greater London and fewer young people. Summaries of the City of London [age profiles from the 2011 Census can be found on our website](#)

The City resident population is projected to grow steadily, with greatest growth amongst the over 65 years group over the next decade.

Those under 18 and over 65 years are concentrated in areas of deprivation in the east and north of the City.

City Workers tend to be younger, aged between 20-50 years of age. The younger age profile is consistent with the findings of prior independent reports and reflects the fact that finance and insurance industries represent a large % of the City workforce.

Demographics projections and analysis can be found on the [Greater London Authority website in the London DataStore](#). The site details statistics for the City of London and other London authorities at a ward level:

- [Population projections](#)

NB: These statistics provide general data for these protected characteristics.

Age

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

There is no reliable data currently available on gender identity by age for residents, workers or visitors in the City of London. Some young people identify with a gender other than that assigned to them at birth.

What is the proposal's impact on the equalities aims?

The GI Policy does not have a disproportionate impact on a particular age group.

The GI Policy will not apply to schools who will develop their own policies.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

N/A

Key demographic statistics:

Day-to-day activities can be limited by disability or long-term illness - In the City of London as a whole, 89% of the residents feel they have no limitations in their activities – this is higher than both in England and Wales (82%) and Greater London (86%). In the areas outside the main housing estates, around 95% of the residents responded that their activities were not limited. Extract from summary of the [2011 Census relating to resident population health for the City of London can be found on our website](#).

City workers tend to be healthier than the general population and this is largely due to their younger age profile, although lifestyle choices (such as drinking, smoking and diet) may have a negative impact.

The 2011 Census identified that for the City of London's resident population:

- 4.4% (328) had a disability that limited their day-to-day activities a lot
- 7.1% (520) had a disability that limited their day-to-day activities a little.

Source: 2011 Census: [Long-term health problem or disability, local authorities in England and Wales](#)

Disability and health inequality amongst residents tends to be geographically concentrated in pockets of deprivation such as Portsoken in the east and north of the City.

NB: These statistics provide general data for these protected characteristics.

Disability

Additional Equalities Data (Service level or Corporate) Include data analysis of the impact of the proposals

There is no reliable data currently available on gender identity and disability for residents, workers or visitors in the City of London.

Some disabled people may identify with a gender other than that assigned to them at birth.

Research shows that trans people are more likely than the general population to experience mental health issues. The disability provisions under the Equality Act 2010 protect those with a 'physical or mental impairment which has a substantial and long-term adverse effect on ... ability to carry out normal day-to-day activities.'

What is the proposal's impact on the equalities aims?

The GI Policy may have a positive affect on the mental health of trans people, because it improves access to services and facilities and contributes to tackling stigma and discrimination.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

Implement the GI policy and make sure that disabled trans people are aware of the policy and can access services/facilities.

Pregnancy and Maternity [Double click here to add impact / Hide](#)

Check box if NOT applicable ☒

Key borough statistics:

Under the theme of population, the [ONS website](#) has a large number of data collections grouped under:

- [Conception and Fertility Rates](#)
- [Live Births and Still Births](#)
- [Maternities](#)

NB: These statistics provide general data for these protected characteristics.

[Double click here to show borough wide statistics / hide statistics](#)

Pregnancy and Maternity

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals.*

The GI Policy is not expected to impact pregnancy and maternity.

What is the proposal's impact on the equalities aims?

No impact.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

Not applicable.

Race [Double click here to add impact / Hide](#)

Check box if NOT applicable ☐

Key demographic statistics:

White British residents comprise 57.5% of the total population, followed by White – Other at 19%.

The second largest ethnic group amongst residents is Asian (12.7%), this group is divided between Asian-Indian (2.9%), Asian-Bangladeshi (3.1%), Asian-Chinese (3.6%) and Asian-Other (2.9%). The City has the highest % of Chinese people of any authority in London and the second highest in England & Wales.

These Asian communities tend to be concentrated geographically in the east and north of the City.

[See ONS Census information](#) or [Greater London Authority projections](#)

The City of London has a relatively small Black population comprising 2.6% of residents. This is considerably lower than the Greater London wide percentage of 13.3%.

City workers are largely white (79%), compared to Asian ethnicity (12%), black groups (5%), mixed race (3%) and Arab origins (1%).

NB: These statistics provide general data for these protected characteristics.

Race

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals.*

There is no reliable data currently available on gender identity by race for residents, workers or visitors in the City of London.

What is the proposal's impact on the equalities aims?

No direct impact on race or ethnicity.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

Develop a better understanding of the potential impact of multiple levels of discrimination and mitigation to address these.

Religion or Belief [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key demographic statistics – sources include:

The ONS website has a number of data collections on [religion and belief](#), grouped under the theme of religion and identity.

[Religion in England and Wales provides a summary of the Census 2011 by ward level](#)

The City is a religiously diverse area, with a wider range of religious/faith identities than England as a whole. In the City, 45.3% of residents identify as Christian, with 34.2% stating that they have no religion. The next largest group is Islam (5.5%), followed by Judaism (2.3%), Hindus (2%), Buddhists (1.2%) and Sikhs (0.2%).

Since 2011 the Christian population has fallen by approximately 10% and those with no religion risen by roughly the same figure.

NB: These statistics provide general data for these protected characteristics.

Religion or Belief

Additional Equalities Data (Service level or Corporate)

There is no reliable data currently available on gender identity and religion or belief for residents, workers or visitors in the City of London.

The GI Policy may challenge beliefs about single sex services and facilities in some religious communities. The GI Policy could therefore have a challenging impact on the use of services and facilities by members of those communities.

What is the proposal's impact on the equalities aims?

The proposal is consistent with the Equality Act 2010 provisions on religion and belief.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

Religious worship is exempt from the provisions of the Equality Act 2010.

The Public Sector Equality Duty includes a responsibility to 'foster good relations between people who share a relevant protected characteristics and persons who do not share it', and the City may want to consider what opportunities the GI Policy creates for dialogue with and between different communities.

Sex [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

Key demographic statistics:

At the time of the [2011 Census the usual resident population of the City of London](#) could be broken up into:

- 4,091 males (55.5%)
- 3,284 females (44.5%)

A number of demographics and projections for demographics can be found on the [Greater London Authority website in the London DataStore](#). The site details statistics for the City of London and other London authorities at a ward level:

- [Population projections](#)

NB: These statistics provide general data for these protected characteristics.

Sex

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

Some males and females who use single-sex facilities have concerns about and/or are uncomfortable with trans access to those facilities (as illustrated by some of the responses to the City Corporation's GI Survey).

What is the proposal's impact on the equalities aims?

Sex is a protected characteristic under the Equality Act 2010.

The Act also has a strong inclusive presumption for trans people with respect to single sex services and facilities.

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

The City Corporation should consider exclusion of trans people from single-sex services in exceptional circumstances where this is a proportionate means to a legitimate end.

The Public Sector Equality Duty includes a responsibility to 'foster good relations between people who share a relevant protected characteristics and persons who do not share it', and the City may want to consider what opportunities the GI Policy creates for dialogue with and between different groups in the community.

Page 1 of 10

Sexual Orientation and Gender Reassignment [Double click here to add impact / Hide](#)

Check box if NOT applicable ☐

Key demographic statistics:

It is estimated that 10% of the UK population belong to the lesbian, gay and bisexual communities in the UK. Stonewall have estimated that 1% of the UK population are Transgender or identify as non-binary or gender fluid.

Please refer to:

- [Sexual Identity in the UK – ONS 2014](#)
- [Measuring Sexual Identity – ONS](#)

NB: These statistics provide general data for these protected characteristics.

Sexual Orientation and Gender Reassignment

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

There is currently no reliable data on the numbers of transgender people living, working or visiting the City of London.

The GI policy was strongly supported by trans respondents to the GI Survey.

What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***

The GI policy will have a positive impact on transgender inclusion, and for LGBTQ

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

As it implements the policy, the City Corporation may have opportunities to

Sexual Orientation and Gender Reassignment

rights (noting that this is a diverse community, and includes people who do not support the policy, as was reflected in a minority of responses to the GI Survey).

The policy highlights the challenges for public authorities of responding to new understandings of and expectations about gender, with implications for the Public Sector Equality Duty. For example, how people who identify themselves as 'non-binary' or 'gender fluid' are covered by a gender identity policy.

promote dialogue between Trans, LGBT and Women's groups, which would be beneficial in fostering good relationships.

It would be beneficial to have more data on gender identity in the City, while recognising the challenges of monitoring on a trans classification.

There are legal limits to the degree to which people who identify as non-binary or gender fluid can be covered by this policy. However, the policy can commit to do whatever is possible (within the current limits of the law) to address issues for people who identify as non-binary/gender fluid as a matter of policy.

Marriage and Civil Partnership [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☒

Key borough statistics - sources include:

[The 2011 Census contain data broken up by local authority on marital and civil partnership status](#)

NB: These statistics provide general data for these protected characteristics.

[Double click here to show borough wide statistics / hide statistics](#)

Marriage and Civil Partnership

Additional Equalities Data (Service level or Corporate) *Include data analysis of the impact of the proposals*

There were no obvious impacts upon marriage and civil partnership arising from the proposed draft policy.

What is the proposal's impact on the equalities aims? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***

No negative impact

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

Non-applicable

Additional Impacts on Advancing Equality & Fostering Good Relations [Double click here to add impact / Hide](#)

[Check box if NOT applicable](#) ☐

This section seeks to identify what additional steps can be taken to promote these aims or to mitigate any adverse impact. Analysis should be based on the data you have collected above for the protected characteristics covered by these aims. In addition to the sources of information highlighted above – you may also want to consider using:

- Equality monitoring data in relation to take-up and satisfaction of the service

- Equality related employment data where relevant
- Generic or targeted consultation results or research that is available locally, London-wide or nationally
- Complaints and feedback from different groups.

[Double click here to show borough wide statistics / hide statistics](#)

Additional Impacts on Advancing Equality & Fostering Good Relations

Additional Equalities Data (Service level or Corporate)

Are there any additional benefits or risks of the proposals on advancing equality and fostering good relations not considered above?

What actions can be taken to avoid or mitigate any negative impact on advancing equality or fostering good relations not considered above? Provide details of how effective the mitigation will be and how it will be monitored.

Non-applicable

Conclusion and Reporting Guidance

This analysis has concluded that...

The proposed policy provides a statement of the City Corporation's Public Sector Equality Duty under with the Equality Act 2010 with respect to Gender Assignment.

The City should also consider what opportunities the launch and implementation of a Gender Identity Policy creates for fostering understanding, dialogue and good relations between different equality groups.

The GI policy is an important tool in delivering the Equality Act 2010 and Chief Officers should draw up plans to promote trans equality in their service areas, with impact monitored and appropriate accountability and governance. Monitoring should also look out for evidence of any negative impact on service use by other protected groups.

There is little data on gender identity and how it intersects with other protected characteristics. It would be beneficial to build this evidence base where practicable.

Outcome of analysis - [check the one that applies](#)

☐ Outcome 1

No change required where the assessment has not identified any potential for discrimination or adverse impact and all opportunities to advance equality have been taken.

☒ **Outcome 2**

Adjustments to remove barriers identified by the assessment or to better advance equality.

☐ **Outcome 3**

Continue despite having identified some potential adverse impacts or missed opportunities to advance equality. In this case, the justification should be included in the assessment and should in line with the duty have 'due regard'. For the most important relevant policies, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact.

☐ **Outcome 4**

Stop and rethink when an assessment shows actual or potential unlawful discrimination.

Signed off by Director:

Name:

Andrew Carter

Date:

12.04.2019