



# ANNUAL REPORT AND ACCOUNTS 2008-09

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THE  
ROYAL  
PARKS

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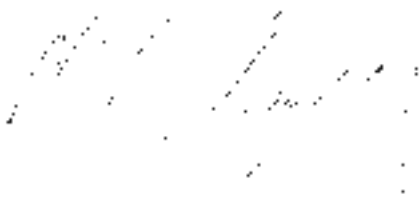
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The Royal Parks are many things to many people, places full of colour and contrast. Be it hosting state visits in St James's Park, preserving Richmond Park's status as a Site of Special Scientific Interest, or providing a valuable amenity for local people, our challenge is to balance the needs of all our different users and to encourage new visitors to discover what the parks have to offer.

The past year has seen us go beyond the mid-point between winning the bid to host the London 2012 Olympic and Paralympic Games, and the actual opening ceremony. The parks will play a key role during the Games and we look forward to welcoming many more visitors from around the world. Yet while it is crucial that we plan for a successful 2012, we are committed to managing the parks for the long-term future, and to ensuring that visitors will be able to appreciate these unique green spaces for generations to come.

During 2008-09, we had the honour of hosting Nelson Mandela's 90th birthday party. We also celebrated a number of other successes, and received a selection of awards recognising excellence in areas from our apprenticeship scheme, to the quality of the parks and event management. We value the views of our visitors and in January launched a public consultation on a number of proposed changes to the park regulations. Full consideration will be given to all responses before we decide how to proceed.

I am grateful to all those individuals and organisations that make a positive contribution to the parks. Around 880 volunteers give their time, experience, knowledge and skills to the organisation saving us the equivalent of £1.5 million a year. I am particularly pleased with the projects that we have delivered in partnership with others. The closest partnership we have is with The Royal Parks Foundation, and they have had a particularly successful year with their gala dinner and the launch of the Half Marathon. In a similar vein, the Friends of the Parks, the Heritage Lottery Fund, the Royal Parks Guild and various charitable trusts have all made a significant contribution to our successes. I am very grateful to them, and to all our other partners, for helping us to maintain the parks as special places to enjoy – both now and for the future.



**Mark Camley, Chief Executive**

The Royal Parks is responsible for managing and preserving over 5,000 acres of historic parkland across London, including valuable conservation areas and important habitats for wildlife.

Enjoyed by millions of visitors each year, the parks offer a place of relaxation, retreat and recreation, providing a unique setting for a simple walk or picnic; sport; top quality entertainment; ceremonial events; and community and education projects.

The Royal Parks are: Bushy Park, The Green Park, Greenwich Park, Hyde Park, Kensington Gardens, The Regent's Park & Primrose Hill, Richmond Park, and St James's Park. The agency is also responsible for a number of other spaces in London, including Brompton Cemetery, Victoria Tower Gardens, the gardens of 10, 11 and 12 Downing Street, and Grosvenor Square Gardens.

#### Governance Structure

Ben Bradshaw MP, the Secretary of State for Culture, Media & Sport, is the Minister responsible for The Royal Parks, supported by Barbara Follett MP, the Minister for Culture, Creative Industries & Tourism. The Secretary of State determines policy objectives, financial framework and allocation of financial resources, including key targets, and also approves the Framework Document, and Corporate and Business Plans for The Royal Parks. The Permanent Secretary is Accounting Officer for the Department for Culture, Media & Sport and has designated the Chief Executive as Accounting Officer for The Royal Parks.

#### The Royal Parks' Management Structure

Chief Executive Mark Camley is responsible for the operational and strategic management of The Royal Parks and is directly accountable to the Secretary of State and the Permanent Secretary for performance against key targets and financial management of the agency.

#### Strategic Governance

The Board provides a strategic overview; guiding and challenging The Royal Parks to ensure performance is maintained and improved. The Board comprises a Chair and three additional Non-Executive Directors, together with The Royal Parks' Chief Executive and three other Executive Directors.

#### The Non-Executive Directors of The Board are:

The Hon Apurv Bagri, Group Managing Director, Metdist Ltd (Chair of Non-Executive Directors);

Ruth Anderson, Vice Chairman, KPMG (UK) LLP (to 31st March);

Andrew Fenwick, Group Finance Director, Brunswick Group LLP;

Sue Moore, UK Membership Marketing Director, BUPA.

#### The Executive Directors of The Board are:

Mark Camley, Chief Executive;

Colin Buttery, Director of Parks and Deputy Chief Executive;

Wendy Shales, Director of Strategy and Communications;

John Swainson, Director of Finance and Resources.

#### The Royal Parks' Executive Committee comprises:

The Executive Directors of the Board plus:

Simon Betts, Director of Estates;

Greg McErlean, Director of Major Projects and IT.

The Royal Parks agency was established on 1 April 1993 as an Executive Agency of the Department of National Heritage, renamed in July 1997 the Department for Culture, Media and Sport.

The 1993 Framework Document sets out the powers and responsibilities delegated to the agency.

Great care and attention goes into ensuring the parks offer a world-class landscape for visitors to enjoy.

### Horticulture

In The Regent's Park, new planting schemes featured ornamental vegetables such as swiss chard and bronze fennel as part of summer bedding displays, and were well received by visitors.

Across at the Rose Gardens, a more sustainable approach was adopted to growing. Rather than replacing soil when plants were removed as a preventative measure against 'rose replant disease', a mycorrhizal fungus was added to the soil, and the roses successfully established. Similarly, liquid seaweed was used as a bio-stimulant to improve the overall vigour of plants and a natural fatty acid was introduced to control aphids as part of an organic approach to pest control.

A new woodland-edged walkway was introduced to link the Garden and the English Rose border, and prevent the area from becoming too wet in winter and too dry in summer.

At Richmond Park, new planting and paths were completed at the Dell at Pembroke Lodge, significantly broadening the array of horticultural displays available for visitor enjoyment, whilst at the Isabella Plantation, extensive clearance and replanting took place through the winter, and a collection of autumn-flowering *Camellia sasanqua* cultivars was assembled for future planting.

### Parade Ground Improvements

The winter months provide the opportunity to carry out a range of maintenance and improvement projects, before the busy summer season. In January, work began to restore and repair the existing pathways and surface drainage of the Parade Ground, the large open space on the eastern side of Hyde Park, to enhance the area for visitors. The project includes the restoration of pathways, removal of dips and uneven areas, improvements to drainage, and replacement of manhole covers.

### St James's Park Lake

Work to drain and clean the lake in St James's Park started in February, to improve the water quality and ensure the continued health of the Park's celebrated waterfowl.

Last drained in 1991, the 4.6 hectare lake was emptied in two sections to ensure the well-being of the bird and fish populations. Silt, leaves and other materials which accumulated at the bottom of the lake over the years were then removed, the condition of the sluice gate and concrete base of the lake inspected and repaired, and any redundant pipe work removed. The lake will be re-filled from artesian wells situated in the Park.

### International Best Practice

The Royal Parks' Chief Executive Mark Camley, together with the Manager of Richmond Park, represented The Royal Parks at the Parks Forum bi-annual conference in Auckland, New Zealand. The Parks Forum is an international group representing the managers of parks in Australia, New Zealand, the UK, Canada, USA and Asia. The conference, entitled 'A World Without Parks,' examined issues such as sustainability, climate change, value, income generation and management models, and included a paper from Mark Camley on creating opportunities to re-establish parks and green spaces as places of value and civic pride.



Extremes of weather often result in an influx of visitors. Thousands of people enjoyed the snow in February, while park teams focused on sanding and gritting key areas, clearing roads and pathways, and protecting shrubs.



An early warm spell brought many more visitors to The Parks.



The drained lake in St James's Park.

# CREATE + CULTIVATE





## Playgrounds

To cater for older children and teenagers, a new sculptural piece of timber play equipment offering a more challenging experience was installed close to the Gloucester Green play area in The Regent's Park, and has already proved extremely popular.

Refurbishment of The Diana, Princess of Wales' Memorial Playground was also completed, offering children a range of exciting new features and play equipment, including a play tunnel, timber pergola, wobble bridge, and a timber fort. Improvements were also made to the pirate ship, tepees, and mermaid's rock.

Far left: Formal gardens in The Regent's Park provide a peaceful retreat from city life.

Centre: New timber play equipment in The Regent's Park.

Immediate left: Late spring when the azaleas are in full bloom is one of the best times to visit the Isabella Plantation in Richmond Park.

Above: The Diana, Princess of Wales' Memorial Playground attracts over 750,000 visitors each year. The tepees were given a new lease of life as part of the playground refurbishment.



As important sites for wildlife, the parks provide a range of habitats including wetlands, woodlands and grasslands, and are home to a number of protected species.



### Recycle on the Go

In June, Environment Minister Joan Ruddock launched a new drive to put accessible recycling bins in public places, with the first of the new Royal Parks' recycling bins in Hyde Park. Twenty bins were installed across the Park as part of a recycling pilot scheme, collecting plastic bottles, drinks cans, paper and cardboard in co-mingled waste streams. Monitoring the volumes of waste is underway, and it is hoped that by increasing the level of recycling, the environmental and financial costs of disposing of park refuse will be reduced.

### Woodland Management

A new Woodland Management Plan was developed in Richmond Park, in preparation for Forestry Stewardship Council certification, which was attained in early 2009. Focusing on managing for conservation and caring for the woodland in a sustainable way, the plan seeks to encourage a greater variety of trees to provide different food sources for wildlife, and to

encourage the full range of plant communities on the woodland floor, including fungi, lichens, creeping plants, grasses and non-timber trees such as Hazel.

Woodland thinning and re-planting continued in Sidmouth Wood with much of the damaged Beech removed and re-planted with a more diverse native mix of trees. At Prince Charles Spinney, tree felling was undertaken in one fifth of the woodland to remove trees with poor form or species, such as non-natives and Birches, and replanted with shrub-forming species to establish woodland with a balance of shade and light suited to support ground flora.

Park timber was used to create 19 new benches at the on-site sawmill, which were then installed throughout the Park.

# SOFT + SPIKY

Left: Over 180 pairs of ducks, geese and swans live in The Regent's Park, as well as nearly 30 pairs of herons.

Right: Richmond Park is home to the largest and smallest British beetles, the stag beetle (right) and the feather-winged beetle.



## Great Trees of London

A veteran oak tree in Richmond Park, thought to be over 500 years old, was named as one of the top 20 Great Trees of London.

Run by Trees for Cities, the Great Trees of London campaign invited the public to nominate their favourite tree. A shortlist was then compiled based on the trees' heritage, character and prominence, and judged by a panel of experts, including representatives from The Forestry Commission and The Royal Botanic Gardens, Kew.

## New Homes for House Sparrows

A three-year research project funded by the SITA Trust in partnership with The RSPB (Royal Society for the Protection of Birds) got underway to attract house sparrows to London's parks, in response to research which revealed the population of house sparrows in London has dropped 68 per cent in 15 years.

As part of the project, a range of new habitats were created in The Green Park, Hyde Park, Kensington Gardens and Primrose Hill, each using different planting schemes of grass seed, wildflower meadow and wildlife seed mix. Surveys will be undertaken to establish the house sparrows' population levels and breeding success, and to monitor the effectiveness of the sites in establishing food sources.

## Wetland Habitats

New marginal wetland habitat was created in Hyde Park with the introduction of 1800 square metres of reedbeds at the edges of the Serpentine lake.

In The Regent's Park, wetlands areas increased by more than 25 per cent thanks to funding from Westminster City Council, making the Park home to the largest wetland area in inner London. The Wetland Pen was extended through the creation of an additional area of deep water and the inclusion of two banks, specially-designed to encourage kingfishers to nest.

The area of reedbeds around the lake was also significantly extended with further funding from Westminster City Council and The SITA Trust.

In Richmond Park, Adam's Pond was de-silted and a new reedbed planted to improve the chances of young wildfowl surviving. The silt was taken to a temporary lagoon to be dried out, before being incorporated with compost to make a rich soil for horticultural use.

## Ballet Goes Green

The Parks worked closely with the Royal Ballet School who have completed the final phase of the redevelopment to White Lodge in Richmond Park. Rainwater from their site is now discharged out into the Park where it helps to replenish aquifers and is directed into ponds, so reducing the load on sewers in times of heavy rainfall. Further trees were moved to complete the screening of the school when seen from the south-west and a new fenced enclosure, planted with a variety of native shrubs to further enhance the scrub structure of the Park, was erected around the northern perimeter.

## New Horse Ride

H.R.H. Princess Alexandra opened a new horse ride in Richmond Park in September. Sponsored by Mr Phil Swallow through the Richmond Park Charitable Trust, the new track is located along the south side of the Park near the Isabella Plantation and is the culmination of several years of planning.

This new ride offers great views across the Park and is suitable for novice riders. It has been carefully located away from the road, avoiding areas of the Park that could be damaged through heavy use. The old ride is being restored to parkland, helping to preserve the adjacent veteran trees.



The marginal areas of reeds and long grasses attracted a range of bird life including Little Grebe, Reed Bunting and Reed Warbler.



The veteran oak tree in Richmond Park, named one of the top 20 Great Trees in London.

## Recording Wildlife

A number of surveys were completed during the year, revealing the breadth of wildlife and biodiversity that the parks support. Findings inform park management plans, conservation programmes and priorities, and also provide an educational and information resource.

290 species of fungi were found in Richmond Park's fungus survey, including the endangered and protected Oak polypore (*Piptoporus quercinus*), and several other rare species.

Over 500 moth species were recorded in the Bushy Park Lepidoptera Survey, including 19 with Nationally Scarce or Threatened status such as the 'micro-moths' *Stigmella samiatella* and *Cnephasia genitalana*.

The Greenwich Spider Survey brought the total number of recorded spider species to 109. One of the new species found is the Nationally Scarce jumping spider *Bianor aurocinctus* which, in the London area, is restricted to a few relic sites of dry acid grassland.

The Richmond Park Bird Recording Group celebrated the completion of 10 years of recording using a 'standard walk' method of sampling bird numbers in the Park. Among the many interesting trends noted were increases in the counts of parakeets, jackdaws and song thrushes within the Park.

The skylark population in Richmond Park continued to grow, reaching around 30 males. Following the successful introduction of a protection zone for the birds in 2002, skylarks are now also found beyond this area, breeding throughout the Park.

Ground flora surveys were carried out in The Regent's Park & Primrose Hill, St James's Park and The Green Park. On Primrose Hill an area of acid grassland was identified and recommendations given for a revised mowing regime and the adoption of a buffer zone.


The ecology team continued to contribute data to Greenspace Information for Greater London (GiGL), a centre which holds information linked to wildlife and habitats across the capital. More than 100,000 of the parks' species records were added to GiGL from surveys carried out by professional and volunteer observers, such as monthly bird surveys, flora and invertebrate records, butterfly studies and other specially-commissioned research.

## Wetlands and Reedbeds

Wetlands and reedbeds are important natural habitats that provide shelter, nest sites, and food for a wide variety of wildlife. Reedbeds are a priority habitat for conservation in London's Biodiversity Action Plan and naturally and effectively cleanse water by absorbing nitrates and pollutants through their roots. This creates a more balanced ecology and improves environmental conditions, and can also improve the appearance of water bodies.



The common blue butterfly is one of the many butterfly species found across the parks.



Changing the Guard takes place in front of Buckingham Palace daily at 11.30am from April to July, and on alternate days for the rest of the year. At Horse Guards Parade the ceremony takes place at 11am, and at 10am on Sundays.

HERE  
NOW



HERITAGE,  
CULTURE AND  
ENTERTAINMENT

From hosting ceremonial events and displays of pageantry, to providing entertainment for local children, the parks' historic landscapes offer the perfect setting to celebrate tradition and welcome new visitors.

#### **The Bushy Park Restoration Project**

Work continued apace on the Bushy Restoration Project, with support from the Heritage Lottery Fund and other sources. The project will restore and improve features and access to the Park.

#### THE WATER GARDENS

Building on research undertaken by the Friends of Bushy and Home Parks, work to restore the 18th century Upper Lodge Water Gardens was almost completed. This included comprehensive archaeological investigations, repair of the cascade wall, re-profiling of pools and the creation of soft landscaping.

#### PARK INFRASTRUCTURE

A significant amount of gate and path improvements were also undertaken, and water bodies desilted.

#### THE BREW HOUSE

Restoration of the Brew House, the building that once provided ale for the household and workers on the Upper Lodge estate, was completed and work started to consider future uses. A new bridge over the Longford River was also installed, providing access to the Brew House from the Water Gardens.

#### THE PHEASANTRY WELCOME CENTRE

Work continued on the new visitor centre, which will house much-needed facilities including a café, public toilets, an education and community room and information point.

#### THE STOCKYARD EDUCATION CENTRE

The centre was redeveloped, providing better facilities for the education team and volunteers, enabling a greater number of people to be involved in park activities.

A programme of children's entertainment ran throughout the summer across a selection of parks, with attractions including clowning and circus antics, storytelling, magic and music.

## The Portavilion Project

Throughout the summer, the parks hosted two site-specific pieces as part of the Portavilion portable public art project that occupied a trail across central London, with contemporary artists presenting their own specially-created park pavilion.

'The Wind House' by Monika Sosnowksa was influenced by kite flying on Primrose Hill. Designed to appear as though sculpted by the wind, the structure was carefully composed from small, multi-sided wooden shapes to create an immaculately-crafted, geometric form.

Annika Eriksson's 'The Smallest Cinema in the World – For the Wealthy and the Good' took inspiration from the original John Nash plans for The Regent's Park as a private residential development. From this the artist made a series of films that revealed hidden secrets about the Park during the summer. The films all paid homage to public spaces that are free to everyone, and were shown in a tiny six-seat mobile cinema that was towed to different locations around the Park.

## Green Screen

The parks continued to prove popular for location filming, attracting over 480 days' worth of shoots over the year. Brompton Cemetery played host to director Guy Ritchie for a new version of *Sherlock Holmes*, starring Robert Downey Junior as the eponymous detective and Jude Law as Dr Watson, whilst Greenwich Park staged a night-shoot for film thriller *The Wolfman*. The parks also provided a backdrop for TV, commercials and stills photography, including spy drama 'Spooks,' and a campaign for The Health Lottery.

## Events

Catering for both the many and the few, the events programme seeks to attract new visitors, combining popular entertainment with art projects that encourage people to experience the parks in different ways.

The highlight of Hyde Park's summer concert series was the sell-out 46664 concert, in honour of Nelson Mandela's 90th birthday, with a line-up featuring Dame Shirley Bassey, Simple Minds, Amy Winehouse and the Soweto Gospel Choir, amongst many others. Other concerts included Eric Clapton, The Police, Jack Johnson and Jay-Z.

For six weeks during the festive season, 'Winter Wonderland' returned to Hyde Park for the second year, with prices fixed at 2007 levels. Complete with London's largest outdoor ice-skating rink, a 60 metre-high observation wheel and German market, the event attracted around a million visitors and was enjoyed by Londoners and tourists alike.

Other major events included June's sell-out Taste of London restaurant festival in The Regent's Park, which offered visitors the chance to sample cooking from some of the capital's top restaurants, as well as the wares of some of the country's best food and drink producers. The Frieze Art Fair in October, brought together 151 of the world's most exciting contemporary art galleries, to present new work by over 1,000 artists in The Regent's Park.



The Water Gardens in Bushy Park started to take shape, as the restoration neared completion.



'The Wind House' by Monika Sosnowksa was a summer addition to Primrose Hill. Image courtesy of UP Projects.





Left: 5,500 people visited Annika Eriksson's 'Smallest Cinema' over 57 days in The Regent's Park. Image courtesy of UP Projects.

Below: Winter Wonderland brought festive cheer to Hyde Park with a range of attractions suitable for all ages. Image © Winter Wonderland

Below left: The Regent's Park hosted a bandstand programme of summer jazz concerts, in partnership with the 606 Club.

A poster for a jazz concert series. It features a green and white abstract design with a large green swirl and a red circle. The text lists the dates and names of the performing acts.

JUN 22 Jim Mullen Organ Trio  
JUN 29 Julian Stringle with Jacqui Hicks  
JUL 06 Empirical  
JUL 13 Manteca  
JUL 20 Stan Sulzmann with special guest  
Kenny Wheeler  
JUL 27 Alex Garnett's Jazz Ambassadors  
AUG 03 Byron Wallen Trio  
AUG 10 Liane Carroll  
AUG 17 Samara

[www.royalparks.org.uk](http://www.royalparks.org.uk)  
[www.606club.com](http://www.606club.com)

**SUNDAY  
AFTERNOON  
FREE JAZZ 6061  
IN THE PARK**

ROYAL  
PARKS



Over 40,000 people came to Hyde Park for Nelson Mandela's 90th birthday concert. Image reproduced by kind permission of 46664 Limited.

SPORT, HEALTH AND WELLBEING

The parks' open spaces are ideal for both exercise and relaxation, catering for group sports, joggers and dog-walkers, and those seeking a quiet escape from city life.

**Best Foot Forward**

June saw the launch in Richmond Park of Walk England, a new organisation which aims to encourage walking and bring together transport, health and environment professionals. Transport Minister Rosie Winterton, Health Minister Dawn Primarolo and 100 guests, were led by local volunteers on a selection of three walks in the Park.

Elsewhere in Richmond Park, funding from Transport for London enabled improvements along the Park's section of the Capital Ring, the 125km walking route that encircles London.

**Will to Win Tennis**

Talented young tennis players from eight local state schools competed in 'The Royal Parks Schools' Tennis Challenge' in Hyde Park, with the team from St Saviour's Primary School winning the coveted trophy. Free tennis was also on offer to under 16s throughout the summer, in courts in Hyde Park, The Regent's Park, and Greenwich Park.

Both The Regent's Park and Hyde Park venues achieved Clubmark status indicating best practice is adopted.

**Group Fitness**

There has been a noticeable increase in the creation of small cottage industry businesses, such as Buggy Fit, British Military Fitness and Nordic Walking, that encourage participation in sport. Recognising the popularity of group fitness exercising, new structured guidance was created for businesses applying to conduct their activity in the parks and launched online. Small fitness businesses now have a straight forward process to follow that is consistent across all parks. Meanwhile, each park is able to monitor the different types and amount of activity to ensure that all park users continue to have open access.

# TRACK+



As well as hosting a variety of organised sport, the parks continued to provide a valuable place for rest and relaxation.



The winners of 'The Royal Parks Schools' Tennis Challenge,' together with Chief Executive Mark Camley, and Steve Riley from Will to Win Tennis.



# FIELD



Cricket in The Regent's Park.



Nordic walking in Richmond Park. Image courtesy of Bound Fitness.



The Dr Bike Cycle Surgery visited The Regent's Park.



## The Hub and Community Sport, The Regent's Park

Over 135,000 people participated in sports activity at The Hub in The Regent's Park during the year. The school holiday sports programme targeted eight-12 year olds, with activities such as cricket, rugby, Aussie rules, softball and athletics, available from just £1 per session. Similarly, the centre's regular fitness programme encouraged visitors to get active through a variety of exercise classes, with circuit training, Pilates, yoga, cardio kick, running and power walking, all on offer. Over 25 local schools from Westminster and Camden also benefitted from discounted bookings at The Regent's Park sports pitches and facilities at The Hub.

### ON THE BALL

Football continued to prove popular. 119 teams entered the Camden and Regent's Park Youth League from under eights to under 16s. The Girls' Summer League (under 12s and 14s) in conjunction with London Football Association, ran in May and June, and Queen's Park Rangers delivered community football coaching courses for five-15 year olds throughout the school holidays. In June, The London Youth Games Disability Football Tournament took place with 32 boys' teams and 32 girls' teams representing each London borough, and in May, the London Sports Forum for Disabled People held the Ability Counts Football Festival.

Football also provided a valuable way to reach young people with a health campaign. In March, the Park hosted a football tournament in partnership with the London Football Association and NHS Camden, who offered local residents guidance and information around a number of health messages including Teen Life Check, Stop Smoking, Know Your Alcohol Limits, healthy eating and MMR immunisation.

### HITTING FOR SIX

Both junior cricket clubs based in The Regent's Park achieved Clubmark accreditation, the gold standard for sports clubs. In July, 400 children attended The Capital Kids Cricket Festival which coincided with the opening of the non-turf pitch and net facility, generously funded by the Lords Taverners.

## On Your Bike

A range of projects took place to improve cycling in the parks. This included new junction signage, re-surfacing of pathways, improvements to drainage and the installation of new cycle-parking racks.

### CONSIDERATE CYCLING

Aimed at encouraging more people in London to cycle, the London Freewheel event took place in September with a range of activities along The Mall. This provided the ideal opportunity to promote the parks' Considerate Cycling Campaign, designed to encourage people to enjoy cycling in green spaces and to respect other park users.

The campaign was also promoted at other events such as The Brompton Cemetery Open Day, The Innocent Village Fete and The Richmond Park Open Day.

### THE REGENT'S PARK BROAD WALK SHARED USE CYCLE TRIAL

A new shared-use cycle trial opened in August, along the northern section of The Broad Walk in The Regent's Park. Funded in partnership between The Royal Parks and Transport for London, the trial will test the suitability of The Broad Walk as a permanent cycling route, and runs to 2012.

A family event, 'Cycle Saturday', was held in October to help promote the shared-use cycle trial. Visitors enjoyed trying out a tricycle and side by side tandem, and demonstrations took place of vintage cycles and a range of other two-wheeled contraptions. 'Dr Bike' mechanics repaired flat tyres, squeaks and wobbles, and the police were on hand to security-mark bikes and offer safety advice.

### Preparations for The 2012 Games

The parks hosted two Olympic-related events over the year. The Torch Relay passed through Hyde Park in April, followed in August by The VISA London 2012 handover celebrations in St James's Park.

Preparations for 2012 gathered pace at Greenwich Park, which is set to host the Olympic and Paralympic Equestrian Events, as well as components of the Modern Pentathlon. The Royal Parks has been working closely with the London Organising Committee of the Olympic Games (LOCOG), the body responsible for staging the Games, to minimise impact to the parks and park users and to ensure LOCOG returns the parks to their pre-Games state. Work at Greenwich has focused on developing the design for the cross country course to avoid impact to trees, and to protect areas of ecological and archaeological importance.

Pilates is just one of many fitness classes available at The Hub, in The Regent's Park.

Professor Kayoss demonstrated a range of bikes as part of the 'Cycle Saturday' event in The Regent's Park.



EDUCATION, LEARNING  
AND COMMUNITY  
ENGAGEMENT

From formal and vocational courses through to fun-based family activities, the parks' education programme reaches thousands of people each year.

A man wearing a cap and a jacket is looking at a rose in a garden. The background is a soft-focus landscape with trees and a cloudy sky.

# WORK + PLAY

### Guided Walks

To complement the existing programme of Royal Parks-led guided walks, a new relationship with the Blue Badge Guides was developed with the creation of three bespoke guided walks for the central parks. Providing historical background to Changing of the Guard, Peter Pan and Kensington Ladies, the walks run on a weekly basis and appeal to UK and overseas visitors.

### Junior Citizen

In September, 2,000 primary school children spent the day in Bushy Park and Richmond Park as part of the annual Junior Citizen safety event, run by the London Borough of Richmond, in partnership with the Metropolitan Police, Fire and Ambulance Services, and the Port of London Authority.

### Dig for Victory: War on Waste

This joint project between The Royal Parks and The Churchill Museum and Cabinet War Rooms continued for a second successful year, with the new theme of 'War on Waste'. The site featured both a modern day and a Second World War allotment, providing a working example of how to grow fruit and vegetables, attract wildlife and recycle waste.

In July, Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall visited the allotment and met with school children, volunteers and experts who tended the plot. The allotment was also visited by the Secretary of State for the Environment, Hilary Benn, together with former members of the Women's Land Army, as part of a day to acknowledge their role during the Second World War.

A range of free events for adults and children ran throughout the summer, and over 3000 school children participated in education activities.

### The Royal Parks and Prince's Trust Youth Programme

13 young people attended the sixth week-long 'Get Into Parks' programme, to look at occupations available in parks. The programme was held at Kensington Gardens Education and Volunteer Centre in partnership with homeless charity Centrepoint. Subjects included designing and landscaping green space, sports pitch development, and conservation work. The session on tree management was led by one of the attendees from the very first course who is now a qualified tree surgeon.

### The Open Air Laboratories (OPAL)

This new nation-wide network, headed by Imperial College and funded by the Big Lottery Fund, aims to bring scientists and the public together to discover, enjoy and protect their local environments. To mark the launch of the project, Kensington Gardens hosted a winter wildlife-themed family day in December, featuring activities such as seasonal craft workshops, guided tours of Kensington Gardens, as well as information on flora, fauna and wildlife.

As part of the OPAL project, the education team helped deliver a range of activities, including hands-on training for school children to help them investigate and enjoy the biodiversity of the Parks.

### Art in the Park and The Big Draw

Over 300 adults and young people participated in 'Art in the Park,' a creative day run by The Royal Parks and The Friends of Greenwich Park in August, which encouraged people to capture their favourite views of Greenwich Park. Over in Bushy Park, a free art event inspired visitors to create artwork in response to the Park's trees, as part of the nationwide 'Big Draw' campaign.



Right: 'Art in the Park' in Greenwich Park.



The Duchess of Cornwall marked her birthday with a visit to the allotment in St James's Park, together with Prince Charles. Image courtesy of the Imperial War Museum.



Children enjoyed a range of activities at the launch of The Open Air Laboratories project at Kensington Gardens. Image courtesy of OPAL.

### Restoration Activity at Bushy Park

A programme of education and community activity took place as part of the Bushy Park Restoration Project (see page 11), supported by an excellent team of volunteers.

#### SUMMER PROGRAMME

Almost 400 adults and children participated in a series of educational summer events for families in Bushy Park. In addition to pond dipping and meadow sweep sessions, other highlights this year included a guided deer walk, an intrepid night prowler search for bats and moths, and a guided bird walk. Local artist Caroline Jones assisted with creative activities including a natural sculptures session, in which children produced work from willow, and a workshop to create decorative clay pots.

#### WORKING WITH SCHOOLS

A range of activities ran throughout the year including 'Trailblazer' days for primary schools, with an emphasis on environmental studies; outreach visits to local primary and secondary schools; and tailored activities for secondary school field trips, covering geography and science.

#### TEACHER TRAINING

In partnership with St Mary's University Initial Teacher Training, practical training was delivered to trainee geography teachers on outdoor education and risk assessment, and to trainee PE teachers on orienteering.

### GROW, The Royal Parks' Apprenticeship Scheme

Now in its second year, a new intake of 10 students started the apprenticeship course, run in partnership with The Royal Parks, its landscape maintenance contractors, and Capel Manor College. Open to young people as well as older applicants and existing staff, apprentices gain experience in the care and management of public and private gardens, sports grounds and green community areas. On completion of the three-year course, participants will be fully-qualified as gardeners with NVQ Levels II & III in Amenity Horticulture.

To attract a wide range of applicants to next year's course, a new website was launched in the spring, providing details about the scheme and a downloadable application pack:

[www.royalparksapprentice.org.uk](http://www.royalparksapprentice.org.uk)

### Greenwich Park Orchard

With support from the Friends of Greenwich Park, work started in January to create a community garden and wildlife orchard in the north east corner of the Park, to improve the site's ecological value. Following a botanical survey, British Trust for Conservation Volunteers carried out work to carefully remove areas of brambles and to thin sycamore trees. Local school children participated in an eight-week education programme covering ecology, sustainability, design and development, led by Royal Parks' staff and experts from Construction Skills, to help inform the final plans for the project.

### Supporting The Parks

The work of The Royal Parks would not be possible without the valuable contribution of partners and volunteers. Over the year, the Friends Groups supported a range of activity including arranging walks and talks, donating chairs for the chapel at Brompton Cemetery, sponsoring a plaque commemorating the granting of public access to Richmond Park, and raising funds for projects.

The Royal Parks Guild, which comprises former staff and apprentices, as well as those associated with The Royal Parks, made an award to apprentice Zoe Basham, in recognition of her achievement during her first year on the GROW scheme.





Office workers were encouraged to hold their meetings or use desks in St James's Park for two days in July, as part of Visit London's Great Outdoors campaign, which aimed to inspire people to make the most of London's green spaces. Image © Visit London.



A variety of cafés and kiosks provide refreshments across the parks, as well as the award-winning Inn The Park restaurant in St James's Park.

# INSIDE + OUTSIDE

PROMOTING  
ORGANISATIONAL  
EXCELLENCE

With 37 million visitors each year, providing a welcoming environment is essential.

## Improving the Visitor Experience

New notice boards were installed across the parks, each with a separate location identity, so visitors can orientate and cross reference with park maps. Notice boards highlight features within the park, give a brief history, and list facilities such as cafés, toilets, playgrounds and emergency contacts. An area of the board is designated for local notices which are changed on a monthly basis.

## DIGITAL PARKS

For the first time, The Royal Parks' website [www.royalparks.org.uk](http://www.royalparks.org.uk) attracted over one million unique visitors. The majority of visitors came from the UK, US and Germany, with others from as far afield as Chile, Sri Lanka and Japan.

Podcasts of five Bushy Park Heritage Trails were also developed, which can be downloaded to MP3 players via the parks' website and iTunes. Designed to both attract new visitors to the Park and provide better information for more regular visitors, the self-guided walks last an hour to an hour and a half, and focus

on the wildlife and unique history of Bushy Park. Subjects range from the Park's role as a United States' airbase during the Second World War, to the influence of individuals on the landscape such as Charles I, who created the Longford River to supply the Park's water features.

Park guides were translated into French, German, Italian and Spanish, to correspond with the top four foreign language visitor groups to London. In addition, the Bushy and Richmond brochures were translated into Korean, as the local area of New Malden has the largest Korean-speaking population outside Korea.

## Better Buildings

Proposals were invited for the future use of The Magazine in Kensington Gardens, to bring the listed building back into public use, and the Nursery site in Hyde Park, in a way that complements the park setting and values. The project is part of the Better Buildings Programme, which aims to make more effective use of park buildings and generate revenue to improve and enhance the facilities of the parks and the services provided to visitors. As part of the programme, a further five park lodges were renovated and licensed for residential occupancy, bringing the total number of refurbished lodges to eight. The programme has been supported by a great deal of pro bono work by Trustees of the Royal Parks Foundation, raising £236,000 for the agency.

### And the Winner Is...

The parks garnered a variety of awards over the year, acknowledging the quality of work that goes on across a range of disciplines.

All eight parks were awarded **Green Flag** status for the second year running, the national standard for parks which recognises and rewards the best green spaces in the country. Each of The Royal Parks was judged as being welcoming, safe, and well maintained, and having strong links with the local community and high environmental standards. Greenwich Park received the double honour of **Green Heritage Site Accreditation**, which is sponsored by English Heritage and promotes best practice in the care and upkeep of parks and green spaces of local or national historic interest.

The Royal Parks took first prize for **Venue In-House Events Team of the Year** at Event magazine's annual awards, for the management of events in Hyde Park, demonstrating creative solutions, logistic management, best practice, clear strategic thinking, innovation and effectiveness.

Two prizes were scooped at the Horticulture Week Awards, run by the sector's weekly trade magazine. **The Partnering Award** went to The St James's Park team and landscape maintenance contractor, Enterprise, in recognition of their collaborative approach. **The Most Outstanding Commitment to Training Award** was won by The Apprenticeship Scheme, run in partnership with The Royal Parks, its landscape maintenance contractors, and Capel Manor College.

The Regent's Park was awarded **Best Park in the Central Region** in the 2008 Britain's Best Park competition, sponsored by Briggs & Stratton. The judges were particularly impressed by the spectacular horticultural displays and high levels of maintenance. Other areas of excellence included environment, design, usability, access, maintenance, and community involvement.

In partnership with the London Wildlife Trust, The Royal Parks won a **Bronze at the Hampton Court Flower Show** for The Future Garden in the small garden section.

The Parks' vehicle fleet was a **runner up at the Energy Saving Trust Fleet Hero Awards** in the category for Best Small Fleet, and was the first recipient of a **Gold Award** from The Trust's Motorvate scheme, which rewards the reduction of emissions.

And finally, The Royal Parks' football team won the **Civil Service Football Competition** at this year's Sports Day.



Right: New notice boards were installed across the parks, providing useful information for visitors.





Raymond Briggs' snowman enjoys his very own chair.



Pupils from Grove Road Primary School sketching in Bushy Park.

THE ROYAL PARKS  
FOUNDATION

The Royal Parks Foundation is a registered charity, committed to help protect, conserve and enhance the eight Royal Parks. It reaches out to make the parks part of more people's lives and helps improve the parks' financial future.

The charity focused its efforts on four major projects in 2008/09, whilst also contributing to the Better Buildings programme (see page 21) and a range of smaller initiatives such as the Tree Scheme (£46,000 raised) and restoring the Diana Playground (£53,000 raised).



### Deckchair Dreams

The Royal Parks Foundation once again celebrated the arrival of summer with 23 specially-commissioned deckchairs, created by celebrities from the worlds of art and drama, illustration, cartoon, fashion design and taxidermy. Participants this year included Tracey Emin, Marc Quinn, Joanna Lumley and Raymond Briggs.

A team of 12 new recruits to the Household Cavalry, plus a host of young people, also contributed to Deckchair Dreams. Over 100 pupils, aged five-15, came from six different neighbouring schools to study art and nature in their local Royal Park. The 2008 theme was the 'Rare & Wonderful Things of The Royal Parks' and each group was encouraged to give its own unique interpretation of the theme after visiting the parks.

The deckchairs were available in four central Royal Parks for everyone to enjoy between June-October and the project raised over £70,000 to benefit The Royal Parks.

### Summer Gala

The 2008 Royal Parks Foundation Summer Gala raised more than £600,000, setting a record level of giving for this annual event.

The party was once again generously sponsored by Hyde Park neighbours Candy & Candy and marked the launch of a campaign to raise £1.5m to build a new children's education centre at the Look Out, in the heart of Hyde Park.



Collecting the water bottles for recycling.



Winner John Muriithi, with Sharon Black from Brakes and Sara Lom, Chief Executive of The Foundation.

### Royal Parks Foundation Half Marathon

On a picture postcard Sunday in October 2008, 12,000 intrepid runners took up their positions on South Carriage Drive in Hyde Park. Soliders from the King's Troop Royal Horse Artillery fired the starter cannon and the crowd surged forward into running history as the Royal Parks Foundation Half Marathon was launched – the first ever to be held in central London.

The 13.1 mile route passed through four Royal Parks, coursing past some of London's most iconic sites and finishing at the Brakes Food & Fitness Festival in Hyde Park, which was attended by around 30,000 spectators.

The race and all of its associated activities underlined the importance of following a healthy lifestyle. In an on-line survey of runners after the event, over 50 per cent said that whilst they hadn't exercised regularly before, they now felt inspired to keep running and try other sports.

The Half Marathon raised over £2m to benefit 165 charities, including the Royal Parks Foundation, and was supported by headline sponsor Brakes with partners Nokia and M&S.

The need to protect the environment was integral in planning the Half Marathon:

- The race shirt was developed from bamboo and recycled polyester;
- 100,000 plastic bottles were recycled, producing 1.5 tonnes of reusable plastic packaging;
- 14,000 Fair Trade bananas were provided to runners and volunteers;
- All surplus food was collected by Fare Share and distributed to those in need;
- Leaflet-filled goody bags were avoided;
- All participants were encouraged to recycle their old trainers through Sweatshop;
- Finishers' medals were made of sustainable white pine.

## IT Upgrade

A programme to upgrade the IT facilities across the parks was implemented, which included the introduction of new servers, multi-function devices, PCs and laptops; an upgrade of desktop software; a major refresh of the electronic records management system; the installation of WAN Accelerator technologies to increase the speed of access; and a range of improvements to IT Service Support. The upgrade was accompanied by training for all staff on the new desktop software and knowledge information management. The programme survey recorded substantial improvements in staff satisfaction levels with IT technologies and accompanying support.

## Health and Safety

The Royal Parks is committed to the health, safety and welfare of its staff and all those involved in its activities, and to an effective health and safety management system. The Health and Safety Executive has produced a guide on best practice in their publication 'Successful health and safety management' (HSG65) which the agency uses as a template.

Health and Safety (H&S) policy, procedures and responsibilities are available to all staff on the ICT systems. The Chief Executive and senior management team approve the Annual H&S Plan and receive quarterly reports on its progress.

### The key targets for 2008-09 were:

- To arrange for an external H&S audit of The Royal Parks and incorporate findings into a five year strategy;
- To arrange staff training as identified in the Annual Training Plan;
- To ensure that contractors and concessionaires are complying with H&S (and, where appropriate, food hygiene) legislation and best practice; and
- To monitor The Royal Parks' compliance with the Construction (Design and Management) Regulations.

All targets were achieved.

### The key targets for 2009-10 are:

- To update the management standard for the preparation and review of the Royal Parks Health and Safety Policy Statement to include an annual review, risk profiling and Key Safety Objectives;
- To complete a structured safety training need analysis for park employees;
- To undertake a formal quality assurance review of all major contractors; and
- To ensure that a robust process exists for recording non conformances and taking corrective action when poor safety performance is identified.

## Recruitment

Grade	Appointment	% Women	% Minorities
Grade I	7	43	0
Grade II (Executive)	2	50	50
Grade III (Executive)	4	50	25
Grade IV (Board Member)	1	0	0

Seven fixed term appointments were made in 2008/09 all of which are permitted exceptions.

## Training

As part of the ongoing management training programme, all managers took part in 'Effective Appraisal' courses. 360 Degree feedback continued and was offered to all middle managers. Senior managers were offered up to six coaching sessions.

## Corporate Objectives and Performance Targets

Our purpose is to 'manage The Royal Parks effectively and efficiently; balancing the responsibility to conserve and enhance these unique environments with creative policies to encourage access and to increase opportunities for enjoyment, education, entertainment and healthy recreation.'

### The Royal Parks Objectives

1. Protect and develop the parks as world class environments, applying effective policies in environmental and ecological park management.	<b>1a. International benchmarking</b>	Carry out one peer review of another park and one TRP park peer reviewed by external partner: ONGOING	CEO peer-reviewed Centennial Park, Sydney and report published.  Richmond Park peer review established; external peers not available until 09/10.
	<b>1b. Maintain Green Flag status</b>	Eight Parks and one Heritage Green Flag: MET	All eight parks successful. Greenwich Park awarded Heritage Green Flag.
2. Understand and respond to the needs of our diverse audiences and stakeholders, working with partner organisations to enrich lives.	<b>2a. Maintain or enhance customer satisfaction</b>	Maintain satisfaction above 85 per cent for each park: MET	Research completed and target met. Average summer and winter scores rating excellent or good for overall satisfaction:  Kensington Gardens – 92 per cent Regent's – 96 per cent St James's Park – 97 per cent Green – 93 per cent Hyde – 95 per cent
	<b>2b. Enhance the visitor experience</b>	5 per cent improvement in visitor perception of information: NOT MET	Baseline at 71 per cent of visitors rating information as excellent or good.  Bushy – 53 per cent Richmond – 75.5 per cent Greenwich – 80 per cent
	<b>2c. Capture visitor numbers</b>	To capture in four parks: MET	Survey completed and published.
3. Deliver a broad cultural array of activities, including education, sport and participatory offers.	<b>3a. Improve partner and stakeholder management</b>	Validate baseline and methodology for stakeholder perception: MET	
	<b>3b. Work more closely with other government departments</b>	£500K partnership funding secured for joint projects: MET	Funding secured of £901K.
	<b>3c. Successful Olympics programme</b>	Two cultural events as part of the Olympics preparation: MET	Torch Relay through Hyde Park – 06.04.08. VISA London 2012 Handover Party – 24.08.08.
4. Conserve and enhance the historic built environment of The Royal Parks.	<b>4a. To undertake heritage restoration projects</b>	One further project identified and funding secured: MET	Richmond Gate Lodge completed. Diana Fountain, Bushy Park confirmed; project commenced Q3 (on site Q1 09/10).
	<b>4b. To reduce accumulated works maintenance</b>	Backlog reduced to £56.5M: MET	
5. Deliver greater value for money for the taxpayer through increased income generation and ensuring that best value for money is obtained.	<b>5a. To increase income† to: £11M</b>	MET	Income excluding lottery funding was £12.1M.
	<b>5b. To increase profitability of commercial activity</b>	£400K excess income over cost: MET	£2.06M excess income over cost (71 per cent).
6. Demonstrate internal organisational excellence in our workforce and corporate governance, and continually improve our finance, IT and communications systems.	<b>6a. To improve leadership and staff satisfaction levels</b>	Undertake 360 assessment for all senior managers: MET  Staff survey to set baseline: MET	
	<b>6b. Organisational Excellence</b>	EFQM follow-up: MET	Action Plans in place and taken through Q1 – Q4 and into 09/10.
	<b>6c. Value for Money</b>	Accommodate £100K reduction in revenue grant: MET	

† Excludes lottery funding

# THE ROYAL PARKS ACCOUNTS 2008-09

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## Accounts Direction

The accounts have been prepared under a direction issued by HM Treasury in accordance with section 7(2) of the Government Resources and Accounts Act 2000.

## Description Of The Business

### History of The Royal Parks

On 1st April 1993, The Royal Parks was established as an Executive Agency of the Department of National Heritage, now the Department for Culture, Media and Sport (DCMS), and is fully accountable to Parliament through the Secretary of State for Culture, Media and Sport who sets the agency's policy framework and key performance targets and determines its level of resources each year.

### Statutory Background

There are nine Royal Parks in London – St James's, The Green, Hyde, The Regent's and Primrose Hill, Greenwich, Richmond, Bushy and Hampton Court Parks and Kensington Gardens – managed by the Secretary of State for Culture, Media and Sport on behalf of the Queen. The Royal Parks form part of the hereditary lands owned by the Sovereign in right of the Crown. Various monarchs enclosed the Parks during the fourteenth to seventeenth centuries, primarily for hunting or as parkland gardens. By virtue of the 1851 Crown Lands Act the Crown transferred the duties and the Parks to the Commission of Works and Buildings and The Royal Parks are now the responsibility of the DCMS. The Royal Parks has responsibility for all London's Royal Parks except Hampton Court Park, which is the responsibility of the Historic Royal Palaces.

The Royal Parks is also responsible for managing and policing (in conjunction with the Metropolitan Police Service) Brompton Cemetery, Victoria Tower Gardens, and Grosvenor Square Gardens and maintaining nos. 10, 11 and 12 Downing Street gardens, Canning Green, St Margaret's Church Green, Poets' Green and the Longford River (except in Hampton Court Home Park).

The Metropolitan Police Service (MPS) took on responsibility for policing the Royal Parks on 1 April 2004, and there has been a co-policing arrangement since that date. The full legislative merger was completed on 8 May 2006. The police are now funded by the Home Office.

### Corporate Objectives and Performance Targets

The Royal Parks' objectives and performance targets are set by DCMS and are formally reviewed quarterly by the Management Board. Details of performance targets and achievements are noted on Page 26 of the Report.

## Development And Performance In The Current Year

### Review of Activities

The Chief Executive's foreword on page 2 and the review of the year on pages 4 to 26 of the Report, examine activities for the year ended 31 March 2009. Further details of plans are contained in The Royal Parks Corporate Plan.

## Financial Position of The Royal Parks

The agency is funded via the DCMS Supply Estimate, Request for Resource 1. The Royal Parks' allocation for 2008-09 was a Net Resource budget of £20.459m (of which £3.135m was non-cash) plus £1.4m Capital. In 2008-09, £12.943m (£10.967m in 2007-08) was generated as income (excluding notional income and Donated Assets contributions).

### Strategic Risks

The aim of risk management is to understand the risks that will impact on our ability to deliver the Corporate Plan and ensure that the necessary mitigating actions are taken to limit risk and optimise our ability to deliver.

The Executive Committee (ExCom) have identified key areas of risk and has introduced new reports and processes to underpin effective risk management. This is embedded at all levels within the organisation. Our risk management reports contain risk assessment (impact and probability) and highlight mitigation actions and management of residual risk. Long-term strategic risks will be reviewed alongside short-term operational risks, prioritising appropriately to ensure that risks are captured and managed effectively to reduce the likelihood and if triggered minimise escalation of impact or probability. The key corporate risks are contained in The Royal Parks Corporate Plan. The Royal Parks has suffered no protected personal data incidents during 2008-09 or prior years and has made no report to the Information Commissioner's Office.

### Information Assurance

Information security risk at TRP is managed through the Information Assurance Policy, which all staff must comply with.

We, in conjunction with DCMS, have reviewed the status of information and data security in the year. Areas of weakness were identified and addressed in 2008-09. In addition, a prioritised action plan will be developed which will address the requirements of the Cabinet Office. This will be completed in 2009-10.

TRP's policies and processes will be measured against the Cabinet Office's Security Policy Framework, as part of Internal Audit's work. There were no data loss incidents reported in 2009/09.

### Key Relationships With Stakeholders That May Affect The Royal Parks Long Term Position

The Royal Parks Foundation, a separate legal entity and charity, fundraises for improvements to The Royal Parks, particularly for matched funding for major projects. Without continuing support from the Foundation such projects may not proceed. As a registered charity, The Royal Parks Foundation can reclaim, from the Inland Revenue, an extra 28p for every £1 given by income tax payers under the Gift Aid scheme.

### Policy and Achievement of Policy on Social and Community Issues

Details of social and community issues are in the 'Education, Learning and Community Engagement' section of the Report.



### Policy and Achievement of Policy on Employees

The Royal Parks' policy states that all eligible persons shall have an equal opportunity for employment and advancement within the agency on the basis of their ability, performance and aptitude for the work. There shall be no discrimination on the grounds of an individual's nationality, sex, race, colour, ethnic origin, religion, sexual orientation, marital status or disability'.

Page 25 of the Report provides further information on 'Recruitment and Training' during the year.

The Royal Parks considers it very important that employees understand the operations, aims and objectives of the agency. ExCom meets ten times each year, and disseminate key decisions to staff. Staff are also welcome to observe at the meetings. The Chief Executive visits all Park locations on a regular basis and there is an annual staff conference. All staff have access to the Framework Document and have the opportunity to input to the Corporate Plan.

Information Technology, Health and Safety and Marketing newsletters are produced to advise staff of developments and best practice in these areas. Staff are encouraged to contribute articles for these publications.

### Pensions

Details of pension arrangements are provided in the Remuneration Report.

### Sick and Absence

TRP operates a sick absence policy with similar provisions to those offered in the Civil Service.

Employee's who are absent due to sickness are paid for a defined period providing they have complied with TRP's sickness reporting and notification rules. Staff are paid at their normal rate of pay for periods of sickness absence up to a maximum of six months in aggregate in any calendar year and thereafter half normal pay for six months' sickness absence provided that they have not had more than 12 months' sickness absence on half-pay in any four-year period. For the year ending 31 March 2009 there were no long term sick absence cases within TRP. The average rate of sick absence for TRP staff is 4 days per member of staff.

### Policy and Achievement of Policy on Environmental Matters

The Royal Parks is committed to reducing its impact on the environment, and has successfully retained ISO 14001. More information is contained in the 'Ecology, the Environment and Biodiversity' section of the Report.

### Executive Committee (ExCom)

The Executive Committee is responsible for the operational management of the agency and ensuring that the Senior Management Team are achieving organisational objectives. The names and roles of the ExCom members are shown in the Remuneration Report.

ExCom are paid employees of The Royal Parks, appointed under Civil Service Management Code conditions, and all Parks and sections are represented on the ExCom.

### The Board

The Board is responsible for providing an overview of the strategic activity of the organisation and ensuring that the aims and objectives set by the organisation are met. The names of The Royal Parks Board members are set out on page 3 of the Report. Non Executive Board members are not remunerated and are appointed by the Minister of Culture. The Board meets quarterly.

### Register of Interests

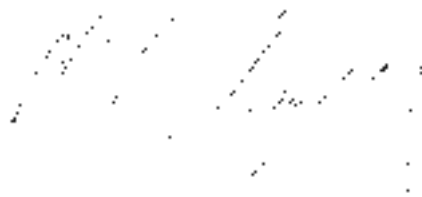
The Royal Parks maintains Registers of Interests for The Royal Parks Board, ExCom and the Audit Committee, which is made available on request.

### Payment of Creditors

The agency aimed to settle all valid invoices within 30 days of receipt (as specified in the CBI code) until December 2008 when the Cabinet Office issued instructions for the payment target to be set at 10 days. The Royal Parks achieved an average payment target of 16 days.

### Independent Auditor

The accounts are audited by the Comptroller and Auditor General in accordance with The Government Resources and Accounts Act 2000.



Mark Camley, Chief Executive

2 July 2009

The Royal Parks does not have a Remuneration Committee. Pay for the Chief Executive and Deputy Chief Executive is determined by the arrangements for Senior Civil Service (SCS), whilst other senior managers' pay is determined as part of the annual pay remit process. Settlement of the latter is negotiated with the Trade Unions.

The Chairman of The Royal Parks Board and the Chief Executive also meet annually to discuss the performance of Directors.

DCMS are responsible for recruitment and employment of the Chief Executive and Deputy Chief Executive. All matters relating to their salaries are dealt with in accordance with DCMS policies and procedures. The Chief Executive's and Deputy Chief Executive's bonus is determined by DCMS.

The Director of Strategy and Communication, Wendy Shales, is an employee of the DCMS on secondment. Other senior managers, below SCS, are paid employees of The Royal Parks, under the Civil Service Management Code conditions.

Contracts of appointment are open-ended and the notice period is between one and three months. There are no special terms for early termination of contracts, although the terms and conditions of the Principal Civil Service Pension Scheme (PCSPS) apply in respect of early retirement and severance. Details can be found at (HYPERLINK '<http://www.civilservice-pensions.gov.uk>') [www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

The performance appraisal system, called the Appraisal Development Report (ADR), is based on the assessment of individual achievements against current objectives. Appraisals are carried out at 6 monthly intervals with informal meetings as required, and an annual performance assessment is used as a basis for awarding performance-related pay.

The Royal Parks is subject to public sector pay policy and takes into account the directives on pay and related matters issued by the HM Treasury. We currently set aside approx 0.9% of total salary for non-consolidated awards.

The following sections provide details of the remuneration and pension interests of the Chief Executive, Executive Board members and ExCom members of The Royal Parks. The figures in this Remuneration Report have been audited.

### a) Remuneration of Senior Managers

	2008-09	2007-08
	Remuneration £000	Remuneration £000
<b>Mark Camley</b> Chief Executive	105-110	95-100
<b>Colin Buttery</b> Deputy Chief Executive and Director of Parks	70-75	65-70
<b>Simon Betts</b> Director of Estates	60-65	55-60
<b>Greg McErlean</b> Director of Major Projects and IT	60-65	60-65
<b>Bridget Verso</b> Interim Head of Finance (to September 2008)	15-20 (full year equivalent 55-60)	50-55
<b>John Swainson</b> Director of Resources (from 1 September 2008)	30-35 (full year equivalent 55-60)	0
<b>Wendy Shales</b> Director of Strategy and Communication	50-55	45-50 (full year equivalent 50-55)
<b>Jo Brigham</b> Director of Marketing and Strategy (to 20 April 2007)	0	05-10 (full year equivalent 60-65)

### Remuneration

'Remuneration' includes gross salary, performance pay or bonuses and any allowance or payment to the extent that it is subject to UK taxation. With the exception of the Chief Executive, there were no senior staff bonuses. The Chief Executive's bonus, set by DCMS, amounted to 12.83% of total remuneration.

No severance payments or payments to former senior managers or payments to third parties for senior managers have been made during the year

### Benefits in kind

None of the above staff received benefits in kind.

## b) Pension benefits

	Real increase in Pension and related lump sum at age 60 £000	Accrued Pension at age 60 at 31/3/09 and related lump sum £000	CETV at 31/3/08 £000	CETV at 31/3/09	Employee contributions and transfers in £000	Real increase in CETV £000
<b>Mark Camley</b> Chief Executive	0-2.5 lump sum 2.5-5	25-30 lump sum 75-80	341	379	0-2.5	12
<b>Colin Buttery</b> Deputy Chief Executive and Director of Parks	0-2.5 lump sum 0	25-30 lump sum 0	314	340	7.5-10 0	0
<b>Simon Betts</b> Director of Estates	0-2.5 lump sum 2.5-5	5-10 lump sum 25-30	192	222	0-2.5	19
<b>Greg McErlean</b> Director of Major Projects and IT	0-2.5 lump sum 0	0-5 lump sum 0	47	64	0-2.5	12
<b>John Swainson</b> Director of Resources	0-2.5 lump sum 0	0-5 lump sum 0	0	9	0-2.5	9
<b>Wendy Shales</b> Director of Strategy and Communications	0-2.5 lump sum 0-2.5 -	10-15 lump sum 30-35	149	168	0-2.5	10
<b>Bridget Verso</b> Head of Finance (to 23rd September 2008)	0 lump sum 0	0 lump sum 0	0	0	0	0

The CETV figures at 31/3/09 differ to last years end figures. This is due to the CETV factors being updated to comply with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008.

Bridget Verso was not a member of the Civil Service Pension Scheme. During 2008-09 The Royal Parks made contributions with a total value of £2,100 (07/08 £7,000) to her partnership pension scheme.

### Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a 'final salary' scheme (classic, premium or classic plus); or a 'whole career' scheme (nuvos). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus and nuvos are increased annually in line with changes in the Retail Prices Index (RPI). Members who joined from October 2002 could opt for either the appropriate defined benefit arrangement or a good quality 'money purchase' stakeholder pension with a significant employer contribution (partnership pension account).

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and, immediately after the scheme year end, the accrued pension is uprated in line with RPI. In all cases members may opt to give up (commute) pension for lump sum up to the limits set by the Finance Act 2004.

For 2008-09, employers' contributions of £625,745 were payable to the PCSPS (2007-08 £560,508) at one of four rates in the range 17.1% to 25.5% of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions usually every four years following a full scheme valuation. From 2009-10, the rates will be in the range 16.7% to 24.3%. The contribution rates are set to meet the cost of the benefits accruing during 2008-09 to be paid when the member retires and not the benefits paid during this period to existing pensioners. At the balance sheet date the amount of unpaid contributions was £56,519.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £5,899 (2007-08 £14,163) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £551 (2007-08 £1,108), 0.8% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the balance sheet date were £0 (2007-08 £944). Contributions prepaid at that date were £244.

The accrued pension quoted, is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus and 65 for members of nuvos.

Further details about the Civil Service pension arrangements can be found at the website [www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)

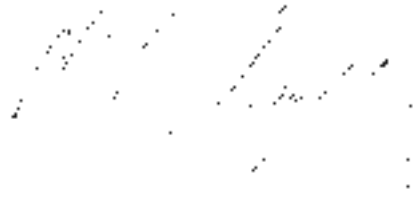
### Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme.

The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

### Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.



Mark Camley, Accounting Officer

2 July 2009

### Scope of Responsibility

As Accounting Officer for The Royal Parks, I have responsibility for the development, implementation, maintenance of a sound system of internal control and for reviewing its effectiveness. This must support the achievement of the DCMS and The Royal Parks' policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money. The Audit Committee reviews the effectiveness of the system of internal control on behalf of the Board.

I am responsible to the Secretary of State for Culture, Media and Sport and accountable to Parliament for The Royal Parks' operations and performance. The Royal Parks was managed, to 31 March 2009, by the Executive Committee, which I chaired. A new corporate governance structure was put into place from 1 April 2008 with a non-executive Chair, three other non executive members and four executive directors, including the Chief Executive. The Royal Parks Board, which is chaired by Apurv Bagri meets quarterly.

### The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Departmental and The Royal Parks' policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control is in continuous development at The Royal Parks for the year ended 31 March 2009 and up to the date of approval of the annual report and accounts in accordance with Treasury guidance.

### Capacity to Handle Risk

The Royal Parks Board approves The Royal Parks' risk management policy, which clearly states that responsibility for adequate risk management arrangements rests with the Board and the Chief Executive. All 'business units' (i.e. Parks and HQ sections) are required to produce and monitor risk registers as part of the annual business planning process and throughout the year. The Royal Parks has developed a Business Continuity Plan in conjunction with the DCMS. This will ensure that if IT systems fail or there are other major incidents The Royal Parks will be in a position to continue to operate effectively.

### The Risk and Control Framework

All risk management framework is aligned to the corporate aims, objectives and priorities as outlined above. For 2008-09 there were the six Corporate Plan objectives and connected key targets, which in turn reflected the DCMS Public Service Agreement objectives and targets. Risk analysis forms part of the strategic planning, business planning and investment/project appraisal procedures. Managers and staff at all levels have a responsibility to identify, evaluate and manage risks, and are equipped to do so through ongoing risk training and relevant guidance.

Based on an analysis of the identified risks, a summary risk register is produced, which is monitored and reviewed by The Board.

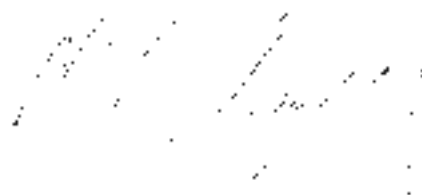
### Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by the work of the internal auditors and the executive managers within The Royal Parks who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. The Board and the Audit Committee have advised me on the implications of the result of my review and a plan to address weaknesses and ensure continuous improvement of the system is in place. In 2009-10 we will continue the process of strengthening internal controls. During 2008-09 a review of existing data protection policies and procedures was undertaken to ensure compliance with Cabinet Office guidance.

The Royal Parks has an internal audit function, which operates to Government Internal Audit Standards. They submit regular reports to the Audit Committee, including a report from the Head of Internal Audit giving an independent opinion on the adequacy and effectiveness of The Royal Parks' system of internal control together with recommendations for improvement. The Audit Committee produces an Annual Report on the effectiveness of internal control for the Board.

The Audit Committee meetings, which are chaired by a non-executive Board member, include reports on the effectiveness of the internal control system.

Each Director and Budget Holder has completed an Assurance Report confirming that they have carried out a range of responsibilities, which provides comfort that policies and procedures are being adhered to. These reports cover risk management and controls, actions on audit reports and effective management of financial and non-financial resources, incorporating specific guidelines issued by Finance, Personnel, Procurement, Health & Safety, IT and Policy and Strategy (including Records Management). Performance against Corporate Plan targets is measured and reviewed quarterly by The Board. In addition, I have regular meetings with each Director to review progress in their areas of responsibility against their business plan targets, and following Internal Audit recommendations, additional assurance will be included in Directors' reports.



Mark Camley, Accounting Officer


2 July 2009

Under Section 7(2) of the Government Resources and Accounts Act 2000, HM Treasury has directed The Royal Parks to prepare a statement of accounts for each financial year in the form and on the basis set out in the Government Financial Reporting Manual (the FReM) issued by HM Treasury, which is in force for 2008-09. The accounts are prepared on an accruals basis and must give a true and fair view of the organisation's state of affairs at the year-end and of its income and expenditure, recognised gains and losses and cash flows for the financial year.

In preparing the accounts the Accounting Officer is required to:

- Observe the accounts direction issued by the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements;
- Prepare the financial statements on a going concern basis, unless it is inappropriate to presume that The Royal Parks will continue in operation.

The Accounting Officer for the Department for Culture, Media and Sport has designated the Chief Executive of The Royal Parks as the Accounting Officer for the agency. His relevant responsibilities as Accounting Officer, include responsibility for the propriety and regularity of the public finances and for keeping the proper records, are set out in the Accounting Officers' Memorandum, issued by the Treasury and published in Managing Public Money.



Mark Camley, Chief Executive

2 July 2009

I certify that I have audited the financial statements of the Royal Parks agency for the year ended 31 March 2009 under the Government Resources and Accounts Act 2000. These comprise the Operating Cost Statement and Statement of Recognised Gains and Losses, the Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

### Respective responsibilities of the agency, the Chief Executive and auditor

The agency and Chief Executive, as Accounting Officer, are responsible for preparing the Annual Report, which includes the Remuneration Report, and the financial statements in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions made there under and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of Accounting Officer's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000. I report to you whether, in my opinion, the information, which comprises the introduction and the management commentary included in the Annual Report, is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the agency has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by HM Treasury regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the agency's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or to form an opinion on the effectiveness of the agency's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report, including the unaudited part of the Remuneration Report, and consider whether it is consistent with the audited financial statements. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

### Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the agency and Chief Executive in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the agency's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations that I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error; and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

### Opinions

In my opinion:

the financial statements give a true and fair view, in accordance with the Government Resources and Accounts Act 2000 and directions made there under by HM Treasury, of the state of the agency's affairs as at 31 March 2009, and of the net operating cost, recognised gains and losses and cash flows for the year then ended;

the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and

Information, which comprises the introduction and the management commentary, included in the Annual Report, is consistent with the financial statements.

### Opinion on Regularity

In my opinion, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

### Report

I have no observations to make on these financial statements.

Amyas C. E. Morse  
 Comptroller and Auditor General

National Audit Office  
 151 Buckingham Palace Road  
 Victoria  
 London  
 SW1W 9SS

13 July 2009

OPERATING COST STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2009

	Note	2008-2009 £000	2007-2008 £000
<b>EXPENDITURE</b>			
Staff costs	3	4,558	4,094
Depreciation	7	2,579	2,306
Notional charges	5	1,428	1,541
Programme costs	4	26,660	23,779
<b>TOTAL EXPENDITURE</b>		<b>35,225</b>	<b>31,720</b>
EXCEPTIONAL ITEM	3.3c	0	298
GROSS EXPENDITURE		35,225	32,018
LESS INCOME	6	13,011	11,026
<b>NET EXPENDITURE</b> (Representing the net departmental cost of The Royal Parks)	<b>15</b>	<b>22,214</b>	<b>20,992</b>

STATEMENT OF RECOGNISED GAINS AND LOSSES  
FOR THE YEAR ENDED 31 MARCH 2009

	Note	2008-2009 £000	2007-2008 £000
Unrealised surplus/(deficit) on the Revaluation of fixed assets	13	(383)	2,628
Receipt of donated assets		1,691	0
<b>Total recognised gains and losses</b>		<b>1,308</b>	<b>2,628</b>

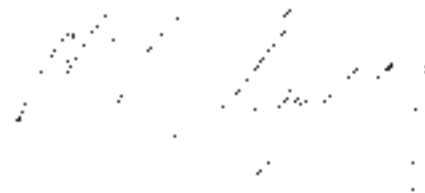
The notes on pages 39 to 46 form an integral part of these accounts.



BALANCE SHEET  
AS AT 31 MARCH 2009

	Note	2009 £000	2008 £000
<b>FIXED ASSETS</b>			
Tangible fixed assets	7	47,078	47,623
<b>CURRENT ASSETS</b>			
Stocks	1e	0	1
Debtors	8	3,007	2,638
Cash at bank and in hand	9	2,915	2,888
		<b>5,922</b>	<b>5,527</b>
<b>CURRENT LIABILITIES</b>			
Creditors (due within one year)	10	(6,917)	(6,968)
<b>NET CURRENT LIABILITIES</b>		(995)	(1,441)
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		46,083	46,182
PROVISION FOR LIABILITIES AND CHARGES	12	(465)	(380)
<b>TOTAL ASSETS LESS TOTAL LIABILITIES</b>		<b>45,618</b>	<b>45,802</b>
<b>Taxpayers' equity:</b>			
Revaluation reserve	13	13,751	16,368
Donated asset reserve	14	4,627	2,555
General fund	15	27,240	26,879
		<b>45,618</b>	<b>45,802</b>

The notes on pages 39 to 46 form an integral part of these accounts.



Mark Camley, Accounting Officer  
2 July 2009

CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2009

	Note	2008-2009 £000	2007-2008 £000
<b>NET CASH OUTFLOW FROM OPERATING ACTIVITIES</b>			
NET PARLIAMENTARY CASH FUNDING RECEIVED	15	19,362	17,464
Funding for Donated Assets	14	1,631	0
<b>CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT</b>			
Purchase of tangible fixed assets	7	(3,613)	(536)
Proceeds on disposal of fixed assets		0	12
		27	1,845
<b>ANALYSIS OF CHANGES IN CASH BALANCES</b>			
Increase in cash held	9, 10	27	1,845
<b>RECONCILIATION OF OPERATING CASH FLOW TO NET EXPENDITURE</b>			
Net expenditure for the year	15	(22,214)	(20,992)
Depreciation	7	2,579	2,306
Fixed Asset revaluations below historic net book value	7	1,161	0
Loss on disposal of assets	7	95	284
Notional charges	5	1,428	1,541
Early retirement costs	12	132	(5)
Pension transfer provision		0	(400)
Provision for other liabilities	12	(47)	(41)
Decrease/ (Increase) in stocks	1e	1	16
Decrease/ (Increase) in debtors	8	(369)	97
(Decrease)/ Increase in creditors	10	(51)	2,158
Notional Income	5	(68)	(59)
<b>NET CASH OUTFLOW FROM OPERATIONS</b>		<b>(17,353)</b>	<b>(15,095)</b>

The notes on pages 39 to 46 form an integral part of these accounts.

## I. STATEMENT OF ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the Government Financial Reporting Manual issued by HM Treasury. The accounts have been prepared under a direction issued by HM Treasury in accordance with section 7(2) of the Government Resources and Accounts Act 2000. The particular accounting policies adopted by The Royal Parks are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

### a. BASIS OF ACCOUNTING

The accounts are prepared under the historic cost convention modified to account for the revaluation of fixed assets, and stocks where material, at their value to the business by reference to their current costs.

### b. FIXED ASSETS

#### Recognition

Most of The Royal Parks land and heritage assets, other than buildings, are given nil value. Heritage assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations. For the purposes of The Royal Parks these include monuments, statues, fountains and historic gates. Expenditure on assets, which became an integral part of the land, is written off in the year of expenditure. However, buildings, the legal title of which remains with the Sovereign, are treated as owned by The Royal Parks and are included in fixed assets. Lodges, within the Parks, which are used as dwelling places, are valued based on terms of occupation, or replacement cost, if this is lower.

Some of The Royal Parks properties were acquired subsequent to the 1851 Act and are held in the name of the Secretary of State. These properties are included in the Accounts at their 'open market value for existing use'.

#### Tangible Assets

Buildings are subject to revaluation under a rolling 5-year programme, the values are the lower of replacement cost and recoverable amount, which for The Royal Parks is the value in use based on actual rents, rather than market rents.

Assets are capitalised at and above the threshold of £5,000 on an individual value basis. Plant & Machinery, IT and Fixtures & Fittings are not re-valued as management consider any adjustment to be immaterial.

Assets in the course of construction are included in the balance sheet at cost to The Royal Parks. On completion of works assets are transferred to the appropriate category on the Balance Sheet and reflected at fair value.

### Donated Assets (including those funded by Capital Grants)

Assets donated by third parties, either by gift of the asset or by way of funds to buy the asset are capitalised at current value on receipt. Donated assets are revalued, depreciated and subject to impairment in the same way as other assets. Revaluations are taken to the donated asset reserve. Each year, an amount equal to the depreciation charge on the asset and any impairment is released from the donated asset reserve to the Operating Cost Statement.

### Depreciation

Depreciation is provided on all fixed assets, other than freehold land, at rates calculated to write-off the cost or valuation, to the estimated residual value, of each asset on a straight line method over its estimated useful life. Lives are normally as follows:

- Buildings including dwellings: up to 100 years
- Plant and machinery: 5 to 10 years
- Fixtures, Fittings: 3 to 20 years.
- IT: up to 5 years

### c. COST OF CAPITAL

The Royal Parks charge a notional cost of capital (Government standard rate of 3.5%), which applies to the net of assets less liabilities in the Balance Sheet. However, donated assets and cash balances with the Office of the Paymaster General attract a nil rate. The cost of capital charge ensures an appropriate return on taxpayer's equity.

### d. LEASES

Where The Royal Parks grants an operating lease on a property it is valued taking into consideration the terms of the lease and any dilapidations. Reference is made to the lease in Note 7 to the Accounts.

### e. STOCKS

The accounting policy for the accounting treatment of stocks has changed. In prior years we have treated publication costs as stock; however, we cannot provide a guarantee of sale. Therefore, costs are expensed accordingly.

### f. INCOME

Income relating to commercial activity is shown net of VAT. All income is accounted for in the period(s) to which it relates.

### g. PENSION COSTS

Pension benefits are provided by the Principal Civil Service Pension arrangements. The rate of the employer's contribution is determined by the Government Actuary and advised by the Treasury and contributions are charged to the Operating Cost Statement.

## h. PROVISIONS

### Early Departure Costs

The Royal Parks is required to meet the additional cost of benefits beyond the normal Principal Civil Service Pension Scheme benefits in respect of employees who retire early or are made redundant. The Royal Parks provides in full for these costs when the early retirement or redundancy programme has been announced and is binding on the agency. Discount rates provided by HM Treasury are used when arriving at the provision included in the Balance Sheet.

### Contingent Liabilities

Contingent liabilities are possible obligations arising from past events whose existence will be confirmed only by uncertain future events or present obligations arising from past events that are not recognised because either an outflow of economic benefits is not probable or the amount of the obligation cannot be reliably measured. Contingent liabilities are not recognised but information about them is disclosed unless the possibility of any outflow of economic benefits in settlement is remote.

## i. FINANCIAL INSTRUMENTS

As the cash requirements of the agency are met through Grant in Aid received from the Department of Culture, Media and Sport, financial instruments play a more limited role in creating risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts to buy non-financial items in line with the agency's expected purchase and usage requirements and the agency is therefore exposed to little credit, liquidity or market risk.

The majority of grant from DCMS is taken directly to Reserves (Note 15). In 2008-09 net cash funding of £19,362,520 was received from DCMS and the agency generated £12,943m from operations. Given that 60% (2007-08: 61%) of income is from a DCMS grant the agency is not subject to a material liquidity risk.

### Capital Charge

The Royal Parks has an Office of Paymaster General bank account and does not hold any other significant cash balances. It does not have any finance leases or loans, and as a result it is not subject to interest rate risk. The Royal Parks has no dealings with foreign currency and is not subject to currency fluctuation risk.

### Debtors

All trade debtors are recognised as amounts receivable at balance sheet date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. No interest is earned on trade debtors. Sales are made on 30 day terms. The Royal Parks is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors.

### Creditors

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. If trade terms are not specified, payment is made no later than 10 days from receipt of invoice. The Royal Parks is not materially exposed to concentrations of credit risk to a single trade creditor or group of creditors.

## j. PREPAYMENTS

In 2008-09 prepayments considered material have been accounted for at year end.

## k. VALUE ADDED TAX

Where VAT is irrecoverable then income and costs includes VAT, otherwise income and turnover is stated net of VAT.

The Royal Parks elected to waive the exemption from charging VAT in respect of a right or interest in land or a licence to occupy land with effect from the 1st October 2008.

## l. FINANCING AND GRANTS

Capital grant in aid, revenue grants and revenue grant in aid received are treated as financing and credited to the General Reserve. Grants used to acquire specific capital items are credited to a Donated Asset reserve. Income is released into the Operating Cost Statement in line with the depreciation charged on the asset.

## 2. RELATED PARTY TRANSACTIONS

The Department for Culture, Media and Sport (DCMS) is regarded as a related party. During the year The Royal Parks has had a number of transactions in the normal course of business and at full arms length with the Department as disclosed in these accounts (see Note 15).

The Royal Parks has also had a number of transactions in the normal course of business and at full arm's length with a number of DCMS-sponsored bodies: Sport England, the Heritage Lottery Fund, and Historic Royal Palaces. The Heritage Lottery Fund owed The Royal Parks £622.5k as at 31 March 2009.

The Royal Parks also entered into material related party transactions with the Crown Estate and The Royal Parks Foundation. The Royal Parks Non-Executive Directors, The Hon Apurv Bagri and Andrew Fenwick are trustees of the Foundation. During the year The Royal Parks received £43,600 from the Foundation. In addition, The Foundation has raised and is holding restricted reserves and pledges amounting to £951,519 including £584,493 towards the restoration of Bushy Park. The Royal Parks incurred expenditure directly relating to activities of The Foundation, totalling £1,934, for minor administrative expenses including telephone calls, courier services and stationery.

None of the board members, key managerial staff or other related parties listed on the register of Related Parties have undertaken any material transactions with The Royal Parks during the year.

### 3. STAFF NUMBERS AND RELATED COSTS

#### 3.1 Staff costs for the year were as follows:

	2008-09 £000	2007-08 £000
Wages and Salaries	3,504	3,183
Social Security Costs	288	263
Other Pension Costs	666	603
Early Retirement Costs	100	45
<b>Total</b>	<b>4,558</b>	<b>4,094</b>

Details of the Civil Service pension arrangement are provided in the Remuneration Report.

#### 3.2 The monthly average number of (full time equivalent) staff employed by The Royal Parks during the year was:

	2008-09	2007-08
General management and administration (HQ and Parks)	72	74
Park management (including Wildlife Officers)	29	25
<b>Total</b>	<b>101</b>	<b>99</b>

The above figures include 7 fixed term contract staff but do not include 17 temporary staff.

During the financial year, the Royal Parks paid £170k (inclusive of irrecoverable VAT) for DCMS secondments and £508k for agency staff (see Note 4).

#### 3.3 a) Salary and pension entitlements

Details of the remuneration and pension interests of the Chief Executive, Executive Board members and Executive Committee members of The Royal Parks are contained in the Remuneration Report.

#### b) Civil Service pensions

Details of the Civil Service pension arrangement are provided in the Remuneration Report.

#### c) Pension Provision (exceptional item)

A provision of £0.400m was made in 2006-2007, which was an estimate of the shortfall between the amount available from the Principal Civil Service Pension Scheme and the amount required by the Police Pension Scheme to cover service credits for Royal Parks Constabulary officers transferring to the Metropolitan Police Service, between July 2004 and May 2006. The final settlement made in 2007-08 was for £ 0.698m, requiring a £0.298m exceptional charge during that year. There is no exceptional item in 2008-09.

#### d) The Board

The Royal Parks has not made payments to Board members. However, any claims made by the Board are borne by the Department for Culture, Media and Sport.

## 4. PROGRAMME COSTS

	2008-09 Total £000	2007-08 Total £000
Grounds Maintenance	6,800	7,121
Works Maintenance (i)	6,598	6,359
Landscape Development (ii)	2,077	1,025
Programme Management (iii)	1,527	928
Nursery	1,197	1,143
Fixed Asset Impairment (Note 7)	1,161	0
Utilities (iv)	968	588
Cleaning Contracts	895	915
Service Contracts	861	884
Consultancies (v)	777	883
Agency Staff	508	426
Trees (vi)	311	475
Marketing & Communications	295	350
IT Equipment & Consumables (vii)	291	217
Furniture & Equipment (viii)	255	378
Telecommunications	217	250
Entertainment & Licences	211	136
Horticulture	182	166
Vehicle Hire	163	159
Training	149	85
Loss/(Profit) on Disposal (Note 7)	95	284
Animal Feed & Welfare	87	83
Other (ix)	1,035	924
<b>Total</b>	<b>26,660</b>	<b>23,779</b>

### (i) Works Maintenance

Included major costs for de-silting the lake at St James's Park, works carried out under our Better Buildings programme and the Serpentine Reed Beds project.

### (ii) Landscape Development

Includes costs incurred on the Bushy Water Gardens project and the Hyde Park Parade Ground project (see pages 4 and 11).

### (iii) Programme Management

Includes programme Management on Better Buildings, Bushy and TFL projects.

### (iv) Utilities

Costs include water, gas and electricity and have increased because electricity costs included significant refunds last year, backdated costs borne this year and a general increase in tariffs on all utilities.

### (v) Consultancy costs

Include architectural services on landscape works, and project support on various other projects.

### (vi) Trees

Tree safety inspections are based on a zoned risk assessment. The programme of works identified is then forwarded to the Local Authority for consideration and approval. A number of work programmes received late approval and were not completed within the financial year.

### (vii) IT Equipment & Consumables

Spend was increased by the implementation of our ICT upgrade programme, partly offset by a reduction in our technical support costs.

### (viii) Furniture & Equipment

Included costs for refurbishing and upgrading playgrounds in Regent's Park and Kensington Gardens last year.

### (ix) Other costs

Include Bad Debts (£0.109m), provision for bad debt (£0.079m), Horticulture costs (£0.182m), IT support and consumables (£0.157m).

## 5. COST OF CAPITAL AND OTHER NOTIONAL CHARGES

The following notional expenditure items have been included in the Accounts:	2008-09 £000	2007-08 £000
Interest charges (1c)	1,385	1,504
Other Finance Costs		
Audit remuneration – External audit	38	37
Other audit services (IFRS preparatory work)	5	0
<b>Total</b>	<b>1,428</b>	<b>1,541</b>

## 6. INCOME

	2008-09 £000	2007-08 £000
<b>From Operations:</b>		
Concessions:		
Catering (i)	1,920	2,103
Car parking	1,402	1,468
Other	237	133
Licences and rents (ii)	2,202	2,719
Fees from events	2,334	2,199
Other fees and permits	836	849
Lottery and other grants (iii)	2,771	700
Services	66	217
Fundraising	108	13
Other (iv)	1,067	566
<b>Total (i)</b>	<b>12,943</b>	<b>10,967</b>
<b>Notional Income</b>		
Depreciation on donated asset (transfer from donated asset reserve) (Note 14)	68	59
<b>Grand Total</b>	<b>13,011</b>	<b>11,026</b>

i) Concessions: Catering was affected by the closure of the Dell restaurant for refitting in the latter part of the year and poor weather in the summer.

ii) Licences and rents were higher last year as they included the major share of the income from the No 1 Hyde Park Development and a large ad-hoc licence in St James's Park. However this year saw significant income resulting from our Better Buildings programme.

iii) Lottery and other grants are considerably higher this year as a result of monies received in respect of the Bushy Restoration and TFL funded cycling projects.

iv) Other includes income from sports, contributions towards event costs and recharges of costs to the Metropolitan Police Authority.

## 7. FIXED ASSETS

	Land and Buildings £000	Dwellings £000	Plant & Machinery £000	IT £000	Fixtures, fittings, tools & equipment £000	Assets under Construction £000	Total £000
<b>Cost/ Valuation</b>							
At 1 April 2008	79,868	5,516	699	561	3,828	185	90,657
Additions	327	788	5	0	0	2,493	3,613
Transfers	102	0	0	0	0	(102)	0
Disposals	(170)	0	(5)	(192)	(35)	0	(402)
Revaluation	(2,555)	6,027	0	0	0	0	3,472
<b>At 31 March 2009</b>	<b>77,572</b>	<b>12,331</b>	<b>699</b>	<b>369</b>	<b>3,793</b>	<b>2,576</b>	<b>97,340</b>
<b>Depreciation</b>							
At 1 April 2008	39,545	305	184	475	2,525	0	43,034
Charged in year	2,086	207	62	28	196	0	2,579
Disposals	(108)	0	(5)	(162)	(32)	0	(307)
Revaluation	(967)	5,923	0	0	0	0	4,956
<b>At 31 March 2009</b>	<b>40,556</b>	<b>6,435</b>	<b>241</b>	<b>341</b>	<b>2,689</b>	<b>0</b>	<b>50,262</b>
<b>Net book value</b>							
At 31 March 2009	37,016	5,896	458	28	1,104	2,576	47,078
<b>At 31 March 2008</b>	<b>40,323</b>	<b>5,211</b>	<b>515</b>	<b>86</b>	<b>1,303</b>	<b>185</b>	<b>47,623</b>

Land and buildings are valued in accordance with the accounting policy described at Note 1b. Grant, Mills & Wood, Surveyors and Valuers, a member of the Royal Institute of Chartered Surveyors, undertook the professional valuation of property for 2008-09 as at 31st March 2009. Property usage dictates whether VAT should be included in the valuation of a property. The Royal Parks have reviewed property usage and taken the valuation accordingly.

Depreciation has not been charged on freehold land, which is stated at its 1999 valuation of £20,000 plus £3,000 for land purchased in 1999-2000.

The table above includes Freehold buildings with an opening valuation of £2,420,841, opening depreciation of £1,544,041 and in year depreciation of £62,572. The net book value of these buildings was £876,800 at 31 March 2008 and £814,228 at 31 March 2009.

The Royal Parks has a 99-year lease on Pembroke Lodge in Richmond Park of which 82 years remained unexpired at 31 March 2009. The property is included in land and buildings at a gross current realisable cost of £3.677m (2007/08 £3.712m).

During 2008-09 the 5-year rolling revaluation programme, for buildings, was continued with 20 per cent of properties subject to physical revaluation, in accordance with the Royal Institute of Chartered Surveyors (RICS) Appraisal and Valuation Manual. TRP also revalued certain properties to exclude VAT from gross current replacement cost where this is now recoverable.

The net result of this was an increase in Gross Current Replacement Cost of £3.472m and a decrease in Net Current Replacement Cost of £1.484m. The proportion of the net revaluation (£1.160m) which took net current replacement cost below historic net book value has been charged to the OCS while the remainder (£0.324m) has been accounted for through the reserves.

During 2008-09 £3.969m of expenditure was incurred on the Bushy Restoration Project. £2.334m of the expenditure was capitalised and £1.635m was expensed in year. 67% of eligible expenditure is funded by the Heritage Lottery Fund and a proportion of the grant income is taken to the Donated Asset Reserve to be matched against capital expenditure.

Dwellings include residential lodges which are being refurbished under the Better Buildings Programme (see page 21).

Assets under construction include initial development costs of the memorial to be dedicated to the victims of the 7th July 2005 bombings, which is separately funded by DCMS. In addition, The Royal Parks are undertaking a Restoration programme at Bushy Park.



## 8. DEBTORS

	2008-09 £000	2007-08 £000
Trade debtors	1,327	958
Other	67	67
Value Added Tax	710	881
Accrued income	832	701
Prepayments	71	31
<b>Total</b>	<b>3,007</b>	<b>2,638</b>

Contained within Trade Debtors are amounts receivable from Other Central Government Departments (£153,000) and Local Authorities (£147,000).

The Royal Parks is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Ageing of debtors is outlined below.

AGEING	2008-09	2007-08
Less than 3 months	1,298	737
Over 3 months	29	221
<b>Total</b>	<b>1,327</b>	<b>958</b>

## 9. CASH AT BANK AND IN HAND

	2008-09 £000	2007-08 £000
Opening balance	2,888	1,043
Cash movement during the year	27	1,845
<b>Closing balance</b>	<b>2,915</b>	<b>2,888</b>
<b>The following balances at 31 March were held at:</b>		
Office of the HM Paymaster General	2,751	(12)
Commercial bank and cash in hand	164	2,900
<b>Balance at 31 March</b>	<b>2,915</b>	<b>2,888</b>

## 10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2008-09 £000	2007-08 £000
Trade creditors	1,923	1,782
Accruals	4,075	4,923
Value Added Tax	150	0
Deferred income	769	263
<b>Total</b>	<b>6,917</b>	<b>6,968</b>

Contained within Trade Creditors are amounts payable to Other Central Government departments of less than £1,000 and Local Authorities of £44,000.

## 11. LEASES AND HIRE PURCHASE OBLIGATIONS

	2008-09 £000	2007-08 £000
Leases expiring within one to two years	167	0
Leases expiring within two to five years	137	140
Thereafter	0	14
<b>Total</b>	<b>304</b>	<b>154</b>

## 12. PROVISION FOR LIABILITIES AND CHARGES

	Early Retirement £000	Outstanding Claims £000	TOTAL £000
Balance at 1 April	124	256	380
Payments made against the Provision	(58)	(15)	(73)
Other increases / (decreases) in provision	5	(74)	(69)
New provision	185	42	227
<b>Balance 31 March</b>	<b>256</b>	<b>209</b>	<b>465</b>

## 13. REVALUATION RESERVE

	2008-09 Unrealised £000	2007-08 Unrealised £000
Balance at 1 April	16,368	14,882
Arising on revaluation during the year (net)	(382)	2,628
Intra reserve transfer – fixed assets	(803)	0
Transferred to General Reserve in respect of depreciation of revalued element of fixed assets	(1,432)	(1,142)
<b>Balance 31 March</b>	<b>13,751</b>	<b>16,368</b>

## 14. DONATED ASSET RESERVE

	2008-09 £000	2007-08 £000
Balance at 1 April	2,555	2,614
Additions (Note 7)	1,631	0
Revaluation	59	0
Depreciation charged in year	(68)	(59)
Intra reserve transfer – fixed assets	450	0
<b>Balance 31 March</b>	<b>4,627</b>	<b>2,555</b>

## 15. GENERAL FUND

	2008-09 £000	2007-08 £000
Balance at 1 April	26,879	27,732
Add:		
Cash funding from DCMS	19,362	17,464
Notional and non-cash charges and income	1,428	1,541
Transfer from revaluation reserve	1,432	1,134
Intra reserve transfer – fixed assets	353	0
	<b>49,454</b>	<b>47,871</b>
Less:		
Net expenditure for the year	(22,214)	(20,992)
<b>Balance 31 March</b>	<b>27,240</b>	<b>26,879</b>

## 16. CAPITAL COMMITMENTS

The Royal Parks had £554,340 of contracted capital commitments as at 31 March 2009 (2008: £2,209,717). In this context capital commitments relates to items that become fixed assets.

## 17. CONTINGENT LIABILITIES

The Royal Parks has a number of outstanding claims for compensation for personal injury. Where management judge that there is likely to be a settlement a provision has been made (see Note 12), but no provision has been made where the outcomes are unlikely or uncertain.

## 18. POST BALANCE SHEET EVENTS

There were no post balance sheet events to be reported.

These accounts were authorised for issue by the Chief Executive of The Royal Parks Mark Camley on 13 July 2009.



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