Linda Lennon CBE  
Chief Executive  
The Royal Parks  
The Old Police House  
Hyde Park  
London  
W2 2UH  

CMS 2287821/asg  

18 April 2013  

Dear Linda,  

ROYAL PARKS MANAGEMENT AGREEMENT 2012-2015  

I am writing to set out the way in which I would like The Royal Parks and DCMS to work together over the rest of this spending review period. This letter and the attached management agreement set out our agreed priorities, the terms of reference for The Royal Parks Board and the engagement strategy for the Agency and DCMS.  

Firstly, I would like to thank The Royal Parks for your contribution to delivering Departmental priorities over the first year of the spending review. Despite the challenges of the current financial constraints, TRP has continued to play a critical part in the cultural and sporting life of London, particularly with regard to the Olympic and Paralympic Games.  

The priorities for the Royal Parks are those which I have agreed in the Agency’s corporate objectives, namely:  

- to conserve and enhance the natural and built environment, historic landscape and bio diversity of the parks for the benefit of our diverse audiences and future generations;  

- to strengthen the organisation and its effectiveness by continuing to deliver better value for money and exploring commercial opportunities.
As you know, the Secretary of State is keen to refocus the relationships between the Department and its arm's length bodies, with a greater emphasis on effective partnerships at Board level and less focus on day-to-day sponsorship. As such, I would like you to meet annually with me to review performance against objectives and to discuss corporate plans. I would also like to have an annual meeting with Chair of the TRP Board to discuss wider issues affecting the Agency.

I am sending with this letter a copy of the key data sheet summarising the spending review allocation, delegated limits, management information requirements and spend controls for TRP over the rest of the spending review period. Officials will revise this key data as necessary over the Spending Review period. I am also enclosing a signed copy of the new TRP Governance Framework for signature by yourself and Apurv Bagri.

May I take this opportunity to thank the staff of the Agency and TRP's Board for your continuing commitment to ensuring that the Royal Parks remain some of London's most important open spaces. I look forward to continuing to work with you in the future.

Yours very truly,

Rt Hon Hugh Robertson MP
Minister for Sport and Tourism
Royal Parks: Key Information Sheet

Last updated: 5.03.2013

1. Priorities

1.1. The aim of The Royal Parks 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, and recreation while minimising the need for exchequer funding.

1.2. The Royal Parks’ corporate objectives are agreed with DCMS following advice from the Royal Parks Board. They are to:

- conserve and enhance the natural and built environment, historic landscape and bio diversity of the parks for the benefit of our diverse audiences and future generations;

- strengthen the organisation and its effectiveness by continuing to deliver better value for money and exploring commercial opportunities.


<table>
<thead>
<tr>
<th>£m</th>
<th>Admin budget</th>
<th>Programme Budget</th>
<th>Total near cash resource (A+D)</th>
<th>Total Resource (DEL) Budget (C+D+E)</th>
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</thead>
<tbody>
<tr>
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<td>Admin</td>
<td>Ring fenced Admin depreciation</td>
<td>Programme</td>
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<td>2011-12</td>
<td>2.803</td>
<td>0.387</td>
<td>3.190</td>
<td>12.480</td>
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<tr>
<td>2012-13</td>
<td>2.616</td>
<td>0.387</td>
<td>3.003</td>
<td>13.502</td>
</tr>
<tr>
<td>2013-14</td>
<td>2.498</td>
<td>0.387</td>
<td>2.885</td>
<td>10.923</td>
</tr>
<tr>
<td>2014-15</td>
<td>2.387</td>
<td>0.387</td>
<td>2.774</td>
<td>10.300</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>£m</th>
<th>Capital Budget</th>
<th>Total Capital (DEL) Budget (H+I+J+K)</th>
<th>Total grant in aid (F+H+I+J)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Core Capital</td>
<td>Capital grants</td>
<td>Major projects</td>
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<td>----</td>
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<td>2011-12</td>
<td>1.114</td>
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<td>2012-13</td>
<td>0.819</td>
<td>0.000</td>
<td>0.000</td>
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<td>2013-14</td>
<td>0.857</td>
<td>0.000</td>
<td>0.000</td>
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<tr>
<td>2014-15</td>
<td>0.895</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>
3. Delegated Financial Limits

ALL DELEGATIONS ARE SUBJECT TO THE REQUIREMENT THAT SPENDING PROPOSALS FALLING WITHIN ‘MANAGING PUBLIC MONEY’ Para. A.2.3.10 (expenditure and resource commitments which the Treasury cannot delegate) SHOULD BE REFERRED TO THE DEPARTMENT. These are:

- Items which are novel, contentious or repercussive, even if within delegated limits
- Items which could exceed the agreed budget and Estimate limits
- Contractual commitments to significant spending in future years for which plans have not been set
- Items requiring primary legislation (e.g. to write off NLF debt or PDC)
- Any item which could set a potentially expensive precedent

_Unlimited (unless otherwise specified)_

The Royal Parks is also required to comply with the Efficiency and Reform Group spending controls as notified to them by DCMS.

3a CAPITAL EXPENDITURE

<table>
<thead>
<tr>
<th>Description</th>
<th>Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure on new construction, land, extensions of, and alterations to, existing buildings and the purchase of any other fixed assets (e.g. machinery, plant, and vehicles) with an expected working life of more than one year. Also includes exchanges of fixed assets</td>
<td>Up to £50m</td>
</tr>
<tr>
<td>Disclosure threshold for major projects (whole-life cost)</td>
<td>£15m</td>
</tr>
<tr>
<td>Expenditure on the signing of new leases, renewals of existing leases, the non-exercise of lease break options, any new property acquisitions (including those made through a Public Finance Initiative provider), new build developments, sale and leaseback, and any freehold sales as part of national property controls. This does not apply to The Royal Parks’ rental of its own properties to other parties.</td>
<td>£100,000</td>
</tr>
</tbody>
</table>

Approval for leases over £100,000 can only be given by the Chief Secretary to the Treasury and must provide value for money for Government as a whole or demonstrate exceptional circumstances.
3b GIFTS

<table>
<thead>
<tr>
<th>Gifts received by The Royal Parks</th>
<th>Unlimited</th>
</tr>
</thead>
<tbody>
<tr>
<td>In a financial year, any one gift or total of gifts given by The Royal Parks to one person / organisation</td>
<td>Up to £1,000</td>
</tr>
</tbody>
</table>

Gifts to staff are subject to Cabinet Office Guidance.

3c NON-STATUTORY CONTINGENT LIABILITIES

DCMS should be consulted before The Royal Parks voluntarily incurs, or as soon as it becomes aware of, a contingent liability of £100,000.

| Indemnity for sculptures etc. exhibited in the parks at the request of The Royal Parks Agency | £100,000 |

3d LOSSES AND SPECIAL PAYMENTS

The write-off of losses or approval of special payments should only be carried out by staff authorised to do so by and on behalf of The Royal Parks Accounting Officer.

Classification of losses and special payments

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Delegation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Losses</td>
<td></td>
</tr>
<tr>
<td>i.</td>
<td>Cash losses. Physical losses of cash and equivalents (e.g. banknotes, postal orders, stamps) by any cause.</td>
<td>£250,000</td>
</tr>
<tr>
<td>ii.</td>
<td>Bookkeeping losses:</td>
<td>£250,000</td>
</tr>
<tr>
<td></td>
<td>because of unvouched or incompletely vouched payments, including cases where vouchers are missing;</td>
<td>£250,000</td>
</tr>
<tr>
<td></td>
<td>because of changes to estimates or other accounts to clear inexplicable or erroneous balances.</td>
<td>£250,000</td>
</tr>
<tr>
<td>iii.</td>
<td>Exchange rate fluctuations. Losses due to fluctuations in exchange rates or revaluations of currencies.</td>
<td>£250,000</td>
</tr>
</tbody>
</table>
iv. Losses of pay allowances and superannuation benefits;
overpayments due to miscalculation, misinterpretation of acts, regulations or scheme rules or the full facts not being known; £250,000

unauthorised issues, e.g. payments not admissible under the acts, regulations or scheme rules; £250,000

losses arising from other causes, e.g. non-disclosure of full facts by the beneficiary, short of proven fraud. £250,000

v. Losses arising from overpayments of grants, etc. arising from miscalculation, misinterpretation of acts regulations or scheme rules, or the full facts not being known. £250,000

vi. Losses arising from failure to make adequate charges for the use of public property or services. £250,000

B Losses of accountable stores:
i. because of fraud, whether or not it has been possible to charge anyone with an offence, or proven or suspected theft, arson or sabotage, or any other deliberate act (including repairable damage caused maliciously to buildings, stores; etc. which is not the subject of an identifiable legal claim against some person); wherever possible recovery must be effected and prosecution mounted; £250,000

ii. losses arising from other causes. £250,000

C Fruitless payments and constructive losses £250,000

D Claims waived or abandoned £250,000

E Special payments:
i. extra-contractual and ex gratia payments to contractors; £250,000

ii. other ex gratia payments; £250,000

iii. compensation payments; £250,000

iv. extra-statutory and extra-regulatory payments. £250,000

NB: There is no delegated limit for special severance payments and these will always require treasury approval before an offer can be made.
Some of the following may also be relevant in individual cases:

3e CONTRACTS

The Royal Parks must follow normal procurement rules for contracts generally, or specific types (e.g. Single Tender Action, consultancy, information technology, land & buildings etc.). The Royal Parks shall also comply with current requirements on spend controls and procurement as per section 22 of the Governance Framework.

ICT contracts over £5m and specifically ICT contracts over £1m on systems that support administration, including HR, finance or procurement activities or upgrades and hosting contracts for such systems will require approval from the Efficiency and Reform Group in the Cabinet Office.

All contracts for advisory consultancy services above a de minimis limit of £20,000 (see definition below).

Advisory Consultancy is the provision to management of objective advice relating to strategy, structure, management or operations of an organisation in pursuit of its purposes and objectives. Such advice will be provided outside the 'business-as-usual' environment when in-house skills are not available and will be time-limited. Consultancy may include the identification of options with recommendations, or assistance with (but not the delivery of) the implementation of solutions. The sub categories of consultancy are:

- Strategy
- Organisation and change management
- Property and construction
- Marketing and communication
- Programme and project management
- Finance
- IT/IS
- Procurement
- HR, training and education
- Technical

3f DISPOSAL OF ASSETS

DCMS and HM Treasury approval will be needed prior to any asset disposals above the delegated limit of £500,000.

3g PAYMENTS OF COMPENSATION UNDER STATUTORY SCHEMES

Unlimited

3h LOANS

The Royal Parks should obtain the prior approval of DCMS for any loans.

4. Performance Measures

4.1. TRP Corporate Objectives 2013-16
1. To conserve and enhance sustainably, for the enjoyment of this and future generations, our world class natural and built historic environment and our biodiversity.

2. To engage with our visitors, stakeholders and partner organisations and understand their views.

3. To manage the Parks efficiently and secure investment in the Parks' assets and services through an appropriate combination of government funding, commercial income and philanthropy.

4. To be a centre of professional excellence where people want to work.

4.2. The Royal Parks Board sets annual key performance targets for each corporate objective and these are published on TRP's website and in its annual report.

5. Engagement

5.1. The Department and The Royal Parks have agreed an engagement calendar as follows:

- the Chair of The Royal Parks Board will meet the Minister for Sport and Tourism at least once a year to discuss issues affecting the Agency;

- the Minister will also have an annual meeting with the Chief Executive to review objectives and performance against objectives and discuss corporate plans.

6. Management Information

These may be subject to change depending on future information requirements

<table>
<thead>
<tr>
<th>Timescale</th>
<th>What</th>
<th>How</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly (around 14th of each month)</td>
<td>Grant-in-Aid requests</td>
<td>Via Finance Partnership Webpage</td>
<td>To get ALBs' latest forecast income and expenditure for reporting to Board and HMT. Also the mechanism for paying GIA to ALBs</td>
</tr>
<tr>
<td>Monthly</td>
<td>Consultancy return (including nil returns)</td>
<td>By Email to DCMS Procurement and Property Services Team</td>
<td>To enable Cabinet Office to keep track of the number of public sector consultancy contracts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Description</th>
<th>Distribution/Communication Method</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly</td>
<td>Top 6 ALBs with GBS accounts to supply DCMS with cash management figures within their GBS accounts, includes BL</td>
<td>By email to Finance</td>
<td>To supply Treasury with forecast for cash management inside GBS</td>
</tr>
<tr>
<td>Monthly</td>
<td>Spend over £25,000</td>
<td>On [ALB] website</td>
<td>Transparency: to inform public how public money is spent</td>
</tr>
<tr>
<td>Monthly</td>
<td>Key metrics (total procurement spend, spend with SMEs and the Voluntary, Community and Social Enterprise sector)</td>
<td>By email to Procurement and Property Services (Noel Miller)</td>
<td>Benchmarking of procurement spend and provision of data on economic effect of spend by Departments and ALBs</td>
</tr>
<tr>
<td>Quarterly</td>
<td>Exchequer funds held in commercial bank accounts</td>
<td>By email to Finance</td>
<td>To supply Treasury with details of how much government funding is held outside GBS</td>
</tr>
<tr>
<td>Quarterly</td>
<td>Medium Term Financial Model returns</td>
<td>By email to Finance</td>
<td>To get ALBs’ latest capital profiles for internal management and reporting to Investment Committee</td>
</tr>
<tr>
<td>Six-monthly</td>
<td>Publication of senior salaries and organograms</td>
<td>On [ALB] website or hosted on DCMS website</td>
<td>Transparency: to inform public how public money is spent</td>
</tr>
<tr>
<td>Annually</td>
<td>Alignment/WGA</td>
<td>Alignment consolidation packs, WGA transactions and balances exercise</td>
<td>Alignment: to consolidate ALBs’ resource accounts within the DCMS resource accounts WGA: to gather counter-party details for consolidation. Any ALBs not in alignment to supply resource accounts for publication by HMT</td>
</tr>
<tr>
<td>Frequency</td>
<td>Description</td>
<td>Method of Communication</td>
<td>Purpose</td>
</tr>
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</tr>
<tr>
<td>Annually</td>
<td>Sustainability data</td>
<td>By e-mail to Finance</td>
<td>To meet Treasury requirement to supply centre with sustainability data</td>
</tr>
<tr>
<td></td>
<td>EU public procurement statutory return (Schedule 1 or Schedule 2 as</td>
<td>Email to Cabinet Office</td>
<td>Legal requirement to provide data on number of tenders advertised in the European Journal</td>
</tr>
<tr>
<td></td>
<td>appropriate)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annually - Early May</td>
<td>Provisional Outturn for the Public Expenditure Outturn White Paper (PEOWP)</td>
<td>By e-mail to Finance</td>
<td>HM Treasury requirement. Feeds into the PEOWP and presented to Parliament</td>
</tr>
<tr>
<td>Annually - Mid August</td>
<td>Final Outturn</td>
<td>By email to Finance</td>
<td>HM Treasury requirement – give bodies chance to bring data in line with audited accounts</td>
</tr>
<tr>
<td>Annually</td>
<td>Annual report and accounts</td>
<td>By email to Finance and</td>
<td>Statutory obligation</td>
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<td>relationship manager as per</td>
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<td></td>
<td></td>
<td>timetable (separate</td>
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<td>guidance is issued on</td>
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<td></td>
<td></td>
<td>this)</td>
<td></td>
</tr>
<tr>
<td>Annually</td>
<td>Pay Remit and pay remit outturn</td>
<td>By email to ALB Team</td>
<td>To ensure spend on pay is aligned across Government</td>
</tr>
<tr>
<td>Annually</td>
<td>Publication of salaries over £150k</td>
<td>By email to ALB team</td>
<td>Transparency: to inform public how public money is spent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(for publication on Cabinet</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Office website)</td>
<td></td>
</tr>
<tr>
<td>Annually</td>
<td>Sharing of Strategic Risk Register as per paragraph 3.1 of the Governance</td>
<td>At annual performance</td>
<td>Enable timely and appropriate response to risk</td>
</tr>
<tr>
<td></td>
<td>framework.</td>
<td>meeting</td>
<td></td>
</tr>
<tr>
<td>Ad hoc immediate as detected</td>
<td>Total identified fraud (£)</td>
<td>By email to DCMS Finance Team</td>
<td>To enable dissemination of fraud cost information to the authorities</td>
</tr>
<tr>
<td>Ad hoc immediate as detected</td>
<td>Total prevented fraud (£)</td>
<td>By email to DCMS Finance Team</td>
<td>To enable dissemination of fraud cost information to the authorities</td>
</tr>
<tr>
<td>On request</td>
<td>Sharing of audit strategy, periodic audit plans and annual audit report, including the Head of Internal Audit's opinion on risk management, control and governance.</td>
<td>With Finance and Head of, on request</td>
<td>Assurance of financial management</td>
</tr>
</tbody>
</table>

**Other information:**

Data to be provided as per the Publications and information strategy section of the Governance Framework.

Annually: completed strategic and corporate documents as per the Business planning section of the Governance Framework.

7. **Spend controls**

The Royal Parks governance framework

1. Introduction

1.1. This agreement has been drawn up by the Department for Culture, Media and Sport ("DCMS") in consultation with The Royal Parks Agency ("The Royal Parks"). This document sets out the broad framework within which Royal Parks will operate. The document does not convey any legal powers or responsibilities. It is signed and dated by DCMS and The Royal Parks. Copies of the document will be placed in the Libraries of both Houses of Parliament and made available to members of the public on The Royal Parks' website, with a link to it on the DCMS site.

1.2. Legislative changes will take precedence over any part of this document. Significant variations will be cleared with the Treasury or the Cabinet Office as appropriate.

1.3. Nothing under this agreement shall prevent The Royal Parks from carrying out its legal duties under its founding legislation or under any other legislation which impacts on its functions, activities or powers.

2. Governance and accountability

2.1. The Royal Parks is an Executive Agency of DCMS. It manages the Royal Parks under powers derived from section 22 of the Crown Lands Act 1851.

2.2. As part of its statutory management function the Agency permits the public to use the Parks for recreational purposes, subject to regulations issued under the Parks Regulation Acts 1872–1926 which are considered necessary to secure proper management, preserve order and prevent abuse within the Parks. The principal regulations are the Royal Parks and Other Open Spaces Regulations 1997.

2.3. The Secretary of State and other members of the DCMS ministerial team will account for The Royal Parks' business in Parliament. MPs and MEPs will be encouraged to deal directly with the Chief Executive on day-to-day operational matters.

2.4. The respective responsibilities of the Departmental Accounting Officer and Accounting Officers for NDPBs and other arm’s length bodies are set out in Chapter 3 of Managing Public Money which is sent separately to the body’s Accounting Officer on appointment and summarised below.

2.5. The Royal Parks Board is appointed by the Mayor of London. Terms of appointment of the Chair and Board members are as set out in the terms of reference at Annex A.

2.6. The Chief Executive is appointed by the Secretary of State for Culture, Media and Sport with advice from the Chair of The Royal Parks Board. The Chief Executive is directly accountable to the Secretary of State for Culture, Media and Sport and the Permanent Secretary for the day-to-day running of the organisation and its performance against objectives. In addition to this, the Chief Executive will normally be the Accounting Officer for The Royal Parks and will have specific duties in this regard, which are set out in section 4 below.

2.7. The Chief Executive may be required to respond to operational questions tabled by the Mayor and members of the London Assembly. He or she may also be invited to attend Greater London Authority ("GLA") Scrutiny Committees and may do so with the agreement of DCMS.
2.8. Although the Royal Parks belong to the Queen in right of the Crown, the Secretary of State has responsibility under the Crown Lands Act 1851 for their funding, management, upkeep, security and presentation to the public. The Lord Chamberlain will receive The Royal Parks Corporate Plan every year for information and will be consulted on any proposals which would affect the Queen’s direct interests.

3. Departmental Accounting Officer’s responsibilities

3.1. The Permanent Secretary, as Accounting Officer for DCMS, is accountable to Parliament for the issue of any grant-in-aid to The Royal Parks’ and is also responsible for ensuring arrangements are in place to:

- monitor The Royal Parks’ activities on a continuous basis;
- address significant problems in The Royal Parks, making such interventions as are judged necessary;
- periodically carry out an assessment of the risks both to the department and Royal Parks objectives and activities;
- inform The Royal Parks of relevant government policy in a timely manner; and,
- bring concerns about the activities of the body to The Royal Parks’ Accounting Officer; requiring explanations and assurances that appropriate action has been taken.

4. The Royal Parks Accounting Officer’s responsibilities

4.1. The Departmental Accounting Officer will normally appoint the permanent head of The Royal Parks, i.e. the Chief Executive, to be the Accounting Officer for the body. The duties of The Royal Parks’ Accounting Officer are set out in full in the Permanent Secretary’s appointment letter to him/her. The Accounting Officer is responsible for accounting to Parliament, DCMS, The Royal Parks’ Board and other stakeholders.

4.2. The Royal Parks’ Accounting Officer is personally responsible for safeguarding the public funds for which he or she has charge; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of The Royal Parks and the achievement of its strategic aims. In addition, he or she should ensure that The Royal Parks as a whole is run on the basis of the standards, in terms of governance, decision-making and financial management that are set out in Box 3.1 to Managing Public Money (at the time of writing).

4.3. The key accountabilities are:

- signing the accounts and ensuring that proper records are kept relating to the accounts and that the accounts are properly prepared and presented in accordance with Treasury guidance and with any directions issued by the Secretary of State;
- signing a Statement of Accounting Officer’s responsibilities, for inclusion in the annual report and accounts;
- signing a Governance Statement concerning the organisation’s management and control of resources during the year and setting out how risk has been managed, for inclusion in the annual report and accounts;
- ensuring that effective procedures for handling complaints about The Royal Parks are established and made widely known within the body;
- acting in accordance with the terms of this document, Managing Public Money and other instructions and guidance issued from time to time by the Department, the Treasury and the Cabinet Office;
• giving evidence, normally with the Accounting Officer of the sponsor Department, when summoned before the PAC on The Royal Parks’ stewardship of public funds.

4.4. Particular responsibilities to DCMS are:

• informing the Department of progress in helping to achieve DCMS’s policy objectives and in demonstrating how resources are being used to achieve those objectives;
• ensuring that timely forecasts and monitoring information on performance and finance are provided to the Department; that the Department is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the Department in a timely fashion; and
• to work collectively with the Department and other members of the DCMS ‘family’ of arm’s length bodies in support of each other and the group as a whole.

4.5. The Chief Executive’s responsibilities to the Royal Parks Board include:

• advising the Board on the discharge of its responsibilities as set out under their Terms of Reference (see Annex A), this document, and any other relevant instructions and guidance that may be issued from time to time;
• advising the Board on the Agency’s performance compared with its aims and objectives;
• ensuring that financial considerations are taken fully into account by the Board at all stages in reaching and executing its advice and decisions.

5. The Royal Parks Board

5.1. The Board is an advisory body and has a role in the strategic oversight of The Royal Parks. It exists to guide and challenge to help ensure that the parks continue to be managed to the highest standard in a way that protects their intrinsic qualities and identity.

5.2. The Board should ensure that effective arrangements are in place to provide assurance on risk management, governance and internal control. Members of the Board may also be asked to sit on subsidiary committees.

5.3. The Board is responsible for overseeing The Royal Parks’ activities, in particular by advising on the Agency’s priorities, planning, policy and performance; for encouraging local engagement; and for promoting philanthropy. This will involve:

• providing advice on managing and improving performance;
• seeking opportunities to develop partnerships with other organisations in order to improve service delivery and deliver efficiencies;
• establishing arrangements to ensure the involvement of local stakeholders;
• maintaining local accountability whilst ensuring that national interests, such as ceremonial events, take precedence;
• seeking opportunities to increase commercial and philanthropic income and ensuring that all monies generated within the Parks or using Agency assets are reinvested back into the Parks.

5.4. The Board will provide support, advice and challenge to the Chief Executive, through:

• encouraging innovation and enterprise to enhance The Royal Parks’ capacity and ability to deliver against its objectives;
• giving particular regard to relevant Mayoral and Government strategies, priorities and policies;
• ensuring the Agency is consulted by the GLA on relevant Mayoral policies and initiatives;
• scrutinising financial plans and emphasising the need to ensure resources are used effectively and efficiently;
• ensuring that national ceremonial and state occasions take precedence over all other activities in the estate.

5.5. The Board may make recommendations to the Secretary of State through the Mayor that new legislation be considered, and the Board will be consulted on proposals for new legislation, where the legislation is relevant to the Board’s role and responsibilities.

5.6. The Board will abide by the Terms of Reference, set out in Annex A, agreed by the DCMS, GLA, and The Royal Parks.

6. The Chair's Personal Responsibilities

6.1. The Chair of the Board will:
• be responsible for the performance and conduct of the Board; 
• report to the Mayor on the Board’s and Agency’s activities; 
• meet with the Department as necessary to discuss the performance of the Board and the Chief Executive; 
• in consultation with the Mayor advise the Department on the appointment of a Chief Executive Officer when the vacancy arises; 
• advise the Mayor about the appointment of Board members, when a vacancy arises, to ensure an appropriate balance of skills and experience; and; 
• make the final decision where a majority decision cannot be agreed upon.

7. Publications and information strategy

7.1. The Royal Parks will have responsibility for contributing to the Government’s system of democratic accountability by making information available to the public on the quality and productivity of its services, value for money, performance and progress on delivery. The Royal Parks will:
• provide timely and accurate information required for Parliamentary Questions, responses by Chief Executives to Parliamentary Questions and contributions to Ministerial and public correspondence. The Royal Parks will be responsible for responding to requests under the Freedom of Information Act within the statutory time limit; 
• publish, or cause to be published, an annual report of its activities together with its audited resource accounts after the end of each financial year. The Royal Parks shall provide the Department with its finalised (audited) accounts in accordance with the annual guidance produced by DCMS; 
• publish other information as required by the Department in the interests of transparency and as communicated from time to time.

7.2. The annual report must:
• cover any corporate, subsidiary or joint ventures under its control; 
• comply with the Treasury’s Financial Reporting Manual (FReM); 
• contain a governance statement, setting out the ways in which the Accounting Officer has managed and controlled the resources used in the organisation during the course of the year,
demonstrating how well the organisation is managing risks to the achievement of its aims and objectives;

- outline main activities and performance during the previous financial year and set out in summary form forward plans.

7.3. The report and accounts shall be laid in Parliament and made available on The Royal Parks’ website, in accordance with the guidance in the FReM. The Royal Parks should aim to submit a draft of the report to the Department in May/early June. The final version should be submitted for Ministerial approval at least three weeks before the proposed publication date. The accounts should be prepared in accordance with the relevant statutes and specific accounts direction issued by the Department as well as the FReM.

7.4. Additionally The Royal Parks will be expected to publish information relating to the delivery of its services and policies. In particular this should include information that will help the public to: (i) see progress against activity which The Royal Parks has made a public commitment to deliver; (ii) judge if the services and/or outputs offer value for money; and (iii) consider whether the way in which the body operates gives rise to any issues around fairness.

7.5. As an executive agency of DCMS, the Royal Parks is required to adhere to The Statistics and Registration Services Act 2007 and Code of Practice for Official Statistics. The DCMS Head of Profession for Statistics is available to provide advice and guidance on statistical issues, and is responsible for ensuring the quality and professional integrity of the statistics. The Royal Parks does not currently produce any statistics classed as Official Statistics and is required to notify the DCMS Head of Profession if there is a need to do so in the future. (Please see Annex B for links to guidance.)

7.6. Where The Royal Parks conducts or commissions social or economic research, relevant professional standards should be applied to ensure that research is impartial, of sufficient quality, legal and ethical. The Royal Parks should nominate a lead contact for research of this type and share their programme of planned and published research with the Head of the DCMS Evidence and Analysis Unit for information purposes. Further guidance on conducting research can also be obtained from the DCMS Evidence and Analysis Unit.

8. Internal Audit

8.1. The Royal Parks shall:

- establish and maintain arrangements for internal audit in accordance with the Treasury's Government Internal Audit Standards (GIAS);
- ensure DCMS is satisfied with the competence and qualifications of the Head of Internal Audit and the requirements for approving appointments in accordance with GIAS 5.2;
- establish an Audit Committee in accordance with the Cabinet Office’s Guidance on Code of Practice for Public Bodies and the Audit Committee Handbook;
- forward the audit strategy, periodic audit plans and annual audit report, including the Agency’s Head of Internal Audit’s opinion on risk management, control and governance to the sponsor department on request;
- have effective controls to prevent fraud and theft; and
- report all cases of attempted, suspected or proven fraud, irrespective of the amount involved, and notify the Department of any unusual, novel or major incidents as soon as they are discovered, irrespective of the amount involved.
8.2. DCMS’s internal audit service has a right of access to all documents prepared by The Royal Parks internal auditor, including where the service is contracted out, for the purpose of obtaining assurance as to The Royal Parks’ handling of public funds and effectiveness of financial controls.

9. External Audit

9.1. The Comptroller & Auditor General (C&AG) audits The Royal Parks annual accounts. Ministerial approval must be given before the C&AG can sign off the accounts.

9.2. In the event that The Royal Parks has set up and controls subsidiary companies:

- The Royal Parks will ask (or will have asked) HM Treasury to designate the company as either profit making or non-profit making;
- where HM Treasury determines that the company is non-profit making, it will be (or will have been) included in a GRAA Order, which will make (or will have made) the C&AG its statutory auditor. The company should appoint the C&AG as auditor by agreement until such time as the GRAA Order is issued;
- where HM Treasury determines that the company is profit making, it should either appoint the C&AG when its audit contract next comes up for renewal or, where they are required to go out to tender for audit services, the C&AG should be invited to compete. Where the C&AG is not appointed, the company must clearly explain the reasons for selecting a different auditor to DCMS.

9.3. The C&AG:

- will consult the Department and The Royal Parks on whom – the NAO or a commercial auditor – shall undertake the audit(s) on his behalf, though the final decision rests with the C&AG;
- has a statutory right of access to relevant documents, including by virtue of section 25(8) of the Government Resources and Accounts Act 2000, held by another party in receipt of payments or grants from The Royal Parks;
- will share with DCMS information identified during the audit process and the audit report (together with any other outputs) at the end of the audit, in particular on issues impacting on the Department's responsibilities in relation to financial systems within The Royal Parks;
- will, where asked, provide departments and other relevant bodies with Regulatory Compliance Reports and other similar reports which departments may request at the commencement of the audit and which are compatible with the independent auditor’s role.

9.4. The C&AG may carry out examinations into the economy, efficiency and effectiveness with which The Royal Parks has used its resources in discharging its functions. For the purpose of these examinations the C&AG has statutory access to documents as provided for under section 8 of the National Audit Act 1983. In addition, The Royal Parks shall provide, in conditions to grants and contracts, for the C&AG to exercise such access to documents held by grant recipients and contractors and sub-contractors as may be required for these examinations; and shall use its best endeavours to secure access for the C&AG to any other documents required by the C&AG which are held by other bodies.

10. Right of access

10.1. Subject to any overriding legal rights or obligations, The Royal Parks will provide access to the Department to all the Agency’s records and personnel for all purposes including, for example, operational investigations.
11. Managing Public Money and other government-wide corporate guidance and instructions

11.1. Unless agreed by the Department and (as necessary) HM Treasury, The Royal Parks shall follow the principles, rules, guidance and advice in Managing Public Money, referring any difficulties or potential bids for exceptions to DCMS in the first instance. A list of guidance and instructions with which The Royal Parks should comply is in Annex B.

11.2. Once the overall budget has been allocated by DCMS, and subject to any restrictions imposed by statute, the responsible minister’s instructions or this document, The Royal Parks shall have authority to incur expenditure approved in the budget without further reference to the Department, on the following conditions:

- The Royal Parks shall comply with the delegated financial limits agreed with the Department. These delegations shall not be altered without the prior agreement of DCMS;
- The Royal Parks shall comply with Managing Public Money regarding novel, contentious or repercussive proposals;
- inclusion of any planned and approved expenditure in the budget shall not remove the need to seek formal departmental approval where any proposed expenditure is outside the delegated limits;
- The Royal Parks shall provide DCMS with such information about its operations, performance individual projects or other expenditure as the sponsor department may reasonably require;
- The Royal Parks shall comply with any additional requirements notified to them by the Department, for instance on spending controls or delegated authorities.

12. Risk management

12.1. The Royal Parks shall ensure that the risks that it faces are dealt with in an appropriate manner, in accordance with relevant aspects of best practice in corporate governance, and develop a risk management strategy, in accordance with Treasury guidance. It should adopt and implement policies and practices to safeguard itself against fraud and theft, in line with the Treasury’s guide: Managing the Risk of Fraud. It should also take all reasonable steps to appraise the financial standing of any firm or other body with which it intends to enter into a contract or to give grant or grant-in-aid.

13. Business Planning

13.1. To operate its business effectively, The Royal Parks should produce management planning and information documents covering at least three financial years ahead. These may take the form of strategic or corporate plans (for three years ahead), and should include a business plan (one year ahead). The first year of the planning document can include the business plan incorporated as a single document.

13.2. The Department should be sent copies of each of the completed planning documents. These plans should be made available to the public, via the internet if possible.

13.3. The business plan should include a forecast of income and expenditure suitably classified by activity and key objectives, taking account of guidance on resource assumptions and policies provided by the Department at the beginning of the planning round. These forecasts should represent The Royal Parks’ best estimate of its available income, including any grant or grant in aid or any other funding within The Royal Parks.

14. Royal Parks staff
14.1. Within the arrangements approved by the Permanent Secretary, and the Civil Service code, the Chief Executive has full-delegated authority and responsibility for:

- the level and structure of its staffing, including grading and staff numbers, are appropriate to its functions and the requirements of economy, efficiency and effectiveness;
- the selection and appointment of suitable staff to fill these posts on permanent appointment, period contracts or casual terms;
- the rules for recruitment and management of staff create an inclusive culture in which diversity is fully valued; appointment and advancement is based on merit; there is no discrimination on grounds of gender, marital status, sexual orientation, race, colour, ethnic or national origin, religion, disability, community background or age;
- the personnel management, training and development of the staff of The Royal Parks.

14.2. The Chief Executive will have regard to the Department’s policies on staffing and, if applicable, grading and to any advice received from the Department on these matters. In case of recruitment to the senior civil service, The Royal Parks should observe the requirements and processes imposed by Civil Service Commissioners.

14.3. The Department has right of access to The Royal Parks to perform manpower audit work necessary to give assurance to the Permanent Secretary.

14.4. The Chief Executive is responsible for industrial relations and will ensure that effective arrangements are implemented to consult their staff and their representatives. The Royal Parks will attach importance to promoting job satisfaction for all members of staff.

14.5. The Chief Executive is responsible for maintaining appropriate policies for The Royal Parks on health and safety, equal opportunities and human resource

14.6. The appointment of the Chief Executive is normally by recruitment through open competition. The appointment is made by the Secretary of State for Culture, Media and Sport. Performance related pay is a component of the employment contract and full details of remuneration received is published in The Royal Parks’ annual report and accounts. The Chief Executive’s appointment can be terminated on grounds of poor performance. The Secretary of State may consult the Chair of The Royal Parks Board as part of the performance review.

14.7. Any proposal by The Royal Parks to move from the existing pension arrangements or to pay any redundancy or compensation requires the prior approval of the Department. Proposals on severance must comply with the rules found in Managing Public Money and will require Treasury approval.

14.8. The Royal Parks’ staff are subject to levels of remuneration and terms and conditions of service (including pensions) within the general pay structure approved by DCMS. These terms and conditions will be subject to an agreed annual pay negotiating remit and should be in line with the current Public Sector pay policy guidelines issued by the Treasury. The remit will be subject to the agreement of the DCMS. The Royal Parks has no delegated power to amend these terms and conditions.

14.9. The Royal Parks shall not remunerate employees via special purpose companies or by means of any other tax avoidance devices.
15. Review

15.1. The Royal Parks may be reviewed periodically, by DCMS in accordance with:

- the business needs of DCMS and of The Royal Parks;
- Cabinet Office guidance.

16. Arrangements in the event that The Royal Parks Agency is wound up

16.1. In the event of the decision being made to wind up The Royal Parks, The Royal Parks will be required to wind-up its affairs in accordance with the timetable agreed with the Department and to put in place a plan for its closure. This will include arrangements for the handover of its residual business and assets and liabilities.

16.2. The draft wind-up plan should be forwarded to DCMS in accordance with the agreed timetable.

16.3. DCMS shall put in place arrangements to ensure that, if a sponsored body is wound up, this shall be done in an orderly manner. In particular DCMS should ensure that where a body is wound up, the assets and liabilities of the body are passed to any successor organisation and accounted for properly. (In the event that there is no successor organisation, the assets and liabilities should revert to the sponsor Department.) To this end, in conjunction with the body, the Department shall:

- ensure that procedures are in place in the body to gain independent assurance on key transactions, financial commitments, cash flows and other information needed to handle the wind-up effectively and to maintain the momentum of work inherited by any residuary body;
- where a body is audited by the National Audit Office; ensure that arrangements are in place to prepare closing accounts and pass to the C&AG for external audit and that funds are in place to pay for such audits;
- arrange for the most appropriate person to sign the closing accounts. In the event that another sponsored body takes on the role, responsibilities, assets and liabilities, the succeeding body’s Accounting Officer should sign the closing accounts. In the event that the department inherits the role, responsibilities, assets and liabilities, the Permanent Secretary should sign.

16.4. The body shall provide the Department with full details of all agreements where the body or its successors have a right to share in the financial gains of developers. It should also pass to the department details of any other forms of claw-back due to the body.

17. Budgets and Grant-in-Aid

17.1. Expenditure against resource and capital budgets must be recorded and monitored by The Royal Parks in accordance with the Treasury’s Consolidated Budgeting Guidance (or its successor). These are the net expenditure limits for The Royal Parks in each year - including any use of reserves for which budgetary cover has been given- and must be adhered to. Net expenditure above these limits may not be committed until or unless a revised budget has been agreed in writing by the Department.

17.2. The Royal Parks may not breach the component parts of the capital and resource budgets (e.g. core capital). Approval must be sought in advance and in writing if The Royal Parks wishes to spend more in one category and less in another. In all these matters, the Department may be required to refer a decision to the Treasury before granting approval.
17.3. Grant in Aid is the amount payable by the Department to The Royal Parks in each year and is independent of the budget figures, although derived from them. It does not include depreciation or any budgetary cover allocated by the Department for The Royal Parks’ use of its own reserves.

18. Grant-in-aid and any ring-fenced grants

18.1. Both the grant-in-aid provided by the Department and the overall budgets set by it for the year in question will be voted in the Department’s Supply Estimate and be subject to Parliamentary control.

18.2. The grant-in-aid will normally be paid in monthly instalments on the basis of written applications showing evidence of need. The Royal Parks will comply with the general principle, that there is no payment in advance of need. Cash balances accumulated during the course of the year from grant-in-aid or other Exchequer funds shall be kept to a minimum level consistent with the efficient operation of The Royal Parks. Grant-in-aid not drawn down by the end of the financial year shall lapse. Subject to approval by Parliament of the relevant Estimates provision, where grant-in-aid is delayed to avoid excess cash balances at the year-end, the Department will make available in the next financial year any such grant-in-aid that is required to meet any liabilities at the year end, such as creditors.

18.3. As a minimum, The Royal Parks shall continue to provide the Department with monthly information via its grant in aid claims that will enable the Department satisfactorily to monitor:

- The Royal Parks’ cash management;
- its draw-down of grant-in-aid;
- forecast outturn;
- other data required for the Treasury’s Combined On-line Information System (COINS) or its successor.

19. Reporting performance to the Department

19.1. The Royal Parks shall operate management information and accounting systems that enable it to review in a timely and effective manner its financial and non-financial performance against the budgets and targets set out in the corporate and business plans. The Royal Parks’ performance shall be reviewed by the Department periodically in accordance with the engagement strategy.

20. Delegated authorities

20.1. The Royal Parks shall obtain the Department’s prior written approval before:

- entering into any undertaking to incur any expenditure that falls outside the delegations or which is not provided for in The Royal Parks’ annual budget as approved by the Department;
- incurring expenditure for any purpose that is or might be considered novel or contentious, or which has or could have significant future cost implications;
- making any significant change in the scale of operation or funding of any initiative or particular scheme previously approved by the Department;
- redirecting funding provided by the Department for one purpose to other purposes;
- making any change of policy or practice which has wider financial implications that might prove repercussive or which might significantly affect the future level of resources required; or
- carrying out policies that go against the principles, rules, guidance and advice in Managing Public Money.
21. Capital projects

21.1. All capital projects, whether already underway or beginning during this period, are subject to the Department's investment appraisal processes. Any capital expenditure that exceeds The Royal Parks’ delegated capital limit must be referred to the DCMS Investment Committee for approval at three stages of development, as set out in guidance issued by the Department. The figure used in calculating whether the costs exceed the delegated limit is the lifetime cost of the capital project, including non-exchequer funding and any increased running costs ensuing from it.

21.2. Where projects are reliant on donations or sponsorship that have yet to be confirmed, demonstration of a staggered approach to completion (i.e. that takes account of the funds secured to date before proceeding with each stage) will be more likely to receive approval to proceed.

21.3. When considering the case for capital projects, The Royal Parks is expected to use the Treasury’s Green Book methodology (or its successor), as modified or enhanced by guidance from DCMS. This is the case for evaluating a capital project regardless of whether the project requires DCMS Investment Committee approval. The Department reserves the right to receive copies of business cases for projects below The Royal Parks’ delegated limit or elements of it, such as the Net Present Value calculation.

22. Procurement

22.1. The Royal Parks shall:

- comply with current requirements on additional spend controls, delegated authorities and authorisations on procurement and leases as notified to them by the Department.

Signed by:

[Signature]

On behalf of the Secretary of State for Culture, Media and Sport

[Signature]

Chair of The Royal Parks Board

Linda Lennon CBE

Accounting Officer of The Royal Parks

Date 22 May 2013
Annex A: Terms of reference for the Royal Parks Board

A. Background

1. More than 37 million visitors come to the eight Royal Parks each year. The 5,000 acres of historic parkland provide outstanding spaces for enjoyment, exploration, ceremonial events, cultural activity, quiet recreation and healthy living. The Parks also have exceptional ecological and environmental value and provide unique habitats for wildlife. The Royal Parks (TRP), an Agency of the Department for Culture, Media and Sport, manages Bushy Park, The Green Park, Greenwich Park, Hyde Park, Kensington Gardens, The Regent’s Park including Primrose Hill, Richmond Park and St. James’s Park (“Parks”). TRP also manages other areas of land including Brompton Cemetery, Victoria Tower Gardens and Grosvenor Square.

B. Membership of the Board

2. Board appointments are made by the Mayor of London (“Mayor”) and are subject to confirmation by the Secretary of State.

3. The Board will operate from 17th November 2011 (“Commencement Date”) and will consist of 12 members. The Mayor will appoint the 12 members to the Board as follows:
   a. the Royal Household will nominate one member;
   b. London Councils will nominate 3 members to represent London Boroughs;
   c. six members, including the Chair, will be appointed by the Mayor following recommendations by a selection panel constituted as set out in Annex A (“Selection Panel”);
   d. the Chief Executive of the Agency (“Chief Executive”) will be appointed as an executive member; and
   e. the Chair and the Chief Executive will nominate one executive of the Agency to be appointed as the second executive member.

4. The Chief Executive with the Chair’s agreement can nominate a replacement for the member appointed under 3(e) at any time, who the Mayor will appoint to the Board.

5. The Royal Household can nominate a replacement for the member appointed under 3(a) at any time, who the Mayor will appoint to the Board.

6. Details of the appointment process are set out in Appendix A.

C. Role of the Board

7. The overarching role of the Board is to safeguard the Parks for current and future generations.

8. The Board will be consulted on and help to develop the Agency’s overall strategy and policies.

9. The Board will monitor the performance of the Agency and report on it to the Royal Household, the Mayor, the Secretary of State, the Greater London Authority (“GLA”), other stakeholders, and the general public.

10. The Board will support the Chief Executive in his/her duties by providing advice, recommendations and challenge on the Agency’s priorities, planning, policy and performance. It will also ensure that the Agency takes into account a full range of stakeholder views.

11. The Board will support the Chief Executive in his/her statutory accounting officer responsibilities and other responsibilities to the Agency and the Department.

12. The Board will conduct itself in accordance with the GLA’s Protocol on Mayoral Appointments.
D. Responsibilities of the Board

13. The Board is responsible for overseeing the Agency's activities, in particular by advising on the Agency's priorities, planning, policy and performance; for encouraging local engagement; and for promoting philanthropy. This will involve:

   a. providing advice on managing and improving performance;
   b. seeking opportunities to develop partnerships with other organisations in order to improve service delivery and deliver efficiencies;
   c. establishing arrangements to ensure the involvement of local stakeholders;
   d. maintaining local accountability whilst ensuring that national interests, such as ceremonial events, take precedence;
   e. seeking opportunities to increase commercial and philanthropic income and ensuring that all monies generated within the Parks or using Agency assets are reinvested back into the Parks.

14. Members of the Board may also be asked to sit on subsidiary committees.

15. The Board will provide support, advice and challenge to the Chief Executive, through:

   a. encouraging innovation and enterprise to enhance the Agency's capacity and ability to deliver against its objectives;
   b. giving particular regard to relevant Mayoral and Government strategies, priorities and policies;
   c. ensuring the Agency is consulted by the GLA on relevant Mayoral policies and initiatives.
   d. scrutinising financial plans and emphasising the need to ensure resources are used effectively and efficiently;
   e. ensuring that national ceremonial and state occasions take precedence over all other activities in the estate.

16. The Board may make recommendations to the Secretary of State through the Mayor that new legislation be considered, and the Board will be consulted on proposals for new legislation, where the legislation is relevant to the Board's role and responsibilities.

E. Chair of the Board

17. The Chair of the Board will:

   a. be responsible for the performance and conduct of the Board;
   b. report regularly to the Mayor on the Board's and Agency's activities;
   c. meet with the Department as necessary to discuss the performance of the Board and the Chief Executive;
   d. in consultation with the Mayor advise the Department on the appointment of a Chief Executive Officer when the vacancy arises;
   e. advise the Mayor about the appointment of Board members, when a vacancy arises, to ensure an appropriate balance of skills and experience;
   f. make the final decision where a majority decision cannot be agreed upon.

F. Reporting lines

18. The Board will report to the Mayor.

19. The Chief Executive remains accountable for the Agency's performance to the Department and Secretary of State. The Agency is subject to the Department approved governance framework given that TRP remain the Statutory Responsibility of the Secretary of State.
20. All subsidiary committees will be chaired by a member of the Board selected by the Chair, with the exception of the Executive Committee, which will be chaired by the Chief Executive and on which the Board will not have a representative. Subsidiary committee chairs will have a second or casting vote if any matter voted upon is tied.

**G. Termination of appointment**

21. Except in relation to the Chief Executive’s membership of the Board and that of any person nominated under 3 (a) or (e) above, a Board member’s appointment may be terminated by the Mayor at any time, on notice or immediately, on any reasonable grounds, and in particular if (without limitation):

   a. there is reason to believe that the member has breached the GLA’s Protocol on Mayoral Appointments;
   b. the member has been absent from meetings without permission for more than three consecutive meetings without prior approval of the Chair;
   c. the member becomes bankrupt or makes any arrangement or composition with creditors generally;
   d. the member is incapacitated by physical or mental illness;
   e. the member is convicted of a criminal offence the nature of which is likely to bring their continued presence on the board into disrepute;
   f. the member is, in the opinion of the Mayor, otherwise unable or unfit to discharge the functions of this office or their continued membership is likely to bring the board into disrepute.

22. Board Members can resign at any time, on notice or immediately, on any reasonable grounds.

23. Members are obliged to notify the Mayor as soon as possible if they become aware that any of the above circumstances (other than (f)) apply.

24. The Secretary of State, having reasonable concerns about the continuing appointment of a Board member, may ask the Mayor to consider the termination of the member’s appointment.

**H. Remuneration**

25. Non-Executive Board appointments are not remunerated but reasonable expenses will be paid by the GLA in line with relevant GLA policies.

**I. Review**

26. These terms of reference will be reviewed every three years jointly by the Mayor and the Secretary of State.

[Appendix A]

**Royal Parks Board – Appointments Process**

1. The Greater London Authority ("GLA") will appoint up to two members to the Selection Panel and the Department will appoint one member to the Selection Panel. One independent member will be appointed by the GLA. The Selection Panel will be chaired by one of its members appointed by the GLA, who will have a second or casting vote. The Selection Panel will make recommendations on the basis of the principles set out in the GLA Protocol on Mayoral Appointments.

2. With the exception of the Chief Executive, whose term will be the length of his/her term as Chief Executive the term of the Board members will be a maximum of four years. Members would normally serve a maximum of two terms. However, there will be no limit on the number of terms.
the executive member (nominated by the Chair and the Chief Executive) and the Royal Household nominee can serve.

3. The Mayor will fill vacancies on the same basis as he/she appoints the Board.
Annex B: Compliance with guidance and instructions

The Royal Parks shall be aware of, and where necessary comply with, the following general guidance documents and instructions:

- Appropriate adaptations of sections of the Corporate Governance Code for Central Government Departments; [http://www.hm-treasury.gov.uk/psr_governance_corporate.htm](http://www.hm-treasury.gov.uk/psr_governance_corporate.htm)
- Managing Public Money (MPM); [http://www.hm-treasury.gov.uk/psr_mpm_index.htm](http://www.hm-treasury.gov.uk/psr_mpm_index.htm)
- Consolidated Budgeting Guidance; [http://www.hm-treasury.gov.uk/psr_bc_consolidated_budgeting.htm](http://www.hm-treasury.gov.uk/psr_bc_consolidated_budgeting.htm)
- Government Internal Audit Standards; [http://www.hm-treasury.gov.uk/psr_governance_gia_guidance.htm](http://www.hm-treasury.gov.uk/psr_governance_gia_guidance.htm)
- Appropriate adaptations of the Audit Committee Handbook; [http://www.hm-treasury.gov.uk/audit_committee_handbook.htm](http://www.hm-treasury.gov.uk/audit_committee_handbook.htm)
- Treasury guidance on Managing the Risk of Fraud; [http://www.hm-treasury.gov.uk/fraud](http://www.hm-treasury.gov.uk/fraud)
- Government Financial Reporting Manual (FReM); [http://www.hm-treasury.gov.uk/frem_index.htm](http://www.hm-treasury.gov.uk/frem_index.htm)
- If applicable, the Charities SORP; [http://www.charitycommission.gov.uk/Charity_requirements_guidance/Accounting_and_reporting/Preparing_charity_accounts/sorpfront.aspx](http://www.charitycommission.gov.uk/Charity_requirements_guidance/Accounting_and_reporting/Preparing_charity_accounts/sorpfront.aspx)
- Banking guidance, annex 5.7 of MPM; [http://www.hm-treasury.gov.uk/d/mpm_annex5.7.pdf](http://www.hm-treasury.gov.uk/d/mpm_annex5.7.pdf)
- Relevant Dear Accounting Officer letters; [http://www.hm-treasury.gov.uk/psr_governance_dao_letters.htm](http://www.hm-treasury.gov.uk/psr_governance_dao_letters.htm)
- Regularity, Propriety and Value for Money; [http://www.hm-treasury.gov.uk/psr_governance_valueformoney.htm](http://www.hm-treasury.gov.uk/psr_governance_valueformoney.htm)
- Consolidation Officer Memorandum, and relevant DCO letters;
- Other relevant guidance and instructions issued by the Treasury in respect of Whole of Government Accounts; [http://www.hm-treasury.gov.uk/wga_guidance_index.htm](http://www.hm-treasury.gov.uk/wga_guidance_index.htm)
- Guidance on major projects issues by the Major Projects Authority; [http://www.cabinetoffice.gov.uk/content/major-projects-authority](http://www.cabinetoffice.gov.uk/content/major-projects-authority)
- Recommendations made by the Public Accounts Committee, or by other Parliamentary authority, that have been accepted by the Government and relevant to The Royal Parks.