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The Royal Parks is an Executive Agency of the Department for Culture, Media and Sport (DCMS).


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The quality of horticulture, the safety of park users, protecting biodiversity and investing in our infrastructure is of vital importance to The Royal Parks.

It is a pleasure to introduce my first Annual Report of The Royal Parks. The Royal Parks became an Executive Agency in 1993, although the parks themselves are somewhat older; Greenwich Park is the eldest, established in 1433 and The Regent’s Park is the youngest, only 206 years old. The formal paths of Kensington Gardens were laid out in 1728 and there are some trees in Richmond Park that are estimated to have been there for more than 800 years. The stewardship of The Royal Parks is therefore, not a transitory or short-term responsibility but a chance to conserve and enhance some of the most precious spaces in London.

During last year William Weston stood down as Chief Executive and Bernadette Kenny took over as Interim Chief Executive. I only took up post in May of this year, so the successes reported here are their successes; I would like to thank them for the contribution that they have both made to the organisation.

More than any other Executive Agency, The Royal Parks will be judged on how it looks and feels. The quality of the horticulture and the safety of park users is, therefore, of paramount importance, as is ensuring that we protect the biodiversity of the parks and provide a sustainable future for them. This means protecting our wild areas, investing in our infrastructure and managing events to minimise their impact on the landscape, ecology and visitors.

This report sets out some of the progress that has been made in these areas over the last year. It also highlights the significant work that has been undertaken in terms of conservation, education and sport. A number of large projects were not completed until the start of this financial year but it would be unfair not to reflect on them in this Annual Report since the vast majority of the work was completed last year. I particularly wish to highlight the Hub at The Regent’s Park, which was opened by HRH The Prince of Wales and The Duchess of Cornwall on 27 April 2005.

During the year we undertook customer research on four of the eight parks: Greenwich, Bushy, St James’s and Green Park. The overall satisfaction rating and esteem varied between 93% and 95%. This gives an indication of the affection in which users hold the parks.

However, over the year the Agency became caught up with one issue: The Diana, Princess of Wales Memorial Fountain. I am delighted that the fountain was re-opened to the public at the end of my first week as Chief Executive, since when over 200,000 members of the public have visited it. I hope that the previous difficulties with this project are now behind us and that many more visitors will have the opportunity to come to Hyde Park and enjoy a personal remembrance of the Princess.

I also hope that the Agency can now move forward and continue to build on the excellence and diversity of its parks. My aim is that The Royal Parks excite and delight visitors so much that they cannot wait to return.

Mark Camley
Chief Executive, The Royal Parks
In **GREENWICH PARK** work continues to restore the original landscape designs of the 1660’s, with around 400 trees planted since 1999.

**Case study: recreating Baroque gardens in Greenwich**

Greenwich is the oldest of The Royal Parks, dating back to the 15th Century. The original gardens, laid out in the 1660’s, were inspired by the designs of André le Nôtre, gardener to Louis XIV, who most famously designed the gardens at the Palace of Versailles.

The project to restore these beautiful gardens, which means recreating or repairing many avenues of trees, has been progressing steadily since 1999. We are also restoring "The Round"; the three concentric circles of trees that radiate from the Blackheath entrance to the Park. Already 400 trees have been planted, including Horse Chestnut, Sweet Chestnut, Lime and Oak.

Much has changed since the 1660’s, of course, including road layouts and new buildings such as the 1950’s sports pavilion. These developments often cut across the original designs, so progress can often only be made as opportunities – such as rebuilding ageing structures – arise. This means work on this important project is likely to continue for another 15 to 20 years.

**International prestige**

The Royal Parks offer a host of horticultural treasures and every year we work hard to maintain, enhance and protect the many natural delights of the Parks. We recruited a Landscape Officer this year to bring specialist skills and services to The Royal Parks’ in-house team. We also appointed a new external Landscape Assessor, to replace Doug Stacey who retired in 2004.

We continued to develop our tree management in 2004/5 and appointed our first Arboricultural Officer. We also reviewed all our tree maintenance and management contracts to ensure the Parks’ trees continue to get the highest standards of care.

**Reviving Regent’s Park**

The redevelopment of the Regent’s Park sports pitches has allowed us to enhance the horticulture and biodiversity of the surrounding parkland. The new pitches have been surrounded with over 11 hectares of long grass, which we will manage as meadow and which we hope will come to support a wide diversity of nectar-bearing plants.

For this to happen, nutrient levels in the soil need to drop and we will be helping this by removing all the cuttings after the annual mow. As the nutrients fall, we will cut on a two-year cycle to ensure a consistently good proportion of the long grasses needed by over-wintering invertebrates. We are also sowing Yellow-rattle (**Rhinanthus minor**) among the long grass. This semi-parasitic plant will help keep the grass in check, creating more room for other wildflowers.

And there will be plenty of wildflowers; we are planting 10,000, including Cuckoo Flower (**Cardamine pratensis**) and Meadow Cranesbill (**Geranium pratense**) in 12 swathes around the southern and eastern edges of the pitches. They will be planted in differing combinations to suit the different conditions and will provide a focus from which the flowers can spread.

The turf into which the flowers are planted will also be sown with a ‘nurse’ crop of wildflowers, including the Common Meadow Buttercup (**Ranunculus acris**) and Ribwort Plantain (**Plantago lanceolata**). A total of 216 trees have also been planted or relocated around the edges of the meadows. Moving certain trees allowed the new pitches to be laid out in one central area, rather than scattered throughout the Park. The newly planted trees are Horse Chestnut (**Aesculus hippocastanum**), Silver Birch (**Betula pendula**), Ash (**Fraxinus excelsior**), Common Meadow Buttercup (**Ranunculus acris**), English Oak (**Quercus robur**), Red Oak (**Quercus rubra**), Small Leaved Lime (**Tilia cordata**), Caucasian Lime (**Tilia euchlora**), Weeping Silver Lime (**Tilia tomentosa ‘Chelsea Sentinel’**).

The majority of the trees are native species and English Oaks are the most numerous species. These will take around 200 years to mature but the Ash, Red Oak and Birch will grow much more quickly.
Landscape and trees in Bushy Park

Much of the work at Bushy this year has focused on the Restoration Project, which is progressing well. We have continued Bushy’s standards of maintenance this year, as well as delivering on the targets set by ISO 14001, an international standard for environmental management.

A comprehensive inspection of the trees at Bushy Park and the Longford River identified a need for some health and safety work this year. We are still completing the work, which covers all areas of the Park and river.

Our Head Gardener has brought new life to the Woodland Gardens, aided by a team of ten local gardening volunteers. We have devised a 15-year management plan, which will continue to develop in the coming months and years.

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Many developments at Richmond

The 30-year programme of tree works continues at Richmond and the innovative survey and pruning methods are an important exemplar for other ancient tree management schemes. We run a number of courses and training visits each year.

This year, the management of Richmond’s 1,200 veteran trees focused on specific works resulting from a survey of the safety issues around the trees. Our other tree management work has also concentrated on safety issues this year.

New trees in Kensington Gardens

We planted 65 trees in Kensington this winter, including many specimen trees, some replacement avenue trees, and three Elm trees grown especially by The Royal Parks for their disease resistance. To minimise vandalism all the new trees are protected with high tree stakes.

The Green Park meadows

Some areas of grass were left uncut as meadows in The Green Park, to encourage and enhance biodiversity. The response has been very positive and we intend to do the same this year.

St James’s Park reedbed

Early in 2005 we secured £24,000 of important funding from Reed Elsevier to create a new reedbed in St James’s Park. The bid was made possible by our membership of the LRP Reedbed Habitat Action Plan and was a study in teamwork. The first-round bid by our Community Ecologist was taken forward by The Royal Parks, supported by the Park’s Management Team and Land Use Consultants.

In BUSHY PARK our work on access means visitors with a range of abilities will be able to enjoy the spendours of a morning in the Park.

The Royal Parks

Summer or winter you’ll always find something to enjoy in The Royal Parks.
Access and engagement

Case study: Disability Planning for Real Day in Bushy Park

One of our fundamental responsibilities is to ensure that as many people as possible can enjoy The Royal Parks. To that end, we have completed access audits for every Park, to ensure we meet or exceed the requirements of the Disability Discrimination Act. In the past year we introduced tactile paving to pedestrian crossings in the central Parks and re-modelled the Greenwich Park office to improve access for all visitors. We also work hard to engage as many people as possible and organise a huge range of events and activities to involve the public in the life of the Parks.

The day and the follow-up workshop, was attended by 40 people, including staff, designers, specialist experts and people with disabilities. We looked at the accessibility issues revealed in Bushy’s accessibility audit, Audience Development Plan and Stakeholder Interest Group consultations and considered how they could be applied to the real-life management of the Park and accessibility around the ‘ponds circuit’.

Peter Pan in Kensington Gardens

On 24 July 2004, 10,000 children and parents came to Kensington Gardens to enjoy the Peter Pan Treasure Hunt and picnic, hosted by The Royal Parks and Great Ormond Street Hospital.

Our discussions generated a series of proposals – a tour of key areas of Bushy Park, to identify and discuss any specific issues of access. After talking through our findings, we created groups of mixed abilities, enabling people to discuss how different forms of access affected them. Yellow gravel might, for example, be useful for visually impaired visitors but could prove difficult for wheelchair users.

Our discussions generated a series of suggestions and actions from the day. We gave our attendees – around 40 in total – a tour of key areas of Bushy Park, to identify and discuss any specific issues of access. After talking through our findings, we created groups of mixed abilities, enabling people to discuss how different forms of access affected them. Yellow gravel might, for example, be useful for visually impaired visitors but could prove difficult for wheelchair users.

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The Learning journey: Our Education and Community Engagement Strategy

This year, our education and community engagement programmes have continued to expand, attracting 22,094 people, while the Wildlife for All programme attracted another 10,000 to its drop-in projects across the Parks. This project will be closing in the next financial year, but we have submitted a new application to the Heritage Lottery Fund for a scheme called Wild in the Park. If our application is successful, we will allow us to share the best practice developed by Wildlife for All with other partners as well as developing a Community Garden and extending our training opportunities.

Our schools programmes have developed many new curriculum-based opportunities for children, including orienteering and recycling sessions. New Continuing Professional Development (CPD) programmes have been developed for Hampton Court Palace and Bushy Park, these will help teachers understand how to best use the Parks by sharing ideas and new methods of learning.

As St James’s Park continues its programme of guided walks, we have been training volunteers, as well as the Parks’ Friends and other groups in the skills of guided walking and in developing new walks of their own.

The full community involvement programme at Greenwich Park included sessions on flower arranging, veteran trees, guided walks and making a hanging basket. We aim to build on these successes in the next financial year, with the production of a Living History Programme suitable for Key Stage 2 students.

As well as working successfully with the Learning Forum World Heritage Site group, the Education team has been engaged on some nationwide schemes exploring future sustainability initiatives.

At Bushy Park, the Parks’ first full Audience Development Plan is now complete – the first of its kind. The Restoration Project consultation involved a wide variety of local people in deciding which facilities and educational opportunities should be available.

This year, an extensive volunteer training programme has united all the Parks in sessions covering specialist subjects such as traps, butterflies and moths. Our volunteers have given 3,456 hours of their time to our education and community engagement programmes and we are very grateful for their dedication and support. In the coming year, we will be producing a new volunteer’s manual, clarifying job descriptions and developing a volunteers’ forum to help support our progress.

More engagement at Bushy Park

There have been a number of successful events at Bushy Park this year, including Junior Ranger and Junior Citizen events that attracted over 1,000 children. The Chestnut Sunday parade and jazz in the woodlands both proved successful, and our Disability Awareness Day produced excellent feedback from everyone who came along.

Issues and initiatives at Richmond Park

After analysing the results of traffic surveys and following the trial closure of Robin Hood Gate, it was recommended to Ministers that the gate be closed permanently (the decision was announced in May 2005).

There have been many initiatives for engaging the public this year, not least a self-guided walk produced by our Community Ecologist. This popular leaflet aims to increase visitors’ enjoyment and understanding of the varied and special wildlife in the Spencer’s Hill and Pen Ponds area of Richmond Park National Nature Reserve. The leaflet is distributed in the car park, which also has new interpretive signage highlighting the value of acid grassland. At Isabella Plantation, the popularity of the gardeners-led public walks continues.

Events at Richmond Park

This year we held a stakeholder function at Holly Lodge for local businesses and charities and continued the regular working parties organised by the British Trust for Conservation Volunteers.

The Petersham Trust Run helped raise funds for the National Trust’s protection of Petersham Meadows and children’s events were held for the first time at Petersham Playground, to encourage people to use public transport to visit the Park. Junior Citizen, a two-week public safety event led by the Borough, attracted some 1,000 children.

Bike Across Cultures, one of many community events, aimed particularly to encourage groups who do not traditionally use parks and open spaces. And our Three Horse team has travelled to shows at Portsmouth and the Weald and Downland Museum as well as appearing at Hampton Carnival, Barnes Fair and Wimbledon Common Open Day.

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In The Regent’s Park, our superb new sports pitches play host to a whole variety of sportsmen and women, keeping them active from dawn to dusk.

Heightened security at St James’s Park
The current threat from terrorism has brought tighter security measures to the capital, including a Whitehall-led project to place 120 retractable bollards at the edge of Horse Guards Parade, close to Whitehall. These replace the ornamental posts and chains. We are working closely with the architects and security organisations involved to balance the needs of security with the impact on the landscape of St James’s Park. One benefit of this project has been the opportunity to remove several concrete blocks that had been placed in the Park, which were out of place with its style and character.

Policing the Parks
The Royal Parks have always been areas of very low crime. For such vast and heavily visited areas of the capital, the total of just 780 criminal offences in 2004/5 is remarkably low.

From 1 April 2004, a co-policing arrangement was introduced between the Royal Parks Constabulary (RPC) and the Metropolitan Police Service (MPS), ahead of a full legislative merger which is due to be completed in early 2006.

At the same time, The Royal Parks Operational Command Unit (OCU) was established to provide policing across The Royal Parks, gardens and other open spaces within the Metropolitan Police District.

Dealing with people relaxing in the Parks requires a different form of policing from that provided elsewhere in London and the MPS is committed to developing this aspect of the service. In the OCU’s first year of operation, 46 Police Community Support Officers (PCSOs) have been introduced to the Parks and the general PCSO role has evolved into a more specific ‘Parks PCSO’ role.

In its first year of operation, the OCU has been noticeably successful in increasing the visible police presence within The Royal Parks. We exceeded targets for high-visibility patrols by 140% this year and this level of coverage will increase still further in the coming 12 months, ensuring that the Parks remain free from disturbance and the fear of crime.

Including everyone
Bushy Park may be the least well-known of The Royal Parks but its 450 hectares have a rich heritage – from its beginnings as Cardinal Wolsey’s hunting park to where Eisenhower planned the D-Day Landings.

Recent years, however, have left Bushy Park in urgent need of repair. In 2003, we secured the first stage of funding in what we hope will ultimately be a £7.23 million restoration of the Park. The Heritage Lottery Fund (HLF) awarded The Royal Parks £410,000 in June of that year, beginning a comprehensive process of engagement with local communities and partner organisations – including the Friends of Bushy & Home Parks and other groups.

This initial grant also funded the development work necessary to pave the way for the full restoration – including design fees, development studies, access plans, transport policy and plans, a signage and interpretation strategy, ecology survey, visitor centre and other, smaller studies.

By April 2004 we had also staffed the project with a range of talented people dedicated to restoring the Park (for more details, see page 30 in the Sustainability section). This year, we secured planning clearance for the project from Richmond Council. And at the end of April 2005, we confidently submitted our second stage application, for £4.5 million, to the HLF.

One of our fundamental responsibilities is to ensure that as many people as possible can enjoy The Royal Parks.
Case study: Sports pitches renovation in The Regent’s Park

The listed landscape of Regent’s Park was – and still is – home to central London’s biggest open-air sports area, with forty different pitches enjoyed by over 150,000 people every year. But by 2001, the existing pitches and pavilion were severely in need of restoration. So began a £2.2 million project to restore the pitches to modern standards.

The pitches at Regent’s Park were built on shallow soil, on top of ten feet of rubble bulldozed into the Park after the Blitz of 1941. Coupled with heavy use by local schools, community groups and even professional football clubs, the resulting drainage problems made them unstable and difficult to maintain.

The 1960’s pavilion was also past its best and the maze of paths that criss-crossed the northern parkland needed to be rationalised so that we could make the best possible use of the space.

By October 2004, the main pitch areas were complete, with over 40 hectares of parkland re-opened and another ten due to re-open in 2005. 47 new pitches now cater for football, cricket, softball, rugby tennis and hockey. Each has a new irrigation system and tough new grass seed mixes, the soil has been improved with sand. We also have installed a comprehensive drainage network.

The new pitches, complemented by our stunning new changing facility – The Multi-Sport and Community Hub – mean Regent’s Park can make a major contribution to the wider health of the nation.

Personal enrichment

With health and sport high on the Government’s agenda the restoration of Regent’s Parks sports pitches and pavilion was a timely project. Sport offers more than fitness and recreation. It develops life-long learning skills, allows people to achieve qualifications and improves their employability, enhances confidence and self-esteem and reduces social exclusion.

All of which makes sport critical to the wider health of the nation.

A plan for sport

The 2001 plan commissioned by The Royal Parks looked at every aspect of sports in The Regent’s Park, as well as future needs and objectives and provided a summary of proposals to meet our newly-defined Sports Specific Objectives.

The plan offered a new vision for the future, a new layout for the northern parkland needed to be rationalised so that we could make the best possible use of the space.

The £5.5 million restoration of the Regent’s Park sports facilities was made possible thanks to the generous support of Sport England and The Big Lottery Fund, The Football Foundation, the London Marathon Charitable Trust and the Weston Family.

The new pitches price structure is aimed at providing these facilities to the widest possible range of people, with discounts for groups such as those with disabilities or special needs, minority ethnic groups, state schools, those over 50, those on low incomes, those in full-time education and local residents.

The Hub

The Hub, will accommodate up to 200 people and has 20 flexible and fully equipped changing rooms. These also include facilities for referees and those with disabilities.

Set mainly within a grassed mound, The Hub is topped by a rotunda café, whose viewing terrace gives stunning 360º panoramic views of the Park and its new pitches. The innovative buildings many energy-saving features include extra insulation and low-energy services, as well as materials that minimise the building’s environmental impact.

Scrum in the Park

Events encouraging young people’s involvement in sport are one of the priorities set out in The Royal Parks first Events Strategy published in early 2004. In October Regent’s Park hosted just such an event: City of Scrum in The Park, which was focused around the Rugby World Cup. The sponsors were delighted with the attendance and extensive media coverage, which featured the newly renovated sports pitches on Cumberland Green.

London 2012

The Royal Parks worked throughout the year with London’s successful Olympic bid team. The Royal Parks will host up to six sports in 2012. The proposed venues include the Horse Guard Parade, which is planned for the Olympic beach volleyball competition – an idea that captured news headlines and the public imagination, at the time of the International Olympic Committee’s visit.

As well as hosting the London Marathon in its 25th year, Greenwich Park also hosted a delegation from the International Olympic Committee. The result was some very positive feedback about the Park’s presentation and suitability for Olympic equestrian events when London hosts the 2012 games.
In RICHMOND PARK, a young explorer discovers some new forms of life as part of The Royal Parks’ popular pond-dipping programme.

Our role as iconic venues for the Games was highlighted by the arrival of the Olympic Flame in St James’s Park. 2004 was the first year the flame had visited London and lit the cauldron under a spectacular raft of fireworks. The Flame was carried across the country as part of the Olympic torch relay, culminating in the Olympic Flame being lit at the Olympic Stadium in Stratford.

This spectacular event, the culmination of the Athens Torch Relay, came after a hugely successful concert featuring, among others, James Brown, Rod Stewart, Ronnie Wood and Steve Winwood. It was a true celebration of Britain and the incredible talents of our nation’s music stars. The concert was broadcast live on television and radio, and was watched by millions of people around the world.

Other sport at St James’s

Guests from The Royal Parks were invited by the Mayor to City Hall for the launch of London’s bid to host the opening ceremony of the 2012 Olympics. The Mayor announced that The Royal Parks would be a hub for the Games, with Hyde Park, St James’s Park and Green Park hosting some of the world’s premier sporting events.

With health and sport high on the Government’s agenda, the restoration of Regent’s Park sports facilities was a timely project.

Golf at Richmond

This year we awarded Glendale Golf a new short-term contract to manage and operate Richmond Park’s golf courses until 2006. We are working closely with the London Borough of Wandsworth to ensure that the golf courses are well maintained and provide a quality service for visitors. We are also exploring ways to increase the number of visitors and improve the facilities offered.

People also enjoy a diverse range of informal activities in The Royal Parks; walking, running, horse riding and cycling.

With health and sport high on the Government’s agenda, the restoration of Regent’s Park sports facilities was a timely project.

The Royal Parks

Annual Report & Accounts 2004-2005
Case study: education in Richmond Park

Education is a key activity for The Royal Parks, bringing environmental knowledge and experience of the outdoors to thousands of children every year. One excellent example of our work in education is the programme of twice-weekly pond-dipping expeditions for primary school children at Richmond Park, Bushy Park and Hyde Park.

Pond-dipping is a rare opportunity for children to discover a new and fascinating environment. Our teams have the experience, expertise and equipment to make it a safe, enriching and exciting opportunity – enjoyed by over 4,500 children in 2004/5.

Starting in the classroom, the children learn all about the various ‘minibeasts’ they may discover, using images and diagrams to help visualise and identify often very small creatures.

Life through the seasons

Out at the pond, the children hunt for minibeasts with their nets, which are turned out into trays. Again, images and diagrams help them identify their finds.

The environment of the ponds changes during the year, so there’s always something new to see. Tadpoles become frogs, fish grow into sticklebacks and the clearer winter water mists with the build-up of copepods and daphnia.

Pond-dipping, like the Nature Trail the children also enjoy, is a tremendously popular activity and we get a steady stream of wonderful letters and pictures from the children. It’s the best possible proof of the lasting impact this experience makes on young minds.

Balancing sport and wildlife at Regent’s Park

The renovation of Regent’s Park’s sports facilities proved an excellent opportunity to also enhance the Park in terms of its wildlife. As well as planned improvements, one unexpected benefit was that many birds who would otherwise have been disturbed thrived in the fenced off area of the Park, hunting and foraging in relative peace.

Rather than the usual dozen feeding Mistle Thrushes, for example, we saw 50 or 60. Instead of the single Kestrel, we saw a pair hunting for insects with four young Up to thirty Pied Wagtails, usually only seen in cores and cores, were making the most of the turned earth and long grass and every day from mid-August we saw around seven of the usually rare White Wagtails. Wheatears were even more abundant, sometimes staying for days where they usually might stop for just a few hours.

These are temporary benefits, however, albeit interesting ones. Longer-term, we are carefully managing the largely native trees, the long grasses and the reed-bear bearing wildflowers to enhance the biodiversity of Regent’s Park for generations to come.

Personal freedom

The Royal Parks are guardians of a rich diversity of wildlife in the heart of the capital. We work hard to provide environments that encourage insects, invertebrates, birds and mammals to flourish, as well as making wildlife as accessible as possible for the public.

A particular highlight this year was the international Great Parks Great Cities conference, held in July 2004. As part of The Royal Parks’ contribution to a one-day workshop of field visits, we hosted a very successful visit to Regent’s Park that was much appreciated by the large international delegation.

Bushy Park Ecological Survey

We continue to conduct a range of wildlife surveys across The Royal Parks. This year, as part of its enormous Restoration Project, Bushy became the only Royal Park to undertake a full Ecological Survey. This major study covered both land and water, taking in invertebrates, amphibians, reptiles, water voles and bats. It has shown Bushy to be a nationally important conservation area.

The survey provided a detailed audit of habitats at Bushy, notably the acid grassland and evidence that the Park is of national importance for decaying wood invertebrates, several of which are extremely rare. We were concerned to discover an apparent decline in the water vole population, a trend that can only be reversed with proactive habitat management.

The survey results have already proved vital in ensuring that the Restoration Project maintains the nationally important biodiversity at Bushy, as well as informing the more general management of the Park.

Other notable surveys this year include bird monitoring by volunteers at Richmond, Bushy, Hyde and Greenwich Parks and Kensington Gardens. The teams carry out one or more walks a month and report their results to our Community Ecologist or, in Hyde Park, to one of our lead volunteers.

Volunteers from the Richmond Park Bird Recording Group have continued our skylark survey and proved that, against a background of long-term decline at Richmond, the Skylark Protection Zone is benefiting the ground nesting birds on Lawn Field.

High standards at Bushy Park

We maintained our high standards of wildlife management and conservation and our staff have continued to work with other stakeholders on biological recording. New aquatic plants have started to improve the water quality in our lakes and ponds.

Before it was cleaned and surveyed, our Community Ecologist investigated the structure of the Amphilosa (or Diana) Fountain for any interesting fauna. Unfortunately, the potential was unfulfilled – only a couple of relatively common spiders were found (Amaurobius similis).

Other wildlife surveys

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Volunteers from the Richmond Park Bird Recording Group have continued our skylark survey and proved that, against a background of long-term decline at Richmond, the Skylark Protection Zone is benefiting the ground nesting birds on Lawn Field.
The Zone was established after a baseline survey of breeding birds in 2001 determined the numbers of skylarks, reed buntings, meadow pipits, wrens and stonechats. Since then, we have asked visitors to stay on the paths and keep dogs on short leads during the breeding season (March to July). Birds with only partial public co-operation, skylark territories have risen from three to seven, reed buntings from four to five and wrens from three to five. In a similar area, without any protection, bird numbers dropped slightly and we lost the remaining skylark territory.

Since 2003, volunteers in Richmond Park have carried out 26 standard walks during April and September to survey the butterflies, reporting their findings to the Surrey and SW London Branch of Butterfly Conservation group. These results form part of local and national statistics and have established Richmond as an important site for many species, including Small and Brown Spiders, Small Heath and Purple Hairstreak. 2005 saw the beginning of similar butterfly surveys at Bushy Park, doubling the amount of skilled volunteer hours.

Grassland management
Areas of longer grass are important to the survival of butterflies, grasshoppers, spiders and other invertebrates. We have been implementing improvements to grassland management schemes in all the Parks.

The significant management changes we made last year to encourage wildlife are still developing, but there are clear improvements, notably with the more relaxed mowing regime in an area surrounding Hyde Park’s meadow and the Bird Sanctuary. In Greenwich Park, a large area of Croxted Hill is being reverted to acid grassland and has developed a high density of key acid grassland plants such as sheep’s sorrel, early hair grass, red fescue and others. Regent’s Park’s areas of conservation grassland are all being developed with wildflowers planted around the mounds of the new sports pitches.

Stay Beetle Project
The Stay Beetle Project has proved the importance of Richmond Park for this species, with over 300 records of five sightings, trappings and beetle remains. The Royal Parks’ Community Ecologist and other staff worked with a team of local volunteers, who gave over £25,000 worth of volunteer hours on the project.

Other news from Richmond
This year, working with English Nature, The Royal Parks secured 50% funding (around £250,000) for a survey of Richmond’s regionally important acid grasslands. The first accurate audit of this resource, this survey allowed us to evaluate the habitat in detail, providing vital information for the revised management plan.

Ducks at St James’s and Regent’s Parks
The numbers of ducks in these two Parks has fallen in recent years, as old age and nature take their toll. Many dozens of our rare waterfowl, such as the extremely rare Hawaiian Goose and the Marbled Teal, are in danger of disappearing from the Parks altogether.

In February 2005, The Royal Parks Foundation launched a Valentine’s Day scheme inviting people to ‘pair up’ unattached ducks with partners for a little as £5. We hope to be able to bring in 130 ducks, pintails, wigeons, pochards and geese through the scheme, most of which will become much-loved partners for the currently unattached ducks.

This innovative Adopt a Duck scheme at St James’s Park has also raised over £6,000, allowing the team to buy a quarter of the waterfowl they need to maintain the desired populations.

The improvements of the sports facilities in The Regent’s Park have also benefited wildlife with a pair of Kestrels becoming regular visitors.

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15:45
Since it re-opened, the Diana Memorial in Hyde Park has proved as popular as ever. It’s now much better able to withstand the rigours of that popularity.

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Our volunteer graduate carried out another important survey in the winter, studying the lying decaying wood in Richmond’s open woodlands. Good levels of decaying wood were found in 14 areas, but there were relatively low levels in ten others. This gave an overall average of 341m² per hectare, which compares well with national benchmarks and the details of varying levels will be invaluable in planning the future management of decaying wood.

As well as continuing our increased programme of wildlife walks (see case study below), the team at Richmond started a programme of ditch creation and pond clearance this year, as a result of our ongoing dialogue with the Richmond Park Wildlife Group. We also de-silted Spanker’s Hill Pond.

A substantial grant from English Nature allowed us to prepare a suite of boards to tell the public about the importance of the National Nature Reserve. These are due to be installed in the summer of 2005.

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Tourism, recreation and relaxation

Case Study: Diana Princess of Wales Memorial

Although it proved enormously popular with visitors, the Memorial in Hyde Park has had a troubled year. The magnificent opening by HRH The Prince of Wales with Prince William and Harry brought great acclaim – and vast numbers of visitors. Up to 5,000 people an hour came to visit, with many people playing in the water.

This caused immediate and very difficult management problems. Ultimately, the Memorial was forced to close for three weeks from 22 July.

After some improvements, we re-opened the Memorial on 20 August, with a new management strategy, more specifically tailored to the role of a Memorial. Although we encouraged visitors to interact with the water, safety issues meant we couldn’t allow them to actually travel through it. This strategy proved very successful and the new pattern of use was soon established.

The closure also allowed us to plan some long-term improvements, designed to respond to the huge numbers visiting the fountain. These included installing new, hard-wearing turf, a new path to reduce wear on the grass and increase disabled access and enhanced drainage for the grassed areas. We also introduced a second leaf-catcher into the circulation system. This large chamber has screens to keep leaves and other debris out of the water, helping to reduce maintenance costs by lowering the amount of debris in the pumps.

These works required another closure of the Memorial, so we chose the quietest time of the year. We began the work on 10 January 2005 and it was completed in early May. The Memorial has continued to prove popular and this time, it has the improvements it needs to withstand the demands of that remarkable popularity.

Listening to people

Tourism is critical to the success of The Royal Parks, generating much-needed income and extending our reputation to all corners of the globe. This year, we entered three Parks – Greenwich Park, Regent’s and Bushy – for the Green Flag Awards, the national standard for parks and green spaces across England and Wales.

In July 2005, the national commemorations marking the end of World War II will prove a major tourist attraction for St James’s Park. We have worked with the Ministry of Defence on plans for these events.

We have enjoyed another successful year with events ranging from children’s theatre and guided walks to the Red Hot Chilli Peppers concert and Proms in the Park.

Refreshing St James’s Park

The opening of the Inn The Park café/restaurant in April 2004 was a major event for St James’s Park and has proved a great success. (For more details, see the case study in the ‘History and architecture’ section.) As well as bringing a superb dining destination to the Park, the development has given us the opportunity to improve the landscape around the water’s edge.

We have replanted two shrubberies on what we believe to be the site of original plantings by John Nash and extended the subtle floodlighting into the trees immediately in front of Inn The Park, creating wonderful views for late-night diners. These developments, and the innovative grass roof of the café, make Inn The Park as attractive to lovers of beautiful landscape as those of beautiful food.

On the more casual catering side, we have awarded a ten-year contract to EC Soft Ice, to provide refreshment kiosks at St James’s and Green Parks. The company already held the contract in Hyde Park and has useful experience of catering at events like the RHS flower shows at Chelsea and Tatton Park. The sleek, new wooden kiosks will bring more variety, higher quality refreshment to the Parks. They also suit the environment well and we are continuing to improve the landscape around them.

A glittering year of events

In June, 295,000 people turned out over three nights to see the Red Hot Chilli Peppers play Hyde Park. This was the first time any band had played more than one off-concert in the Park. With ticket sales exceeding £1m, it was also reportedly the highest-grossing series of dates ever held in one venue. Net income earned by The Royal Parks and Royal Parks Foundation from the Hyde Park summer concerts also reached record levels, at £1.25m (of a total £1.69m across all the Parks).

In Regent’s Park, smoothie company Innocent Drinks joined forces with event production company DMM and The Royal Parks to stage Fruitstock. Summing up all that is good about summer in the city, Fruitstock was justly awarded ‘Best Live Event’ – the top award in Event Marketing magazine’s annual awards poll. It brilliantly combined a communication of Innocent’s brand values with free urban entertainment, as well as raising the profile of Regent’s Park.

In August 2004, the Serpentine Gallery staged an outdoor screening of NC. Roe’s disturbing British chiller, ‘Short Look Now’, by the Long Water. The event, attended by 3,000 paying customers, made stunning use of the watery location and the falling night to complement the themes and mood of this classic film.

Catering for our visitors

Income from our catering concessions increased by a remarkable 30% in 2004/5, despite a poor spring and summer. We also successfully tendered for the food and drink service in a number of Parks – Regent’s Park (refurbishing the Garden Café and all catering points), Kensington (refurbishing the Broadwalk Café and all catering points), outdoor catering for the central Parks’ new units and an upgraded service for St James’s, Green and Hyde Parks, and a new mobile catering service for Bushy and Richmond Parks.

Inn The Park, our new flagship unit, generated 20% of our total catering income for the year, as well as an enormous amount of positive feedback and publicity both nationally and internationally.
In December, Public Partnership began a new catering contract in Kensington Gardens. Investment to date of around £275,000 has given the Diana Café a major makeover and purchased two new mobile mini vans. Trading has been good despite changeable weather.

On location in the Parks
A number of recent films have highlighted the attractions of London – and three in particular have featured Royal Parks. Each brings the beauty of the Parks to a worldwide audience.

Finding Neverland, starring Johnny Depp and Kate Winslet, was based on the life story of Peter Pan’s creator JM Barrie. All the parkland scenes were filmed in Kensington Gardens, where Barrie met the Llewelyn Davies family and was inspired to write his stories.

The sequel to the phenomenally successful Bridget Jones’s Diary, The Edge of Reason, featured a famous punch-up between Hugh Grant and Colin Firth outside the Serpentine Gallery, winding up in the central basin of the Italian Fountains. The Fountains also appeared in the romantic drama Wimbledon, starring Kirsten Dunst and Paul Bettany, as did the Albert Memorial.

Boating at Hyde Park
A new, 15-year contract was awarded to Bluebird Boats this year, requiring the company to replace the Boathouse in Hyde Park with a dramatic new building designed by Sir Michael Hopkins. Construction is due to take place in the winter of 2005, subject to planning permission.

Greewich Café Garden
The Café Garden was landscaped this year, adding to visitors’ enjoyment of the Park. As part of this project, we introduced an attractively planted paved area that opens up the view towards Canary Wharf.

Developments at Richmond Park
Thanks largely to the generosity of Richard Evans, a private sponsor, the Richmond Park Charitable Trust was able to buy a telescope for the Park, which has been installed on King Henry’s Mound. The telescope gives visitors wonderful views towards St Paul’s Cathedral and across the western panorama.

We have awarded a new contract to EC Soft Ice, which has brought new mobile kiosks to various locations in the Park.

Brompton Cemetery
The Cemetery’s business activities continue to generate income. This year, for the second year running, they brought in more than £350,000, substantially offsetting the £210,000 cost of grounds maintenance.

There is something for everyone to enjoy in the Parks, from reading a book to watching the wildlife and fishing.
The Royal Parks Foundation is working closely with The Royal Parks Agency to raise over £12 million in gifts and pledges towards a variety of projects. The Foundation and the Agency are independent bodies, but dedicated to achieving a very similar aim – the current well-being and future support of The Royal Parks.

This year, the Foundation focused on supporting The Royal Parks’ two flagship projects – the restoration of Bushy Park and the Regent’s Park sport facilities. The grounds of each Park have been the showcase for some of the world’s most famous roses for over 500 years, so we felt it was time they had their very own dedicated bloom. Cultivated with help from Harlequin Roses, the hybrid tea rose is lightly perfumed and blooms copiously apricot and caramel shades. It can be seen for the first time in Queen Mary’s Gardens in summer 2005.Every rose sold raises money for the Foundation.

In September, 150 guests made a fantastic contribution of over £36,000 at the charity’s first fundraising dinner, ‘Walk on the Grass’, in The Secret Garden in Regent’s Park. There was even a sword fight amongst the lavender) before a candlelit dinner and auction, led by Lord Dalmeny, Chairman of Sotheby’s Olympia.

The rapid pace continued all the way to Christmas, with a special evening to benefit the Foundation, hosted by Mulberry at their Brompton Road store. Like a number of other stores, local hotels and Park concessions, Mulberry is now stocking our lapis badges, which feature medals, green woodpeckers and veteran oak. We are working to build relationships with new stockists and develop a regular income stream from this source.

In May 2004, The Foundation hit the front pages with the launch of The Royal Parks Rose at Chelsea Flower Show. The Parks have been the showcase for some of the world’s most famous roses for over 500 years, as we felt it was time they had their very own dedicated bloom. Cultivated with help from Harlequin Roses, the hybrid tea rose is lightly perfumed and blooms copiously apricot and caramel shades. It can be seen for the first time in Queen Mary’s Gardens in summer 2005. Every rose sold raises money for the Foundation.

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In Spring 2005, we published the first edition of the Foundation’s new magazine, Royal Parks. This coincided with the charity’s second anniversary. The magazine has a 20,000 circulation and is marketed to Friends Groups, local schools and neighbouring residents.

We also worked with the Friends Groups to launch a legacy programme in June 2005. This will provide gifts in the longer term to complement donations given through the Membership and Tree Schemes which, between them, raised over £70,000 in 2004/5.

From the Chairman

The Royal Parks Foundation

Many maps of London will show that the eight Royal Parks are an important part of the giant jigsaw that is our capital city. With over 1,200,000 trees, 280 historic statues and monuments and space for every kind of sport, from football and tennis to riding and rollerblading these wide green spaces are vibrant with modern life. They exist as much-needed sites of natural beauty and recreation and are a vital source of well-being for Londoners and visitors from further afield.

It costs nearly £30 million per year to keep The Royal Parks safe and clean. In beautiful condition and bustling with life. This covers the essentials of day-to-day maintenance but there is so much more that can be done to help the Parks realise their full potential. Which is where The Royal Parks Foundation comes in. Established as a registered charity in May 2003, our aim is to raise funds in order to help:

- Protect - what the Parks have inherited from the past
- Support - what the Parks are doing in the present
- Create - new opportunities for the future

Good parks reflect some of society’s strongest interests today – healthy living, care for the environment, education, history and heritage. The Royal Parks Foundation, its Trustees and staff, are working to help safeguard these magnificent open spaces for everyone to enjoy.

Peter B Ellwood CBE
Chairman
The Royal Parks Foundation

EY Case study: Sponsored trees in The Green Park

Dedicating a tree within The Royal Parks has proved increasingly popular as people choose this special way to remember loved ones or to perhaps celebrate an important occasion or anniversary. Each autumn and winter throughout the Parks there are a number of trees available for dedication. The species vary depending on the plans for planting for that particular year and also reflect the individual character of each Park.

In 2004 we were delighted to be able to plant three new Hawthorn trees in The Green Park, replacing some older trees which had unfortunately died. The Chiming Tree donation box, commissioned from Robert Firth, a student at the Royal College of Art, has proved popular with young visitors to the Diana Memorial Playground in Kensington Gardens. More than £5,000 has been raised to date and more chiming trees will be sprouting up in St James Park and Hyde Park during 2005.

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The Royal Parks are managed by a dedicated team of 100. That's one member of staff for every 20 hectares (50 acres) of historic landscape, horticulture, sport, education and events.

Case study: The paperless Parks’ office

In 2005, The Royal Parks introduced an electronic records management system to make filing and finding the organisation’s many documents more efficient. This was driven originally by the Freedom of Information Act, which came into force on 1 January 2005.

The months between June and November 2004 were spent preparing for this major change to our administration. The implementation of the technology was put to tender and the winning company, Avantis, worked with a project team from The Royal Parks to ensure a smooth changeover. We set ourselves the target of being up and running from November 2004, to allow some time to get used to the system and iron out any issues.

In that time, we undertook an audit of the records we hold and in what form and established the classification system that forms the basis of the solution. It was hard work, but we hit our target, with four training workshops complete by the end of October. Indeed, the whole project came in on time and within its modest budget.

Value for money

Our people are the key to The Royal Parks’ success and to delivering on our many objectives. We aim to recruit and develop a highly skilled and highly motivated workforce, dedicated to providing the highest possible standards of service to the millions of people visiting The Royal Parks every year.

We appoint staff from beyond the Civil Service on the basis of fair and open competition and in accordance with guidelines set out in the Civil Service Commissioner’s Recruitment Code. This year, we appointed the following new people:

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<thead>
<tr>
<th>Grade</th>
<th>Appointments</th>
<th>% Women</th>
<th>% Ethnic Minorities</th>
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<td>Grade II (Horticulture)</td>
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<td>2</td>
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<tr>
<td>Grade IV (Board Member)</td>
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Work on Our Changing Landscape, which began in 2003, is now almost complete and we have a new organisational structure, including a number of key new appointments. A new staff development questionnaire will soon be rolled out to identify the range of skills offered by our people and ensure we address future development needs. We have also revised our competence framework, which will be supported by a new appraisal system which is currently under development.

Volunteers

Without our volunteers, we would be unable to provide many of our services and programmes. After induction and training volunteers help us in everything from education to disability programmes and wildlife surveys. In the coming year, we aim to establish volunteer forums to involve them more closely in the management of The Royal Parks.

IT and systems

We made several improvements to the Business Assurance of our information systems, including moving forward our Business Continuity Planning refresh, security training for all staff and renewing our anti-virus software protection licences. We also upgraded the Agency’s Internet connection with a new supplier, providing enhanced email and web services for our staff.
Health and Safety

This section follows the guidance issued by the Health and Safety Commission, in Health and Safety in Annual Reports: Guidance from the Health and Safety Commission (HMSO).

The Royal Parks is committed to the paramount importance of the health, safety and welfare of our staff and all those involved in our activities and to an effective H&S Management System. The Health and Safety Executive has produced a guide on best practice, Successful health and safety management (HSG65), which we use as our template. H&S policy and procedures are available to staff on the intranet, while responsibility for day-to-day activity rests with the Chief Executive and the Senior Management Team. They receive H&S reports every quarter and approve the annual H&S Strategy, which sets the targets for the year. The key targets for 2004/5, which were delivered:

- To introduce a Procedure on occupation driving by October 2004;
- To introduce a Procedure on the maintenance of roads and footpaths by March 2005;
- To introduce a Procedure on the new Dangerous Substances and Explosive Atmospheres Regulations by March 2005.

The key targets for 2005/6 are:

- To introduce a Procedure on the new Work at Height Regulations;
- To monitor more closely Construction (Design and Management) Regulations issues on projects;
- To review the tree inspection Procedure.

The most significant risks to staff, in terms of numbers exposed, are manual handling and injuries associated with using computers. A few staff work at height. We have risk reduction strategies for all these activities. Our experience is that the most significant risk to the public is through slipping, tripping and falling. Many of the activities carried out in The Royal Parks are undertaken by contractors. We endeavour to reduce the health and safety risks to contractors’ staff and those affected by their activities, by checking their H&S management before letting contracts and by monitoring and auditing their activities afterwards. Where shortcomings are found, we work with contractors to put them right.

Staff receive appropriate information and training, including specialist training for first aids, fire wardens and other key competencies. The H&S Committee meets four times a year and provides a forum where safety representatives of the Trade Unions and the SMT member responsible for H&S can discuss issues or concerns. Trade Union representatives may see the Director more frequently if they wish. Trade Union Safety Representatives are consulted when the annual H&S Strategy is drawn up and on all new policies and procedures. The Trade Union Safety Representatives receive information about accidents so they can carry out their own investigations if they wish.

During the period 2004/5, no staff accidents or incidents were reported under RIDDOR, with an average staff number of 160. There were no fatalities. No enforcement notices were served, nor were there any convictions for health and safety offences.

Other news

As part of the redevelopment of the sports pitches at Regent’s Park, we began a project to provide electronic bookings for the public, which will make booking easier and allow us to record valuable statistics about the facilities’ usage. We invited tenders to supply this system in February 2005, for implementation in 2005/6.

We continue to develop our Management Plans for all the Parks and have maintained our ISO 14001 accreditation for 2004/5. We have also continued work on the major options review of our Grounds Maintenance, Works and Toilet Attendant services, which aims to ensure the most effective and efficient services for the Parks. New service arrangements will begin in 2006.

The Royal Parks were represented on the Greater London Authority-led World Squared review of Parliament Square and Millbank.

In KENSINGTON GARDENS, we are recycling more than ever before. Our visitors take care of the food. We take care of the waste.
Better places to live

Managing these precious natural habitats is The Royal Parks' greatest responsibility. We need constantly to strike a balance between making the Parks accessible and protecting the abundance of flora and fauna in our 5,000 acres of parkland for generations to come.

In this, we draw on the experience and expertise of a dedicated team of people. And this year, those people have been working tremendously hard on an enormous range of projects. From major undertakings, like the successful diversion of the 'Twin Rivers' to make way for Heathrow Terminal 5, to smaller, ongoing tasks such as developing the recycling opportunities in Richmond, we have been making excellent progress in 2004/5.

It was particularly rewarding to see this hard work recognised in November 2004, when The Royal Parks was runner-up for the British Institute of Facilities Management's Environmental Impact award.

Bushy Park Restoration Project

This project continues to forge ahead, after the initial award of £410,000 from the Heritage Lottery Fund (HLF) in July 2003. With a total of 69 projects making up the £7.23m scheme, our first task was to establish the project team. By April 2004, we had appointed a diverse team, including a Head Gardener and an Education and Community Officer.

In the course of the year, we held 15 evening meetings with Stakeholder Interest Groups (SIGs), each of which were enthusiastically attended by at least 40 people. SIG representatives also attended the 13 steering group meetings we held.

In April 2005 we submitted our second stage application to HLF requesting £4.5m and have also been busy applying for other sources of partnership funding. Towards the end of the year we received a wonderful gift of £250,000 from the Weston family.

Green Ministers visit St James's Park

In the summer, The Royal Parks and the Department for Culture, Media and Sport arranged a visit to St James's Park by 11 Ministers from the Green Cabinet.

The delegation was invited to plant a new willow at the edge of the lake and they were then taken by electric buggy to the Cabinet War Rooms for a presentation on our water environmental work. The visit was a great success and both Edwina Morris (Green Minister for DCMS) and Elliot Morley (Chair of the Green Cabinet) wrote to thank us for such an informative day.

It was fitting recognition for a project that involved transplanting water voles, plants, freshwater mussels, over 30,000 fish, and even the stones and gravel of the riverside, which were ‘seeded’ with their original rich populations of aquatic invertebrates like freshwater shrimp and damselfly nymphs.

Both rivers are thriving ecologically.

London Biodiversity Partnership (LBP)

As well as raising the profile of The Royal Parks through a variety of partnership activities, training sessions, interviews and talks, our Community Ecologist has continued to represent The Royal Parks on the LBP Habitat and Species Working Group. He was also lead partner on the Acid Grassland Habitat Action Plan.

Among the LBP Action Plans’ many achievements this year has been the publication of Acid Grassland in London, an advisory booklet which will be a best practice booklet from the RSPB, to inform managers of urban open spaces.

Better places to live

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In this, we draw on the experience and expertise of a dedicated team of people. And this year, those people have been working tremendously hard on an enormous range of projects. From major undertakings, like the successful diversion of the ‘Twin Rivers’ to make way for Heathrow Terminal 5, to smaller, ongoing tasks such as developing the recycling opportunities in Richmond, we have been making excellent progress in 2004/5.

It was particularly rewarding to see this hard work recognised in November 2004, when The Royal Parks was runner-up for the British Institute of Facilities Management's Environmental Impact award.

Bushy Park Restoration Project

This project continues to forge ahead, after the initial award of £410,000 from the Heritage Lottery Fund (HLF) in July 2003. With a total of 69 projects making up the £7.23m scheme, our first task was to establish the project team. By April 2004, we had appointed a diverse team, including a Head Gardener and an Education and Community Officer.

In the course of the year, we held 15 evening meetings with Stakeholder Interest Groups (SIGs), each of which were enthusiastically attended by at least 40 people. SIG representatives also attended the 13 steering group meetings we held.

In April 2005 we submitted our second stage application to HLF requesting £4.5m and have also been busy applying for other sources of partnership funding. Towards the end of the year we received a wonderful gift of £250,000 from the Weston family.

Green Ministers visit St James's Park

In the summer, The Royal Parks and the Department for Culture, Media and Sport arranged a visit to St James's Park by 11 Ministers from the Green Cabinet.

The delegation was invited to plant a new willow at the edge of the lake and they were then taken by electric buggy to the Cabinet War Rooms for a presentation on our water environmental work. The visit was a great success and both Edwina Morris (Green Minister for DCMS) and Elliot Morley (Chair of the Green Cabinet) wrote to thank us for such an informative day.

It was fitting recognition for a project that involved transplanting water voles, plants, freshwater mussels, over 30,000 fish, and even the stones and gravel of the riverside, which were ‘seeded’ with their original rich populations of aquatic invertebrates like freshwater shrimp and damselfly nymphs.

Both rivers are thriving ecologically.

London Biodiversity Partnership (LBP)

As well as raising the profile of The Royal Parks through a variety of partnership activities, training sessions, interviews and talks, our Community Ecologist has continued to represent The Royal Parks on the LBP Habitat and Species Working Group. He was also lead partner on the Acid Grassland Habitat Action Plan.

Among the LBP Action Plans’ many achievements this year has been the publication of Acid Grassland in London, an advisory booklet which will be a best practice booklet from the RSPB, to inform managers of urban open spaces.

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Case study: Inn The Park restaurant

In 2003, the Chief Executive announced The Royal Parks’ plan to build a new and cutting-edge restaurant in St James’s Park. Inn The Park would be built on the site of the famous Cake House restaurant, with spectacular views of the lake and the beautiful garden designs of John Nash.

Today, Inn The Park is an enormously successful reality, visited as much for Oliver Peyton’s exceptional menu as for its position in one of London’s most beautiful parks. Built to a striking modern design by Sir Michael Hopkins, the restaurant nevertheless blends elegantly with Nash’s gardens. Its gently sloping grass roof hides the restaurant completely from The Mall and from most of the Park itself.

Within, customers discover the first independent interiors project by Habitat’s Creative Director, Tom Dixon. Here, retro-industrial design gives the café a defiantly modern air and the larch wood floor and ceiling glow with honeyed intensity when illuminated by the distinctive mirrored lights.

Oliver Peyton’s Gruppo team has answered our brief – to create a superb yet accessible menu – with real style. The simple, expertly cooked dishes continue to serve up excellent reviews for the restaurant and business has exceeded our expectations.

Economic prosperity

The Royal Parks have been enjoyed by royalty and the public for almost 700 years and represent a wealth of historic and architectural treasures. Today, as well as upholding our responsibilities as custodians of this heritage, it’s important that we maximise the Park’s many opportunities to generate income and funding for our work. Inn The Park is just one, particularly spectacular, example of that work in action.

Maintaining The Royal Parks

This year, the National Audit Office (NAO) published its report on The Royal Parks, drawing attention to the outstanding maintenance work.

Much of our hard fabric needs attention and our Works team has responded with a comprehensive re-evaluation of our maintenance strategy, taking into account changes in legislation and our statutory obligations, health and safety requirements and the Park’s own operational needs. We are aiming to reduce the deterioration of the hard fabric in the most cost-effective way.

In partnership with our catering operator Caper Green, we have given major makeovers to both the Pavilion Tea House in Greenwich and the Garden Café in Regent’s Park. Our outdoor catering operator, EC Events, has also implemented a new fleet of high-quality units in the central Parks. The Dell and the Lido in Hyde Park, which are also operated by Caper Green, were given a ‘freshen-up’ refurbishment.
As well as working on several high profile projects to reduce our maintenance liabilities, we have worked in partnership with a variety of public groups on improving the Parcs’ facilities and infrastructure. We have, for example, worked with the Central London Partnership to design several innovative pedestrian crossings to improve access to Regent’s Park.

Developments at Richmond
A great deal has been done on the built heritage in Richmond Park this year. We have been working with the Royal Ballet School on the major refurbishment of its site, which will improve the views of this Grade I listed building from the Park.

In partnership with the Hearsum Family, refurbishment of the public catering areas was completed and work started on a new, permanent catering kiosk in the park. The create iron gate leading to Pembroke Lodge has been refurbished and we have replaced the paddock fencing around Holly Lodge with traditional estate fencing. We have also reviewed this great deal of the roads at Broomfield Hill and Sheen Gate, reducing the amount of tarmac in favour of more appropriate materials.

Rattle accommodation
With departmental consent, The Royal Parks allowed the Ministry of Defence (MOD) under licence to use part of Hyde Park, Green Park and St James’ Park, as part of the Seven Stations Cycle Route. And we are in the process of restoring the Primrose Hill Bridge, in conjunction with London Zoo.

National Police Memorial
This year saw enormous progress on this project, which was initiated over 20 years ago by the film director Michael Winner, Chairman of the Police Memorial Trust (which is responsible for maintaining the Memorial). Designed by Sir Norman Foster, The National Police Memorial was unveiled by Her Majesty the Queen just after this reporting year, on 26 April 2005, at the edge of The Mall in St James’ Park.

Past and present in Bushy Park
As part of the enormous Bushy Park Restoration Project, archaeology at the Upper Lodge Water Gardens has told us a great deal. We discovered, for example, that the early 18th Century pools were lined with cobbles for added visual interest. All this archaeological information will prove essential in restoring these beautiful features.

Maintaining the Parks’ more up-to-date buildings and hard landscaping has continued and the Diana Fountain has been thoroughly cleaned. Research undertaken by the projects conservation architects suggests perhaps the fountain might be better known as the Anthousa Fountain, which will certainly stimulate some healthy debate about its name.

Greenwich Park
The work to restore the 15th Century gardens at Greenwich continues, with 400 trees now planted. You can find out more about our progress in the case study on page 5.

The Park’s infrastructure and visual appeal have also been enhanced with new fencing and railings at Church Grove Passage, Hampton Wick Cricket Club and Dulwich Head Passage.

Boxborough House
Boxborough House is an extensive 1960s office block that backs on to South Carriage Drive and overlooks the vehicular gate at Edinburgh Gate. Although of little architectural merit, the building is in a very prominent position, visible in both short and long views from within Hyde Park. To improve these views, we have been liaising with the developers, Land Securities and providing advice and feedback on their proposals.

Suggested changes have been quite radical, including the creation of civic space abutting Hyde Park, a new pedestrian entrance and the re-location of a vehicular entrance into the park.

However, in December 2004, the freehold title was sold and the new owners have appointed Hopkins Architects to fulfil their vision for the site. The Hopkins proposal will be presented to The Royal Parks for our views in early July 2005.

Cape Manor
The Royal Parks is working in collaboration with Cape Manor College to develop a Centre of Vocational Excellence in land based skills at the Stoneyard in Regent’s Park. We aim to create a satellite college of Cape Manor in the Park, encouraging more people into careers in parks and green spaces management and addressing the current skills shortage. We would also very much like to relaunch our Apprenticeship Scheme and are hoping to work with the College towards achieving this vision.

Our joint venture means The Royal Parks will provide, under licence, classrooms and outdoor practice areas for students, while Cape Manor College supplies the training. Longer term if this venture is a success, Cape Manor is very keen to finance the upgrading and extension of their accommodation.
The Management structure
The Chief Executive has overall charge of The Royal Parks, reporting to the Minister for Culture and the Secretary of State for Culture, Media and Sport. Ministers and the Chief Executive are supported by an Advisory Board to provide independent advice on strategy, plans and performance and to help represent the interests of The Royal Parks.

The Management Board
The Management Board meets monthly to consider and take decisions on the Park's strategy and planning, finance, performance, structure and organisation, resources, risk management, health and safety, personnel and general management.

Performance against Corporate Plan key targets
We are dedicated to maintaining the very highest standards at The Royal Parks in order to conserve and present them at their best. Surveys for 2004/05 show that, with very few exceptions, we continue to meet our targets and, in some cases, have far exceeded them.

Key Target | Progress
--- | ---
1. Increase numbers benefiting from education activities by 10% each year. | Achieved. During 2004/05, 12,629 people took part in our education programme, an increase of 10% from 2003/04.
2. Each park to score at least 85% for quality and cleanliness as assessed by visitor satisfaction survey. | Partially achieved. In 2004 we changed our survey methodology. We are now surveying four Parks each year, so each will be assessed biannually but in more detail than in the past. This year overall scores of excellent or good were: Greenwich – 95%; Bushy – 93%; St James’s – 93%; Green – 94%.
3. New visitor survey and metrics in place by spring 2004; pilot results for one Park by February 2005, all Parks in 2006. | On track. New visitor survey and metrics are in place. Summer and autumn research phases have been completed for four Parks to date.
4. Achievement of targets in policing plan. | Partially achieved. All aspects of the policing plan were achieved except one. The total number of robberies and thefts from the person offences increased from 73 to 83. However, the increase may reflect better recording techniques that have been introduced rather than any significant increase in offences.
5. Each park to score at least 85% for soft landscaping as assessed by an independent expert. | Achieved. Bushy and Green Parks achieved an average score of 88%; all other Parks scored at least 91%.
6. Three parks to gain Green Flag status in 2005/06. | On track. Applications were submitted for Greenwich, Regent’s and Bushy Parks in February 2005.
7. Maintain ISO 14001 status. | Achieved. We continue to keep our management programmes and action plans for our environmental objectives under review. In December 2004 we came second out of 120 entries in the Environmental Impact category of the British Institute of Facilities Management Award scheme.
Publication and implementation of Events Strategy by June 2004. Achieved: The summer events programme attracted over 800,000 visitors to a range of concerts, film screenings, art events and children’s entertainment. The Events strategy was agreed by the Secretary of State and distributed to stakeholders.

9 Non-user research in 2004/05. Achieved: An in-depth non-users study has been undertaken as part of the community engagement strand of the Bushy Park Restoration project. A non-users telephone survey has also been conducted for four Parks.

Three parks to develop a community engagement strategy by March 2005, remaining parks by 2006. On track: Bushy, Regents and Greenwich have developed community engagement strategies this year.

Develop existing links with Central Parks in New York and partnerships with two other urban parks in 2004/05. On track: A visit to New York Parks (Central Park, Prospect Park) took place with useful links to build on. Discussions on the possibility of staff exchanges have commenced with the Singapore Open Spaces department. Locally partnerships and links were developed with Westminster Council, Islington and Kew Gardens as well as an archival/local history project being undertaken which will develop links with Victoria Park and Battersea Park.

Launch, with the Foundation, a high-profile public art initiative in the parks in Spring 2005. On track: A curator has been appointed and we sought sponsorship for a launch in June 2005.

Increase self-generated income (excluding grants) to £65m. Near miss: We narrowly missed the target of £65m with income of £64.5m being achieved. Although this is just short of the target, it represents a 22.6% increase on the previous year.

Reduce dependence on Hyde Park events by increasing income from events in other parks by £200k by 2005/06. On track: Income from other Parks increased by approximately £73k in 2004/05.

Obtain IIP status. Postponed: A new competency framework and a skills audit for staff have been developed during the course of the year. A fully revised HR strategy will be developed during the autumn of 2005 and will include a revised timetable for achieving IIP status.

Key Target Progress

<table>
<thead>
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<th>Key Target</th>
<th>Progress</th>
</tr>
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<td>On track: Bushy, Regents and Greenwich have developed community engagement strategies this year.</td>
</tr>
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</tr>
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<td>On track: Income from other Parks increased by approximately £73k in 2004/05.</td>
</tr>
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<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Soft landscape presentation</td>
<td>85%</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td>Overall quality of Parks</td>
<td>84%</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td>Cleanliness in the Parks</td>
<td>83%</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td>Uptake of the park</td>
<td>80%</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>Tidiness and cleanliness</td>
<td>78%</td>
<td>80%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Quality targets

<table>
<thead>
<tr>
<th>Green Park</th>
<th>Excellent 28%</th>
<th>Good 53%</th>
<th>Total 81%</th>
</tr>
</thead>
<tbody>
<tr>
<td>St James Park</td>
<td>Excellent 21%</td>
<td>Good 57%</td>
<td>Total 78%</td>
</tr>
<tr>
<td>Bushy Park</td>
<td>Excellent 27%</td>
<td>Good 54%</td>
<td>Total 81%</td>
</tr>
<tr>
<td>Greenwich</td>
<td>Excellent 26%</td>
<td>Good 56%</td>
<td>Total 82%</td>
</tr>
</tbody>
</table>

Notes

Following the National Audit Office (NAO) report on The Royal Parks’ visitor research programme, we have reviewed the processes by which we benchmark the Parks. A much more detailed set of Key Performance Indicators has been developed, along with a scoring regime that is easier for people to understand.

Visitors were asked to rate the Parks excellent, good, satisfactory, poor or very poor. The percentage figures above give the number of people rating the Parks either excellent or good.

Another key NAO recommendation was to undertake research in four Parks per annum to allow a more in-depth analysis in each Park. We have adopted this methodology and have included results for the first four Parks surveyed in this new manner:

<table>
<thead>
<tr>
<th>The Key Action Areas the visitor research highlighted were as follows</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Park</td>
</tr>
<tr>
<td>- Quality and quantity of toilets</td>
</tr>
<tr>
<td>- Quality of catering</td>
</tr>
<tr>
<td>- Staff friendliness</td>
</tr>
<tr>
<td>The Green Park</td>
</tr>
<tr>
<td>- Quality and number of toilets</td>
</tr>
<tr>
<td>- Information features</td>
</tr>
<tr>
<td>Bushy Park</td>
</tr>
<tr>
<td>- Quality and quantity of toilets</td>
</tr>
<tr>
<td>- Quality of catering</td>
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<tr>
<td>St James Park</td>
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<tr>
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</tr>
<tr>
<td>- Quality of catering</td>
</tr>
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</table>
### Financial targets

#### 2001-02

<table>
<thead>
<tr>
<th>Item</th>
<th>Outturn</th>
<th>Target</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td></td>
<td>£4.741m</td>
<td>10% on the 2001-02 level</td>
</tr>
<tr>
<td>Works Maintenance</td>
<td></td>
<td>£3.305m</td>
<td>10% on the 2002-03 level</td>
</tr>
<tr>
<td>Grounds Maintenance &amp; Horticulture</td>
<td></td>
<td>£1.349m</td>
<td>10% on the 2003-04 level</td>
</tr>
<tr>
<td>Other Costs</td>
<td></td>
<td>£2.551m</td>
<td>10% on the 2004-05 level</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>£10.946m</td>
<td>10% on the 2005-06 level</td>
</tr>
<tr>
<td>Expenditure</td>
<td></td>
<td>£8.659m</td>
<td>10% on the 2006-07 level</td>
</tr>
<tr>
<td>Net Income</td>
<td></td>
<td>£2.287m</td>
<td>10% on the 2007-08 level</td>
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</table>

#### 2002-03

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<thead>
<tr>
<th>Item</th>
<th>Outturn</th>
<th>Target</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td>£4.842m</td>
<td>£5.435m increase of £1.1million to £7million by 2005/06 (=29% of DCMS grant)</td>
</tr>
<tr>
<td>Works Maintenance</td>
<td></td>
<td>£3.546m</td>
<td>£3.359m increase of £1.2million to £4million by 2005/06 (=37% of DCMS grant)</td>
</tr>
<tr>
<td>Grounds Maintenance &amp; Horticulture</td>
<td></td>
<td>£1.547m</td>
<td>£1.261m increase of £350k to £1.6million by 2005/06 (=25% of DCMS grant)</td>
</tr>
<tr>
<td>Other Costs</td>
<td></td>
<td>£2.929m</td>
<td>£2.551m increase of £1.1million to £3.7million by 2005/06 (=37% of DCMS grant)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>£11.927m</td>
<td>£10.946m increase of £1.1million to £12million by 2005/06 (=29% of DCMS grant)</td>
</tr>
<tr>
<td>Expenditure</td>
<td></td>
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<tr>
<td>Net Income</td>
<td></td>
<td>£2.236m</td>
<td>£2.287m increase of £1million to £3.8million by 2005/06 (=29% of DCMS grant)</td>
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#### 2003-04

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<tr>
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<tr>
<td>Income</td>
<td></td>
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<td>£3.854m</td>
<td>£3.546m increase of £1.1million to £4million by 2005/06 (=37% of DCMS grant)</td>
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<tr>
<td>Grounds Maintenance &amp; Horticulture</td>
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<td>£1.738m</td>
<td>£1.547m increase of £1.2million to £2.7million by 2005/06 (=35% of DCMS grant)</td>
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<tr>
<td>Other Costs</td>
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<td>£3.078m</td>
<td>£2.929m increase of £1.1million to £4.2million by 2005/06 (=37% of DCMS grant)</td>
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<tr>
<td>Total</td>
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<td>£12.245m</td>
<td>£11.927m increase of £1.1million to £13million by 2005/06 (=29% of DCMS grant)</td>
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<tr>
<td>Expenditure</td>
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<td>£10.630m</td>
<td>£9.691m increase of £1.1million to £12million by 2005/06 (=29% of DCMS grant)</td>
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<tr>
<td>Net Income</td>
<td></td>
<td>£1.615m</td>
<td>£2.236m increase of £270k to £1.9million by 2005/06 (=13% of DCMS grant)</td>
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</tbody>
</table>

#### 2004-05

<table>
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<td></td>
<td>£3.491m</td>
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<tr>
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<td></td>
<td>£13.101m</td>
<td>£12.245m increase of £1.1million to £14million by 2005/06 (=29% of DCMS grant)</td>
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<td>Expenditure</td>
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<tr>
<td>Net Income</td>
<td></td>
<td>£1.312m</td>
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### Objectives 2005/06

1. To improve the quality and range of services for visitors to, and users of, the Parks.
   - Increase numbers benefiting from our educational activities by 10% each year.
   - Each Park to score at least 85% for quality and cleanliness, as assessed by visitor satisfaction surveys.
   - New visitor survey and metrics in all Parks in 2006.
   - Achievement of targets in policing plan.

2. To protect, conserve and enhance the natural and historic environment of The Royal Parks.
   - Each Park to score at least 85% each year for soft landscaping as assessed by an independent horticultural expert.
   - All Parks to gain Green Flag status by the end of 2006.
   - Maintain ISO 14001 status throughout the planning period.

3. To develop policies and initiatives to encourage wider access by priority groups and explore how to bring non-users into the Parks.
   - Non-user research concluded in 2004/5.
   - All parks to develop a community engagement strategy by 31 March 2006.

4. To raise the profile of The Royal Parks, increase understanding of the role and value of The Royal Parks to London and the nation and consolidate our role nationally and internationally at the forefront of park management.
   - To develop existing links with Central Park in New York and partnerships with two other urban Parks and to introduce staff exchange programme in 2005/06.
   - To launch, with the Foundation, a high-profile public art initiative in the Parks in Spring 2005.

5. To manage The Royal Parks efficiently and effectively, particularly by improving its financial base and developing partnerships across the public, voluntary and private sectors.
   - Increase self-generated income (excluding grants) from £6.6 million to £7 million by 2005/06.
   - Reduce dependence on Hyde Park events by increasing income from events in other Parks by £200k by 2005/06.
   - Obtain IP status during 2004/5. Note refer to page 38.

### Analysis of Income and Expenditure 2004-05

<table>
<thead>
<tr>
<th>Category</th>
<th>2003-04</th>
<th>2004-05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>£1,986,529</td>
<td>£2,044,862</td>
</tr>
<tr>
<td>Works</td>
<td>£2,026,936</td>
<td>£2,020,186</td>
</tr>
<tr>
<td>Maintenance &amp; Horticulture</td>
<td>£504,709</td>
<td>£483,114</td>
</tr>
<tr>
<td>Other Costs</td>
<td>£578,311</td>
<td>£253,311</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>£3,561,876</td>
<td>£2,773,650</td>
</tr>
<tr>
<td>Income</td>
<td>£3,305,229</td>
<td>£3,309,229</td>
</tr>
<tr>
<td>Total Income</td>
<td>£3,305,229</td>
<td>£3,309,229</td>
</tr>
</tbody>
</table>

### Net Total Income

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Income</td>
<td>£7,300,055</td>
</tr>
<tr>
<td>Less: VAT refunds</td>
<td>£596,832</td>
</tr>
<tr>
<td>Less: Other Revenue &amp; Grants</td>
<td>£1,094,487</td>
</tr>
<tr>
<td>Less: Other Income</td>
<td>£1,571,483</td>
</tr>
<tr>
<td>Less: Other Costs</td>
<td>£2,277,593</td>
</tr>
<tr>
<td>Net</td>
<td>£1,215,872</td>
</tr>
</tbody>
</table>

### Conclusion

The Royal Parks have made significant progress in improving their financial performance and enhancing the quality of their services. The 2005/06 financial targets aim to further strengthen the Parks' financial base and improve their operational efficiency.
The coming year promises to be as exciting as this one. The restoration of Greenwich Park’s Baroque landscape will continue and we will start to see the results of the extensive review of grounds maintenance and other services (the Options Review). We will also be refining the Parks’ management plan and related processes. With the appointment of our Arboricultural Officer, tree management will be a particular focus.

The Serpentine boathouse in Hyde Park will be replaced with a stunning new building giving The Royal Parks its first custom-built visitor information point and retail outlet, as well as providing an improved base for the boating operation. We are also confident of securing Stage II funding from the Heritage Lottery Fund for the Bushy Park Restoration Project. A key element of our bid is a Welcome Centre incorporating a catering outlet, toilets, education/community room and some retail space – facilities long overdue in Bushy Park.

We will re-let the contract to re-develop and run the new sports facility to replace the existing golf and tennis school in The Regent’s Park. We will also re-let the golf course in Richmond Park. Catering has had a particularly good year in 2004/5 and we will look to make the most of these exciting new opportunities.

Work on access and engagement will also continue, both as part of the Bushy Park Restoration Project and more widely.

A greatly enhanced Living History programme in Greenwich is sure to be popular, as are new family activity days in Bushy and Hyde Parks. We will also be producing community engagement plans for Greenwich, St James’s and Hyde Parks and will begin to work on the creation of a working Royal Parks Archive.

As more people learn about the superb new sports facilities in Regent’s Park, ‘The Hub’ and pitches will become even more popular. Our programme of activities will develop, with activities suitable for people of all ages and backgrounds.

Perhaps the most unique feature of the Parks is that they are whatever you want them to be – sporty, peaceful, vibrant, restful. And that will be as true this year as every year.
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.

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 (currently Tessa Jowell) who sets the Agency’s policy framework and key performance targets and determines its level of resources each year.

Statutory background
There are nine Royal Parks in London – St James’s, Green, Hyde, Regent’s, Greenwich, Richmond, Bushy and Hampton Court Parks and Kensington Gardens – managed by the Secretary of State for Culture, Media and Sport on behalf of the Queen. The Royal Parks form part of the hereditary lands owned by the Sovereign in right of the Crown. Various monarchs enclosed the parks during the fourteenth to seventeenth centuries, primarily for hunting or as parkland gardens. By virtue of the 1883 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 foundation (also Chairman of The Royal Parks Audit Committee) and Apurva Bagri representing The Royal Parks Advisory Board were appointed with effect from 2003-04. The non-executives receive no remuneration for their role. The names and roles of the executive Management Board members are shown in Note 3.3 to the Accounts. The latter are paid employees of The Royal Parks, appointed under Civil Service Management Code conditions, and all Parks and sections are represented on the Board, which meets at least once a month.

Aims and objectives
The Royal Parks aims and objectives are noted on page 41.

Results
The Agency is funded via the DCMS Supply Estimate, Request for Resource 1.

Review of activities
The Chief Executive’s Statement on page 3 and the review of the year on pages 5 to 35 of the Report, look over activities for the year ended 31 March 2005. Details of the financial targets set for The Royal Parks by the Secretary of State and the achievement against these targets are at Note 19 to the Accounts. Details of other performance targets and achievements are noted on pages 37 to 40 of the Report.

2004-2005 Net Expenditure
The difference between Net Expenditure in 2004-05 and 2003-04 is accounted for mainly as a result of increased funding to cover one-off costs of £1.25m incurred by the Metropolitan Police Service (MPS) in setting up co-policing of The Royal Parks, with effect from 1 April 2004. The change in policing has resulted in lower staff costs but higher programme costs as The Royal Parks pay MPS for the service (see Notes 3 and 4 for more details).

Fixed assets
During 2004-05 the Diana Princess of Wales Fountain was completed and expenditure of £4.291m included in the cost of buildings in Note 7 to the Accounts. The addition to Assets under construction in 2004-05 relates to The Hub (a new sports Pavilion) in Regent’s Park (see Note 7 to the Accounts for more details).

Future developments
These are outlined in ‘The Year Ahead’ on page 42 of the Report. Further details of future developments and plans are contained in The Royal Parks Corporate Plan.

Pensions
Details of pension arrangements are at notes 3.1 and 3.3.

Management Board
Two non-executive Directors, Andrew Fenwick representing The Royal Parks Foundation (also Chairman of The Royal Parks Audit Committee) and Apurva Bagri representing The Royal Parks Advisory Board, were appointed with effect from 2003-04. The non-executives receive no remuneration for their role. The names and roles of the executive Management Board members are shown in Note 3.3 to the Accounts. The latter are paid employees of The Royal Parks, appointed under Civil Service Management Code conditions and all Parks and sections are represented on the Board, which meets at least once a month.

Royal Parks Advisory Board
The names of the Advisory Board members are noted on page 36 of the Report. The Royal Parks does not pay fees to the Advisory Board members.

Equal opportunities/disabled persons policy
The Royal Parks policy is 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.’

Consultation with employees
The Royal Parks considers it very important that employees understand the operations, aims and objectives of the Agency. The Management Board holds its monthly meetings at various Park locations and has an open forum for half an hour to provide staff with an opportunity to raise issues with the Board. The Chief Executive visits all Park locations on a regular basis. All staff can see the Framework Document and Corporate Plan.

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

Creditor payment policy
The Agency aims to settle all valid invoices within 30 days of receipt (as specified in the CBI code). During 2004-05 the Agency paid 96.3 per cent of invoices within this timescale. (2003-04 95.3 per cent).

Register of interests
Royal Parks maintains a Register of Interests for the Advisory Board and Non-Executive Directors of the Management Board, which is made available on request.

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

Mark Camley, Chief Executive
12 July 2005
I have no observations to make on these financial statements. I have no reason to believe that the financial transactions conform to the authorities which govern them and are applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. My review of the effectiveness of the system of internal control 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. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board and the Audit Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

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

Performance against Corporate Plan targets is measured and reported quarterly by the Management Board. In addition I have regular meetings with each Director to review progress in their areas against their business plan targets.

I certify that I have audited the financial statements on pages 50 and 53 under the Government Resources and Accounts Act 2000. These financial statements have been prepared under the historical cost convention as modified by the revaluation of certain fixed assets and the accounting policies set out on pages 50 and 53.

I have also evaluated the overall adequacy of the presentation of information in the financial statements.
### Statement of Total Recognised Gains and Losses

For the year ended 31 March 2005

<table>
<thead>
<tr>
<th>Note</th>
<th>2004-05 £000</th>
<th>2003-04 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrealised surplus/(loss) on the revaluation of fixed assets</td>
<td>2,973</td>
<td>1,375</td>
</tr>
<tr>
<td>Receipt of donated assets</td>
<td>1,997</td>
<td>-</td>
</tr>
<tr>
<td>Total recognised gains and losses for the financial year</td>
<td>4,970</td>
<td>1,375</td>
</tr>
</tbody>
</table>

The notes on pages 50 to 60 form an integral part of these accounts.

### Balance Sheet

As at 31 March 2005

<table>
<thead>
<tr>
<th></th>
<th>2004-05 £000</th>
<th>2003-04 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>40,739</td>
<td>34,495</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>7,496</td>
<td>7,020</td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors due within one year</td>
<td>25,083</td>
<td>21,149</td>
</tr>
<tr>
<td>Less income</td>
<td>7,496</td>
<td>7,020</td>
</tr>
<tr>
<td>Gross expenditure</td>
<td>34,155</td>
<td>32,441</td>
</tr>
<tr>
<td>Programme costs</td>
<td>25,083</td>
<td>21,149</td>
</tr>
<tr>
<td>Net expenditure</td>
<td>26,659</td>
<td>25,421</td>
</tr>
</tbody>
</table>

(Representing the net departmental cost of The Royal Parks)

The notes on pages 50 to 60 form an integral part of these accounts.

Mark Camley, Chief Executive
12 July 2005

### Net Expenditure Account

For the year ended 31 March 2005

<table>
<thead>
<tr>
<th>Note</th>
<th>2004-05</th>
<th>2003-04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff costs</td>
<td>6,456</td>
<td>8,883</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,374</td>
<td>1,054</td>
</tr>
<tr>
<td>Notional charges</td>
<td>2,142</td>
<td>1,065</td>
</tr>
<tr>
<td>Programme costs</td>
<td>25,083</td>
<td>21,149</td>
</tr>
<tr>
<td>Gross expenditure</td>
<td>34,155</td>
<td>32,441</td>
</tr>
<tr>
<td>Less income</td>
<td>7,496</td>
<td>7,020</td>
</tr>
<tr>
<td>Net expenditure</td>
<td>26,659</td>
<td>25,421</td>
</tr>
</tbody>
</table>

The notes on pages 50 to 60 form an integral part of these accounts.

Mark Camley, Chief Executive
12 July 2005

### Cash Flow Statement

For the year ended 31 March 2005

<table>
<thead>
<tr>
<th></th>
<th>2004-05 £000</th>
<th>2003-04 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash outflow from operating activities</td>
<td>(23,145)</td>
<td>(23,096)</td>
</tr>
<tr>
<td>Net parliamentary funding received</td>
<td>25,802</td>
<td>28,089</td>
</tr>
<tr>
<td>Capital expenditure and financial investment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of tangible fixed assets</td>
<td>(4,658)</td>
<td>(5,110)</td>
</tr>
<tr>
<td>Income for donated asset</td>
<td>1,997</td>
<td>-</td>
</tr>
<tr>
<td>Proceeds of disposal of fixed assets</td>
<td>1,242</td>
<td>1,065</td>
</tr>
<tr>
<td>Analysis of changes in cash balances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in cash held</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Reconciliation of operating cash flow to net expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net expenditure for the year</td>
<td>(26,059)</td>
<td>(25,472)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,374</td>
<td>1,314</td>
</tr>
<tr>
<td>Loss on disposal of assets</td>
<td>5</td>
<td>65</td>
</tr>
<tr>
<td>Notional charges</td>
<td>1,242</td>
<td>1,065</td>
</tr>
<tr>
<td>Early retirement costs</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Decrease in stocks</td>
<td>85</td>
<td>850</td>
</tr>
<tr>
<td>Decrease/(increase) in creditors</td>
<td>76</td>
<td>789</td>
</tr>
<tr>
<td>Notional income</td>
<td>(11)</td>
<td>(10)</td>
</tr>
<tr>
<td>Net cash outflow from operations</td>
<td>(23,145)</td>
<td>(23,096)</td>
</tr>
</tbody>
</table>

The notes on pages 50 to 60 form an integral part of these accounts.
1. Statement of accounting policies

The financial statements have been prepared in accordance with the Resource Accounting Manual issued by HM Treasury. The particular accounting polices adopted by The Royal Parks are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

a. Basis of Accounting

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

b. Fixed Assets

Most of The Royal Parks land and heritage/heritage assets other than buildings are given nil value. Expenditure on assets, which become an integral part of the land, is written off in the year of expenditure. However, buildings, the legal title of which remains with the Sovereign, are treated as owned by The Royal Parks and are included in fixed assets. Lodges within the parks that are used as dwelling places are valued based on the occupation of Specialized Park Buildings. Valuations are given using the 'depreciated replacement cost' method while other Park buildings are given at 'open market value for existing use'.

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'.

In 1994, when The Royal Parks properties were first valued for accounting purposes, residual properties were valued with reference to rental values. All of the properties were subject to a further physical revaluation between 1996 and 2003 and in the intervening years the values were indexed using the Halifax Group House Price Indexes. Other property valuations were updated annually using advice from a professional valuer and were subject to a physical revaluation between 1996 and 2003.

In 2002, as part of the rolling 5-year programme for revaluation of buildings, the base for valuation was reconsidered in line with the Resource Accounting Manual. It was agreed that the values should be the lower of replacement cost and recoverable amount, which for The Royal Parks is the value in use based on actual rents, rather than market rents. A number of the properties were subject to physical revaluation and the results were extrapolated to adjust the values of the other dwellings. This resulted in significant reductions in both the Gross Current Replacement Cost (£23,748m (£91.76 per cent) and Net Current Replacement Cost (£1608m (£5.27 per cent)). Other properties were subject to the physical revaluation for 2002 and the results were extrapolated to adjust the values of those not physically revalued, resulting in an increase of £2,188m in GCRC and an increase of £452m in NCRC.

In 2003 and 2004, a total of 41 per cent of properties by value were subject to physical revaluation. In addition, dwellings were revalued on the basis of actual rents recoverable and properties physically revalued in 2002 and subsequent years were revalued by a factor adjusted by the valuers. The net result of this was an increase in GCRC of £4,000m and a decrease in NCRC of £6,400m which was accounted for directly through the Revaluation Reserve.

In 2005, 97 per cent of properties by value were subject to physical revaluation. In addition, dwellings were revalued on the basis of actual rents recoverable and properties physically revalued between 2003-02 and 2003-04 were revalued by a factor adjusted by the valuers. The net result of this was an increase in GCRC of £767m and a decrease in NCRC of £673m which has been accounted for directly through the Revaluation Reserve.

As part of the course of construction are included in the balance sheet at their cost to The Royal Parks. Plant and machinery, fixtures, fittings, tools and equipment are valued at current replacement cost.

The minimum level for capitalisation as an individual or grouped fixed asset is £2000.

c. Donated Assets (Included those funded by Lottery 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 fixed 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 Net Expenditure Account.

d. Depreciation

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

- Buildings including dwellings up to 120 years
- Plant and machinery up to 10 years
- Fixtures, Fittings, Tools and Equipment: up to 30 years
- Leasehold

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

e. Stocks

The Royal Parks holds stocks of items, mainly its own publications, which are predominantly used as promotional material, although a limited number are sold. All the stock is valued at nil given the limited number of sales.

f. Income

All income is shown net of value added tax.

Residential, Commercial and Utility licence fees are accounted for as income in the period when they are due for payment rather than when being allocated over the whole period to which they relate.

All other income is accounted for in the period to which it relates.

g. Personnel Costs

Personnel benefits are provided by the Principal Civil Service Pension arrangements. The rate of the employer's contribution is determined under the Multi-employer defined benefit scheme, but The Royal Parks is unable to identify its share of the underlying assets and liabilities of that scheme. The Scheme Actuary valued the scheme as at 31 March 2003. You can find details in the resource accounts of the Cabinet Office Civil Superannuation (www.defence-pensions.gov.uk).

j. Derivatives

FRS 13, Derivatives and other financial instruments, requires an entity to disclose details of various risks that they are exposed to in respect of financial derivatives. The FRS exempts disclosures in respect of short-term and forward positions.

The majority of funding for The Royal Parks comes from a grant from DCMS. In 2004-05 net funding of £26,859,925 was received from DCMS. £7,485,157 was generated from operations. Given that 70 per cent of income is from DCMS, grants to The Parks are not subject to a material liquidity risk. (Comparability figures for 2003-04 were £25,618,922, £7,009,470 and 78 per cent).

The Royal Parks does not hold a cash balance other than petty cash. Its bank balances are valued on a weekly basis to DCMS. 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.

2. Related party transactions

The Department for Culture, Media and Sport (DCMS) is regarded as a related party. During the year The Royal Parks had material transactions with the Department as disclosed in these accounts (see Note 5). In addition, The Royal Parks received grants from the DCMS, in 2004-05, equivalent to £26,859,925, of which £7,485,157 were generated from operations, £4,578,868 relate to the Grosvenor Heritage Foundation, totalling £179,188, including salary costs for three members of staff seconded to The Foundation. None of the board members, key managerial staff or other related parties has undertaken any material transactions with The Royal Parks during the year.

3. Staff numbers and related costs

3.1 Staff costs for the year were as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003-2004</td>
<td>£160</td>
</tr>
<tr>
<td>2004-2005</td>
<td>£180</td>
</tr>
</tbody>
</table>

For 2004-05, employment costs of £180m included £130m paid to the DCMS. Excluding payroll and related costs contributions of £40m were paid to or on behalf of three appointed stakeholders pension providers. Employee contributions are age-related and range from 3 to 25 per cent of personal pay. Employer also matches employee contributions up to 3 per cent of personal pay in addition employer contributions of £23,368,500 are paid to the DCPS 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 pension providers at the balance sheet date were £513m. Contributions prepaid at that date were nil.

3.2 The monthly average number of staff (full time equivalents) employed by The Royal Parks during the year was: 50

For the year ended 31 March 2005

The Department for Culture, Media and Sport (DCMS) is regarded as a related party. During the year The Royal Parks had material transactions with The Department as disclosed in these accounts (see Note 5). In addition, The Royal Parks received grants from the DCMS, in 2004-05, equivalent to £26,859,925, of which £7,485,157 were generated from operations, £4,578,868 relate to the Grosvenor Heritage Foundation, totalling £179,188, including salary costs for three members of staff seconded to The Foundation. None of the board members, key managerial staff or other related parties has undertaken any material transactions with The Royal Parks during the year.

4. Financial information

4.1 Financial information may be obtained from HM Treasury.

Notes to the accounts
3.3 Salary and pension entitlements

The following sections provide details of the remuneration and pension interests of the Chief Executive and Management Board members of The Royal Parks.

a) Remuneration

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>2004-05</th>
<th>2003-04</th>
</tr>
</thead>
<tbody>
<tr>
<td>William Weston</td>
<td>Chief Executive</td>
<td>115-120</td>
<td>70-75</td>
</tr>
<tr>
<td>Bernadette Kenny</td>
<td>Interim Chief Executive (to 31 January 2005)</td>
<td>15-20</td>
<td>N/A</td>
</tr>
<tr>
<td>Derek Pollock</td>
<td>RPC Chief Officer (to 26 July 2004)</td>
<td>15-20</td>
<td>50-55</td>
</tr>
<tr>
<td>Mike Fitt</td>
<td>Director of Parks</td>
<td>55-60</td>
<td>50-55</td>
</tr>
<tr>
<td>Sandra Smith</td>
<td>Director of Resources (to 13 February 2005)</td>
<td>45-50</td>
<td>50-55</td>
</tr>
<tr>
<td>Anne Moore</td>
<td>Director of Resources and Business Planning (from 14 February 2005)</td>
<td>0-5</td>
<td>N/A</td>
</tr>
<tr>
<td>Simon Betts</td>
<td>Director of Estates</td>
<td>45-50</td>
<td>45-50</td>
</tr>
<tr>
<td>Sara Lom</td>
<td>Director of Public Affairs (to 15 July 2004)</td>
<td>15-20</td>
<td>55-60</td>
</tr>
<tr>
<td>Alison Dickens</td>
<td>Director of Major Projects (to 15 August 2003)</td>
<td>N/A</td>
<td>20-25</td>
</tr>
<tr>
<td>Greg McErlean</td>
<td>Director of Major Projects (from 15 December 2004)</td>
<td>15-20</td>
<td>N/A</td>
</tr>
<tr>
<td>Andy McLellan</td>
<td>Director of Policy and Chief Operating Officer</td>
<td>70-75</td>
<td>65-70</td>
</tr>
</tbody>
</table>

*The Chief Executive received a compensation payment when he left office.

Salary

Salary includes gross salary, performance pay or bonuses and any allowance or payment to the extent that it is subject to UK taxation.

b) Pension benefits

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Real increase in Pension and related lump sum at age 60</th>
<th>Accrued Pension CETV at 31/3/04</th>
<th>CETV at 31/3/05</th>
<th>Real increase in CETV</th>
<th>Employee contributions and transfers in CETV</th>
</tr>
</thead>
<tbody>
<tr>
<td>William Weston</td>
<td>Chief Executive</td>
<td>0-2.5 lump sum 0-2.5, 0-5.0 lump sum 10-15</td>
<td>57</td>
<td>73</td>
<td>12</td>
<td>0.25</td>
</tr>
<tr>
<td>Bernadette Kenny</td>
<td>Interim Chief Executive (from 24 January 2005)</td>
<td>0-2.5 lump sum 0-2.5, 25-30 lump sum 85-90</td>
<td>417</td>
<td>422</td>
<td>3</td>
<td>0.25</td>
</tr>
<tr>
<td>Derek Pollock</td>
<td>RPC Chief Officer (to 26 July 2004)</td>
<td>0-2.5 lump sum 0-2.5, 15-20 lump sum 55-60</td>
<td>279</td>
<td>279</td>
<td>0</td>
<td>0.25</td>
</tr>
<tr>
<td>Mike Fitt</td>
<td>Director of Parks</td>
<td>0-2.5 lump sum 25-50, 20-25 lump sum 70-75</td>
<td>385</td>
<td>418</td>
<td>16</td>
<td>0.25</td>
</tr>
<tr>
<td>Sandra Smith</td>
<td>Director of Resources (to 13 February 2005)</td>
<td>0-2.5, 20-25 lump sum 10-15</td>
<td>116</td>
<td>139</td>
<td>2</td>
<td>0.25</td>
</tr>
<tr>
<td>Simon Betts</td>
<td>Director of Estates</td>
<td>0-2.5 lump sum 0-2.5, 0-5.0 lump sum 10-15</td>
<td>73</td>
<td>87</td>
<td>10</td>
<td>0.25</td>
</tr>
<tr>
<td>Sara Lom</td>
<td>Director of Public Affairs (to 15 July 2004)</td>
<td>0-2.5 lump sum 0-2.5, 0-5.0 lump sum 10-15</td>
<td>28</td>
<td>31</td>
<td>3</td>
<td>0.25</td>
</tr>
<tr>
<td>Andy McLellan</td>
<td>Director of Policy and Chief Operating Officer</td>
<td>0-2.5 lump sum 0-2.5, 20-25 lump sum 65-70</td>
<td>327</td>
<td>380</td>
<td>12</td>
<td>0.25</td>
</tr>
</tbody>
</table>
Civil Service pensions

Pension benefits are provided through the CSP arrangements from 1 October 2002. Civil servants may be in one of three statutory based ‘final salary’ defined benefit schemes (classic, premium and classic plus). The schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. Annuities payable under classic, premium and classic plus are increased annually in line with changes in the Retail Prices Index. New entrants after 1 October 2002 may choose between membership of premium or a good quality ‘money purchase’ stakeholder arrangement 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 and classic plus. Benefits in classic accrue at the rate of 1/80th of pensionable salary 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 1/80th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

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 the account. Employers do 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 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

Further details about the CSP arrangements can be found at the website www.civilservice-pensions.gov.uk.

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 details that the individual has accrued as a consequence of their total membership of the pension scheme, not their service in a senior capacity to which disclosure applies. The CETV figures and from 2004-05 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the CSP arrangements and for which the CSWaV has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

c) Royal Parks Advisory Board

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

4. Programme costs

<table>
<thead>
<tr>
<th></th>
<th>Parks</th>
<th>RPC</th>
<th>2004-05</th>
<th>Total</th>
<th>Parks</th>
<th>RPC</th>
<th>2003-04</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultancies</td>
<td>625</td>
<td>8</td>
<td>633</td>
<td>567</td>
<td>48</td>
<td>625</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telecommunications</td>
<td>108</td>
<td>67</td>
<td>175</td>
<td>167</td>
<td>58</td>
<td>225</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Works maintenance</td>
<td>7,561</td>
<td>13</td>
<td>7,574</td>
<td>7,733</td>
<td>5</td>
<td>7,738</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grounds Maintenance</td>
<td>6,495</td>
<td></td>
<td>6,495</td>
<td>6,613</td>
<td></td>
<td>6,613</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nursery</td>
<td>1,020</td>
<td></td>
<td>1,020</td>
<td>936</td>
<td></td>
<td>936</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trees</td>
<td>312</td>
<td></td>
<td>312</td>
<td>372</td>
<td></td>
<td>372</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>62</td>
<td>1</td>
<td>63</td>
<td>24</td>
<td>117</td>
<td>141</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle hire</td>
<td>122</td>
<td>114</td>
<td>236</td>
<td>117</td>
<td>154</td>
<td>271</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cleaning contracts</td>
<td>835</td>
<td>87</td>
<td>922</td>
<td>798</td>
<td>70</td>
<td>868</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entertainments</td>
<td>124</td>
<td></td>
<td>124</td>
<td>147</td>
<td></td>
<td>147</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>544</td>
<td>563</td>
<td>646</td>
<td>24</td>
<td>670</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service contracts</td>
<td>441</td>
<td>97</td>
<td>538</td>
<td>543</td>
<td>378</td>
<td>923</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Metropolitan Police Service (i)</td>
<td></td>
<td>5,041</td>
<td>5,041</td>
<td></td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>1,108</td>
<td>115</td>
<td>1,223</td>
<td>1,376</td>
<td>441</td>
<td>1,817</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landscape development</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>19,357</td>
<td>5,726</td>
<td>25,083</td>
<td>19,853</td>
<td>1,296</td>
<td>21,149</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(i) Since the introduction of co-policing of the Parks on 1 April 2004, charges have been made by the MPS for the service, which accounts for lower expenditure on other headings for the RPC and overall salaries (Note 3.1).

5. Cost of capital and other notional charges

<table>
<thead>
<tr>
<th></th>
<th>2004-05</th>
<th>2003-04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest charges (i)</td>
<td>1,266</td>
<td>1,059</td>
</tr>
<tr>
<td>Audit fee (ii)</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>1,292</td>
<td>1,095</td>
</tr>
</tbody>
</table>

(i) A charge, reflecting the cost of capital utilised by the Agency is included in operating costs. The charge is calculated at the Government’s standard rate of 3.5 per cent in real terms on all assets, except donated assets, less liabilities.

(ii) A notional charge has been made for the amount advised by the National Audit Office.

Footnotes to the Accounts continued For the year ended 31 March 2005
Land and buildings are valued in accordance with the accounting policy described at Note 1b. Mills & Wood, Surveyors and Valuers undertook the professional valuation of property for 2004-05.

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. Freehold buildings with an opening valuation of £833,696, in year revaluation of £44,000, opening depreciation of £337,655, in year depreciation of £14,329 and revaluation depreciation of £70,912 are included in the above table. The net book value of these buildings was £496,041 at 31 March 2004 and £493,712 at 31 March 2005.

The transfer from Assets under Construction to Buildings relates to prior year’s costs of building the Diana, Princess of Wales Memorial Fountain, which was completed in July 2004. Assets under construction as at 31 March 2005 represent the costs relating to The Hub (a new Pavilion) in Regent’s Park, which is being funded by Lottery bonds and donations via The Royal Parks Foundation. £1,997,241 had been raised and has been accounted for through the donated asset reserve account.

The Royal Parks has a 99-year lease on Pembroke Lodge in Richmond Park of which 86 years remained unexpired at 31 March 2005. The property is included in land and buildings at a value of £770,000.

### 7. Fixed assets

<table>
<thead>
<tr>
<th></th>
<th>Land and Buildings</th>
<th>Dwellings</th>
<th>Plant and Machinery</th>
<th>Fixtures, fittings, tools and equipment</th>
<th>Assets in the course of Construction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Cost/Valuation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April 2004</td>
<td>43,862</td>
<td>4,263</td>
<td>359</td>
<td>5,927</td>
<td>3,256</td>
<td>57,667</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer</td>
<td>2,975</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(2,975)</td>
<td>-</td>
</tr>
<tr>
<td>Additions</td>
<td>1,356</td>
<td>-</td>
<td>32</td>
<td>185</td>
<td>3,125</td>
<td>4,658</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>(82)</td>
<td>(11)</td>
<td>-</td>
<td>(92)</td>
</tr>
<tr>
<td>Revaluation</td>
<td>9,271</td>
<td>402</td>
<td>4</td>
<td>70</td>
<td>-</td>
<td>9,747</td>
</tr>
<tr>
<td>At 31 March 2005</td>
<td>57,424</td>
<td>4,665</td>
<td>315</td>
<td>6,171</td>
<td>3,406</td>
<td>71,881</td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April 2004</td>
<td>18,355</td>
<td>886</td>
<td>314</td>
<td>3,617</td>
<td>-</td>
<td>23,172</td>
</tr>
<tr>
<td>Charged in year</td>
<td>914</td>
<td>104</td>
<td>22</td>
<td>334</td>
<td>-</td>
<td>1,374</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>(67)</td>
<td>(11)</td>
<td>-</td>
<td>(78)</td>
</tr>
<tr>
<td>Revaluation</td>
<td>6,617</td>
<td>116</td>
<td>3</td>
<td>38</td>
<td>-</td>
<td>6,774</td>
</tr>
<tr>
<td>At 31 March 2005</td>
<td>25,886</td>
<td>1,106</td>
<td>272</td>
<td>3,978</td>
<td>-</td>
<td>31,242</td>
</tr>
<tr>
<td>Net book value</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 March 2005</td>
<td>31,538</td>
<td>3,559</td>
<td>43</td>
<td>2,193</td>
<td>3,406</td>
<td>40,739</td>
</tr>
<tr>
<td>At 31 March 2004</td>
<td>25,507</td>
<td>3,377</td>
<td>45</td>
<td>2,310</td>
<td>3,256</td>
<td>34,485</td>
</tr>
</tbody>
</table>
### 8. Debtors

<table>
<thead>
<tr>
<th></th>
<th>2004-05 £000</th>
<th>2003-04 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>779</td>
<td>1,214</td>
</tr>
<tr>
<td>Other central government departments (Lottery debtors)</td>
<td>750</td>
<td>-</td>
</tr>
<tr>
<td>Local authorities (Metropolitan Police)</td>
<td>55</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>116</td>
<td>688</td>
</tr>
<tr>
<td>Value Added Tax</td>
<td>889</td>
<td>1,636</td>
</tr>
<tr>
<td>Prepayments</td>
<td>-</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,629</strong></td>
<td><strong>3,565</strong></td>
</tr>
</tbody>
</table>

### 9. Cash at bank and in hand

<table>
<thead>
<tr>
<th></th>
<th>2004-05 £000</th>
<th>2003-04 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>(7)</td>
<td>(12)</td>
</tr>
<tr>
<td>Movement during the year</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td>(3)</td>
<td>(7)</td>
</tr>
</tbody>
</table>

### 10. Creditors: amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2004-05 £000</th>
<th>2003-04 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade creditors</td>
<td>1,985</td>
<td>1,973</td>
</tr>
<tr>
<td>Accruals</td>
<td>2,366</td>
<td>2,307</td>
</tr>
<tr>
<td>Other taxation and social security</td>
<td>116</td>
<td>191</td>
</tr>
<tr>
<td>Deferred income</td>
<td>125</td>
<td>245</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,792</strong></td>
<td><strong>4,755</strong></td>
</tr>
</tbody>
</table>

### 11. Leases and hire purchase obligations

<table>
<thead>
<tr>
<th></th>
<th>2004-05 £000</th>
<th>2003-04 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating lease rentals for vehicles and equipment due within next year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leases expiring within one year</td>
<td>42</td>
<td>31</td>
</tr>
<tr>
<td>Leases expiring within two to five years</td>
<td>37</td>
<td>186</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>79</strong></td>
<td><strong>217</strong></td>
</tr>
</tbody>
</table>

During 2005-06 some leases will be terminated early as a result of RPC officers transferring to the Metropolitan Police Service. However, as the timing for the transfer is uncertain, a full year's obligations are recorded.

### 12. Provision for early retirement costs

<table>
<thead>
<tr>
<th></th>
<th>2004-05 £000</th>
<th>2003-04 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 April</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>Decrease in provision</td>
<td>-</td>
<td>(1)</td>
</tr>
<tr>
<td>Payable within one year</td>
<td>-</td>
<td>(2)</td>
</tr>
<tr>
<td><strong>Balance 31 March</strong></td>
<td>-</td>
<td>0</td>
</tr>
</tbody>
</table>

### 13. Revaluation reserve

<table>
<thead>
<tr>
<th></th>
<th>2004-05 Unrealised £000</th>
<th>2003-04 Unrealised £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 April</td>
<td>5,852</td>
<td>4,775</td>
</tr>
<tr>
<td>Amalgamation revaluation during the year (net)</td>
<td>2,973</td>
<td>1,375</td>
</tr>
<tr>
<td>Transferred to General Reserve in respect of unrealised element of revaluation reserve</td>
<td>(376)</td>
<td>(298)</td>
</tr>
<tr>
<td><strong>Balance 31 March</strong></td>
<td>8,487</td>
<td>5,852</td>
</tr>
</tbody>
</table>
14. Donated asset reserve

<table>
<thead>
<tr>
<th></th>
<th>2004-05</th>
<th>2003-04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 April</td>
<td>494</td>
<td>504</td>
</tr>
<tr>
<td>Additions in year</td>
<td>1,987</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation charged in year</td>
<td>(13)</td>
<td>(13)</td>
</tr>
<tr>
<td>Balance 31 March</td>
<td>2,480</td>
<td>494</td>
</tr>
</tbody>
</table>

15. General fund

<table>
<thead>
<tr>
<th></th>
<th>2004-05</th>
<th>2003-04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 April</td>
<td>26,991</td>
<td>22,913</td>
</tr>
<tr>
<td>Add:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funding from DCMS</td>
<td>25,802</td>
<td>28,089</td>
</tr>
<tr>
<td>Notional and non-cash charges and income</td>
<td>1,256</td>
<td>1,112</td>
</tr>
<tr>
<td>Transfer from revaluation reserve</td>
<td>358</td>
<td>298</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net expenditure for the year</td>
<td>(26,659)</td>
<td>(25,421)</td>
</tr>
<tr>
<td>Balance 31 March</td>
<td>27,748</td>
<td>26,991</td>
</tr>
</tbody>
</table>

16. Post balance sheet events

There is no material post balance sheet event required to adjust the accounts or to be disclosed.

17. Capital commitments

The Royal Parks had £1,047,836 of contracted capital commitments as at 31 March 2005 and £393,386 as at 31 March 2004. In this context capital commitments relates to items which become fixed assets.

18. Contingent liabilities

The Royal Parks has a number of outstanding claims for compensation for personal injury, the outcomes of which are uncertain.

19. Key corporate financial target

The Royal Parks achieved £6.5 million of income compared with a target of £6.6 million, overall income was up 22.6 per cent compared with £5.3 million in 2003-04. While catering showed an increase of 10 per cent to £1.4 million, car parking concession income rose only 12 per cent to £1.0 million. The income target is based on an adjusted figure shown in the accounts and thus amounts are not directly comparable.

Supporters of The Royal Parks

Regent’s Park Sports Project
Atley
Adidas
Aerial Camera Systems
The Big Lottery Fund
Capital Park Cricket
The Charles Dunstone Charitable Trust
The Football Association
The Football Foundation
London Marathon Charitable Trust
The Lords Taxpayers
Marylebone Cricket Club
Nike (UK) Ltd
The Horn Alliah & The Hon Mrs Nisha Paul
Sport England
Sportsmatch
Westminster City Council
The Weston Family

Buxton Park Restoration Project
Heritage Lottery Fund
Biokids Garden History Group
The British Land Company
Bucknall Austin
Fenwick & Co
Fennell Limited
Fondation Company
Griffiths Osborne Ltd
Mandarin Oriental Hyde Park Hotel
North East Essex Decorative Arts Society
Savill Ark Society
S McCracken & Sons Ltd
The Weston Family

Others
BAAB
Central London Partnership
Daily Mail & General Trust
EC: Soft Ice
The Forster Company
Friends of the Royal Parks
Greenwich School of Management
Hyde Park Appeal
Nettleton Ltd
Park Café
Royal Parks Trust Appeal
The Prince’s Trust
Red Bull
Richmond Park Charitable Trust
Service Team
Tango Al Fresco
Tetley Special Tea
Waitrose