



ONE YEAR,  
EIGHT UNIQUE PARKS

THE ROYAL PARKS | 2009-2010 ANNUAL REPORT & ACCOUNTS

**RICHMOND PARK**

**THE REGENT'S PARK**

**HYDE PARK**

**GREENWICH PARK**

**ST JAMES'S PARK**

**BUSHY PARK**

**THE GREEN PARK**

**BUSHY PARK**

**KENSINGTON GARDENS**



THE  
ROYAL  
PARKS

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# ANNUAL REPORT & ACCOUNTS 2009-2010

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# FOREWORD

London's eight Royal Parks are unique. From the pageantry of St James's, to world-class events in Hyde, and the spectacular views at Greenwich, each park is defined by its own character and qualities.

Whilst the parks share many attributes, conversely each park has distinct features and challenges; the demands of Richmond Park as a National Nature Reserve for example, are very different from those of the sports pitches in The Regent's Park. Managing the parks therefore requires balance; ensuring consistency in terms of excellence, whilst recognising individual differences.

Over the past 12 months, the parks have enjoyed a year of success and achievement, from the completion of the Heritage Lottery-funded restoration project at Bushy Park, to record visitor numbers at the Diana Playground in Kensington Gardens, and the opening of the 7 July Memorial in Hyde Park.

Collectively, the parks fared favourably amongst both visitors and staff; in our visitor satisfaction survey 96 per cent of visitors rated their visit as excellent or good, whilst the agency came third across the entire civil service in the staff engagement survey. In addition, our award-winning apprenticeship scheme entered its third year, developing participants' skills and expertise to ensure visitors can enjoy world-class horticulture for years to come.

Our research shows with over 37 million visitors a year, more people are visiting the parks than ever, and that they are staying longer. We need to continue to provide parks that people enjoy, whilst seeking to minimise the impact of increased visitor numbers on the park landscapes.

A number of changes were made to park regulations. The speed limit was reduced from 30mph to 20mph in Bushy and Greenwich Parks; and private hire vehicles were allowed into the parks.

Preparations have also stepped up for the London 2012 Olympic and Paralympic Games and the parks have a key a role to play in providing a number of host venues. In doing so, we will continue to protect and conserve the parks for current and future generations, whilst accommodating a once-in-a-lifetime event that will be enjoyed by millions of people in London, the UK, and across the globe.



Mark Camley, Chief Executive.

Looking ahead, we will be working towards the proposed transfer of the agency to the control of the Mayor of London. Over the past 150 years the parks have been managed by a variety of bodies, but throughout this time we have consistently provided quality open spaces across the capital. This commitment to customer service will remain our priority both during this period of transition and whilst adapting to the more immediate challenge of a reduction in core funding.

Finally, I am grateful to the hard work and dedication of our staff in contributing to our successes. However, our successes would not be possible without countless others, including the Royal Parks Foundation, the Heritage Lottery Fund, the Royal Parks Guild, the Friends of the Parks, and our many partners, volunteers, contractors and concessionaires. I would like to thank you all for your support, and very much look forward to continuing to work together.

A handwritten signature in black ink, appearing to read 'Mark Camley'.

Mark Camley, Chief Executive.

# INTRODUCTION

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

## The Royal Parks

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.

The 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.

## Governance structure

The Secretary of State for Culture, Olympics, Media and Sport, is the Minister responsible for The Royal Parks, supported by the Minister for Tourism and Heritage. 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 and Sport and has designated the Chief Executive as Accounting Officer for The Royal Parks.

## Funding

In 2009-10 The Royal Parks' annual expenditure was £33 million. In 2009-10 The Royal Parks received £19 million of funding from the Department of Culture, Media and Sport and covered almost half of its cost with self-generated income. In 2009-10 earned income was £14 million, representing 44 per cent of cash costs, compared to 20 per cent in 2000-01. The level of self-generated income has almost doubled since 2004-05.

## Management structure

The Chief Executive 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 Non-Executive Chair and three additional Non-Executive Directors, together with the 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, Non-Executive Director, Ocado Group PLC;

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 (to 31 March 2010);

Chris Travers, Director of Strategy and Communications (from 4 May 2010);

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.



# OVERVIEW

## Corporate objectives and performance targets

The purpose of the agency 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.’

Objectives		Performance Targets	
1. Protect and develop the parks as world-class environments, applying effective policies in environmental and park management.	1a. Sustainability and Benchmarking.	<ul style="list-style-type: none"> <li>Retain ISO14001 status.</li> <li>Carry out a peer review of Richmond Park, and review suitability of process for other parks.</li> <li>Re-let new vehicle fleet contract and achieve eight per cent reduction in vehicle numbers.</li> </ul>	<p><b>Met</b> Status retained following independent audit.</p> <p><b>Met</b> Peer group review conducted in October 2009. Recommendations have been made for its application in other parks.</p> <p><b>Not Met</b> Vehicle management contract extended until post 2012 Games, retaining vehicles beyond the normal five-year period. Vehicle numbers will be reduced from July 2010 when individual vehicle leases begin to expire. Early termination would have resulted in significant penalty payments.</p>
	1b. Retain Green Flag status.	<ul style="list-style-type: none"> <li>All parks to retain Green Flag.</li> <li>Maintain Heritage Green Flag in Greenwich Park and achieve one other.</li> </ul>	<p><b>Met</b> All parks retained Green Flag status.</p> <p><b>Met</b> Greenwich Park retained and St James's Park achieved.</p>
2. Understand and respond to the needs of our diverse audiences and stakeholders, working with partner organisations to enrich lives.	2a. Maintain or enhance customer satisfaction.	<ul style="list-style-type: none"> <li>Maintain satisfaction above 85 per cent for each park surveyed.</li> </ul>	<p><b>Exceeded</b> Average 96 per cent with a range from 89 per cent in Kensington Gardens to 100 per cent in Greenwich Park.</p>
	2b. Enhance the visitor experience.	<ul style="list-style-type: none"> <li>Develop new web page and provide individual park homepages on website to:                             <ul style="list-style-type: none"> <li>provide easier access to information;</li> <li>provide easier access to interpretation;</li> <li>provide three specific interpretive pieces delivered via the website targeted at specific user groups.</li> </ul> </li> </ul>	<p><b>Exceeded</b> Individual park homepages now provide interactive maps with interpretation information for six different audiences (children; horticulture; wildlife; sport and leisure; history and heritage; food and drink).</p> <p>Over 160 interpretive elements delivered through interactive maps.</p>

Objectives	Performance Targets		
3. Deliver a broad cultural array of activities, including education, sport and participatory offers.	3a. Improve partner and stakeholder management.	<ul style="list-style-type: none"> <li>Develop and implement digital media/engagement strategy.</li> </ul>	<b>Met</b> Social media strategy produced. New Facebook site developed. New stakeholder publication Grass Roots available online.
	3b. Work more closely with other government departments and agencies.	<ul style="list-style-type: none"> <li>Secure £750k partnership funding.</li> </ul>	<b>Exceeded</b> Partnership funding secured: £761k.
	3c. Successful Olympics programme.	<ul style="list-style-type: none"> <li>Deliver one Royal Parks - owned Cultural Olympiad event.</li> <li>Achieve Inspire Mark.</li> </ul>	<b>Met</b> London 2012 Open Weekend, delivered with London Borough of Greenwich (Arts and Sports), July 2009. <b>Ongoing</b> Inspire Mark awarded in April 2010 for the Fuse arts youth event, scheduled for July 2010.
4. Conserve and enhance the built environment of The Royal Parks.	4a. Undertake heritage restoration projects.	<ul style="list-style-type: none"> <li>Identify and secure funding for one further heritage restoration project.</li> </ul>	<b>Met</b> Project identified and funding secured: Richmond Gate Realignment in Richmond Park.
	4b. Reduce accumulated works maintenance.	<ul style="list-style-type: none"> <li>Rebase accumulated works maintenance during 2009-10.</li> <li>Reduce backlog by £500k.</li> </ul>	<b>Met</b> Report completed in March 2010. Backlog re-evaluated at £56m, using the same methodology as adopted in 2006. <b>Met</b> Backlog reduced from £51.2m to £49.6m.
5. Deliver greater value for money for the taxpayer through increased income generation and ensuring that best value for money is obtained.	5a. Maintain income.	<ul style="list-style-type: none"> <li>Maintain income at £12.6m.<sup>1</sup></li> </ul>	<b>Met</b> Income: £14.1m. <sup>1</sup>
	5b. Maintain profitability of commercial activity.	<ul style="list-style-type: none"> <li>Achieve £4m excess income over cost.</li> </ul>	<b>Met</b> Achieved £5.5m excess income over cost.
6. Demonstrate internal organisational excellence in our workforce and corporate governance, and continually improve our finance, IT and communications systems.	6a. Improve leadership and staff satisfaction levels.	<ul style="list-style-type: none"> <li>Re-run staff survey. Achieve three per cent uplift on 2007 for leadership to 67 per cent positive.</li> </ul>	<b>Exceeded</b> Satisfaction levels on 'a great place to work' increased from 64 per cent in 2007 to 70 per cent in 2009 Cross Government Employee Engagement Survey.
	6b. Effectiveness.	<ul style="list-style-type: none"> <li>Achieve 50 point increase for EFQM re-assessment.</li> </ul>	<b>Exceeded</b> A score of 515 was achieved (113 point increase on 2007 assessment).
	6c. Efficiency.	<ul style="list-style-type: none"> <li>Accommodate £300k reduction in Revenue Grant.</li> </ul>	<b>Met</b> The revenue grant from DCMS was reduced by £300,000 and this has been accommodated.

<sup>1</sup>Excludes Lottery income



**4690**

school children  
participated in  
education activities  
in Bushy Park.



The newly-restored Diana Fountain.

# BUSHY PARK

Set to the north of Hampton Court Palace, Bushy Park is known for the historic Diana Fountain and the grand approach of Chestnut Avenue, designed by Sir Christopher Wren. The Park is home to around 320 deer and has a distinctive landscape shaped by its many ponds and streams, at the heart of which lie the newly-restored Water Gardens.



Reed bed enhancement works.

## Biodiversity improvements

In March, Royal Parks and Foundation staff worked together with volunteers to enhance the Park's recently created reed bed area, increasing the value of the habitat to wildlife by planting species such as flowering rush, yellow flag iris, water mint and water forget-me-not. Some reeds were relocated to other parts of the wetland area in order to prevent their growth narrowing channels.

Reed beds are a priority habitat for conservation in London's Biodiversity Action Plan. They naturally cleanse waterbodies, and provide shelter, nest sites and food for wildlife.

## Events

The annual celebration of Bushy's chestnut blooms, Chestnut Sunday, was held again in May. A parade comprising WW2 military vehicles, Harley Davidson motorcycles, classic cars, Victorian veteran cyclists and the Horse Rangers Band, made their way along Chestnut Avenue. Exhibitions and fairground stalls were popular with the crowds, who were entertained with swing music from the Teddington School Big Band.

Around 400 people enjoyed Sunday afternoon jazz and picnics in June, with performances from a range of youth jazz bands in the Woodland Gardens.

The Park hosted an outdoor artists' studio as part of the nationwide Big Draw month in October. The education team, together with artist in residence, Caroline Jones, worked with children and adults to create artwork inspired by birds, including drawings, origami and finger puppets.







Actors in period costume recreated an original eighteenth century painting to mark the opening of The Water Gardens.



Visitors enjoying the new Pheasantry Welcome Centre.

### The Bushy Park restoration project

After nine years of careful design, the restoration project drew to a close, culminating in the completion of three key components.

Designed to restore features and improve access, the three-year £7.2 million restoration project was funded by The Royal Parks, the Heritage Lottery Fund, the Crown Estate, The Royal Parks Foundation, and other supporters.

### Upper Lodge Water Gardens

Now one of Britain's finest baroque water gardens and the centrepiece of the restoration project, the Upper Lodge Water Gardens were officially opened by HRH Princess Alexandra in October.

The once-derelict site now boasts a cascade, two ponds, and ornamental alcoves, all set within formal landscaped gardens, and has been well received by visitors.

### The Pheasantry Welcome Centre

The Pheasantry Welcome Centre, comprising a café, public toilets, information point, and education and community room, opened at the end of August.

Operated by EC Soft Ice and located on the edge of the Woodland Gardens, the café offers a range of dishes prepared on the premises, and achieved the highest rating on Scores on the Doors, the national food hygiene scheme.

The café proved immediately popular with visitors and provides a new meeting point in the Park.

### The Diana Fountain

The restoration of the Diana Fountain marked the final phase of the restoration project. The figurative statue was cleaned, coated in four layers of paint, and then gilded. The fountain's bronzes and stonework were cleaned and repaired and a new water system installed.

The statue originally stood in the garden of Somerset House and was designed in the 1630s for King Charles I, before being moved to Bushy Park in the eighteenth century.

#### Spotlight on...

#### Supporting the parks

The work of The Royal Parks would not be possible without the valuable contribution of its many partners, volunteer groups and individuals.

People of all abilities are able to enjoy the parks through organisations such as Liberty Drives in Hyde Park and Kensington Gardens; Companion Cycling and The Horse Rangers Association in Bushy Park; and the Holly Lodge Centre in Richmond Park.

The Friends Groups provide a range of support which includes arranging walks and talks, and managing

information points. Volunteers undertake conservation work and wildlife recording, as well as providing support to education activities and community projects such as the St James's Park Allotment.

Over the year, The Royal Parks Guild, which comprises former staff and apprentices, as well as those associated with The Royal Parks, made two awards for outstanding achievement to Royal Parks' apprentices, and also ran a judging master class, to help recruit new horticultural competition judges.



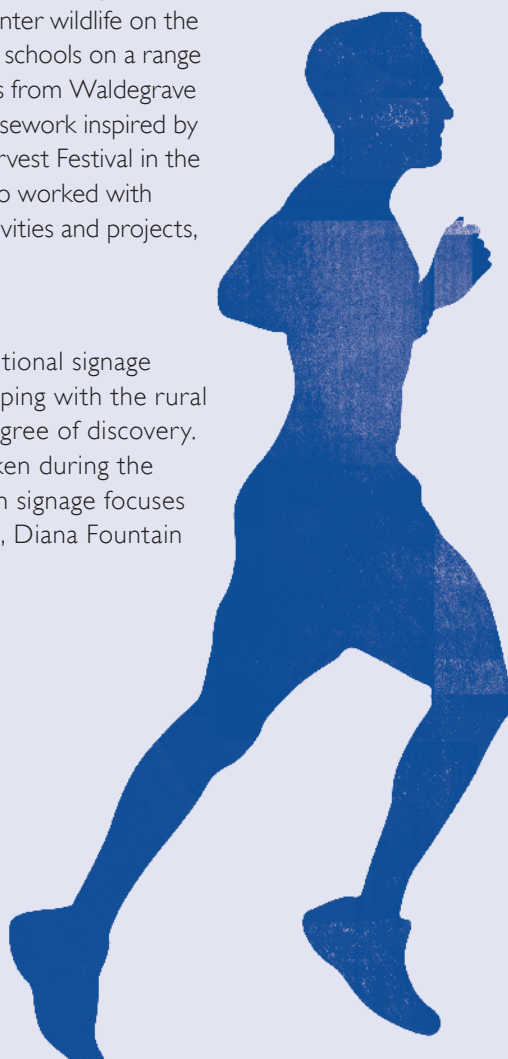
Children participating in The Big Draw.

## Education

The Trailblazer schools programme welcomed large numbers of primary school pupils to the Park, allowing them to experience hands-on environmental activities and encounter wildlife on the nature trail. Work continued with secondary schools on a range of activities and visits. GCSE textiles students from Waldegrave School produced wall hangings for their coursework inspired by their visit, while Oaklands School held its Harvest Festival in the Woodland Gardens. The education team also worked with Richmond Council on a variety of school activities and projects, including Waste Free Picnics.

## Signs of the times

New map boards, notice boards and directional signage were installed in the Park, designed in keeping with the rural nature of the landscape and to retain a degree of discovery. New maps reflect developments undertaken during the restoration project and new interpretation signage focuses on key areas including the Water Gardens, Diana Fountain and Woodland Gardens.



## Spotlight on...



William Boyd reading from 'The Dreams of Bethany Mellmoth'.

## Park Stories

This series of eight short stories commissioned from eight prize-winning writers, celebrated both the short story and the parks' literary heritage.

Taking inspiration from each of the parks, the writers approached the project in very different ways, creating tales wide ranging in style, perspective and historical setting.

Each story was published in an individual booklet, ideal to read on a bench or picnic blanket, and was available to buy from points of sale within the parks, online, and in selected bookshops. The series was accompanied by a selection of author readings, which took place throughout the summer.

The writers and their parks were Nicola Barker, Greenwich Park; William Boyd, The Green Park; Shena Mackay, Richmond Park; Will Self, Bushy Park; Hanan al Shaykh, Kensington Gardens; Ali Smith, The Regent's Park; Adam Thorpe, Hyde Park; and Clare Wigfall, St James's Park.



There are around  
**one  
million**  
daffodil bulbs in  
The Green Park.



Daffodils in The Green Park in front of Buckingham Palace.



# THE GREEN PARK & ST JAMES'S PARK

With their royal and political associations, St James's Park and The Green Park provide settings for pageants and state events. St James's Park is also famous for its pelicans and horticultural displays, whilst neighbouring Green Park offers a more peaceful retreat, with mature trees and shaded grasslands.



Regimental wreaths at The Guards Memorial.

## Ceremonial events

Managed by The Royal Parks, The Mall, which runs between St James's Park and The Green Park, and Horse Guards Parade, to the south east of St James's Park, host a range of ceremonial events throughout the year.

Crowds congregated to enjoy Trooping the Colour, The Queen's official birthday celebrations in June, which saw the military procession of the Household Division along The Mall to Horse Guards Parade.

The parks hosted a number of wreath-laying services and regimental parades throughout the year, culminating on Remembrance Sunday with the assembly of WW2 veterans on Horse Guards for the Cenotaph Parade; a wreath-laying by the Welsh Guards; and a service of Remembrance at the Canada Memorial.

The final ceremonial event of the year was the State Opening of the new 2009-10 session of Parliament, marked by the Queen's carriage procession by state coach along the Mall to Westminster.

## G20 and Afghanistan: The London Conference

The Green Park also plays a key logistical role in accommodating broadcasters covering major international events. In April 2009 world leaders met in London for the G20 summit. A wide range of media crews were positioned at Canada Gate in The Green Park to capture the arrival of guests, including US President Barack Obama, to a reception hosted by The Queen at Buckingham Palace.

The Green Park hosted the media enclosure for Afghanistan: The London Conference in January 2010, held by the Foreign and Commonwealth Office at the adjacent Lancaster House, which was attended by delegates from over 70 countries.







Children enjoyed planting seeds as part of Dig Together Day.

The St James's Park Allotment continued into its third year, and was open every day from May to October. The project enabled people from a number of community groups to gain first-hand experience and knowledge of vegetable growing and gardening for wildlife.

The allotment hosted a number of family activity and weekend events, including Dig Together Day. Held in partnership with the Royal Horticultural Society, the day was designed to encourage people to become involved in horticulture through local societies. The day included planting and propagation demonstrations, advice surgeries, a guess the weight of the vegetable competition, and allotment tours.

The end of the successful project was marked by the Harvest Fair. Visitors enjoyed a range of activities, with horticultural experts on hand to offer advice on growing fruit and vegetables, and arts and crafts for children. The day was also the last opportunity for visitors to meet The Royal Parks' working Shire horses Jed and Forte, on their final official engagement before retirement from active duty.

The allotment site was then returned to parkland during the winter months.



Storytelling at the Spoken Ink Halloween event. Image © Olivia Mann photography.

## Events

The Queen's Baton Relay is the curtain-raiser to the Commonwealth Games. In October, the relay began from Buckingham Palace with a tour around the Queen Victoria Memorial. The baton will travel through all the Commonwealth countries until it arrives in India for the start of the 2010 Delhi Commonwealth Games.

In addition to hosting other major events such as the finish of the London Marathon and The London Skyride cycling day, the parks also hosted a range of smaller community activities. Children and parents from 12 Westminster children's centres carved and decorated 200 pumpkin lanterns, which were hung in St James's Park over the Halloween weekend.

As part of the Halloween celebrations, grisly tales of ghouls, ghosts and vampires were told inside a specially-designed Yurt in The Green Park on Halloween and All Souls' Sunday, in an event organised by Spoken Ink and The Royal Parks. Guests sat on sheep skin rugs warmed by a cosy stove, and listened to music and ghost stories by a variety of writers including Angela Carter and Mick Jackson.



## Number 10 visit

In July, The All Party Parliamentary Gardening and Horticulture Group, visited the garden of Number 10 Downing Street, which is managed by The Royal Parks. The garden's new organic vegetable plot has been supplying lettuces to the Number 10 café.

## A walk in the park

Over 500 people participated in the free guided walks programme in St James's Park, The Green Park and Victoria Tower Gardens. Walks covered a range of interests from architecture, history and horticulture, and included 'The Park according to Pepys'; 'Guy Fawkes' and 'John Nash's Park.'



## Spotlight on...

### Green screen

The parks are popular locations for filming, and attract a range of productions including feature films, television dramas and commercials.

533 shooting days were recorded over the year. Notable productions included feature film *The King's Speech*, a chronicle of King George VI's effort to overcome his nervous stammer with the assistance of speech therapist Lionel Logue. The film shot in The Regent's Park, The Green Park and on Horse Guards Parade Ground, and stars Colin Firth, Michael Gambon and Helena Bonham Carter.

Other highlights included feature film *Swinging with the Finkels*, starring Martin Freeman and Melissa George, which shot on Primrose Hill, whilst in Kensington Gardens BBC drama 'Material Girl,' filmed scenes included a burning car as the backdrop to a staged fashion shoot.

Income from filming and photography saw less of a reliance on major feature filming, with a broad variety of productions and photo shoots across the year and additional revenue from unit base parking.

## Spotlight on...

### Awards

The work of the parks was recognised with a number of awards over the year.

All eight Royal Parks were awarded **Green Flag** status, the national standard for parks. Greenwich Park, The Green Park and St James's Park also received **Green Heritage Site** status, which recognises high standards of care and upkeep in parks of local or national historic interest. In addition, the St James's Park Allotment won one of only seven national **Special Awards for Innovation**.

Richmond Park was awarded **Most Innovative Woodland Project** in recognition of the management of veteran trees and enclosures at the

London Tree and Woodland Awards, organised by the Forestry Commission.

**The London in Bloom Award** was given to Royal Parks' staff to acknowledge the help and support given to the project since the 1960s.

At the Royal Horticultural Society Show in Westminster, **The Rosse Cup** for the best exhibit of conifers was won by the gardeners at the Isabella Plantation, Richmond Park's woodland garden, for the second year in succession.

The Regent's Park contributed to the prize-winning National Council of the Conservation of Plants and Gardens (NCCPG) group exhibit, which was awarded a **Silver Gilt**. At the 2009 BALI National



The Rosse Cup winners at the RHS autumn show.

Landscape Awards, English Landscapes were award-winners in the **Land Renewal and Regeneration** category for the Water Gardens in Bushy Park. Landscape maintenance contractors Enterprise were principal award-winners in the **Grounds Maintenance Single Sites** (Free Public Access)

category for St James's Park, Hyde Park and Kensington Gardens.

**Will to Win Tennis Centres** in The Regent's Park and Hyde Park were awarded **Beacon status** by the Tennis Foundation, in recognition of their high quality, fun and affordable community tennis programmes.



# 23,000

runners set off on the start of the London Marathon from Greenwich Park.



The view across Greenwich Park from the General Wolfe Statue to the Maritime Museum and Canary Wharf.

# GREENWICH PARK

Offering iconic views across London and the river Thames, Greenwich Park is part of the Greenwich Maritime World Heritage Site, and home to the Prime Meridian Line, Greenwich Mean Time and The Royal Observatory.

## Biodiversity improvements

A small wildlife pond, funded by The Friends of Greenwich Park, was created in the Wildlife Area, providing an educational facility for school groups to enjoy activities such as pond dipping, whilst also providing a habitat for wildlife.

Further habitat creation resulted from the completion of water quality improvements to the Flower Garden lake, with the introduction of new reed beds.

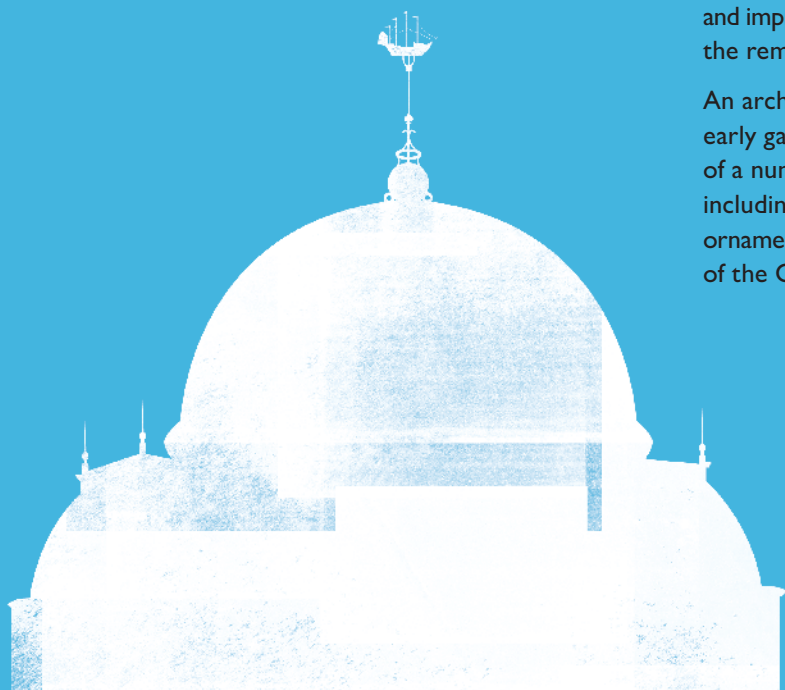


Students on a site visit to the Orchard.

## The Orchard

Work to create a community garden and wildlife orchard, and improve the site's ecological value, continued apace with the removal of weak and diseased sycamore trees.

An archaeological survey was commissioned to research early garden designs on the site, and unearthed evidence of a number of eighteenth and nineteenth century-features, including building foundations, a water well, and a possible ornamental fountain. The research will inform the final design of the Orchard.







Children produced designs for flowerbeds as part of the Living History project.

## Education

The Orchard also provided the inspiration for education activities. In March, 20 local sixth-formers participated in a four-week project as part of their diploma in construction skills. Working with an architect, the students developed ideas for a sustainable environmental education centre for the Orchard site.

Elsewhere in the Park, 1200 school children aged 9-10 (key stage two) participated in The Living History, a workshop designed to bring the past to life. Run by Cleo's Company, pupils took part in a real debate from the Victorian era regarding the future use of the Park, which actually led to the creation of the lake in the Flower Garden after the area was quarried for sand and gravel. In the workshops, the children met actors who presented different arguments before making recommendations to the park manager.



'Get active in the park,' marked the three-year countdown to the London 2012 Games. Image courtesy of Greenwich Council.

## Events

Over 23,000 runners, together with spectators and supporters, arrived in Greenwich Park for the start of the 29<sup>th</sup> London Marathon.

The clean up exercise was completed by 3pm, with the Park returned to normal. As a result of hosting the event, the London Marathon Trust funded resurfacing of the tennis courts and refurbishment of the cricket pavilion.

The three-year countdown to the London 2012 Games was marked with 'Get active in the park,' a free sports and cultural event run in collaboration with Greenwich Council as part of London 2012 Open Weekend. The event provided young people and local residents the opportunity to try something new with a range of sports activities on offer, complemented by world music performances.

## Spotlight on...

### Digital parks

Unique visits to The Royal Parks' website increased by 29 per cent over the year, and an upsurge of 700 per cent in registrants wishing to receive information about the parks was also recorded. Greater emphasis was placed on the production of electronic communications, which are more cost effective, measurable and environmentally friendly, compared with printed materials.

A series of online interactive maps was created for each park, helping visitors to plan their day and download their chosen itinerary.

The maps highlight sport and leisure, history and heritage, and horticulture and wildlife features, as well as children's attractions and cafés. The series is complemented by a range of self-guided walks, complete with comprehensive downloadable information.

February saw the launch of The Royal Parks Online Store, offering prints of park maps and photographs to purchase, with a wider range of product to follow.



Spring flowers in the Park.

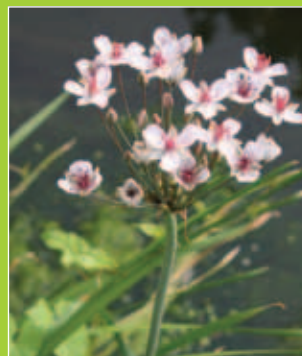
## Horticultural improvements

Over 40,000 daffodil bulbs were planted across the Park from September, brightening the spring landscape to a great response from visitors.

The three-year renovation programme of the Park's Royal Observatory Garden drew to a close, with replanting of large beds with rhododendrons and camellias, and stabilisation works to reduce the erosion of its steep banks. The programme complements the Observatory's own landscaping works to the adjacent area.



## Spotlight on...



Flowering rush by the Longford River.

## Wildlife surveys

Each year, The Royal Parks carries out a number of wildlife surveys. The findings are used to inform future management plans and improve wildlife conservation, such as changing approaches to bracken control or introducing new mowing and hay cutting regimes. Survey data are also used

by academic research projects, to monitor the success of biodiversity initiatives, and to inform event planning.

The ecology team contributed over 37,000 additional records to Greenspace Information for Greater London (GiGL), a centre which holds data linked to wildlife and habitats across the capital.

The Bushy Park fungi survey revealed 283 species, including the endangered and rare *Coprinus sterquilinus* and *Phellinus torulosus*, which is just the 25<sup>th</sup> record for the country. Endangered and rare fungi species were also identified in the Kensington Gardens survey, including *Tricholoma populinum* and *Lepiota cingulum*.

The Bushy Park beetle survey added a significant number of new species to the existing records for the Park including some with conservation status such as *Teredus cylindricus*. An ecological survey of the Longford River recorded and mapped vegetation, fauna, physical features, and structural characteristics.

A 12-month general Lepidoptera (moth) survey of Richmond Park commenced in August, as well as additional targeted surveys on defoliator species such as the oak processionary moth. A comprehensive Richmond Park soil survey provided data on soil conditions and variations.

Botanical surveys identified and characterised native flora at a range of smaller sites managed by The Royal Parks, including Victoria Tower Gardens, Canning Green, Poet's Corner, and Grosvenor Square Gardens.

Two surveys on air and soil quality were carried out in Bushy, Greenwich, Hyde and Richmond Parks, as part of the national Open Air Laboratories (OPAL) project. Led by Imperial College with funding from the Big Lottery Fund, and working in partnership with the National History Museum and others, the project aims to encourage the public to participate in data recording. Findings are entered into a national database and will be used with inform further research.



**1.9  
million**

people enjoyed  
Hyde Park events.





# HYDE PARK

Perhaps the best known of all The Royal Parks, Hyde Park is host to large-scale events and concerts, yet also contains plenty of quiet places to relax away from the crowds. With boating, outdoor swimming and ornamental flower gardens all on offer, the Park provides a real retreat in the heart of the capital.

## Biodiversity improvements

A number of measures to improve biodiversity in the Park were introduced over the year. In the Rose Garden, flowerbeds were created using species such as cowslips, teasels and gorse, to demonstrate how UK native species can also be used for horticultural impact, as well as in more naturalised planting schemes. In addition to being well suited to UK weather and climate, the plants also provide a valuable nectar source for bees, moths and other invertebrates. Similarly, in nearby existing shrub beds, wildflowers have been planted amongst the ornamental shrubs to provide food and shelter for wildlife.

Further planting to encourage bumble bees was undertaken in the south of the Park, using wildflowers such as red campion, aquilegia, and harebells. Elsewhere biodiversity was improved with the addition of UK native shrub areas containing species such as dog rose, hawthorn and blackthorn. Standing dead wood has been retained where possible, again creating further habitats for wildlife.

The Park's meadow was extended to include more potentially biodiverse areas, link existing habitats and encourage invertebrates, foraging birds and small mammals. Five new areas of meadow were created in the south west of the Park, sown with an attractive UK native meadow mix.

Some areas of reed beds were replenished at the Serpentine lake. Those planted last year have established well, and recently attracted a sedge warbler which indicates the new habitat is already being used by new and unusual visitors.



The Hyde Park meadow.





The 7 July Memorial. Image © Gautier Deblonde.

## 7 July Memorial

A permanent memorial to honour the victims of the 7 July 2005 London bombings was unveiled in Hyde Park by Their Royal Highnesses, The Prince of Wales and The Duchess of Cornwall. The ceremony was attended by the families of the 52 individuals killed in the bombings, survivors, members of the emergency services, and senior political figures. The unveiling took place on the fourth anniversary of the disaster, Tuesday 7 July 2009.

The memorial comprises 52 stainless steel pillars (stelae), collectively representing each of the 52 victims. The pillars are grouped together in four inter-linking clusters to reflect the four locations of the incidents. Constructed from solid-cast, long-lasting stainless steel, each stelae measures three and a half metres high and is unique, with individual characteristic finishes brought about by the casting process.

The memorial was produced by a design team including architects Carmody Groarke and engineering team Arup, who worked in close consultation with representatives of the bereaved families and advisors from The Royal Parks and the Department for Culture, Media and Sport. The memorial was cast by Sheffield foundry Norton Cast Products.

## Events

The summer concerts season included performances from The Killers, Bruce Springsteen, Neil Young, Blur, Basement Jaxx and Kanye West. New this year, musicians including Regina Spektor, Bon Iver and Tindersticks participated in the Serpentine Sessions, an intimate series of concerts designed to support artists on independent record labels. BBC Proms in the Park enjoyed another successful weekend in September.

Winter Wonderland returned to Hyde Park for the third time, offering ice-skating, a German market, big wheel and Zippo's Children's Circus. The event generated over £500,000 for The Royal Parks and attracted over 1.5 million visitors.



### Spotlight on...

#### Conserving park features

With responsibility for managing over 5000 acres of parkland, The Royal Parks also maintains park infrastructure, and hundreds of buildings, statues and monuments.

Works projects over the year including resurfacing of seven kilometres of roads in The Green Park, Hyde Park, The Regent's Park and Richmond Park, and the refurbishment of gas lamps along the length of Hyde Park's Rotten Row, and in St James's and Green Parks.

In Kensington Gardens small scale works were completed to renovate key features. These include repairs to Queen Caroline's Temple, built for Queen Caroline

to enjoy the vista across the Long Water as part of the Park's original landscape, and repairs to the Italian Pump House, which supplies the formal fountains in the Italian Gardens.

Lighting of the Albert Memorial was completely refurbished, with different coloured lighting during the week, culminating in a full lighting spectacle at the weekend.

In Hyde Park, projects included the conversion of a disused former blacksmith's shop into self-contained office accommodation, the refurbishment of the Lido toilets and, in partnership with the Metropolitan Police, the restoration of the Old Police House Stable Block.



The Hyde Park Senior Playground.

### Hyde Park Senior Playground

Planning permission was granted for a new outdoor recreation area designed to appeal to older people. Located within the Tennis and Bowls Centre, six pieces of exercise equipment were installed to help users improve core strength, flexibility and balance.

Following consultation with a number of local and special interest groups, equipment was selected to ensure a high level of accessibility, ease of use and enjoyment for all users.

The playground was funded by Westminster City Council's neighbourhood budget scheme for Knightsbridge and Belgravia via residents and the Knightsbridge Association, together with The Royal Parks.



The refurbished Lido Café.

### Parade Ground improvements

The second phase of improvements to the Parade Ground got underway, following the completion of the initial stage of works last year. The project has made the area more robust, with improvements to soil structure, turf quality and the existing pathway network.

### Education

Pupils from around 40 schools from nine London boroughs took part in a range of education activities linked with the national curriculum for key stages one and two (five-11 year olds). Subjects included map reading, tree maths, pond dipping, mini beasts and making recycled paper.

### Catering

The Serpentine Bar & Kitchen (formerly The Dell) opened in April 2009. New to the parks, high street café chain Benugo has created a welcoming, vibrant atmosphere in the Serpentine Bar & Kitchen serving pizzas from a wood-fired oven, as well as more British-orientated dishes from a seasonal menu.

The Lido Café on the south bank of the Serpentine opened ahead of schedule in March 2010. Operated by Company of Cooks, the café has been completely redecorated, with a new brasserie-style bar and varied menu. The outside bar has been designed to provide enjoyment on summer evenings, whilst improved insulation and heating will help attract more customers in the winter months. Despite the recession, both cafés have performed well and are proving popular with visitors.

## Spotlight on...

### On your bike

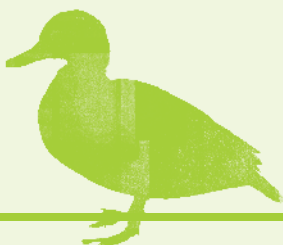
A variety of cycle projects and improvements took place over the year.

Bike Week ran in June and October, with events to encourage safe cycling and sustainable transport held in The Regent's Park, Hyde Park, Kensington Gardens, St James's Park, and Greenwich Park. Designed to inspire visitors to use environmentally-friendly and healthy forms of transport, these free and fun events offered a wide range of activities including Dr Bike's cycle surgery with advice and bike checks, information on fun runs and walks, and free bike security markings.

Preparatory works were completed for the installation of cycle hire stations for the Mayor of London's Cycle Hire Scheme in The Regent's Park, Hyde Park and Kensington Gardens. The scheme is due to launch in summer 2010.

Additional cycle parking stands were provided at various points around Hyde Park.

Improvements to cycle routes were also undertaken including resurfacing and draining works to the central cycle route in Richmond Park, and safety measures to increase the clarity between cyclist and pedestrian areas in Hyde Park.





Around  
**3000**  
tonnes of leaf  
waste from the  
central parks are  
recycled each year in  
Kensington Gardens.



The Albert Memorial celebrates Victorian achievement and Prince Albert's passions and interests. The memorial is located to the south of Kensington Gardens opposite the Royal Albert Hall.

# KENSINGTON GARDENS

Located to the west of Hyde Park, Kensington Gardens combines wide open spaces with elegant tree-lined avenues. Home of fictional hero Peter Pan, the Park also houses Kensington Palace, the Albert Memorial and the Serpentine Gallery.

## Biodiversity improvements

Work started to introduce 350 square metres of reed beds to the Long Water, complete with a tern raft, which allows the birds to nest in safety, and a small public viewing area.

The wetland area will take over three years to mature and should increase species throughout the food chain, from water insects, dragonflies and damselflies, to fish and birds such as grebes and reed warblers.

Native hedgerow planting continued, providing beneficial habitats for wildlife with the addition of species such as hawthorn, blackthorn and dog rose.

To the south of the Park, improvements were made to the quality of horticultural displays with more sustainable perennial planting such as lenten rose (hellebore), wood spurge and *Epimedium*, to complement seasonal bedding.

## Education

Over 20 young people participated in the 'Get into Greenspaces' programme, run in partnership with the Prince's Trust, which aims to help people back into work. Participants spent time with park staff and contractors learning about jobs and opportunities in gardening, the nursery business, landscape design and tree management.







Jonathan Hyde as Captain Hook and Ciaran Kellgren as Peter Pan. Image © Simon Annand.



Children enjoying the Diana, Princess of Wales Memorial Playground.

## Events

Peter Pan returned home to Kensington Gardens, with a new critically-acclaimed stage show which ran from May to September. Performed in a specially-designed tent with groundbreaking 360-degree CGI projections, the production was amongst the best-selling shows in London, attracting an audience of over 140,000 people.

## Playaway

The Diana, Princess of Wales Memorial Playground continued to prove popular, even in the winter months. Around 2900 visitors were recorded in just six hours on New Year's Day, whilst across the whole of the year, the playground attracted over 750,000 visitors.

A new playful feature designed to appeal to young people and complete with a grass mound and circular seating area, was installed adjacent to the existing children's play area to the east of the Park.



## Spotlight on...

### Salsa, brass and ukuleles

More than 50 free concerts were held over the summer months, on the bandstands in St James's Park, Greenwich Park, Kensington Gardens and The Regent's Park.

Catering for all musical tastes, performers included New Orleans singer Lillian Boutte; the Royal College of Music Syzygy Saxophone Quartet; salsa band The Sugar Kings; the Bacchus Wind Band; and The Household Troops Band of the Salvation Army.



# Towards the London 2012 Olympic and Paralympic Games

The Royal Parks is hosting some of the key venues for the London 2012 Olympic and Paralympic Games. These include the Olympic and Paralympic Equestrian Events and elements of the Modern Pentathlon in Greenwich Park; Beach Volleyball on Horse Guards Parade Ground; and the Triathlon and Open Water Swimming in Hyde Park.

Over the course of the year, The Royal Parks has been working with the London Organising Committee of the Olympic and Paralympic Games (LOCOG), as well as other key partners, to help develop their plans and ensure the best outcome for the parks, park visitors and Londoners.

In Greenwich Park, LOCOG undertook a number of specialist surveys to help inform the route of the cross country course and the siting of the temporary arena. Both have been designed to avoid impact to trees and to protect sensitive ecological and archaeological areas. Plans have been developed in conjunction with English Heritage and Natural England, and in consultation with the World Heritage Site, and The Royal Parks is continuing to work with these partners and LOCOG to protect and conserve the Park.

In March, following pre-planning public consultation by LOCOG, Greenwich Council granted planning permission for the events to take place in the Park in 2012, as well as smaller-scale Test Events in 2011. The Council set a number of planning conditions to safeguard the Park and has established an Advisory Group which it will consult before a formal submission is made to discharge the conditions.

Site meetings with LOCOG and other partners also got underway at Hyde Park and St James's Park, to work up venue design and to inform wider discussions with neighbours and stakeholders on logistical issues. LOCOG is due to undertake public consultation on these venues shortly.

With just over two years to go before the Games, and in supporting LOCOG's planning and preparations, The Royal Parks will continue to ensure that the impact of events is minimised, that safe access for park visitors is maximised and that the parks are returned to their pre-Games condition.



*host venue of the  
Olympic and Paralympic Games*



**156,000**

under 16s  
participated in  
sports activities  
at The Hub.



A heron by the boating lake.  
The Regent's Park has one of Europe's largest heronries in a city location.

# THE REGENT'S PARK & PRIMROSE HILL

Celebrated for its rose gardens with more than 30,000 roses of 400 varieties, The Regent's Park contains central London's largest outdoor sports area and largest wetland area. The Park also houses the Open Air Theatre and London Zoo, whilst neighbouring Primrose Hill offers spectacular views across the capital.



Two water rails, birds previously unknown in The Regent's Park, took up winter residency as a result of recent habitat creation.

### Biodiversity improvements

British Trust for Conservation Volunteers (BTCV) under took a range of habitat management works as part of their Green Gym scheme which encourages participants to improve both their health and the environment at the same time, through a range of practical outdoor activities. In Leaf Yard Wood, an enclosed area to the north west of the Park, volunteers cleared ground ivy and undertook coppicing work. Coppiced material has been used to make 'dead' hedging, creating habitats for invertebrates and bird nesting sites, as well as providing an effective way of recycling materials.



Local school children helped artist Tom Harvey design a series of timber sculptures which will be located to the north of the Park.

### Play projects

Playbuilder funding via Westminster City Council enabled a number of play projects in the Park.

Improvements got underway at Hanover Gate Playground with new features including a water and sand play area, tree house-style platform, and a picnic area. Work also started at the Primrose Hill Playground to partially refurbish the area and install new equipment.





The Treehouse Gallery hosted over 195 activities in six weeks.

## Events

Restaurant festival Taste of London, and contemporary art showcase The Frieze Art Fair, both returned to the Park for another successful year in June and September respectively. The Frieze Art Fair included a free outdoor sculpture programme, featuring works from artists including Paul McCarthy and Louise Bourgeois.

During the summer months visitors enjoyed a free creative programme of over 60 workshops, performances and talks, as part of the Tree House Gallery project.

Built from naturally-sourced and reclaimed materials, the gallery comprised a collection of ground-based structures situated beneath two tree-top structures: the Spherical Reading Gallery, which housed a collection of bark-bound books; and the bulb-shaped Budding Hub Gallery, which hosted discussions and traditional craft workshops.

## Meet the management

In July, senior Royal Parks' staff together with members of the Metropolitan Police, spent the day meeting park visitors and answering questions on park management and policing. From conservation and entertainment through to litter and horticulture, visitors had the opportunity to share their thoughts and views, which are vital to ensuring the Park continues to provide a quality visitor experience.



One of many community groups participating in activities at The Hub.

## The Hub community sports centre

The Hub enjoyed a record year, attracting 195,000 participants to its sports programmes. This included 156,000 under 16s, following a particular focus to develop and promote park-based junior sports clubs and leagues, complemented by special programmes for children throughout the school holidays.

In addition to a range of sports initiatives, The Hub continued to offer a varied exercise programme, with yoga, parent and pram, and cardio blast, among the many fitness activities on offer.

In March, free indoor cricket training sessions were offered to those aged 11 and under. The cricket classes, run by Regent's Park Cricket Club, aimed to encourage more young people, particularly girls, to take an interest in the sport. The classes were well attended and involved a series of indoor drills to prepare participants for the cricket season.

The Park was cited as an example of best practice following the Football Foundation and London FA Monitoring and Evaluation Support Day, designed to assess how the Hub is delivering on a range of targets such as club development, social inclusion and football for disabled people.

In partnership with Rugby Football Union (RFU), The Crown Estate and others, free rugby training was offered in The Regent's Park throughout the year. The programme uses rugby to engage young people at risk of exclusion and anti-social behaviour, with sessions running at Cumberland Market on the Regent's Park estate as well as in the Park.

## Keep on running

New running guides for The Regent's Park and Primrose Hill were launched in the spring. The online facility allows runners to plot routes and provides information on training and nutrition. Accompanying the site is a free pocket-sized fold-out map that shows six different routes, suitable for a range of abilities. Divided into beginners, intermediate and advanced levels, the new guides are designed to improve performance and fitness.

## Park health

The Park was also involved in projects promoting the health benefits of green spaces. In partnership with the London borough of Camden Active Health Team, a six-week healthy cycle class was held in the autumn. Participants were referred with the aim of increasing levels of physical activity in people with cardiovascular disease and improve cycling confidence.

The GP Referral Scheme continued to prove popular. Working with NHS Westminster, patients with mild to moderate medical conditions were referred to the Hub for a 12-week exercise programme promoting physical, mental and social well-being.



The Broad Walk is now open to both cyclists and pedestrians.

## The Broad Walk cycle trial

The 18-month cycle trial came to an end in January, which was designed to test the suitability of the Broad Walk from Chester Road to St Mark's Gate, a main pedestrian thoroughfare, as a shared pedestrian and cycling route.

Funded in partnership between The Royal Parks and Transport for London, the trial involved consultation with a range of local stakeholders, park visitors, organisations representing vulnerable users, and cycling bodies.

A number of critical success factors were established from the outset, with findings compared against studies conducted within similar green spaces. As certain success criteria were measured as borderline, it was decided to keep the route open to cyclists but under review.



### Spotlight on...

#### Improving diversity

During the year, The Royal Parks commissioned a diversity audit to review areas where the organisation was doing well and to identify areas for improvement. Following this report, a 24-point action plan was produced, overseen and evaluated by a project board and network group. A number of measures have already been delivered, and implementation is underway on the remaining actions.



**1350+**

species of beetle  
have been recorded  
in Richmond Park.



Richmond Park is a top UK site for ancient trees, particularly oaks, which have great historic and wildlife importance.

# RICHMOND PARK

The largest of all The Royal Parks and a site of Special Scientific Interest, Richmond Park is home to around 650 free-roaming deer, as well as a number of protected species such as stag beetles and skylarks. The Park has over 1500 veteran trees, and incorporates the most important area of lowland acid grassland in the Greater London region.

## Protecting bird life

As the busiest National Nature Reserve in England, the Park welcomes millions of visitors each year, but is committed to conservation and minimising disruption to wildlife.

Measures were increased to protect water birds from out-of-control dogs, with the areas where dogs need to be placed on leads extended to include Upper Pen Pond, Lower Pen Pond, Adams Pond and Bishops Pond.

Owners are also asked to keep their dogs on leads in areas popular with ground-nesting birds, which has led to an increase in skylark numbers.

## Forestry management

The second phase of works to thin the woodland in Prince Charles Spinney was completed. The works are designed to ensure maturing trees have adequate space and to open the woodland canopy. The resulting increase in light levels has encouraged the growth of bluebells and other species on the woodland floor. Three new ponds were also created in an area of the wood which is not publicly accessible, providing valuable sheltered habitats for wildlife.

## Research and best practice

Richmond Park, together with the New Forest and Exmoor, participated in a three-year research project into communicating the risks of diseases transmitted by animals to humans, such as Avian Flu. Led by the Forestry Commission in partnership with Oxford University and the University of Surrey, the project has considered communication requirements between rural and more urban settings. Now in its final year, findings have already been applied in the production of a new park leaflet on Lyme Disease, which included input from local area health organisations.

The Park also participated in the Visitor Safety in the Countryside Working Group, a forum for big landowners, including the Environment Agency, British Waterways, The National Trust and the RSPB, which reviews health and safety legislation and risk management, in the context of improving access.







Young people participating in an access workshop in the Isabella Plantation.

## The Isabella Plantation

As part of a project to improve access to the Isabella Plantation, the 40-acre woodland garden in the heart of Richmond Park, a workshop was held to examine current access facilities.

Working in partnership with the Holly Lodge Centre, the charity which enables people of all abilities to enjoy the Park, around 80 people took part in the workshop, including young people and their carers, access experts, representatives from young people's campaign group Whizkids, Richmond Council, and plantation gardeners.

The findings will be presented to the London Parks and Green Space Forum Access and Inclusion Committee, which considers ways to improve access across all green spaces in the capital, and will inform plans for the Isabella project.

Also in the gardens, pruning works were undertaken on *Rhododendron ponticum* to reduce humidity and increase air flow, thereby reducing the spread of pests and diseases, in particular sooty mould and scale insect which weaken the plants. Staggered pruning was also introduced to create healthier plants with a varied age range.

Similarly, glades were created to open up and improve air flow in certain areas, with planting belts of deciduous cover introduced to further promote air circulation during winter months.

## Spotlight on...



Cattle in Richmond Park during the snow. The cows are part of a grazing trial, designed to help conserve a rare habitat.

## The big freeze

Whilst visitors enjoyed skiing, snowboarding and even kite-boarding in the parks, the prolonged cold spell in January brought a range of challenges.

In Hyde Park, The Lido Beach Head was closed to visitors due to thick ice, although members of the Serpentine Swimming Club had keys and continued to brave the freezing water.

Working with Westminster City Council, roads in the central parks remained open throughout. Car parks and some roads in Richmond and Bushy Parks were temporarily closed for safety reasons, with Bushy Park recording a temperature of minus nine degrees centigrade.

Cold conditions meant extra duties on top of day-to-day regular tasks, with staff and contractors working to ensure safe and enjoyable visitor access. On the first day of snow alone at least four ambulances were called in Richmond Park and six fire engines were needed to rescue a dog stranded on the ice.

The cold weather also affected wildlife across the parks, with record numbers of winter visitors. These included an influx of mandarin ducks, common teal, gadwall, redwing from Scandanavia, woodcock and the odd snipe. In Regent's Park, foxes were spotted walking across the frozen lake.



The London Duathlon. Image courtesy of thelondonduathlon.co.uk.

### Oak processionary moth

Following careful monitoring over the past two years for signs of oak processionary moth in the Park, a small number of nests were identified in June.

Working with partners and following best practice, the nests were removed by specially-trained and equipped operators, helping to contain the moth population by destroying the caterpillars before they reached adulthood. Advisory notices were also placed around the Park.

The moth is a forestry pest as it strips oak trees' leaves, and can affect human health as the caterpillars shed toxic hairs.

### Recording bats

Top bat expert Frank Greenaway led a bat survey in May and July, confirming the presence of nine species including common pipistrelle, soprano pipistrelle, Nathusius' pipistrelle, Leisler's bat, Daubenton's bat, Natterer's bat and brown long-eared bat.

The programme also located a complexity of roost sites of brown long-eared bats and Natterer's bats, and confirmed a brown long-eared bat population of around 100 individuals, which is notable for a site fairly close to the centre of London.

### Events

Around 3,500 competitors took part in The London Duathlon in September, the largest duathlon in the world. The event offered participants two levels: the challenge route which comprised a nine kilometre run, 20 kilometre cycle, followed by a five kilometre run; and the fun route which comprised a five kilometre run, ten kilometre cycle, ending with a five kilometre run.

The Park also hosted a range of smaller-scale events throughout the year including children's entertainment and guided walks.

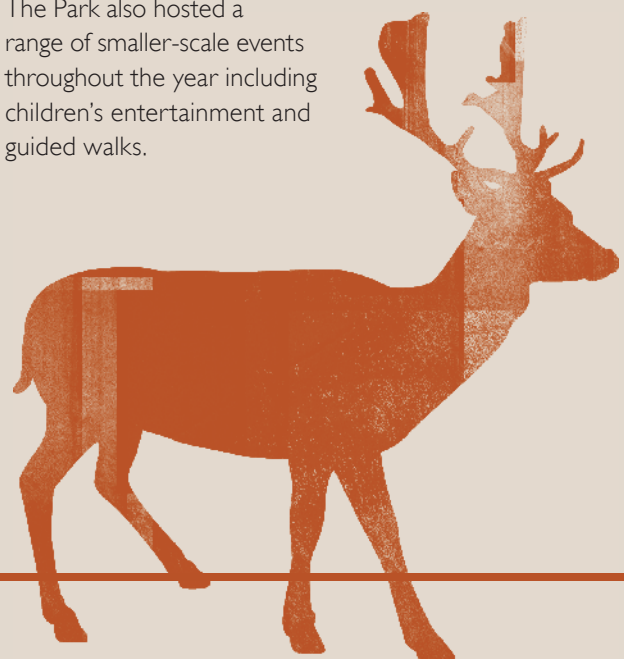
### Spotlight on...

#### Better Buildings

The Better Buildings Programme 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 this programme, the tender process was held for the future use of The Magazine, a former munitions store in Kensington Gardens, and negotiations entered into with the preferred bidder.

In addition, two more lodges, both in Richmond Park, were licensed for residential occupancy. With ten lodges now in the portfolio, living in the parks continues to prove popular with little or no voids between tenancies.

As in previous years, The Royal Parks is grateful for the invaluable contribution made by Trustees of the Royal Parks Foundation, in providing the programme with expert professional advice.





# THE ROYAL PARKS FOUNDATION

The Royal Parks Foundation, the charity for the eight Royal Parks, was established in May 2003 to help protect and enhance the parks, reach out to make them part of more people's lives and help improve the parks' financial future.



Since its launch, the Foundation has helped raise over £6 million, including funds for community sport in The Regent's Park, heritage and wildlife conservation in Bushy Park and a wide range of other projects, large and small.

The charity was voted 'Fundraising Team of the Year' in 2009 by the Institute of Fundraising.

It also won Runner's World 'Best New Run' for the Royal Parks Foundation Half Marathon, plus the Hollis 'Charity and Community' Award for its partnership with principal sponsor, Brakes.

In 2009-2010, the Foundation focused its efforts on four major projects, whilst also contributing to the Better Buildings programme (see page 35) and a range of smaller initiatives such as the Tree Scheme, Diana Playground Restoration, and community sport (including a Sport England grant of £18,000).



An artist's impression of The Look Out.

## The Look Out

Plans to create a new environmental education centre at The Look Out in Hyde Park got underway. The new eco-friendly building will enable young people to learn about plants and wildlife in a safe, enjoyable environment and will replace a row of converted police dog kennels, which are currently used as classrooms but are unsuitable for use during the winter months.

The new centre, designed by David Morley Architects, has received planning permission and will provide two classrooms that can accommodate 30 children each.

The surrounding landscaping will create a wide variety of habitats for wildlife and will include a dipping pond, a nature trail, raised planter beds and mini-beast log piles.

Over £1.6 million has already been raised towards The Look Out and building will begin later in 2010, for completion in 2011.



Isis © Simon Gudgeon.

### Isis in Hyde Park

An elegant new sculpture named Isis, created by leading British sculptor, Simon Gudgeon, is the figurehead for The Look Out fundraising appeal.

Unveiled in September on the shores of the Serpentine, this beautiful bronze was inspired by the Egyptian goddess of nature and was generously donated by Halcyon Gallery.

At Isis's feet are 1,000 plaques, available for inscription, to help raise over £1 million for The Look Out appeal. The plaques are arranged in a spiralling Fibonacci design, to reflect the complex mathematical patterns found throughout nature.

The innermost rings of plaques have already been inlaid and the outer rings will follow in 2010.



The Freeman Family Fountain.

### Freeman Family Fountain

In September, the Royal Parks Foundation and The Royal Parks unveiled a new public drinking fountain in Hyde Park - the first for 30 years.

The Freeman Family Fountain was generously donated by Michael Freeman, who is a Trustee of the Royal Parks Foundation.

The new fountain, which cost £30,000, was designed by David Harber, who was briefed to make a unique and beautiful public drinking fountain, sculptural in form yet robust and practical to maintain.

The fountain is made from mirror-polished, marine-grade stainless steel, studded with petals of oxidized verdigris bronze. It has four separate drinking positions at varying heights to cater for different types of users, including a spout where water bottles may be filled.

Children from St Vincent's Primary School were present at the fountain unveiling. They completed a project on the Fountain and how it could benefit park visitors as part of their studies.

The Foundation aims to launch a major drinking fountain restoration programme with The Royal Parks in 2010.

### Royal Parks Foundation Half Marathon and Pulse3K

The Half Marathon, sponsored by Brakes, continued to grow in popularity and profile in its second year.

Public places sold out in less than 24 hours and the 12,000 runners and charities taking part raised over £2.5 million for vital causes around the UK – including £250,000 for the Royal Parks Foundation.

The route races through four Royal Parks and aims to be as green and sustainable as possible. Participants received bamboo shirts, wooden medals and FairTrade bananas, and water bottles were recycled by M&S to make 0.5 tonnes of re-usable plastic packaging.

2009 also saw the launch of a new race, Pulse3K, for 11-16 year olds. Over 200 young athletes from 157 schools took part along the final three kms of the Half Marathon route, led by GB Olympic hurdler, Sarah Claxton.



# BEHIND THE SCENES

## Internal change

The Royal Parks uses the European Foundation for Quality Management (EFQM) model, to measure where the organisation is on the path to excellence. In October, The Royal Parks undertook its third EFQM review and exceeded the corporate objective target increase by 28 per cent, reflecting a real commitment to organisational improvement and staff engagement in the process. The agency also received good feedback from staff in the civil service-wide survey in November 2009, coming third overall for staff engagement out of 96 departments surveyed.

## Human resources

The HR database was enhanced with a self service module, enabling staff to see and update their own records, creating a more efficient, paperless system.

## Recruitment

Grade	Appointments	Women %	Minorities* %
I	6	33.3	33.3
II	7	57	0
III	4	25	0
IV (Non Board Member)	4	55	25

\*To avoid identifying individuals this column includes all minority groups including ethnicity, disability, religious belief and sexual orientation.

## Finance

A new financial management system was introduced during the year, to improve control over the authorisation of orders and invoices, introduce work-flow technology to automate on-line approvals, improve the visibility of financial information, and reduce paperwork. Staff can now raise and approve purchase orders and invoices remotely, and budget-holders are able to electronically create, circulate and access financial reports directly from the system.

## Health and safety

The Royal Parks continues to be committed to the health, safety and welfare of its staff and all those involved in its activities, and to an effective health and safety (H&S) management system. Last year saw an update in the H&S management system and the key targets for 2009-10 were:

- to update the management standard for the preparation and review of The Royal Parks H&S policy statement to include an annual review, risk profiling and key safety;
- to complete a structured safety training need analysis for park employees;
- to undertake a formal quality assurance review of all major contractors;
- to ensure that a robust process exists for recording non-conformances and taking corrective action when poor safety performance is identified.

All targets were achieved.

The key targets for 2010-11 are:

- to maintain a high level of H&S without causing any damage to the public's experience;
- to maintain a strong communication link with all our contractors and sub contractors across the organisation;
- to design, implement, and use effectively a new H&S framework initiative. To reduce RIDDOR (reportable) accidents and incidents across the organisation including amongst our contractors and subcontractors;
- to increase near-miss reporting across the whole business.

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# THE ROYAL PARKS ACCOUNTS 2009-10

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## MANAGEMENT COMMENTRY

### 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, Olympics, Media and Sport who sets the Agency's policy framework and key performance targets and determines its level of resource 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, Olympics, 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).

#### 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 6 to 7 of the Report.

### Development And Performance In The Current Year

#### Review of Activities

The Chief Executive's foreword on page 4 and the review of the year on pages 6 to 38 of the Report, examine activities for the year ended 31 March 2010. 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 2009-10 was a Net Resource budget of £20.324m (of which £3.3m was non-cash) plus £1.4m Capital. In 2009-10 £14.051m (£12.943m in 2008-09) was generated as income (excluding notional income donated assets).

#### 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 impact. The key corporate risks are contained in The Royal Parks Corporate Plan.

#### Information Assurance

Information security risk at The Royal Parks is managed through the Information Assurance Policy, which all staff must comply with. In the year all staff were required to complete training and pass a test on their understanding of Information Assurance policy and processes.

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 2009-10. In addition, a prioritised action plan was developed which addressed the requirements of the Cabinet Office.

This was completed in 2009-10 and no significant issues were reported.

The Royal Parks' policies and processes will be regularly measured against the Cabinet Office's Security Policy Framework, as part of Internal Audit's work.

The Royal Parks has suffered no protected personal data incidents during 2009-10 or prior years and has made no report to the Information Commissioner's Office.

### Key Relationships With Partners 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 HMRC, 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'.

During the year, The Royal Parks commissioned a diversity audit to review what was being done well and areas for improvement. Following this report, a 24-point action plan was produced, endorsed by ExCom. The delivery of the action plan is overseen by a project board which includes an external member. A number of measures such as establishing a Diversity Network group to contribute to the delivery of the action plan and ensuring policy and operational changes are routinely evaluated have already been delivered, and implementation is underway on the remaining actions.

Page 38 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 a year, and Directors disseminate key decisions to staff.

Staff are 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 and 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

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

Employees who are absent due to sickness are paid for a defined period providing they have complied with The Royal Parks 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 four long term sick absence cases within The Royal Parks. The average rate of sick absence for The Royal Parks staff is 9 days per member of staff including the long term sickness

### 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 5 of the Report. Non Executive Board members are not remunerated and were appointed by the Minister for Tourism and Heritage. 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 10 days (2008-09 16 days).

### Independent Auditor

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

### Disclosure of Information To Auditors

(a) So far as I, the Accounting Officer, am aware, there is no relevant audit information of which the entity's auditors are unaware, and

(b) I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the entity's auditors are aware of that information. 'Relevant audit information' means information needed by the entity's auditor in connection with preparing the audit report.



**Mark Camley**, Chief Executive

20<sup>th</sup> July 2010

## REMUNERATION REPORT

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 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 bonuses are determined by DCMS.

The Director of Strategy and Communication during the year, 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 [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 other 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 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

	2009-10	2008-09
	Remuneration £000	Remuneration £000
<b>Mark Camley</b> Chief Executive	105-110	105-110
<b>Colin Buttery</b> Deputy Chief Executive and Director of Parks	75-80	70-75
<b>Simon Betts</b> Director of Estates	60-65	60-65
<b>Greg McErlean</b> Director of Major Projects	65-70	60-65
<b>John Swainson</b> Director of Resources	55-60	30-35 (full year equivalent 55-60)
<b>Wendy Shales</b> Director of Strategy and Communication	55-60	50-55

#### Remuneration

'Remuneration' includes gross salary, performance pay or bonuses and any allowance or payment to the extent that it is subject to UK taxation. The Chief Executive's bonus, set by DCMS, amounted to 12% of total remuneration. 4 of the remaining Directors received bonuses in the range 0.1% to 4% of their salary.

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 31-3-10 and related lump sum £000	CETV at 31-3-09 £000	CETV at 31-3-10 £000	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 80 – 85	379	427	0 – 2.5	23
<b>Colin Buttery</b> Deputy Chief Executive and Director of Parks	2.5 – 5.0 lump sum 0	25 – 30 lump sum 0	344	412	7.5 – 10	36
<b>Simon Betts</b> Director of Estates	0 – 2.5 lump sum 2.5 – 5	10 – 15 lump sum 30 – 35	222	248	0 – 2.5	25
<b>Greg McErlean</b> Director of Major Projects	0 – 2.5 lump sum 0	5 – 10 lump sum 0	64	86	0 – 2.5	15
<b>John Swainson</b> Director of Resources	0 – 2.5 lump sum 0	0 – 5 lump sum 0	10	29	0 – 2.5	17
<b>Wendy Shales</b> Director of Strategy and Communication	0 – 2.5 lump sum 2.5 - 5.0	10 – 15 lump sum 30 – 35	168	198	0 – 2.5	18

### 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 a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

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

20<sup>th</sup> July 2010



## STATEMENT ON INTERNAL CONTROL

### Scope of Responsibility

As Accounting Officer for The Royal Parks, I have responsibility for the development, implementation, and 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 systems of internal control on behalf of the Board.

I am responsible to the Secretary of State for Culture, Olympics, Media and Sport and accountable to Parliament for The Royal Parks' operations and performance. The Royal Parks was managed, to 31 March 2010, by the Executive Committee, which I chaired. The corporate governance structure is a non-executive Chair, three other non executive directors and four executive directors, including the Chief Executive. The Royal Parks Board, which is chaired by Apurv Bagri meets quarterly. During part of the year I was seconded to DCMS for 4 days a week and some of my responsibilities as Chief Executive were covered on a day to day basis by the Deputy Chief Executive. I continued to receive all management reports and papers and attended both Board and Executive Committee meetings and retained full responsibility for my Accounting Officer duties.

### 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; 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 one of continuous improvement at The Royal Parks for the year ended 31 March 2010 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 a Business Continuity Plan in conjunction with 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 2009-10 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. A broad range of risks are identified including financial and business risks and those which are caused by natural events in the environment such as global warming, diseases to wildlife and fauna and flora. We also assess the risks of being a host to the Olympic Games in 2012.

### Information Risk

Information security risk is managed through the Information Assurance Policy, which all staff must comply with. During the year we reassessed our data security and adopted a prioritised action plan to ensure procedures were compliant with Cabinet Office mandatory requirements. Information Assurance training was provided to all staff. Our policies and processes were measured against the annual Security Policy Framework and Information Risk return which was completed in accordance with Cabinet Office requirements. During the year our procedures and policies were judged to provide 'Substantial Assurance' by Internal Audit. All recommendations will be actioned during 2010-11. There were no data loss incidents reported in 2009-10.

### New Accounting System

In February 2010 a new accounting system was introduced. This followed a period of identification of business needs, systems evaluation, procurement, testing and training. Risk registers and progress against plan was monitored on a regular basis. There was clear cut off between the old system and new system and business controls were applied over the changeover. Internal audit and external audit were advised and consulted over the plans and the risks to preparation of annual accounts considered. Internal audit reviewed the use of the system immediately after the go live date and confirmed management had completed an exercise to check the complete and accurate transfer of balances and data extracted from the old system to the new. The new system is fully backed up at a remote site, but testing of this has yet to be completed.

### 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. Training was given to all staff on information assurance and to managers on risk management. In 2010-11 we will continue the process of strengthening internal controls. 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, which is chaired by a non-executive Board member, produces an Annual Report on the effectiveness of internal control for the Board.

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 and 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. The Royal Parks adopted in 2005 the business tool EFQM (c)Excellence model to set and monitor achievement of management objectives and to measure improvements over time. I receive quarterly reports on progress against objectives set through this process and this enables me to benchmark the agency with other organisations.

I am satisfied from the results of my review of the effectiveness of the system of internal control that systems are in place to give me reasonable assurance of their effectiveness. There are no significant internal control issues to report.



**Mark Camley**, Accounting Officer

20<sup>th</sup> July 2010



## STATEMENT OF CHIEF EXECUTIVE'S RESPONSIBILITIES

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 2009-10. 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

20<sup>th</sup> July 2010

## THE ROYAL PARKS AGENCY THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSE OF COMMONS

I certify that I have audited the financial statements of the Royal Parks Agency for the year ended 31 March 2010 under the Government Resources and Accounts Act 2000. These comprise the Operating Cost Statement, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity 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 Chief Executive and auditor

As explained more fully in the Statement of Chief Executive Responsibilities, the Chief Executive is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Agency's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Agency; and the overall presentation of the financial statements.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

### 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.

### Opinion on the financial statements

In my opinion:

- the financial statements give a true and fair view, of the state of the Agency's affairs as at 31 March 2010, and of the net operating cost, changes in taxpayers' equity and cash flows for the year then ended; and
- the financial statements have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

### Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000; and
- the information given in the introduction, overview and management commentary for the financial year for which the financial statements are prepared is consistent with the financial statements.

### Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Statement on Internal Control does not reflect compliance with HM Treasury's guidance.

### Report

I have no observations to make on these financial statements.

Amyas C E Morse  
Comptroller and Auditor General

National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

22<sup>nd</sup> July 2010

## OPERATING COST STATEMENT FOR THE YEAR ENDED 31 MARCH 2010

	Note	2009-10 £000	2008-09 £000
<b>Programme costs</b>			
Staff Costs	2	5,376	5,197
Programme Costs	3	28,289	30,159
Income	4	(14,158)	(13,011)
<b>Net Operating Cost</b>		<b>19,507</b>	<b>22,345</b>

The notes on pages 54 to 67 form part of these accounts



## STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2010

	Note	2010 £000	2009 £000	2008 £000
<b>Non current assets:</b>				
Property, plant and equipment	5	44,941	47,060	47,585
Intangible assets	6	287	18	38
<b>Total non-current assets</b>		<b>45,228</b>	<b>47,078</b>	<b>47,623</b>
<b>Current assets:</b>				
Inventory	1.1d	0	0	1
Trade and other receivables	8	3,315	3,007	2,638
Cash and cash equivalents	9	4,570	2,915	2,888
<b>Total current assets</b>		<b>7,885</b>	<b>5,922</b>	<b>5,527</b>
<b>Total assets</b>		<b>53,113</b>	<b>53,000</b>	<b>53,150</b>
<b>Current liabilities:</b>				
Trade and other payables	10	(9,143)	(7,048)	(6,968)
Current Provisions	11	(289)	(240)	(307)
<b>Total current liabilities</b>		<b>(9,432)</b>	<b>(7,288)</b>	<b>(7,275)</b>
<b>Total assets less current liabilities</b>		<b>43,681</b>	<b>45,712</b>	<b>45,875</b>
<b>Non-current liabilities:</b>				
Provisions	11	(177)	(225)	(73)
<b>Total non-current liabilities</b>		<b>(177)</b>	<b>(225)</b>	<b>(73)</b>
<b>Assets less liabilities</b>		<b>43,504</b>	<b>45,487</b>	<b>45,802</b>
<b>Taxpayers' equity:</b>				
General fund		23,768	27,109	26,879
Revaluation reserve		14,783	13,751	16,368
Donated asset reserve		4,953	4,627	2,555
<b>Total taxpayers' equity</b>		<b>43,504</b>	<b>45,487</b>	<b>45,802</b>

The notes on pages 54 to 67 form part of these accounts



**Mark Camley**, Accounting Officer

20<sup>th</sup> July 2010

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2010

	Note	2009-10 £000	2008-09 £000
<b>Cash flows from operating activities</b>			
Net operating cost		(19,507)	(22,345)
Adjustments for non-cash transactions	3	2,783	5,421
Notional Income	4	(107)	(68)
(Increase)/Decrease in trade and other receivables	8	(308)	(369)
Decrease in Inventories	1.1d	0	1
Increase/(Decrease) in trade payables	10	2,095	80
Use of provisions	11	(56)	(73)
<b>Net cash outflow from operating activities</b>		<b>(15,100)</b>	<b>(17,353)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	5	(2,228)	(3,613)
Purchase of Intangibles	6	(281)	0
<b>Net cash outflow from investing activities</b>		<b>(2,509)</b>	<b>(3,613)</b>
<b>Cash flows from financing activities</b>			
Net Parliamentary cash funding received		18,831	19,362
Funding for donated assets		433	1,631
<b>Net financing</b>		<b>19,264</b>	<b>20,993</b>
<b>Net increase in cash and cash equivalents in the period</b>		<b>1,655</b>	<b>27</b>
<b>Cash and cash equivalents at the beginning of the period</b>	<b>9</b>	<b>2,915</b>	<b>2,888</b>
<b>Cash and cash equivalents at the end of the period</b>	<b>9</b>	<b>4,570</b>	<b>2,915</b>

The notes on pages 54 to 67 form part of these accounts

## STATEMENT OF CHANGES IN TAXPAYERS' EQUITY FOR THE YEAR ENDED 31 MARCH 2010

	Note	General Fund £000	Revaluation Reserve £000	Donated Asset Reserve £000	Total Reserves £000
<b>Balance at 1 April 2008</b>		<b>26,879</b>	<b>16,368</b>	<b>2,555</b>	<b>45,802</b>
<b>Changes in taxpayers' equity for 2008-09</b>					
Net gain/(loss) on revaluation of property, plant & equipment	5	0	(382)	59	(323)
Receipt of donated assets	5	0	0	1,631	1,631
Depreciation charged in year	4	0	0	(68)	(68)
Non-cash charges – cost of capital	3	1,385	0	0	1,385
Non-cash charges – auditors remuneration	3	43	0	0	43
Transfers between reserves, in relation to depreciation		1,432	(1,432)	0	0
Intra reserve transfer – Non-current assets		353	(803)	450	0
Net operating cost for the year		(22,345)	0	0	(22,345)
<b>Total recognised income and expenses for 2008-09</b>		<b>7,747</b>	<b>13,751</b>	<b>4,627</b>	<b>26,125</b>
Funding from DCMS		19,362	0	0	19,362
<b>Balance at 31 March 2009</b>		<b>27,109</b>	<b>13,751</b>	<b>4,627</b>	<b>45,487</b>
<b>Changes in taxpayers' equity for 2009-10</b>					
Net gain/(loss) on revaluation of property, plant & equipment	5	0	(2,804)	0	(2,804)
Receipt of donated assets		0	0	433	433
Depreciation charged in year	4	0	0	(107)	(107)
Non-cash charges – cost of capital	3	1,123	0	0	1,123
Non-cash charges – auditors remuneration	3	48	0	0	48
Transfers between reserves, in relation to depreciation		569	(569)	0	0
Intra reserve transfer – Non-current assets		(4,405)	4,405	0	0
Net operating cost for the year		(19,507)	0	0	(19,507)
<b>Total recognised income and expenses for 2009-10</b>		<b>4,937</b>	<b>14,783</b>	<b>4,953</b>	<b>24,673</b>
Funding from DCMS		18,831	0	0	18,831
<b>Balance at 31 March 2010</b>		<b>23,768</b>	<b>14,783</b>	<b>4,953</b>	<b>43,504</b>

The notes on pages 54 to 67 form part of these accounts



## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2010

### I. STATEMENT OF ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the 2009-10 Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of The Royal Parks for the purpose of giving a true and fair view has been selected. The particular policies adopted by The Royal Parks are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The Royal Parks has prepared the financial statements for the year ending 31 March 2010 as the first full financial statements under IFRS. The financial statements have been restated from 1 April 2008 to comply with IFRS and are shown as comparatives. The impact of adopting IFRS is shown in note 15.

#### I.1 Accounting Convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment.

##### I.1a Administration and programme expenditure

The Operating Cost Statement reports all expenditure and income as programme. This classification of expenditure and income follows the definitions set out in the 2009-10 Financial Reporting Manual (FReM)

##### I.1b Non-current Assets

###### Recognition

Land and buildings owned by, or in the guardianship of, The Royal Parks are treated as Non-Current Assets in accordance with the FReM.

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 non-current assets. Lodges, within the Parks, which are used as dwelling places, are valued based on the 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'.

###### Classification

The land and buildings are classified under the FReM as either:

- Pure heritage assets (non-operational heritage assets);
- Operational heritage assets;
- Operational (non-heritage) assets

Heritage assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations and include listed buildings or buildings which directors consider have special significance in the landscape and will be required to be kept substantially in their current form due to planning restrictions.

In accordance with the FReM, pure heritage land and buildings held by The Royal Parks in pursuit of its overall objectives, are included as Non Current Assets in the Statement of Financial Position where a reliable valuation is possible, otherwise they are held at nil value. Pure heritage assets include monuments, statues, fountains and historic gates and includes both historic and recent monuments such as the Albert Memorial in Kensington Gardens and the 7-7 Memorial in Hyde Park. Most of The Royal Parks land and heritage assets, other than buildings, are given nil value. Expenditure on creating new heritage assets is capitalised at cost, expenditure on maintaining them is expensed.

Operational heritage land and buildings, comprising of buildings in use by The Royal Parks, tenants or concessionaires which, in addition to being held by The Royal Parks in pursuit of its overall objectives, are also used for revenue generating or other non-heritage purposes. They are professionally valued and held on the Statement of Financial Position. The valuation method used depends upon the type of the building and its use.

Operational (non-heritage) land and buildings are professionally valued and held on the Statement of Financial Position. The valuation method used depends upon the type of the building and its use.

###### Property, plant and equipment

Buildings are subject to revaluation under a rolling 5-year programme, the values are the lower of depreciated 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 Statement of Financial Position at cost to The Royal Parks. On completion of works, assets are transferred to the appropriate category on the Statement of Financial Position and reflected at fair value.

#### **Intangible assets**

Intangible assets comprise IT software which is amortised in line with other IT assets.

#### **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 non-current assets, other than freehold land and non operational heritage assets, 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

#### **Contractors assets**

Property, plant and equipment excludes vehicles and equipment provided by the contractor responsible for grounds maintenance in The Royal Parks. The service contracts do not specify the assets required and the Board considers the value to be not material to the total contract value.

### **I.1c 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 Statement of Financial Position. However, donated assets, non-operational heritage assets and cash balances with the Government Banking Service attract a nil rate. The cost of capital charge ensures an appropriate return on taxpayer's equity.

### **I.1d Inventory**

Publication costs are expensed as we cannot provide a guarantee of sale.

### **I.1e Income**

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

### **I.1f Pensions**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS). The defined benefit schemes are unfunded. The Agency recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution schemes, the Agency recognises the contributions payable for the year.

### **I.1g 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 (1.8% for 2009-10 and thereafter) provided by HM Treasury are used when arriving at the provision included in the statement of financial position.

#### **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.1h Value Added Tax**

Where VAT is irrecoverable then costs include 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.

### **I.1i Financing and Grants**

Cash received through the Estimate process is treated as financing and credited to the General Fund.

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.

### **I.1j Use of Estimates**

The preparation of financial statements requires management to make estimates and judgements that affect the reported amounts of assets and liabilities as well as the disclosure of contingent liabilities at 31 March each year. Actual outcomes could differ from those estimates.

### **I.1k Impact of new International Financial Reporting Standards**

#### **Early Application of IFRS**

No IFRS was adopted early

#### **IFRSs not yet effective**

The following IAS revision will become applicable to The Royal Parks in respect of future financial statements but has not been adopted early.

#### **IAS 24 – Related party disclosures**

The revision of IAS 24 simplifies and clarifies the definition of a related party, and provides government-related entities with partial exemption from the disclosure requirements relating to related party transactions and outstanding balances (including commitments).

#### **The following FRS has been adopted in FReM for 2010-11** **FRS 30 – Heritage Assets**

The FRS sets out new disclosure requirements for the reporting of Heritage assets which apply whether or not they are reported in the Statement of Financial Position.

The HM Treasury requirement to include a charge in the Operating Cost Statement, reflecting the cost of capital utilised, is to be removed from FReM for 2010-11.

There are no other standards and interpretations in issue but not yet adopted that The Royal Parks anticipate will have a material effect on the reported income or net assets of The Royal Parks.



## 2. STAFF NUMBERS AND RELATED COSTS

### 2.1 Staff costs comprise

	Note	2009-10 £000			2008-09 £000
		Total	Permanently employed staff	Others	Total
Wages and salaries		4,392	3,352	1,040	4,143
Social security costs		315	249	66	288
Other pension costs		688	641	47	666
Early retirement costs	l.lg	(19)	(19)	0	100
<b>Total net costs</b>		<b>5,376</b>	<b>4,223</b>	<b>1,153</b>	<b>5,197</b>

#### Of which:

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme but The Royal Parks is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2007. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2009-10 employers contributions of £680,080 were payable to the PCSPS (2008-09 £625,745) at one of four rates in the range 16.7 to 24.3 per cent (2008-09 17.1 to 25.5 per cent) of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. From 2010-11, the rates will be in the range 16.7 per cent to 24.3 per cent. The contribution rates are set to meet the cost of benefits accruing during 2009-10 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £7,004 (2008-09 £5,899) were paid to one or more of a panel of 3 appointed stakeholder pension providers. Employer contributions are age-related and range from 3.0 to 12.5 per cent (2008-09 3.0 to 12.5 per cent) of pensionable pay. Employers also match employee contributions up to 3 per cent of pensionable pay. In addition, employer contributions of £278 (0.8 per cent; 2008-09; £551, 0.8 per cent) 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 reporting period date were £0 (2008-09 £0). Contributions prepaid at that date were £0 (2008-09 £244).

### 2.2 Average number of persons employed

The average number of whole-time equivalent persons employed during the year was as follows.

	2009-10 £000			2008-09 £000
	Total	Permanently employed staff	Others	Total
Directly employed	109	98	11	97
Other	19	0	19	21
<b>Total</b>	<b>128</b>	<b>98</b>	<b>30</b>	<b>118</b>

#### 2.3.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.

#### 2.3.b The Board

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

### 3. PROGRAMME COSTS

	Note	2009-10 £000	2008-09 £000
Grounds maintenance	3.a	7,338	6,800
Works maintenance	3.b	7,217	6,598
Landscape Development	3.c	1,330	2,077
Programme Management	3.d	988	1,527
Nursery		1,224	1,197
Utilities	3.e	1,131	968
Cleaning contracts		1,126	895
Service Contracts	3.f	1,071	861
Consultancies	3.g	584	777
Trees	3.h	412	311
Marketing & Communications	3.i	477	295
IT Equipment & Consumables		325	291
Furniture & Equipment		227	255
Telecommunications		231	217
Entertainment & Licences	3.j	329	211
Horticulture	3.k	249	182
Rentals under operating lease		176	180
Training		85	149
Animal Feed & Welfare		106	87
Other Programme costs	3.l	860	1,051
<b>NON CASH ITEMS</b>			
Depreciation and amortisation	5,6	1,462	2,579
Profit/(Loss) on disposal of non-current assets	5	1	95
Fixed Asset Impairment	5	92	1,161
Cost of Capital charges	1.1c	1,123	1,385
Auditors remuneration & expenses		48	43
Increase / (decrease) in provisions	11	77	(33)
<b>Total</b>		<b>28,289</b>	<b>30,159</b>

### 3.a Grounds Maintenance

spend has increased as a result of the opening of the Upper Lodge Water Gardens and Pheasantry Welcome Centre at Bushy Park, the severe winter and bringing forward some scheduled expenditure.

### 3.b Works Maintenance

included major costs for upgrading street and the Albert Memorial lighting, restoration of the Arethusa Fountain in Bushy Park, de-silting the lake at St James's Park and toilet refurbishment at the Lido, Hyde Park.

### 3.c Landscape Development

included further work on the Hyde Park Parade Ground restoration project, TFL funded cycling projects and Playbuilder playground development works. Costs were significantly higher last year due to restoration works at Bushy Park, including the Upper Lodge Water Gardens and hard landscaping.

### 3.d Programme Management

includes programme management on Bushy, TFL, Playbuilder, Parade Ground and ICT projects. Costs were higher last year as a result of Better Buildings, the Lookout, TFL and ICT project activity.

### 3.e Utilities

have increased as a result of significant back dated gas bills

### 3.f Service Contracts

included putting in place policies and procedures to ensure compliance with Cabinet Office information security requirements, ongoing development of the Apprenticeship Scheme and increased gate locking costs.

### 3.g Consultancy costs

includes architectural services on landscape works in addition to project support and advice. The reduction from last year is mainly due to Estates related costs.

### 3.h Trees

safety inspections are based on zoned risk assessment leading to a prioritised programme for each year. Annual expenditure is based on strategic and cyclical work requirements.

### 3.i Marketing & Communications

increase relates to the National Reach and Visitor Experience programmes.

### 3.j Entertainment & Licences

incorporates the cost of holding a national steel band competition in Hyde Park in addition to the normal programme of events.

### 3.k Horticulture

includes the cost of new trees for Hyde Park and Kensington Gardens.

### 3.l Other Programme costs

is lower than last year due to the recovery of a previously impaired receivable £129k. 'Other' also includes costs such as recruitment, external printing, legal advice, advertising and office rates.



## 4. INCOME

	Note	2009-10 £000	2008-09 £000
Concessions: Catering	4.a	2,396	1,920
Car parking		1,530	1,402
Other		337	237
Licences and rents	4.b	3,228	2,202
Fees from events	4.c	2,900	2,334
Other fees and permits		774	836
Lottery and other grants	4.d	1,204	2,771
Services		63	66
Fundraising	4.e	415	108
Other		1,204	1,067
<b>Total</b>		<b>14,051</b>	<b>12,943</b>
<b>Notional Income</b>			
Depreciation on donated asset (transfer from donated asset reserve)		107	68
<b>Grand Total</b>		<b>14,158</b>	<b>13,011</b>

### 4.a Concessions

benefited from the refurbishment and rebranding of the Dell restaurant in Hyde Park as the Serpentine Bar and Kitchen as well as the opening of The Pheasantry Cafe, Bushy Park. Good weather also assisted the performance of outdoor catering. Car Parking increased in all three parks, but especially Regent's and Greenwich Parks.

### 4.b Licences and rents

increased due to the inclusion of a full year's licence relating to the 'step free access' works in Green Park and agreement for a back dated rent increase in a major licence at Richmond Park. We also benefited from additional properties becoming available for rental under our Better Buildings programme.

### 4.c Fees from Events

were up on last year mainly as a result of an increase in revenue from the Winter Wonderland event in Hyde Park, as well as some other large events.

### 4.d Lottery and other grants

were lower than last year as less monies were claimable in respect of the Bushy Restoration project.

### 4.e Fundraising

relates to monies received from The Royal Parks Foundation, mostly in respect of the Bushy Restoration project (after deducting £232k transferred to the Donated Asset Reserve).

## 5. PROPERTY, PLANT AND EQUIPMENT

	Land & Buildings excluding Dwellings £000	Dwellings £000	Information Technology £000	Plant & Machinery £000	Furniture & Fittings £000	Payments on Account & Assets under construction £000	Total £000
<b>Cost or valuation</b>							
<b>At 1 April 2008</b>	<b>79,868</b>	<b>5,516</b>	<b>314</b>	<b>699</b>	<b>3,828</b>	<b>185</b>	<b>90,410</b>
Additions	327	788	0	5	0	2,493	3,613
Disposals	(170)	0	(192)	(5)	(35)	0	(402)
Reclassifications	102	0	0	0	0	(102)	0
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>122</b>	<b>699</b>	<b>3,793</b>	<b>2,576</b>	<b>97,093</b>
<b>Depreciation</b>							
<b>At 1 April 2008</b>	<b>39,545</b>	<b>305</b>	<b>266</b>	<b>184</b>	<b>2,525</b>	<b>0</b>	<b>42,825</b>
Charged in year	2,086	207	8	62	196	0	2,559
Disposals	(108)	0	(162)	(5)	(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>112</b>	<b>241</b>	<b>2,689</b>	<b>0</b>	<b>50,033</b>
<b>Net book value at 31 March 2009</b>	<b>37,016</b>	<b>5,896</b>	<b>10</b>	<b>458</b>	<b>1,104</b>	<b>2,576</b>	<b>47,060</b>
<b>Cost or valuation</b>							
<b>At 1 April 2009</b>	<b>77,572</b>	<b>12,331</b>	<b>122</b>	<b>699</b>	<b>3,793</b>	<b>2,576</b>	<b>97,093</b>
Additions	1,247	410	27	0	413	131	2,228
Disposals	0	0	(88)	0	(72)	0	(160)
Reclassifications	2,575	0	0	0	0	(2,575)	0
Revaluation	(36)	1,790	0	0	0	0	1,754
<b>At 31 March 2010</b>	<b>81,358</b>	<b>14,531</b>	<b>61</b>	<b>699</b>	<b>4,134</b>	<b>132</b>	<b>100,915</b>
<b>Depreciation</b>							
<b>At 1 April 2009</b>	<b>40,556</b>	<b>6,435</b>	<b>112</b>	<b>241</b>	<b>2,689</b>	<b>0</b>	<b>50,033</b>
Charged in year	1,051	129	7	62	201	0	1,450
Disposals	0	0	(87)	0	(72)	0	(159)
Revaluation	3,198	1,452	0	0	0	0	4,650
<b>At 31 March 2010</b>	<b>44,805</b>	<b>8,016</b>	<b>32</b>	<b>303</b>	<b>2,818</b>	<b>0</b>	<b>55,974</b>
<b>Net book value at 31 March 2010</b>	<b>36,553</b>	<b>6,515</b>	<b>29</b>	<b>396</b>	<b>1,316</b>	<b>132</b>	<b>44,941</b>

Land and buildings are valued in accordance with the accounting policy described at Note 1.1b. Grant, Mills & Wood, Surveyors and Valuers, a member of the Royal Institute of Chartered Surveyors, undertook the professional valuation of property for 2009-10 as at 31 March 2010. 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 £ 1,606,612 and in year depreciation of £10,208. The net book value of these buildings was £814,229 at 31 March 2009 and £804,020 at 31 March 2010. During the year a reassessment of the operational lives of buildings was undertaken and the lives of heritage assets was extended to 99 years. This re-living was the main reason for the in year reduction of depreciation. Depreciation is not charged on pure heritage non operational assets which also contributed to the reduced charge.

The Royal Parks has a 99-year lease on Pembroke Lodge in Richmond Park of which 81 years remained unexpired at 31 March 2010. The property is included in land and buildings at a gross current replacement cost of £3.677m (2008-09 £3.677m).

During 2009-10 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. The net result of this was an increase in Gross Current Replacement Cost of £1.754m and a decrease in Net Current Replacement Cost of £2.896m of which £ 0.092m was charged through the OCS and £ 2.804m was accounted for through reserves. In 2008-09 the proportion of the net revaluation (£1.161m) which took net current replacement cost below historic net book value was charged to the OCS while the remainder (£0.323m) was accounted for through the reserves.

Dwellings include residential lodges which are being refurbished under the Better Buildings Program (see page 35).

During 2009-10 £0.526m of expenditure was incurred on the Bushy Restoration Project. £0.232m of the expenditure was capitalised and £0.294m 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. The Royal Parks also received funding from The London Marathon Trust and Westminster City Council to cover other capitalised projects.

Assets under construction include costs of refurbishment of some residential dwellings. Transfers out include the completion of the Welcome Centre at Bushy Park and the memorial to the victims of the 7 July 2005 London bombings.

The net book value of Non Operational Heritage Assets at 31 March 2010 included in note 5 is £4.188m and the net book value of Operational Heritage assets included in note 5 is £17.606m



## 6. INTANGIBLE ASSETS

Intangible assets comprise software.

	2009-10 £000	2008-09 £000
<b>Cost or valuation</b>		
At 1 April	247	247
Additions	281	0
Disposals	(44)	0
<b>At 31 March</b>	<b>484</b>	<b>247</b>
<b>Depreciation</b>		
At 1 April	229	209
Charged in year	12	20
Disposals	(44)	0
<b>At 31 March</b>	<b>197</b>	<b>229</b>
<b>Net book value at 31 March</b>	<b>287</b>	<b>18</b>

## 7. FINANCIAL INSTRUMENTS

As the cash requirements of the Agency are met through the Estimates process, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. 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 funding from DCMS is taken directly to Reserves (See Statement of Changes in Taxpayers' Equity). Given that 57% (2008-09: 60%) of income is from the Estimates process the Agency is not subject to a material liquidity risk.

The Royal Parks has a Government Banking Service 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.

Provision has been made against certain specific receivables where the collectability is uncertain, having regard to the payment history of the receivable and specific knowledge of any dispute of the amount owed.

## 8. TRADE RECEIVABLES AND OTHER CURRENT ASSETS

	2009-10 £000	2008-09 £000	2007-08 £000
<b>Amounts falling due within one year:</b>			
Trade receivables	1,774	1,704	1,156
Impairment of Receivables	(231)	(377)	(198)
Other receivables	27	67	67
Value Added Tax	409	710	881
Prepayments & accrued income	1,336	903	732
	<b>3,315</b>	<b>3,007</b>	<b>2,638</b>

Contained within Trade receivables are amounts due from Other Central Government Departments (£520,743) and Local Authorities (£555,364).

The Royal Parks is not materially exposed to concentrations of credit risk to a single trade receivable or group of receivables.

## 9. CASH AND CASH EQUIVALENTS

	2009-10 £000	2008-09 £000
<b>Balance at 1 April</b>	2,915	2,888
Net change in cash and cash equivalent balances	1,655	27
<b>Balance at 31 March</b>	<b>4,570</b>	<b>2,915</b>
<b>The following balances at 31 March were held at</b>		
Government Banking Service	4,418	2,751
Commercial banks and cash in hand	152	164
<b>Balance at 31 March</b>	<b>4,570</b>	<b>2,915</b>

## 10. TRADE PAYABLES AND OTHER CURRENT LIABILITIES

	2009-10 £000	2008-09 £000	2007-08 £000
<b>Amounts falling due within one year:</b>			
Trade payables	998	1,923	1,782
Accruals	7,352	4,206	4,923
Value Added Tax	35	150	0
Deferred Income	758	769	263
	<b>9,143</b>	<b>7,048</b>	<b>6,968</b>

Contained with Trade payables are amounts payable to Other Central Government Departments (£42,111) and Local Authorities (£511,099).

The Royal Parks is not materially exposed to concentrations of liquidity risk to a single trade creditor or group of creditors. See Financial Instruments for ageing of Trade Payables

## II. PROVISIONS FOR LIABILITIES AND CHARGES

	Early departure costs £000	Outstanding claims £000	Total £000
<b>2008-09</b>			
Balance 1 April 2008	124	256	380
Provided in the year	185	42	227
Provisions not required written back	5	(74)	(69)
Provisions utilised in the year	(58)	(15)	(73)
<b>Balance at 31 March 2009</b>	<b>256</b>	<b>209</b>	<b>465</b>
<b>2009-10</b>			
Provided in the year	0	114	114
Provisions not required written back	(19)	(38)	(57)
Provisions utilised in the year	(39)	(17)	(56)
<b>Balance at 31 March 2010</b>	<b>198</b>	<b>268</b>	<b>466</b>

### Analysis of expected timing of discounted flows

	Early departure costs £000	Outstanding claims £000	Total £000
In the year to 2011	21	268	289
Between 2012 and 2016	63	0	63
Between 2017 and 2021	18	0	18
Thereafter	96	0	96
<b>Balance at 31 March 2010</b>	<b>198</b>	<b>268</b>	<b>466</b>

### II.1 EARLY DEPARTURE COSTS

The agency meets the additional costs of benefits beyond the normal Principal Civil Service Pension Scheme (PCSPS) benefits in respect of employees who retire early by paying the required amounts monthly to the PCSPS over the period between early departure and normal retirement date. The agency provides for this in full when the early retirement programme becomes binding by establishing a provision for the estimated payments. Where material discount rates provide by HM Treasury are used when arriving at the provision included in the statement of financial position.

### II.2 OUTSTANDING CLAIMS

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, but no provision has been made where the outcomes are unlikely or uncertain. Management judge that the claims included in the provision will be settled within the next year.



## 12. CAPITAL COMMITMENTS

	2009-10 £000	2008-09 £000	2007-08 £000
<b>Contracted capital commitments at 31 March 2010 for which no provision has been made:</b>			
Property, plant and equipment	217	554	2,210

## 13. COMMITMENTS UNDER OPERATING LEASES

Total commitments under operating leases to pay rentals during the years following the year of these accounts are given in the table below, analysed according to the period in which Payments fall due.

	2009-10 £000	2008-09 £000
<b>Obligations under operating leases comprise:</b>		
Other:		
Not later than 1 year	87	165
Later than 1 year and not later than 5 years	52	145
Later than 5 years	0	0
	<b>139</b>	<b>310</b>

## 14. RELATED-PARTY TRANSACTIONS

The Royal Parks is an agency of The Department for Culture, Media and Sport (DCMS). DCMS is regarded as a related party. During the year, the Agency has had a significant number of material transactions with the Department and with other entities for which the Department is regarded as the parent Department: Sports England, the Heritage Lottery Fund, and Historic Royal Palaces

In addition, The Royal Parks has had various material 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 £656,514 from the Foundation. The Foundation has raised and is holding restricted reserves and pledges amounting to £1,286,499 including £953,180 towards the development of the Lookout in Hyde Park as an improved facility for education and community engagement.

During the year, no Board member, key manager or other related parties has undertaken any material transactions with The Royal Parks during the year.

## 15. FIRST-TIME ADOPTION OF IFRS

	General Fund £000	Revaluation reserve £000	Donated asset reserve £000	Total reserves £000
Taxpayers equity at 31 March 2009 under UK GAAP	27,240	13,751	4,627	45,618
<b>Adjustments for:</b>				
Accrued holiday pay	(131)	0	0	(131)
<b>Taxpayers equity at 1 April 2009 under IFRS</b>	<b>27,109</b>	<b>13,751</b>	<b>4,627</b>	<b>45,487</b>

	£000
Net operating cost for 2008-09 under UK GAAP	22,214
<b>Adjustments for:</b>	
Accrued holiday pay	131
<b>Net operating cost for 2008-09 under IFRS</b>	<b>22,345</b>

The change to taxpayers equity and operating cost are due to an accrual for unused staff annual leave which has increased current liabilities and staff costs.

There is no change to reported equity at 1 April 2008.

## 16. EVENTS AFTER THE REPORTING DATE

The Accounting Officer authorised these financial statements for issue on the Comptroller and Auditor General certification date.

There were no events after the reporting date.

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