

BROMPTON CEMETERY

BUSHY PARK

THE GREEN PARK

GREENWICH PARK

HYDE PARK

KENSINGTON GARDENS

THE REGENT'S PARK  
WITH PRIMROSE HILL

RICHMOND PARK

ST JAMES'S PARK

Chief Executive's foreword	2
Management structure	3
Managing our environment	4
Getting people involved	7
Encouraging sport	10
Protecting our wildlife	13
Enhancing the visitor experience	16
Looking after our heritage	19
Working behind the scenes	22
Performance against key targets	24
Quality targets	25
The year ahead	26
Accounts	27

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THE  
ROYAL  
PARKS

# THE ROYAL PARKS ANNUAL REPORT AND ACCOUNTS 2005-06

## Chief Executive's foreword

MILLIONS OF PEOPLE VISIT LONDON'S ROYAL PARKS FOR FREE EVERY YEAR. THEY DO SO FOR DIVERSE REASONS – TO EXPERIENCE THE WILDLIFE, TO SOAK UP THE HISTORY, TO PARTICIPATE IN SPORT, TO ATTEND ONE OF THE MANY EVENTS WE HOST, OR SIMPLY TO SIT BACK AND ENJOY THE BEAUTIFUL NATURAL SURROUNDINGS. WHATEVER REASON PEOPLE VISIT, WE WANT THEM TO GET THE MOST FROM THEIR EXPERIENCE – AND WE WORK HARD TO MAKE SURE THAT THE ROYAL PARKS ARE WONDERFUL PLACES TO COME TO, AGAIN AND AGAIN.



When I arrived, in May 2005, we were part way through the final year of our two year Corporate Plan. That plan set out the agency's purpose as:

"to balance our responsibility to protect, conserve and enhance the unique landscapes, environments, heritage and vistas of the eight Royal Parks in London with active and creative policies to encourage wide access to them and increase opportunities for enjoyment, delight, sanctuary, information, education, creativity and healthy recreation for everyone, now and in the future."

And it has helped us to deliver a number of significant achievements – education and community engagement up from around 12,000 participants to 23,000 participants; self generated income up from £6.5m to £7.2m; and two of our Parks gaining Green Flag status.

Our new corporate plan will build on these achievements, and sets challenging targets for the coming three years. It also seeks to put The Royal Parks at the centre of London and all the communities and visitors we serve, by better understanding their needs and ensuring continued relevance of these wonderful landscapes.

We are in huge debt of thanks to the Royal Parks Foundation who continue their dedicated involvement in raising funds for the Parks and our volunteers who give endless hours of invaluable support to gardening, education and visitor services.

With clear evidence of the value that green space can contribute to mental and physical wellbeing and as the reality of climate change impacts us all, I believe that our Parks will have an increasingly important role to play in the years ahead. We need to be ready for that challenge.

**MARK CAMLEY**  
Chief Executive, The Royal Parks

## Management structure

THE SECRETARY OF STATE FOR CULTURE, MEDIA AND SPORT IS THE MINISTER RESPONSIBLE FOR THE ROYAL PARKS, ALTHOUGH SOME RESPONSIBILITIES HAVE BEEN DELEGATED TO THE MINISTER FOR CULTURE. THE SECRETARY OF STATE DETERMINES POLICY OBJECTIVES, FINANCIAL FRAMEWORK AND ALLOCATION OF FINANCIAL RESOURCES, INCLUDING KEY TARGETS AND ALSO APPROVES THE FRAMEWORK DOCUMENT, CORPORATE AND BUSINESS PLANS FOR THE ROYAL PARKS.



The Permanent Secretary is Accounting Officer for the Department and has designated the Chief Executive as Accounting Officer for the agency.

### THE CHIEF EXECUTIVE

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

### THE MANAGEMENT BOARD

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

The Executive Directors of the Management Board are:

- Mark Camley, Chief Executive
- Simon Betts, Director of Estates
- Jo Brigham, Director of Strategy and Marketing
- Colin Buttery, Director of Parks and Deputy CE
- Greg McErlean, Director of Major Projects
- Anne Moore, Director of Resources and Business Planning

The Non Executive Directors of the Management Board are:

- The Hon. Apurv Bagri
- Andrew Fenwick

### THE MINISTERIAL ADVISORY BOARD

The Advisory Board provides independent advice to the Secretary of State, Culture Minister and Chief Executive of The Royal Parks on the agency's strategic direction, plans and performance. The Advisory Board has no line or executive responsibilities. Members are appointed by the Secretary of State and drawn from outside the Department.

### THE MEMBERS OF THE ADVISORY BOARD ARE:

- |                                |  |
|--------------------------------|--|
| Peter B Ellwood CBE, Chairman  | Chairman ICI   |
| The Hon Apurv Bagri            | Group Managing Director, Metdist Ltd   |
| Professor Sir Peter Crance FRS | Director, Royal Botanic Gardens, Kew   |
| Emir Feisal FCMA               | Head of Finance, The Sunday Times  |
| Yvla French                    | Executive Director, The Campaign for Museums and Marketing Communications Consultant |

Attendance also includes:

- |                  |  |
|------------------|--|
| Mark Camley      | The Royal Parks                        |
| Dr Ingrid Samuel | Department for Culture Media and Sport |

# 'AS A LOCAL RESIDENT, THE WOODLAND GARDENS IN BUSHY PARK HAVE BEEN PART OF OUR FAMILY LIFE FOR 30 YEARS'



CHRISSIE, BUSHY PARK VOLUNTEER

## Managing our environment

THERE ARE EIGHT ROYAL PARKS: BUSHY PARK, THE GREEN PARK, GREENWICH PARK, HYDE PARK, KENSINGTON GARDENS, THE REGENT'S PARK WITH PRIMROSE HILL, RICHMOND PARK AND ST JAMES'S PARK. THE ROYAL PARKS IS RESPONSIBLE FOR MANAGING THESE SPACES AND CONSERVING THEM FOR FUTURE GENERATIONS TO ENJOY. WE ALSO TEND A NUMBER OF OTHER GREEN SPACES IN LONDON, INCLUDING BROMPTON CEMETERY, THE GARDENS OF 10, 11 AND 12 DOWNING STREET, VICTORIA TOWER GARDENS AND GROSVENOR SQUARE GARDENS.

We work to manage and enhance the historic landscapes of the Royal Parks, so that as many people as possible can enjoy them for many years to come. Keeping 5,000 acres of urban parkland stocked with healthy trees and plants is no small task. We have our own nurseries and a dedicated team who work hard to maintain, enhance and protect the Parks' many horticultural delights.

This year we recruited a Landscape Architect to add to the specialist skills of our in-house team and awarded new contracts for the landscape maintenance of the Parks for the next five years. We also commissioned a number of landscape consultants who have provided us with exciting new designs for planting areas, tree stations, entrances and car parks, as well as looking at landscape strategies in both Greenwich Park and Kensington Gardens.

The parks have been home to a spectacular variety of trees for many centuries and provide enjoyment for many visitors; whether to examine the species, wonder at the majesty or sit quietly in their shade. Richmond Park is a leading UK site for ancient trees, particularly oaks, which have great historic and ecological importance. Managing our trees and plants, from planting to old age, is one of our principal tasks and this year we carried out an extensive planting programme. Our collection of ornamental trees, shrubs and flower gardens is well loved by our visitors (whether with two, four or more legs!) and we have continued to lovingly nurture and enhance these.

### RESTORING THE BAROQUE AVENUES AT GREENWICH

We began the programme to restore the Park's original Baroque Avenues six years ago. These date back to the 17th Century, during the reign of Charles II, and were inspired by the designs of Andre le Notre (gardener to Louis XIV) who created the famous gardens at the Palace of Versailles. As part of this programme we have now planted 560 new trees, mainly horse chestnut, sweet chestnut and lime.

### MORE PLANTING AT KENSINGTON AND ST JAMES'S

We increased the number of trees in Kensington Gardens this year too, planting birch, field maple and larch. These were chosen specifically for their beautiful autumn leaf colour and will strengthen our autumnal theme in years to come. We also planted 2,000 square metres of new ornamental trees, shrubs and hardy perennials at Marlborough Gate. While in St James's, in addition to the usual and much admired array of glorious bedding, we planted the 'Field of Gold' comprising of 40,000 February Gold daffodils, as a symbol for Marie Curie Cancer Care.

### DEVELOPMENTS AT RICHMOND

150 new trees were planted in Richmond Park, including a small number of native Elms grown from cuttings. The elm was a very popular species in the Parks up until the 1970s when Dutch elm disease destroyed many. We are hoping to re-establish disease resistant elms in Richmond. The cuttings we took last year from the black poplar trees have also taken root, and we will be looking to plant these in our other Parks, as well as more widely, as part of our ongoing efforts to protect what is now one of Britain's rarest native trees.



**DID YOU KNOW?  
THE MAJORITY OF  
TREES IN ST JAMES'S  
PARK ARE LONDON  
PLANE TREES WHICH  
HELP TO IMPROVE  
THE AIR QUALITY BY  
ABSORBING VEHICLE  
FUMES AND  
FILTERING HARMFUL  
POLLUTANTS.**

Our veteran tree management this year has concentrated on the safety of the Park's 1,200 veteran trees, which include an 800-year old oak and rare hawthorn and black poplar trees.

The effects of the recent extreme weather continue to be seen in the number of dead trees at Richmond, with surface-rooting species like beech and birch particularly badly hit. We have also been visited again by the Horse Chestnut Leaf Miner – now a widespread pest across south and west London, despite only being discovered in Britain a few years ago.

Substantial replanting has also been carried out in the Isabella Plantation, using shrubs propagated and grown in Richmond's own nursery.

#### **BUSHY PARK RESTORATION**

Our exciting Bushy Park Restoration Project has continued and in January the project was given a massive boost when, with support from the Foundation, we were notified of a £4.5 million award from The Heritage Lottery Fund. This will enable us to carry out 87 important projects in the Park, including restoring the beautiful Woodland Gardens – work which is now underway, thanks to the efforts of our Head Gardener and a new team of local gardening volunteers.

#### **ST JAMES'S PARK REEDBED**

Reedbeds were once widespread in London, but over the years many have been destroyed, and they are now considered priority habitats that require careful conservation. We were extremely fortunate to secure £24,000 of funding last year from Reed Elsevier to create new reedbeds at St James's and this work has now been carried out by a dedicated team of volunteers. The new habitat will support a rich mix of plants, as well as providing shelter, nest sites and food for a huge variety of wildlife, including some of the UK's rarest species.

#### **GREEN FLAGS AWARDED TO TWO PARKS**

Given our efforts to protect and enhance the natural environment of the Parks, we are pleased that both Greenwich and Regent's Park received Green Flag Awards this year. The award scheme, managed by the Civic Trust, is the national standard for parks and green spaces in England and Wales. Winning sites are judged to be welcoming, safe and well maintained with a strong involvement of the local community. We are hopeful that Bushy Park, Hyde Park and Kensington Gardens will be added to the list this coming year, and that all the Royal Parks will have Green Flags by 2007-08.

#### **ENVIRONMENTAL EXCELLENCE**

We have introduced recycling as part of our obligations under ISO 14001, the environmental management system we follow at the Parks. Following audits last autumn and spring, we are pleased to report that we have retained this accreditation, and as such, we are continually working to introduce new environmentally-focused initiatives.

#### **NEW GROUND MAINTENANCE CONTRACTS**

Five-year contracts were awarded, worth a total of £6.3 million annually, for the landscape maintenance of the Royal Parks. The contracts started in March 2006 and are for the horticultural, cleansing and landscaping works for the Parks. A requirement of these contracts is to report on waste and improving recycling measures.

**'MY FAVOURITE THING WAS LOOKING AT THE INSECTS, AND WE SAW LOADS OF NEWTS'**



STUDENTS, KEY STAGE TWO

## Getting people involved

THE ROYAL PARKS ARE FULL OF OPPORTUNITIES FOR ENJOYMENT, EXPLORATION AND HEALTHY LIVING – AND WE WANT AS MANY PEOPLE AS POSSIBLE TO GET INVOLVED, AND BENEFIT FROM VISITING US. WITH THIS IN MIND, WE RUN A WIDE RANGE OF EDUCATIONAL, ENGAGEMENT AND VOLUNTEERING PROGRAMMES, DESIGNED TO ENCOURAGE PEOPLE TO BECOME MORE INTERESTED IN THEIR ENVIRONMENT AND IN THE BIODIVERSITY OF THE ROYAL PARKS IN PARTICULAR.

### ALL ABOUT EDUCATION

This year we ran numerous education programmes aimed at drawing new audiences into the Parks to find out more about our diverse horticulture and wildlife. These included the Key Stage 2 discovery programme in Bushy Park, Hyde Park, Kensington Gardens and in partnership with the Holly Lodge Centre, in Richmond. Over 15,600 pupils from schools across London took part in a broad variety of activities, ranging from our ever popular pond dipping sessions and mini beast safaris, to map reading, habitat trails and tree maths.

In Greenwich Park, we ran a new programme focusing on Victorian living history. Over 900 young people dressed up in period costume and joined with their teachers in a Victorian debate. It was a huge success, so much so that we will be running the programme again next year and are now developing a Tudor version to take place in Hyde Park.

Our successful Wildlife for All programme, in partnership with the RSPB, has now come to an end. Over the last three years, the scheme has introduced over 36,000 people from schools and community groups to the wildlife of the Royal Parks – including many under-represented audiences. Feedback has been extremely positive, and the programme has created a strong legacy for both partner organisations to take forward, and for those groups who have been encouraged to develop an ongoing relationship with their local natural heritage. This programme won the 'Animals and the Environment' category of the prestigious Charity Awards 2006.

In the coming year, we are looking forward to a new programme called 'Wild in the Parks', another major partnership between the RSPB and The Royal Parks. This three-year project has been made possible by a £369,000 grant from the Heritage Lottery Fund, and will engage people in a variety of activities including tailored events, an environmental education programme for schools, and a new demonstration wildlife garden in Regent's Park.

### GETTING YOUNG PEOPLE INTO GREEN SPACES

In September, we joined forces with The Prince's Trust to provide a new course called 'Get into Green Spaces'. An innovative pilot scheme, funded by the Learning Skills Council and the European Social Fund, the course enabled a group of unemployed 16-25 year olds to learn new skills and find out about a new industry. It took place in Bushy Park, our second largest Royal Park, and during the week the young people got to learn about many different aspects of park management, including planning, tree management, grounds and sports maintenance, landscaping and planting.

### A WALK IN THE PARKS

Our guided walks continue to prove an excellent way for people to discover the Parks and learn about our vast range of flora and fauna. We run these in several of our Parks – last year we held over 25 in St James's alone. We often tie these into wider events or promotions – for example, we organised "Wet, Wet, Wet" walks (focusing on the importance of reed beds) on World Environment Day, and "Trees are for Life" walks during National Tree Week.

We have run similar walks in Hyde Park too, enabling people to share information on topics such as spring, birds and water. We have increased our programme of walks in partnership with members of the Richmond Park Wildlife Group and the Friends of Richmond Park, while in Kensington Gardens, we have arranged Art and Architecture, and Peter Pan walks.

In total we arrange more than 50 walks a year across our Parks, and nearly all are over subscribed, which is testament to the high level of public interest in the history and biodiversity of the Parks. We now need to find ways to ensure we have adequate resources to meet the growing demand for these activities.

### HUGE SUPPORT FROM OUR VOLUNTEERS

Of course, we would not be able to undertake all of our activities without the support of our highly dedicated volunteers and we are delighted that our volunteering programme has gone from strength to strength this year.



**DID YOU KNOW?  
IN DAYS GONE BY,  
GIRLS USED TO  
ROLL DOWN THE  
SLOPES OF  
GREENWICH  
PARK AND MEN  
WOULD TRY TO  
GET A GLIMPSE  
OF THEIR ANKLES.**

### THE ROYAL PARKS FOUNDATION

The Royal Parks Foundation was launched as a registered charity in May 2003 to help support The Royal Parks. It now employs four full-time staff and two volunteers, based in The Old Police House in Hyde Park. The Foundation is an independent body which, like the Agency, is dedicated to achieving the current and future well-being of the Royal Parks.

In 2005/06, the Foundation focused once again on fundraising for the Restoration of Bushy Park and Regent's Park Community Sport and welcomed many new friends and corporate partners. The Trustees are grateful to their donors contributions to help bring projects, large and small, to fruition.

This year, the Foundation's Tree Appeal continued to prove attractive, raising nearly £40,000 for new plantings across all the Parks. The Charity's annual gala dinner, attended by 150 guests in the Secret Garden in Regent's Park, was a huge success.

Key activities this year also included taking forward the public art initiative 'Deckchair Dreams'.

At the end of the financial year the Foundation held £600,000 in reserve.

Many people have a strong affinity with the Parks and are keen to get involved and offer their services. This ranges from individuals who help us to research the Parks' wildlife and biodiversity; to education volunteers who help young people have meaningful visits and others still who support us through corporate involvement. There are also our Friends Groups, which provide information and skills development opportunities, participate in decision making and provide valuable social activities for their members.

Many other people have got their hands dirty and helped with gardening and maintenance – for example, as we've mentioned already, volunteers played a key role in the Woodland Gardens restoration at Bushy Park. One of the Bushy volunteers (who was also a conservation post-graduate) gained enough work experience with us to secure a full-time job. We hope there will be more opportunities for our volunteers in the future.

Overall, volunteers gave an incredible 13,400 hours of their time to our education and community engagement programmes and we are extremely grateful for their dedication and support.

Lastly, on the volunteering front, we are delighted to report that the Holly Lodge educational centre in Richmond Park, as one of our partner organisations, received the Queen's Award for Voluntary Service. The award recognised the tremendous achievements of the volunteers at the centre, led by the trustees and centre manager.

Holly Lodge was visited by 3,500 people this year, and 70% of the 175 groups came from schools and organisations for people with special needs.

**DID YOU KNOW?  
LONDON HAS 147  
REGISTERED PARKS  
AND GARDENS,  
MORE THAN ANY  
OTHER CAPITAL IN  
THE WORLD.**





BECKY, WEEKLY SPORTS PARTICIPANT

**‘I COME HERE EVERY THURSDAY WITH MY FRIENDS FOR CIRCUIT TRAINING AND THEN WE PLAY SPORT OUTSIDE’**

## Encouraging sport

WITH 5,000 ACRES OF DIVERSE PARKLAND BETWEEN THEM, THE PARKS OFFER PLENTY OF SPACE FOR PEOPLE TO GET OUT AND GET ACTIVE. THEY ARE USED FOR A WIDE RANGE OF TEAM SPORTS – EVERYTHING FROM FOOTBALL AND RUGBY, TO CRICKET AND HOCKEY – AS WELL AS MANY INDIVIDUAL ACTIVITIES SUCH AS RUNNING, WALKING, CYCLING, GOLF AND TENNIS. WITH THE OFFICIAL OPENING OF THE HUB LAST APRIL, REGENT’S PARK HAS BECOME A FOCAL POINT FOR SPORT AND PHYSICAL ACTIVITY IN CENTRAL LONDON.

Of course sport at Regent’s Park is nothing new. The Park has always been central London’s biggest open-air sports area, with over forty pitches enjoyed by over 150,000 people annually. But by 2001, the pitches and pavilion were in desperate need of repair. So began a project to restore and upgrade them and build a stunning new changing facility – The Multi-Sport and Community Hub.

This £5.5 million restoration project was completed last year and The Hub was officially opened by HRH The Prince of Wales and the Duchess of Cornwall. As well as changing rooms, The Hub provides social space, meeting areas and a new catering outlet. The pricing structure is aimed at providing these facilities to the widest range of users, particularly young people and community groups from nearby disadvantaged estates.

The Hub received a Civic Trust commendation in March, in recognition of its contribution to the local environment. The Civic Trust awards are unique in that they do not simply reward good design, but take into account the way in which schemes relate to their settings and to the people they serve. As The Hub represents a considerable investment for The Royal Parks, we are extremely pleased that it has been so well received.

### GOING INTO THE LOCAL COMMUNITY

Community involvement is another major priority for us at The Royal Parks, and this year our Community Sports Officer in Regent’s Park has attended meetings and made presentations to local community groups to find out how the Parks can better serve the local community in health and sport. We have formed valuable partnerships with various groups, including local sporting groups, neighbourhood forums, Primary Care Trusts, sporting clubs and leagues, schools, and youth and community groups. By forging these links, we are gaining a better understanding of local sporting needs, and working more effectively with the groups themselves.

### GOLF ANYONE?

At almost 2,500 acres, Richmond Park is the largest of our Parks, and attracts all kinds of sporting activities. As well as extensive cycle paths, rugby pitches and opportunities for horse riding, the Park boasts two 18-hole golf courses, which are used by both ‘pay and play’ customers and golf clubs and societies. Although an exceptional golf venue, the clubhouse facilities are somewhat modest and we have been preparing to grant a 20-year licence to a commercial operator who will help us manage the facilities and meet our long-term objectives for the course. These include redeveloping the clubhouse and upgrading the courses to allow even more people to benefit from the facilities.



**DID YOU KNOW?**  
 IN 1871, THE RULES FOR MODERN FIELD HOCKEY WERE CREATED IN BUSHY PARK BY THE TEDDINGTON HOCKEY CLUB.

**‘I LOVE COMING TO THE PARK BECAUSE THEY HAVE THE BEST FISH IN LONDON’**

**ON YOUR BIKE**

Cycling is another popular activity in the Parks. There are plenty of opportunities for people to get on their bikes, with 20.6 miles of cycle paths currently in existence. We are keen to improve the facilities even further, so as part of the Royal Parks cycling strategy, we carried out cycling feasibility studies this year to look at potential new routes, in terms of safety, suitability, design, cost and management.

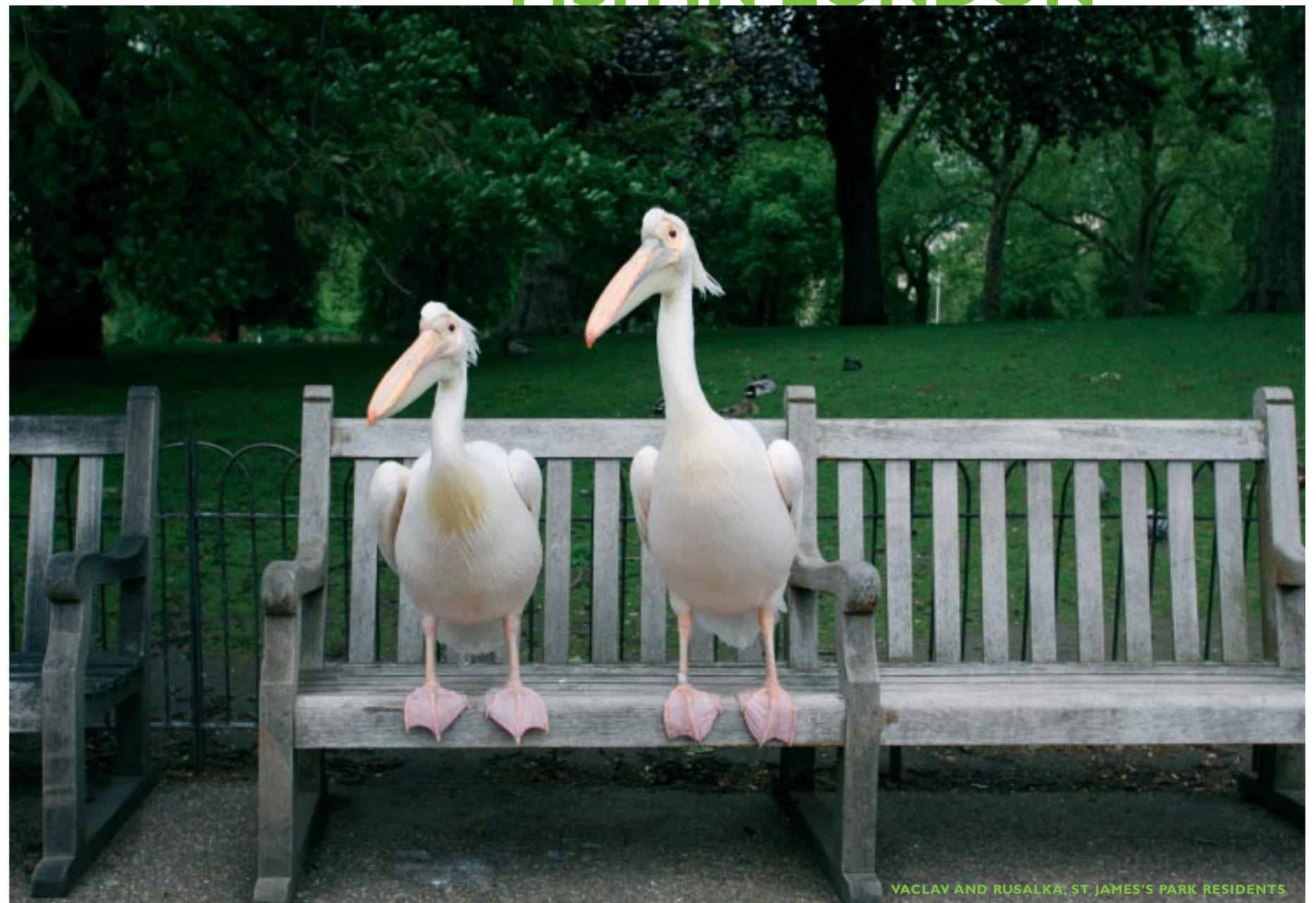
At Richmond Park, with support from the Borough of Richmond, we have installed cycle racks at all gates and car parks and are currently designing a new cycle path to link Petersham Gate and Ham Gate.

We also hosted two cycling events at Richmond this year – the inaugural London Duathlon, a combined run-cycle that we hope will become a regular landmark event and Bike Across Cultures, a community event designed to encourage ethnic groups who don't traditionally use parks and open spaces, to come out and engage in healthy exercise.

And finally, still on the cycling theme, the announcement was made in February that the Tour de France is coming to London in 2007. It means that the Royal Parks will be the backdrop to another of the world's premier sporting events.

Thousands of Londoners and visitors will be able to enjoy the grandeur and natural beauty of the Parks – and it will also demonstrate our ability to host world-class sporting events ahead of the 2012 Olympics. The cyclists will tour through Hyde Park, The Green Park and St James's Park, and the majority of the 8km Prologue of Le Grand Depart will be through the Parks.

We will also be hosting the Tour of Britain this September which starts at Greenwich Park and finishes in St James's Park.



VACLAV AND RUSALKA, ST JAMES'S PARK RESIDENTS

## Protecting our wildlife

FROM 1,000 DEER TO FIVE PELICANS, FROM 1,350 BEETLE SPECIES TO A BREEDING PAIR OF PEREGRINE FALCONS, THE ROYAL PARKS ARE HOME TO A RICH DIVERSITY OF WILDLIFE AT THE HEART OF THE CAPITAL, INCLUDING MANY RARE AND ENDANGERED SPECIES. WE WORK HARD TO CREATE ENVIRONMENTS WHERE INSECTS, INVERTEBRATES, BIRDS AND MAMMALS WILL FLOURISH – AS WELL AS MAKING WILDLIFE AS ACCESSIBLE AS POSSIBLE FOR THE GENERAL PUBLIC.

For many children, a trip to Richmond, Greenwich or Bushy Park is like going on their first safari. The deer grazing in the leafy shade of our sweet chestnut trees create a true sense of wilderness and nature in the middle of London's urban sprawl.

As London's oldest deer park, Greenwich has been home to a small herd of red and fallow deer since it was enclosed as a Royal Park in 1433. Originally the deer wandered freely over the whole area but over time they were moved away from the sections of the Park most frequented by visitors and are now enclosed in the Wilderness, in the south east of the Park.

This year we extended Greenwich deer park on both the east and west sides by reducing the size of the nursery and converting a section of the lodge garden into additional paddock. As well as giving the deer more space, the public now have more vantage points from which to observe the herd, which allows us to run more effective education programmes.

We carried out a similar project at Richmond Park, converting a section of the Pen Ponds car park into additional grazing land to provide space for the Park's 650 free-roaming deer.

### WILDLIFE SURVEYS

With so many different species of wildlife in the Royal Parks, we need to constantly track and monitor them and once again this year, we have conducted a range of wildlife surveys. At Richmond this has included grassland, butterfly, bird and stag beetle surveys, largely carried out by our volunteers under the direction of Park staff. A total of 118 different species of bird have been sighted at Richmond – the highest number recorded since we began keeping accurate records in the 1930s.

Our skylark survey is ongoing and continues to show that, against the backdrop of long-term decline, our Skylark Protection Zone on Lawn Field is benefiting these ground nesting birds.

As for stag beetles – one of the many endangered species which currently inhabit the Royal Parks – we have surveyed them for the last three years and in September we hosted a conference to discuss our findings. With greatly reduced numbers of stag beetles across the UK and a European-wide protection programme in place, the presence of the beetles at Richmond has been instrumental in the Park's designation as a National Nature Reserve and a Site of Special Scientific Interest. Our Community Ecologist and other staff continue to work with a team of local volunteers on this important project and we now have over 109 recorded sightings.

### OTHER NEWS FROM RICHMOND

As a result of our continuing dialogue with the Richmond Park Wildlife Group we have begun a programme of ditch creation and pond clearance, and have de-silted Spankers Hill Pond. This work was made possible thanks to the Richmond Park Charitable Trust, which generously donated £10,000 to the project.

We have received further funding from the Environment Agency, which has enabled us to improve facilities for anglers, as well as restock the Pen Ponds and install floating rafts to aid waterfowl breeding and fish conservation.

And to help people appreciate the importance of the National Nature Reserve, we have installed a suite of interpretation boards, which have been very well received by park visitor:

### NEW RESIDENTS IN THE ROYAL PARKS

Our Community Ecologist made an exciting discovery in October, when a nathusius pipistrelle bat was recorded near Duck Island in St James's Park. While the pipistrelle has been recorded in St James's for some years, the nathusius has not previously been sighted in any other Royal Park except Richmond and it is highly unusual to see this species in central London.

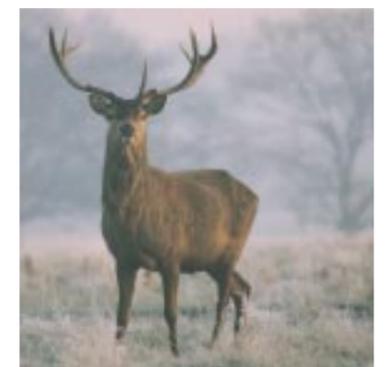
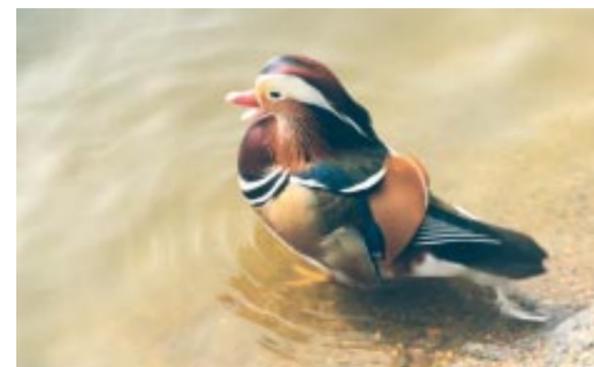
We also discovered that two species of moth, both rare to London, are known to be living in Bushy Park and Kensington Gardens. The Double Line Moth was discovered in Bushy Park in August 2005, and the Twin-Spotted Wainscot Moth, a flagship species for reedbed conservation in London, now inhabits the reeds of Kensington Gardens.

Over the years, The Royal Parks has made special efforts to create and maintain suitable habitats for rare and endangered species, and we are an active contributor to the London Biodiversity Partnership, which aims to conserve important species and habitats across London.

### AVIAN INFLUENZA CONTINGENCY PLANS

Of course the safety of our visitors, staff, volunteers and indeed the wildlife of our Parks, is of the utmost importance to us. As such, we are constantly monitoring the situation with regard to avian influenza and we have increased monitoring of all our birds. We are in constant touch with the Department for Environment, Food and Rural Affairs (DEFRA) and will respond immediately to any new advice from them. We have prepared contingency plans for dealing with an outbreak, and have built special facilities that will allow some of our captive birds, including our famous resident pelicans in St James's, to be housed safely in the event of an outbreak.

**DID YOU KNOW?  
MALE STAG  
BEETLES USE  
THEIR ANTLERS  
TO WRESTLE  
OTHER MALES  
DURING THE  
MATING SEASON.  
THEY TRY TO  
GRAB EACH  
OTHER AND THE  
WINNER THROWS  
THE LOSER TO  
THE GROUND.**



**‘SITTING ON THE  
DECKCHAIRS AND  
LISTENING TO MUSIC.  
MY IDEA OF A  
PERFECT AFTERNOON  
IN THE PARK’**

## Enhancing the visitor experience

VISITORS ARE VITAL TO THE ONGOING SUCCESS OF THE ROYAL PARKS – GENERATING MUCH-NEEDED INCOME AND EXTENDING OUR REPUTATION AROUND THE WORLD. WE WANT PEOPLE TO HAVE A GREAT TIME WHEN THEY VISIT US, WHETHER THEY’RE ATTENDING AN ORGANISED EVENT OR SIMPLY SPENDING SOME LEISURE TIME. SO WE INVEST SIGNIFICANT RESOURCES IN OUR FACILITIES AND OUR VISITOR ATTRACTIONS. OUR EFFORTS APPEAR TO BE PAYING OFF: IN RECENT SURVEYS, THE PARKS WERE RATED AS EITHER ‘EXCELLENT’ OR ‘GOOD’ BY OVER 90% OF VISITORS.



SIMON AND BELINDA, TOURISTS

One of our major attractions, of course, is the Diana Princess of Wales Memorial in Hyde Park. The fountain has continued to prove popular with visitors this year, attracting an average of 73,000 people a month since we installed the automatic counters last May.

### REMEMBERING THE WAR

In July 2005, the national commemorations marking the end of World War II proved a major tourist attraction at St James's Park. This included a Living Museum, with tanks and aircraft as exhibits, which carried a strong education theme, and became a meeting point for veterans. We set up an 'experience centre' where people were invited to share their memories of the Parks during the war years – and around 85,000 people visited during the week. The events culminated in a commemoration service on Horse Guards Parade on 10th July which was attended by HM The Queen and the Duke of Edinburgh and was followed by a parade down the Mall to Buckingham Palace and a flypast of World War II aircraft.

In Bushy Park, we held another commemoration event, this time on Chestnut Sunday, the 8th May, which was the 60th anniversary of VE Day. Visitors got to find out about Bushy Park's wildlife, history and our Restoration Project. There was also a military vehicle trust camp and stationary vehicle display which reflected the Park's wartime history. The Supreme Headquarters of the Allied Expeditionary Force officially handed over their flag to the Royal Parks for safe-keeping.

### A PACKED EVENTS SEASON

As usual, we hosted a range of other events in the Royal Parks this year too, most notably Live8 on 2nd July 2005, which attracted over 200,000 people to Hyde Park, and was the largest outdoor event ever to be staged in Europe. Due to Live8's unprecedented size, Hyde Park was closed to the public for the first time in a generation – and giant screens were set up to the south of the Serpentine Lake to allow 55,000 people to watch the concert live. With other events taking place simultaneously around the world, and millions of people joining together to raise awareness of the Make Poverty History campaign, Live8 really was a day to remember.

Other memorable events included the Peter Pan treasure hunt in Kensington Gardens, which took place in July for the second year running. Once again this was hugely popular; with a funfair and themed locations dotted around the gardens. 6,000 young children and their parents turned up to enjoy the day and raise funds for Great Ormond Street Hospital.



**DID YOU KNOW?  
IN 1851, HYDE PARK  
WAS THE SITE OF  
THE GREAT  
EXHIBITION,  
A SPECTACULAR  
CELEBRATION OF  
ART AND INVENTIVE  
GENIUS HOUSED IN  
THE SPECIALLY  
CONSTRUCTED  
CRYSTAL PALACE,  
DESIGNED BY SIR  
JOSEPH PAXTON.**

Regent's Park hosted many events including the Frieze Art Fair, Taste of London and a full programme at the Open Air Theatre. As part of our film season, the Serpentine Gallery in Kensington Gardens staged outdoor screenings of two classic films in August: *Blow Up* and *Vertigo* – despite poor weather, 2,000 people attended each night. *Donnie Darko* was shown to 10,000 people in Kensington Gardens and in December they also hosted the premiere party for the film *Narnia* in a large marquee to the west of the Albert Memorial.

#### CEMETERY OPEN DAY

As well as the eight Parks themselves, we manage several other spaces in London. These include Brompton Cemetery, in the Borough of Kensington and Chelsea, said to be one of the finest cemeteries in the country. This year's Cemetery Open Day, on 30th July, attracted almost 1,000 visitors, both local residents and cemetery enthusiasts from across the UK. We worked with the Friends of Brompton Cemetery to organise the event, which included displays of the original 1840 record books, exhibits of old tools and equipment. Our Educational Officer ran art workshops for children with the help of Royal Parks' volunteers – and there were guided walks and tours of the catacombs.

#### EVENTS LICENCES

Hosting all of these events is an important way for us to generate income for the Parks, so we are pleased to report that both Westminster City and Camden Council have granted us premises licences for Kensington Gardens, Hyde Park, St James's Park, The Green Park and The Regent's Park. This is the first time in 500 years that we have had to apply for licences to hold events – and contrary to press reports, we have not changed our policy or intention over the number of events to be staged in the Parks. We recognise the need to listen to the views and address the needs of all our visitors – and we always consider the potential impact of any event and our responsibility to protect the park environment and our wildlife.

#### CATERING FOR OUR VISITORS

Of course, hosting events isn't just about the event itself – it's about everything that goes with it, and that includes catering. There are around 41 places to eat, drink and be merry at the Parks – ranging from stylish restaurants to smoothie bars – and we put a lot of effort into maintaining and enhancing the facilities on offer.

Our catering concessions have performed well this year, despite the impact of the 7th July bombings and poor weather conditions. We have carried out work to strengthen our catering offer even further in Regent's, Greenwich and Hyde Park – and we are confident this will produce even better results this coming year.

In Greenwich Park, we have refurbished the St Mary's Gate café to improve disabled access by installing a ramp and a new footpath, and updating the toilets. We have also made the café more visible and appealing to customers by taking down a wall, which was obscuring the café from passers-by, and redesigning the counter and seating area.

#### ON LOCATION IN THE PARKS

Finally, the Royal Parks have appeared in several films again this year, and we continue to work closely with the film industry to provide suitable locations. St James's Park is a particular favourite, and has appeared this year in scenes from Woody Allen's *'Match Point'*, *'Mrs Henderson Presents'* and *'Children of Men'*. We have also been working closely with Film London to redesign our film policies and guidelines which will be launched in the next financial year.

**'I LOVE THE  
ROYAL PARKS  
ALMOST AS  
MUCH AS I LOVE  
DANCING'**



DANCERS, THE ROYAL BALLET SCHOOL

## Looking after our heritage

VISITORS HAVE BEEN ENJOYING THE ROYAL PARKS FOR ALMOST 700 YEARS, AND THEY BOAST A WEALTH OF HISTORIC AND ARCHITECTURAL TREASURES. AS CUSTODIANS OF THAT HERITAGE, IT IS OUR RESPONSIBILITY TO PROTECT AND MAINTAIN THE HUNDREDS OF BUILDINGS, STATUES AND MEMORIALS WE HOLD – AND TO MAXIMISE THE OPPORTUNITIES TO GENERATE INCOME FOR THIS WORK.

Our major restoration project this year took place at Primrose Hill Bridge. The bridge, which spans Regent's Canal in Regent's Park, provides an important pedestrian link between Regent's Park and Primrose Hill – and is popular with walkers and runners alike who want to access the west side of the Park and the sports pitches. Over the years, the bridge had started to deteriorate but we have worked closely with London Zoo and the British Waterways Board to restore the decorated cast iron arch and stone piers returning the bridge to its former glory.

### DEVELOPMENTS AT RICHMOND

Significant work has been carried out on the built heritage in Richmond Park this year. We have been working with the Royal Ballet School on the major refurbishment of their site. This has involved investing significant resources in managing the development and mitigating the effects of the resultant traffic. We have planted trees to screen the development and, as part of our commitment to manage water supplies responsibly, we have reached an agreement whereby much of the rainwater from the School will be collected in one of our ponds, rather than being lost to the sewerage network.

### RATTLE ACCOMMODATION

The Ministry of Defence project to redevelop the Knightsbridge Barracks is now complete and the temporary stabling, which was housed on South Carriage Drive, closing it off to traffic between Edinburgh and Prince of Wales Gates between March 2005 and June 2005, has been removed. The reinstatement of parkland is now underway and will be supervised by Parks staff.

### BROMPTON CEMETERY

Work began in November to inspect, record and make safe every monument in Brompton Cemetery. After completing the necessary training, our in-house maintenance team took on this arduous task, following a 'Golden Standard' and carrying out repairs and simple remedial works. The cemetery continues to generate income for The Royal Parks. This year, £160,000 plus £8,800 from filming fees was raised, substantially offsetting the £210,000 annual grounds maintenance costs.

### INN THE PARK

While we are busy restoring old buildings and historic structures in the Royal Parks, we are also benefiting from contemporary ones. Inn the Park remains a fantastic example of how new buildings can add real value to the park environment.

Built in 2003, on the site of the famous Cake House restaurant, Inn The Park is our cutting edge eatery situated in St James's Park. People come from far and wide, not only for contemporary British food, but also to enjoy the spectacular views across the lake and the beautiful garden designs of John Nash. The building is also something of a masterpiece. Designed by Sir Michael Hopkins to a striking modern design, Inn The Park blends elegantly with Nash's gardens and its gently sloping turf roof ensures the restaurant is mostly screened from the Mall and the Park itself.

Inn the Park has won numerous awards, including the Westminster Society's Award 2005 and a main Civic Trust Award in March 2006. It was also shortlisted this year for the Prime Minister's Better Public Building award.

### PROTECTED VIEWS

Another aspect of protecting our heritage, we believe, is to protect our spectacular views. Visitors can enjoy views of St Paul's from Greenwich Park in the east, and from King Henry's Mound in Richmond Park in the west. Another famous view is towards Horseguards Parade and Whitehall from the Blue Bridge in St James's. Similarly, there is the stunning view from the Serpentine Bridge through to the Palace of Westminster. If we allow these views to be narrowed or encroached in any way, their splendour will be lost forever.

With this in mind, we have continued to fight our corner, and make our views known with regards to various development projects.

Earlier this year, planning permission was granted to redevelop the Bowater House site, which backs onto South Carriage Drive. The existing, rather dated, office block is being replaced by residential accommodation with retail units on the ground floor, designed by the Richard Rogers Partnership. Following our discussions with Westminster City Council, the developers are now reducing the height of the original scheme by one storey to reduce its impact on Hyde Park. They have also agreed to remove the two existing satellite dishes which currently dominate the skyline.

Ensuring the quality of the built environment is also an important consideration for us. We objected this year to the proposal for the site at 360-376 Euston Road/1-56 Osnauburgh Street, near Regent's Park's south-east corner. We felt the rather bulky buildings represented an over development of the site, and that the profile failed to enhance the existing composition of buildings visible from the Park. Our planning consultant met with the architects, who took on board his comments – the revised submission being a much more sympathetic design. Although the building is still visible from Regent's Park, the overall mass is now more pleasing with its stepped roof line and the reduction in height of the southern most building minimises any negative impact on the Park.



**DID YOU KNOW?  
BEATRIX POTTER  
LIVED NEAR  
BROMPTON  
CEMETERY AND  
DREW THE NAMES  
OF SOME OF HER  
CHARACTERS FROM  
THE GRAVESTONES.  
THE HIGH BRICK  
WALLS INSPIRED  
'MR MACGREGOR'S  
WALLED GARDEN –  
AN AREA  
ABSOLUTELY  
FORBIDDEN TO  
BENJAMIN BUNNY.**

## Working behind the scenes

**OUR STAFF AND VOLUNTEERS ARE THE KEY TO THE ROYAL PARKS' SUCCESS IN DELIVERING ON OUR MANY OBJECTIVES. WE AIM TO RECRUIT AND DEVELOP A HIGHLY SKILLED AND MOTIVATED WORKFORCE, DEDICATED TO PROVIDING THE HIGHEST POSSIBLE STANDARDS OF SERVICE TO MILLIONS OF PEOPLE VISITING THE PARKS EVERY YEAR.**



We appoint staff 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, after external recruitment campaigns, we appointed the following new people:

Grade	Appointments	% Women	% Ethnic Minorities
Grade I (Administration)	5	40	40
Grade II (Executive)	2	100	0
Grade II (Horticulture)	1	0	0
Grade III (Executive)	1	100	100
Grade IV (Board Member)	2	50	0

We have devised a new appraisal system underpinned by our revised competency framework. This will be rolled out to staff in the next few months and training undertaken before the mid year review. We have conducted a skills audit questionnaire and we are analysing the results so we can develop a training strategy that meets the development needs of our workforce. A programme of leadership training is also planned for managers in the coming year.

### IT AND SYSTEMS

We made several IT improvements this year, including introducing a new sports booking system at Regent's Park in the winter of 2005. This is now being used to take bookings from the public for various sports facilities and events – and has recently been extended to include bookings for various courses and exercise classes at The Hub as well.

We installed a new tree management system this year, together with tablet PCs and GPS receivers. These will allow our Tree Officer and other Parks staff to accurately record the location and other valuable information relating to our tree stock, enabling more effective management.

We have undertaken further improvements to the security of our systems too, such as automating the daily update of anti virus software and security patches on all our computers. The Confirm database system, which covers our grounds and property maintenance, was upgraded to the latest version, and we have improved its reporting capabilities. We have also invested in specialist software to assist our new Landscape Officer.

### HEALTH AND SAFETY

This section follows the guidance issued by the Health and Safety Commission (HMSO), on health and safety information in annual reports.

The Royal Parks is committed to the health, safety and welfare of our staff and all those involved in our activities, and to an effective health and safety (H&S) management system. The Health and Safety Executive has produced a guide on best practice in successful health and safety management (HSG65), which we use as our template.

H&S policy and procedures are available to all our staff on our intranet, with responsibility for day-to-day activity resting with the Chief Executive and senior management team. They receive quarterly reports and approve the annual H&S strategy, which sets the targets for the year. The key targets for 2005/06 were:

- To introduce a procedure on new work at height regulations;
- To monitor more closely construction (design and management) regulations issues on projects;
- To review the tree inspection procedure.

During the period, with an average staff number of 160, one member of staff was involved in an accident which was reported under RIDDOR. There were no fatalities. No enforcement notices were served, nor were there any convictions for health and safety offences.

Our key health and safety targets for 2006-07 are:

- To introduce a procedure on managing vehicle safety and to ensure it is undertaken
- To amend our procedure on fire to reflect the new regulations coming into effect in autumn
- To amend our procedure on noise to reflect new regulations coming into effect in autumn.

### POLICING THE PARKS

The Metropolitan Police Service (MPS) took on the responsibility for policing the Royal Parks on 1st April 2004. At that time the Royal Parks Operational Command Unit (OCU) was created. Since its inception, the OCU has been operating alongside the Royal Parks Constabulary (RPC) in a co-policing arrangement ahead of a full legislative merger, which was completed on 8th May 2006.

The OCU is fully funded by The Royal Parks, who also continued to fund the RPC throughout the past financial year. A total of £7.8 million was set aside to cover the cost of policing the Parks. This provided a budgeted workforce total of 131 police officers and included provision for 46 Police Community Support Officers (PCSOs) and eight police staff.

The OCU operates to a costed policing plan with objectives agreed after consultation with The Royal Parks, and other stakeholders. Objectives this year included: crime reduction; increased high visibility patrolling; road casualty reduction; improved working arrangements with partners in The Royal Parks and because the Royal Parks include many ceremonial routes; the prevention of terrorism. Of the six performance targets set, five were fully achieved and one was partially achieved.

Although the Parks are visited by millions of people each year, they remain areas of very low crime, with only 857 offences being recorded during 2005-06.

The important challenges for the OCU in the coming year will be around managing the staff abstractions resulting from a very full programme of ceremonial and other special events scheduled to take place in the Parks; and in maintaining the visible police presence to ensure the Royal Parks remain free from disturbance and the fear of crime.



Increase numbers benefiting from education activities by 10% each year	<b>Achieved:</b> In 2005-06 15,659 took part, representing a 24% increase on 2004-05
Each park to score at least 85% for quality and cleanliness as assessed by visitor satisfaction survey	<b>Achieved:</b> (Note: In 2004 we started a new regime of surveying only 4 parks each year, so each will be assessed every 2 years but in more detail than in the past). <b>Overall Quality satisfaction ratings 2005/06</b> (% of respondents who rated the park as excellent or good in the summer/autumn surveys respectively): Richmond: 96% and 98% Hyde Park: 90% and 97%; Kensington Gardens: 98% and 98%; Regent's 95% and 100%. <b>Overall Cleanliness satisfaction ratings 2005/06</b> (% of respondents who rated the cleanliness of the park as excellent or good in summer/autumn surveys respectively): Richmond: 86% and 90%; Hyde Park: 86% and 93%; Kensington Gardens: 90% and 98%; Regent's: 90% and 87%.
Achievement of targets in policing plan	<b>Partially achieved:</b> All aspects of the policing plan are progressing and 5 of 6 targets were met. MPS/HRP (Historic Royal Palaces) and Park Managers are liaising to ensure that operational standards are defined in support of our Service Agreement with the Royal Parks OCU. Park regulation offences continue to be an issue. The 2006 Policing Plan reflects Regulations and byelaw issues as well as serious crimes.
Each park to score at least 85% for soft landscaping, as assessed by an independent expert	<b>Achieved:</b> Two phase inspection carried out by an independent landscape assessor: an average score of 91% scored across all parks; all 8 parks scored above 85%.
Three parks to gain Green Flag status in 2005/06, all in 2006/07	<b>Target revised:</b> Successful applications submitted for Greenwich and Regent's Parks in February 2005, but Bushy's application failed. Applications submitted for Greenwich, Regent's, Bushy, Hyde and Kensington Gardens in February 2006, for which judging took place in May/June and outcome is expected in July. Applications will be put forward for all parks in 2007-08. (NB: Parks must re-apply each year). (The revised target was agreed by DCMS in-year and included in our Corporate Strategy 2006/07 – 2008/09).
Maintain ISO14001 status throughout the planning period	<b>Achieved:</b> We passed the six-monthly independent audits in September 2005 and March 2006. Management programmes and action plans for our environmental objectives are kept under review.
Publication and implementation of an events strategy by June 2004	<b>Achieved:</b> The strategy was agreed by the Secretary of State and distributed to stakeholders. The summer events programme attracts c.800,000 visitors to a range of concerts, film screenings, races, art events and children's entertainment.
Non-user research in 2004/05	<b>Achieved:</b> An in-depth non-users study undertaken as part of the community engagement strand of the Bushy Park Restoration project. A non-users telephone survey has been conducted for four parks.
Three parks to develop a community engagement strategy by March 2005, remaining parks by March 2006	<b>Failed:</b> Only Bushy Park has developed a robust Community Engagement Strategy. The new Corporate Strategy 2006/07 – 2008/09 states that we will develop two park-based Audience Development Plans per year.

Develop existing links with Central Park in New York and partnerships with two other urban parks in 2004/05; introduce a staff exchange programme in 2005/06	<b>Achieved:</b> <ul style="list-style-type: none"> <li>■ Visits to Central and Prospect Parks in New York forged useful links to build on.</li> <li>■ The Director of Parks went on an ENCAMS (Environmental Campaigns) sponsored visit to Australian parks, followed by return visits from Australian Parks Directors.</li> <li>■ We've agreed a twinning arrangement with Birkenhead Park.</li> <li>■ Locally, partnerships and links developed with Westminster Council, Islington and Kew Gardens.</li> <li>■ We're undertaking an archive/local history project which will develop links with Victoria Park and Battersea Park.</li> <li>■ We've developed a staff secondment programme with the City of London.</li> </ul>
Launch, with the Foundation, a high-profile public art initiative in the parks in spring 2005	<b>Achieved:</b> <ul style="list-style-type: none"> <li>■ Deckchair Dreams launched at the Frieze Art Fair and good media interest in the project.</li> <li>■ Serpentine Gallery interested in a public art initiative in October 2006.</li> </ul>
Increase self-generated income (excluding grants) to £6.6m in 2004/05 and £7m by 2005/06	<b>Achieved:</b> Income of £7.17m in 2005/06 against a target of £7m.
Reduce dependence on Hyde Park events by increasing income from events in other parks by £200k by 2005/06	<b>Achieved:</b> Income from events in other parks was £560k which represents a £286k increase since the base year 2002-03.
Obtain IIP status during 2004-05	<b>Postponed:</b> A new competency framework and a skills audit for staff were developed during the course of 2004-05 and rolled out in 2005-06. We've developed a new performance appraisal system which will be in place from 2006-07. We are looking at developing a reward and recognition strategy during the coming year. A fully revised HR strategy will be published by end June 2006.

## Quality targets

	2003-04	2004-05	2005-06
<b>Soft landscape presentation</b>			
Target	Each Park to score at least 85%	Each Park to score at least 85%	Target 85%
Outturn	Actual scores ranged from 88% to 91%	Actual scores ranged from 88% to 91%	Actual scores ranged from 88.5% to 92%
<b>Overall quality of Parks</b>			
Target	Each Park to score at least 85%	Each Park to score at least 85%	Each Park to score at least 85%
Outturn	Actual scores ranged from 81% to 92%	Actual scores ranged from 93% to 95%	Actual scores ranged from 90% to 100%
<b>Cleanliness in the Parks</b>			
Target	Each Park to score at least 85%	Each Park to score at least 85%	Each Park to score at least 85%
Outturn	Actual scores ranged from 84% to 97%	Actual scores ranged from 81% to 94%	Actual scores ranged from 86% to 98%

## Looking ahead

WE ARE ENTERING THE FIRST YEAR OF OUR THREE-YEAR CORPORATE PLAN. IN PARALLEL, THE DCMS IS RE-WRITING THE FRAMEWORK DOCUMENT FOR THE AGENCY, GIVING US THE OPPORTUNITY TO REVIEW AND AGREE OUR PURPOSE AND OBJECTIVES TO ENSURE THEY WERE FITTING TO THE CURRENT AND FUTURE ENVIRONMENT. OUR NEWLY DEFINED PURPOSE IS:

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

Our key objectives for the next three years are:

- to protect and enhance our "world class" natural park environment for the enjoyment of families, children and visitors
- to understand and respond to the needs of our audiences, reflecting diversity of needs and use; enriching lives and enhancing access to culture and sport;
- to work with other organisations and volunteers to deliver clear education, health, sport and participation offers;
- to conserve and enhance the historic built environment of the Royal Parks;
- to deliver greater value for money for the taxpayer through increased income generation and reduced dependency on vote funding and
- to demonstrate organisational excellence.

In order to deliver on these challenges we need to change the way that we work and, more importantly, the way that we interact with the community and our visitors. The Royal Parks have a very serious responsibility – to our visitors, our landscapes, our environment – these wonderful parks are here to provide enjoyment; working and visiting them should be fun!

Our key five themes will focus our activity to ensure we achieve our organisational development plans:

- Improving customer focus – engage, understand, respond
- Developing Brand Identity – enhance the customer experience
- Developing partnerships – collaborate, cooperate
- Improving commercial orientation - release the potential, utilise our assets
- Developing skills – right people, right place, right time

The first of these is undoubtedly the most critical to our success and we look forward to reporting our progress in the future and, critically, seeing it reflected by the people who have "serious fun" in our parks.



London 2012 Olympic Games Beach Volleyball will take place at Horse Guard's Parade, St James's Park

# THE ROYAL PARKS ACCOUNTS 2005-06

Management commentary	28
Remuneration report	30
Statement on Internal Control	32
Statement of Chief Executive's responsibilities	33
The certificate and report of the Comptroller and Auditor General to The House of Commons	34
Net expenditure account	35
Statement of total recognised gains and losses	35
Balance sheet	36
Cash flow statement	37
Notes to the accounts	38

## Management commentary

### ACCOUNTS DIRECTION

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

### DESCRIPTION OF THE BUSINESS

#### HISTORY OF THE ROYAL PARKS

On 1st April 1993, The Royal Parks was established as an Executive Agency of the Department of National Heritage, now the Department for Culture, Media and Sport (DCMS), and is fully accountable to Parliament through the Secretary of State for Culture, Media and Sport (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 1851 Crown Lands Act the Crown transferred the duties and the Parks to the Commission of Works and Buildings and The Royal Parks are now the responsibility of the DCMS. The Royal Parks has responsibility for all London's Royal Parks except Hampton Court Park, which is the responsibility of the Historic Royal Palaces.

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

### AIMS AND OBJECTIVES

The Royal Parks aims and objectives are noted on page 26.

### KEY PERFORMANCE TARGETS

Key performance targets are set by DCMS and are formally reviewed quarterly by the Management Board. Details of the financial targets set for The Royal Parks by the Secretary of State and the achievement against those targets are at Note 20 to the Accounts. Details of other performance targets and achievements are noted on pages 24 to 25 of the Report.

### DEVELOPMENT AND PERFORMANCE IN THE CURRENT YEAR AND REVIEW OF ACTIVITIES

The Chief Executive's Foreword on page 2 and the review of the year on pages 5 to 23 of the Report, look over activities for the year ended 31 March 2006.

Future developments are outlined in 'Looking Ahead' on page 26 of the Report. Further details of future developments and plans are contained in The Royal Parks Corporate Plan.

### RESOURCES

The Agency is funded via the DCMS Supply Estimate, Request for Resource 1. Royal Parks allocation for 2005-06 was a Net Resource budget of £27.892m (of which £2.571m was non-cash) plus £1.050m Capital. The Resource allocation included £0.600m associated with holding the Live8 event in Hyde Park, which resulted in loss of event income. The Royal Parks are allowed to utilise Resource Appropriations in Aid (A in A) income up to £7.593m, which increases gross Resource budget to £35.485m. A in A income exceeded £7.593m but we are seeking DCMS approval to manage this within the Department's overall resources. Income in 2005-06 was £8.108m, which is an increase of £0.623m (8.3 per cent) over £7.485m achieved in 2004-05.

The difference between Net Expenditure in 2005-06 and 2004-05 is accounted for mainly by £2.600m provision for pension costs, early retirement and redundancy costs of £1.185m and higher Depreciation and Notional charges as a result of increased investment in fixed assets.

### FIXED ASSETS

During 2005-06 The Hub (a new sports Pavilion) in Regent's Park was completed and expenditure of £4.324m relating to this is included in the cost of buildings in Note 7 to the Accounts. In addition, there was further capital expenditure of £0.546m on the Diana Memorial Fountain that is also included in the cost of buildings.

### STRATEGIC RISKS

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

The Management Board has identified key areas of risk and is introducing new reports and processes to underpin effective risk management. This will be embedded at all levels within the organisation. Our risk management reports will contain risk assessment (impact and probability) and highlight mitigation actions and management of residual risk. Long-term strategic risks will be reviewed alongside short-term operational risks, prioritising appropriately to ensure that risks are captured and managed effectively to minimise escalation of impact or probability. The key corporate risks are contained in The Royal Parks Corporate Plan.

### KEY RELATIONSHIPS WITH STAKEHOLDERS THAT MAY AFFECT ROYAL PARKS LONG TERM POSITION

The Royal Parks Foundation raises income for The Royal Parks, particularly for matched funding for major projects, which are partially Lottery funded. Without continuing support from the Foundation such projects may not proceed.

### FINANCIAL POSITION OF ROYAL PARKS

The Metropolitan Police Service (MPS) took on responsibility for policing the Royal Parks on 1st April 2004, and there has been a co-policing arrangement since that date. Managing through the detailed transfer arrangements meant the full legislative merger was not completed until 8th May 2006.

The accounts show an Exceptional Item of £2.600m, an estimate of the shortfall between the amount available from the Principal Civil Service Pension Scheme and the amount required by the Police Pension Scheme to cover service credits for all Royal Parks Constabulary officers transferring to the MPS. The Royal Parks are in discussion with DCMS on the cash funding for this liability.

### POLICY AND ACHIEVEMENT OF POLICY ON SOCIAL AND COMMUNITY ISSUES

Details of social and community issues are in the 'Getting People Involved' section of the Report.

### POLICY AND ACHIEVEMENT OF POLICY ON EMPLOYEES

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'.

Page 22 of the Report provides further information on Human Resources performance during the year.

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 the 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 have access to the Framework Document and have the opportunity to input to the 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.

### PENSIONS

Details of pension arrangements are at notes 3.1 and 3.3.

### POLICY AND ACHIEVEMENT OF POLICY ON ENVIRONMENTAL MATTERS

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

### MANAGEMENT BOARD

Two non-executive Directors, Andrew Fenwick representing The Royal Parks Foundation (also Chairman of The Royal Parks Audit Committee) and Apurv 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 the Remuneration Report. 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 3 of the Report. The Royal Parks does not pay fees to the Advisory Board members.

### REGISTER OF INTERESTS

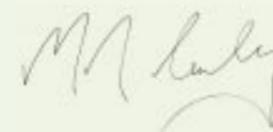
Royal Parks maintains a Register of Interests for the Advisory Board and the Management Board, which is made available on request.

### CREDITOR PAYMENT POLICY

The Agency aims to settle all valid invoices within 30 days of receipt (as specified in the CBI code). During 2005-06 the Agency paid 94.9 per cent of invoices within this timescale. (2004-05 95.1 per cent).

### 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**  
10th July, 2006

## Remuneration Report

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

DCMS are responsible for recruitment and employment of the Chief Executive and all matters relating to his salary are dealt with in accordance with their policies and procedures.

Other Senior managers, below SCS, are paid employees of The Royal Parks, under the Civil Service Management Code conditions. No bonuses were paid to these employees during 2005-2006.

### a) Remuneration

	2005-06	2004-05
	Salary £000	Salary £000
Mark Camley Chief Executive (from 3 May 2005)	65-70 (full year equivalent 80-85)	N/A
Bernadette Kenny Interim Chief Executive (from 24 January 2005 to 8 May 2005)	15-20 (full year equivalent 95-100)	15-20 (full year equivalent 95-100)
William Weston Chief Executive (to 31 January 2005)	N/A	115-120 (full year equivalent 75-80)(i)
Colin Buttery Director of Parks (from 25 April 2005)	55-60 (full year equivalent 60-65)	N/A
Mike Fitt Director of Parks (to 7 October 2005)	25-30 (full year equivalent 55-60)	55-60
Anne Moore Director of Resources and Business Planning (from 14 February 2005)	50-55	0-5 (full year equivalent 50-55)
Simon Betts Director of Estates	50-55	45-50
Greg McErlean Director of Major Projects (from 6 December 2004)	55-60	15-20 (full year equivalent 55-60)
Jo Brigham Director of Marketing and Strategy (from 4 January 2006)	10-15 (full year equivalent 60-65)	N/A
Andy McLellan Director of Policy and Chief Operating Officer (to 31 March 2005)	N/A	70-75
Sandra Smith Director of Resources (to 13 February 2005)	N/A	45-50 (full year equivalent 50-55)
Derek Pollock RPC Chief Officer (to 26 July 2004)	N/A	15-20 (full year equivalent 55-60)
Sara Lom Director of Public Affairs (to 15 July 2004)	N/A	15-20 (full year equivalent 55-60)

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

Contracts of appointment are open-ended and the notice period is between 1 and 3 months. There are no special terms for early termination of contracts, although the terms and conditions of the Principal Civil Service Pension Scheme (PCSPS) apply in respect of early retirement and severance. Details can be found at ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

Mike Fitt took early retirement in October 2005, and under PCSPS terms and conditions the Royal Parks paid him a lump sum and makes annual compensation payments (paid monthly) until his 60th birthday. These costs have been accounted for in full in the annual accounts.

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

### SALARY

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

### BENEFITS IN KIND

None of the staff opposite received benefits in kind.

### b) Pension benefits

	Real increase in Pension and related lump sum at age 60	Accrued Pension at age 60 at 31/3/06 and related lump sum	CETV at 31/3/05	CETV at 31/3/06	Employee contributions and transfers in	Real increase in CETV
	£000	£000	£000	£000	£000	£000
Mark Camley Chief Executive (from 3 May 2005)	2.5-5 lump sum 12.5-15	20-25 lump sum 60-65	174	284	0-2.5	63
Bernadette Kenny Interim Chief Executive (to 8 May 2005)	0-2.5 lump sum 0-2.5	25-30 lump sum 85-90	405	433	0-2.5	1
Colin Buttery Director of Parks (from 25 April 2005) (i)	17.5-20	15-20	0	231	165-167.5	229
Mike Fitt Director of Parks (to 7 October 2005)	0-2.5 lump sum 0-2.5	20-25 lump sum 70-75	458	517	0-2.5	12
Anne Moore Director of Resources and Business Planning	0-2.5 lump sum 2.5-5	10-15 lump sum 35-40	107	167	0-2.5	16
Simon Betts Director of Estates	0-2.5 lump sum 0-2.5	5-10 lump sum 15-20	96	132	0-2.5	15
Greg McErlean Director of Major Projects	0-2.5	0-5	3	18	0-2.5	11
Jo Brigham Director of Marketing and Strategy (from 4 January 2006)	0-2.5 lump sum 0-2.5	5-10 lump sum 15-20	89	95	0-2.5	3

(i) Figures include a transfer credit of over 16 years.

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service Pension (CSP) arrangements and for which the CS Vote 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.

Please note that the factors used to calculate the CETV were revised on 1 April 2005 on the advice of the Scheme Actuary. The CETV figure for 31 March 2005 has been restated using the new factors so that it is calculated on the same basis as the CETV figure for 31 March 2006.

### REAL INCREASE IN CETV

This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

## Statement on Internal Control

### SCOPE OF RESPONSIBILITY

As Accounting Officer for The Royal Parks, I have responsibility for maintaining a sound system of internal control that supports the achievement of DCMS and Royal Parks' policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Government Accounting.

I am responsible to the Secretary of State for Culture, Media and Sport and accountable to Parliament for The Royal Parks' operations and performance. The Royal Parks is managed by a Management Board, which I chair. All Directors in the senior management team are on the Board, which also has two non-executive members.

### THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Departmental and The Royal Parks policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in The Royal Parks for the year ended 31 March 2006 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.

### CAPACITY TO HANDLE RISK

The Management Board approves The Royal Parks risk management policy, which clearly states that responsibility for adequate risk management arrangements rests with the Management Board and myself. All "business units" (i.e. parks and HQ sections) are required to produce and monitor risk registers as part of the annual business planning process. The Royal Parks are in the process of developing a Business Continuity Plan in conjunction with DCMS, with the aim of having a plan in place by the autumn of 2006. However, at present there is a risk that if IT systems failed that the Royal Parks would not be in a position to operate effectively in the short-term.

We continue to review and improve our risk management procedures. Following an Internal Audit review of these procedures, we are updating the overall risk management policy.

### THE RISK AND CONTROL FRAMEWORK

All risk management activity is aligned to the corporate aims, objectives and priorities as outlined above. For 2005-06 these were the five Corporate Plan objectives and connected key targets, which in turn reflected DCMS's Public Service Agreement objectives and targets. Risk analysis forms part of the strategic planning, business planning and investment/project appraisal procedures. Managers and staff at all levels have a responsibility to identify, evaluate and manage risks, and are equipped to do so through risk training and relevant guidance. However, Internal Audit again identified the need for more formal risk training and guidance to be made available to staff. This will be developed and rolled out during 2006-07.

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

### REVIEW OF EFFECTIVENESS

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. 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. The Board and the Audit Committee have advised me on the implications of the result of my review of the effectiveness of the system of internal control 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.

Each Director has completed an Assurance Report confirming that they have carried out a range of responsibilities which provides me with comfort, that policies and procedures are being adhered to.

These reports cover risk management and controls, actions on audit reports and effective management of financial and non-financial resources, incorporating specific guidelines issued by Finance, Personnel, Procurement, Health & Safety, IT and Policy and Strategy (including Records Management).

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



**MARK CAMLEY, CHIEF EXECUTIVE**  
10th July, 2006

## Statement of Chief Executive's responsibilities

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

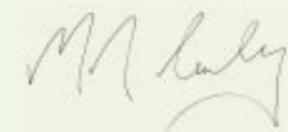
In preparing the accounts the organisation is required to:

- Observe the accounts direction issued by the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;

■ State whether applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements;

■ Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that The Royal Parks will continue in operation.

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



**MARK CAMLEY, CHIEF EXECUTIVE**  
10th July, 2006

## The certificate and report of the Comptroller and Auditor General to The House of Commons

I certify that I have audited the financial statements of The Royal Parks Agency for the year ended 31 March 2006 under the Government Resources and Accounts Act 2000. These comprise the Net Expenditure Account and Statement of Recognised Gains and Losses, the Balance Sheet, the Cashflow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them.

### RESPECTIVE RESPONSIBILITIES OF THE AGENCY, THE CHIEF EXECUTIVE AND AUDITOR

The Agency and Chief Executive are responsible for preparing the Annual Report and the financial statements in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions made thereunder and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of Chief Executive's Responsibilities.

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

I report to you my opinion as to whether the financial statements give a true and fair view and whether the part of the Financial Statements and the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. I also report to you if, in my opinion, the Annual Report is not consistent with the financial statements, if the Agency has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by relevant authorities regarding remuneration and other transactions is not disclosed.

I review whether the statement on page 32 reflects the Agency's compliance with HM Treasury's guidance on the Statement on Internal Control, and I report if it does not. I am not required to consider whether the Accounting Officer's statements on internal control cover all risks and controls, or to form an opinion on the effectiveness of the Agency's corporate governance procedures or its risk and control procedures.

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

### BASIS OF AUDIT OPINION

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

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

### OPINIONS

In my opinion:

the financial statements give a true and fair view, in accordance with the Government Resources and Accounts Act 2000 and directions made thereunder by HM Treasury, of the state of the Agency's affairs as at 31 March 2006 and of the net expenditure, total recognised gains and losses and cashflows for the year then ended;

the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I have no observations to make on these financial statements.

### JOHN BOURN

Comptroller  
and Auditor General  
14th July, 2006

### NATIONAL AUDIT OFFICE

157-197 Buckingham Palace Road  
Victoria  
London SW1W 9SP

The maintenance and integrity of the Royal Parks Agency's website is the responsibility of the Accounting Officer; the work carried out by the auditors does not involve consideration of these matters and accordingly the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site.

## Net expenditure account

For the year ended 31 March 2006

		2005-2006 Continuing operations	2004-2005 Continuing operations
	Note	£000	£000
<b>Expenditure</b>			
Staff costs	3	6,304	6,456
Depreciation	7	1,708	1,374
Notional charges	5	1,350	1,242
Programme costs	4	27,184	25,083
<b>Total expenditure</b>		<b>36,546</b>	34,155
<b>Exceptional Item</b>	<b>3.3c</b>	<b>2,600</b>	-
<b>Gross expenditure</b>		<b>39,146</b>	34,155
Less income	6	8,156	7,496
<b>Net expenditure</b>	<b>16</b>	<b>30,990</b>	26,659

(Representing the net departmental cost of The Royal Parks)

## Statement of total recognised gains and losses

For the year ended 31 March 2006

		2005-06 £000	2004-05 £000
	Note		
Unrealised surplus on the revaluation of fixed assets	14	2,630	2,973
Receipt of donated assets	7	237	1,997
<b>Total recognised gains and losses for the financial year</b>		<b>2,867</b>	4,970

The notes on pages 38 to 46 form an integral part of these accounts.

## Balance sheet

As at 31 March 2006

	Note	2005-06 £000	2004-05 £000
<b>Fixed assets</b>			
Tangible fixed assets	7	43,361	40,739
<b>Current assets</b>			
Stocks	1f	11	-
Debtors	8	2,544	2,751
Cash at bank and in hand	9	1	-
		<b>2,556</b>	2,751
<b>Current liabilities</b>			
Creditors (due within one year)	10	(4,629)	(4,792)
Cash at bank and in hand	9	-	(3)
Balance at Office of Paymaster General	9	(70)	-
		<b>(4,699)</b>	(4,795)
<b>Net current liabilities</b>		<b>(2,143)</b>	(2,044)
<b>Total assets less current liabilities</b>		<b>41,218</b>	38,695
<b>Provision for liabilities and charges</b>			
Provision for pension transfer costs	3.3c	(2,600)	-
Provision for liabilities and charges	12, 13	(373)	-
<b>Total assets less current liabilities</b>		<b>38,245</b>	38,695
<b>Taxpayers' equity:</b>			
Revaluation reserve	14	10,549	8,467
Donated asset reserve	15	2,669	2,480
General fund	16	25,027	27,748
		<b>38,245</b>	38,695

The notes on pages 38 to 46 form an integral part of these accounts.



**MARK CAMLEY, CHIEF EXECUTIVE**  
10th July, 2006

## Cash flow statement

For the year ended 31 March 2006

	Note	2005-06 £000	2004-05 £000
<b>Net cash outflow from operating activities</b>		<b>(24,971)</b>	(23,145)
<b>Net parliamentary cash funding received</b>	16	26,371	25,802
<b>Capital expenditure and financial investment</b>			
Purchase of tangible fixed assets	7	(1,703)	(4,658)
Income for donated asset	7	237	1,997
Proceeds of disposal of fixed assets		-	8
		<b>(66)</b>	4
<b>Analysis of changes in cash balances</b>			
Decrease/increase in cash held	9	<b>(66)</b>	4
<b>Reconciliation of operating cash flow to net expenditure</b>			
Net expenditure for the year		(30,990)	(26,659)
Depreciation	7	1,708	1,374
Loss on disposal of assets	7	3	5
Notional charges	5	1,350	1,242
Early retirement costs	12	193	14
Pension transfer provision	3.3c	2,600	-
Provision for other liabilities	13	180	-
Increase in stocks		(11)	-
Decrease in debtors		207	814
(Decrease)/increase in creditors		(163)	76
Notional Income	6	(48)	(11)
<b>Net cash outflow from operations</b>		<b>(24,971)</b>	(23,145)

The notes on pages 38 to 46 form an integral part of these accounts.

## Notes to the accounts

For the year ended 31 March 2006

**I. STATEMENT OF ACCOUNTING POLICIES**

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

**a Basis of Accounting**

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

**b Fixed Assets**

Most of The Royal Parks land and historic/heritage assets other than buildings are given nil value. Expenditure on assets, which became an integral part of the land, is written off in the year of expenditure. However, buildings, the legal title of which remains with the Sovereign, are treated as owned by The Royal Parks and are included in fixed assets. Lodges within the Parks that are used, as dwelling places are valued based on terms of occupation. Specialised Park Buildings are valued using the 'depreciated replacement cost' method whilst other Park Buildings are valued 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'.

Buildings, with the exception of dwellings, are subject to revaluation under a rolling 5-year programme, the values are the lower of replacement cost and recoverable amount, which for The Royal Parks is the value in use based on actual rents, rather than market rents. Dwellings are revalued annually on the basis of actual rents receivable, and are not subject to physical revaluation as the former is lower than replacement cost.

2006 was the final year of the 5-year rolling programme, with 5 per cent of properties by value subject to physical revaluation, in accordance with the Royal Institute of Chartered Surveyors (RICS) Appraisal and Valuation Manual. In addition, dwellings were revalued on the basis of actual rents receivable and properties physically revalued between 2001-02 and 2004-05 were revalued by a factor advised by the valuers. The net result of this was an increase in Gross Current Replacement Cost of £6.636m and a decrease in Net Current Replacement Cost of £4.045m, which has been accounted for directly through the Revaluation Reserve.

Assets in the course of construction are included in the balance sheet at their cost to The Royal Parks.

Plant and machinery, and fixtures, fittings, tools and equipment are valued at current replacement cost.

The minimum level for capitalisation as an individual or grouped fixed asset is £2,000.

**c Donated Assets (including 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 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 freehold land, at rates calculated to write-off the cost or valuation, to the estimated residual value, of each asset on a straight line method over its estimated useful life. Lives are normally as follows:

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

**e Leases**

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

**f Stocks**

The Royal Parks holds stocks of items, including its own publications, which are predominately, used as promotional material, although a limited number are sold. Publications are valued at nil given the limited number of sales, but other stock for resale is valued at the lower of cost and net realisable value.

**g 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 being allocated over the whole period to which they relate.

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

**h Pension Costs**

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

**i Early departure costs**

The Royal Parks is required to meet the additional cost of benefits beyond the normal Principal Civil Service Pension Scheme benefits in respect of employees who retire early or are made redundant. The agency provides in full for these costs when the early retirement or redundancy programme has been announced and is binding on the agency.

**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. As permitted by FRS13, debtors and creditors, which mature within twelve months of the Balance Sheet date, have been omitted from this note.

The majority of funding for The Royal Parks comes from a grant from DCMS, which is taken directly to reserves (Note 16). In 2005-06 net cash funding of £26,371,000 was received from DCMS. £8,107,914 was generated from operations. Given that 76 per cent of income is from a DCMS grant the Parks are not subject to a material liquidity risk. (Comparable figures for 2004-05 were £25,801,803, £7,485,157 and 78 per cent).

With effect from 2005-06 The Royal Parks has an Office of the Paymaster General account and does not hold any other cash balance except petty cash. Its bank balances are cleared every week 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 16). In addition, The Royal Parks received grants from Active England, Sport England, Football Foundation and Heritage Lottery Fund, and income for services provided to Historic Royal Palaces, entities for which DCMS is regarded as parent. There were no material transactions with other entities for which DCMS is regarded as parent neither has The Royal Parks had material transactions with London Zoo, but not with any other Government Departments and other central government bodies.

The Royal Parks Foundation is regarded as a related party and during the year The Royal Parks received £91,449 from the Foundation. The Royal Parks incurred expenditure directly relating to activities of The Foundation, totalling £106,170, including salary costs for two members of staff seconded to The Foundation until 31 December 2005 when they transferred to The Foundation.

(Comparable figures for 2004-05 were £200,178 and £179,188).

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:**

	2005-06 £000	2004-05 £000
Wages and salaries	4,062	5,341
Social Security costs	343	440
Other pension costs	717	660
Early retirement costs (see Notes 5 and 12)	1,182	15
<b>Total</b>	<b>6,304</b>	<b>6,456</b>

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme, but The Royal Parks is unable to identify its share of the underlying assets and liabilities. The Scheme Actuary (Hewitt Bacon Woodrow) valued the scheme as at 31 March 2003. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2005-06, employers' contributions of £709,702 were payable to the PCSPS (2004-05 £660,013) at one of four rates in the range 16.2 to 24.6 per cent (the rates in 2004-05 were between 12 and 18.5 per cent) of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions every four years following a full scheme valuation. From 2006-07, the salary bands will be revised and the rates will be a range of between 17.1 and 25.5 per cent. The contribution rates are set to meet the cost of the benefits accruing during 2005-06 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a **partnership** pension account, a stakeholder pension with an employer contribution. Employers' contributions of £6,738 were paid to one or more of a panel of three appointed **stakeholders** pension providers. Employer contributions are age-related and range from 3 to 12.5 per cent of pensionable pay. Employers also match employee contributions up to 3 per cent of pensionable pay. In addition, employer contributions of £599,08 per cent, were payable to the **PCSPS** to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees.

Contributions due to partnership pension providers at the balance sheet date were £761. Contributions prepaid at that date were nil.

No persons in either 2005-06 or 2004-05 retired early on ill health grounds; therefore there were no additional accrued pension liabilities in either year.

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

	2005-06	2004-05
General management and administration (HQ and Parks)	72	70
Park management (including Wildlife Officers)	28	27
Royal Parks Constabulary	32	63
<b>Total</b>	<b>132</b>	<b>160</b>

The above figures include 2 temporary staff and 4 fixed term contract staff.

During 2005-06 a total of 3 Royal Parks Constabulary (RPC) officers transferred to the Metropolitan Police Service (MPS), which has been co-policing The Royal Parks since 1 April 2004. The Serious Organised Crime and Policing (SOCAP) Act has been passed which includes provisions to formally transfer policing of the Parks to MPS and facilitate the abolition of the RPC, with effect from 8 May 2006.

Two Royal Parks staff were seconded to The Royal Parks Foundation with effect from 16 July 2004 to 31 December 2005, and the costs were borne by The Royal Parks.

### 3.3 Salary and pension entitlements

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

#### b) Civil Service pensions

Pension benefits are provided through the Civil Service Pension (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. Pensions 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 joining 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 1/60th 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 in the same way as 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 a stakeholder pension product chosen by the employee from a selection of approved products. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

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

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

A provision of £2.600m has been made, which is an estimate of the shortfall between the amount available from the Principal Civil Service Pension Scheme and the amount required by the Police Pension Scheme to cover service credits for Royal Parks Constabulary officers transferring to the Metropolitan Police Service between July 2004 and May 2006.

#### d) 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

	Parks	RPC	2005-06 Total	Parks	RPC	2004-05 Total
	£000	£000	£000	£000	£000	£000
Consultancies	574	30	604	625	8	633
Telecommunications	166	30	196	108	67	175
Works maintenance	7,832	14	7,846	7,561	13	7,574
Grounds Maintenance	6,765	-	6,765	6,495	-	6,495
Nursery	1,020	-	1,020	1,020	-	1,020
Trees	421	-	421	312	-	312
Training	41	2	43	62	1	63
Vehicle hire	147	68	215	122	114	236
Cleaning contracts	999	6	1,005	835	87	922
Entertainments	159	-	159	124	-	124
Utilities	676	4	680	544	19	563
Service contracts	330	-	330	441	261	702
Metropolitan Police Service (i)	-	6,366	6,366	-	5,041	5,041
Other	1,440	94	1,534	1,108	115	1,223
<b>Total</b>	<b>20,570</b>	<b>6,614</b>	<b>27,184</b>	<b>19,357</b>	<b>5,726</b>	<b>25,083</b>

(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).

(ii) Vehicle hire costs are payments made under operating leases. In addition, £780 of other operating lease expenditure is included in the Other category.

## 5. COST OF CAPITAL AND OTHER NOTIONAL CHARGES

	2005-06 £000	2004-05 £000
The following notional expenditure items have been included in the Accounts:		
Interest charges (i)	1,314	1,206
Audit remuneration for audit work (ii)	36	36
<b>Sub total</b>	<b>1,350</b>	<b>1,242</b>
Centrally funded early departure costs (iii)	-	14
<b>Total</b>	<b>1,350</b>	<b>1,256</b>

(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.

(iii) Payments met in cash terms by the Civil Superannuation Vote. These notional costs have been included as Early Retirement Costs in Note 3.1.

## 6. INCOME

	2005-06 £000	2004-05 £000
From Operations:		
Concessions:		
Catering	1,679	1,432
Carparking	1,069	966
Other	191	165
Licences and rents	1,577	1,409
Fees from events	1,788	1,686
Other fees and permits	465	380
Lottery and other grants	375	629
Fundraising	-	9
Services	86	91
Royal Parks Constabulary	-	5
Other	878	713
<b>Total</b>	<b>8,108</b>	<b>7,485</b>
Notional Income		
Depreciation on donated asset (transfer from donated asset reserve) (Note 1c)	48	11
<b>Grand Total</b>	<b>8,156</b>	<b>7,496</b>

The above includes operating lease income of £101,184 (2004-05 £81,274)

## 7. FIXED ASSETS

	Land and Buildings £000	Dwellings £000	Plant and Machinery £000	Fixtures, fittings tools and equipment £000	Assets in the course of Construction £000	Total £000
<b>Cost/Valuation</b>						
At 1 April 2005	57,424	4,665	315	6,171	3,406	71,981
Transfer	3,406	-	-	-	(3,406)	-
Additions	1,501	-	17	173	12	1,703
Disposals	-	-	-	(264)	-	(264)
Revaluation	5,238	1,398	5	85	-	6,726
<b>At 31 March 2006</b>	<b>67,569</b>	<b>6,063</b>	<b>337</b>	<b>6,165</b>	<b>12</b>	<b>80,146</b>
<b>Depreciation</b>						
At 1 April 2005	25,886	1,106	272	3,978	-	31,242
Charged in year	1,252	108	19	329	-	1,708
Disposals	-	-	-	(261)	-	(261)
Revaluation	3,272	773	3	48	-	4,096
<b>At 31 March 2006</b>	<b>30,410</b>	<b>1,987</b>	<b>294</b>	<b>4,094</b>	<b>-</b>	<b>36,785</b>
<b>Net book value</b>						
<b>At 31 March 2006</b>	<b>37,159</b>	<b>4,076</b>	<b>43</b>	<b>2,071</b>	<b>12</b>	<b>43,361</b>
At 31 March 2005	31,538	3,559	43	2,193	3,406	40,739

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 2005-06.

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 £877,696, in year revaluation of £875,560, opening depreciation of £383,984, in year depreciation of £11,329, and revaluation depreciation of £870,462 are included in the above table. The net book value of these buildings was £493,712 at 31 March 2005 and £648,223 at 31 March 2006.

The transfer from Assets under Construction to Buildings relates to prior year costs of building The Hub (a new Pavilion) in Regent's Park, which has been partially funded by Lottery bodies and donations via The Royal Parks Foundation. As at 31 March 2006 £2,234,193 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 85 years remained unexpired at 31 March 2006. The property is included in land and buildings at a value of £770,000.

**8. DEBTORS**

	2005-06 £000	2004-05 £000
Trade debtors	1,044	901
Other central government departments (Lottery debtors and London Zoo)	371	790
Local authorities (Metropolitan Police)	22	55
Other	59	116
Value Added Tax	1,048	889
<b>Total</b>	<b>2,544</b>	<b>2,751</b>

**9. CASH AT BANK AND IN HAND**

	2005-06 £000	2004-05 £000
Opening balance	(3)	(7)
Cash movement during the year	4	4
Office of the Paymaster General movement in year	(70)	0
<b>Closing balance</b>	<b>(69)</b>	<b>(3)</b>

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

	2005-06 £000	2004-05 £000
Trade creditors	758	1,985
Other central government departments (DCMS)	29	0
Accruals	3,651	2,566
Other taxation and social security	129	116
Deferred income	62	125
<b>Total</b>	<b>4,629</b>	<b>4,792</b>

**11. LEASES AND HIRE PURCHASE OBLIGATIONS**

	2005-06 £000	2004-05 £000
Operating lease rentals for vehicles and equipment due within next year:		
Leases expiring within one year	8	42
Leases expiring in more than one year but not more than two years	7	0
Leases expiring within two to five years	124	37
<b>Total</b>	<b>139</b>	<b>79</b>

See Note 4(ii) for details of payments under operating leases

**12. PROVISION FOR EARLY RETIREMENT COSTS**

	2005-06 £000	2004-05 £000
Balance at 1 April	0	3
Increase/(decrease) in provision	449	(1)
Payable within one year	(256)	(2)
<b>Balance 31 March</b>	<b>193</b>	<b>0</b>

**13. PROVISION FOR LIABILITIES AND CHARGES**

	2005-06 £000	2004-05 £000
Balance at 1 April	0	0
Provision for Early Retirement Costs (Notes 11 and 12)	193	0
Provision for outstanding claims (Note 19)	180	0
<b>Balance 31 March</b>	<b>373</b>	<b>0</b>

**14. REVALUATION RESERVE**

	2005-06 Unrealised £000	2004-05 Unrealised £000
Balance at 1 April	8,467	5,852
Arising on revaluation during the year (net)	2,630	2,973
Transferred to General Reserve in respect of depreciation of revalued element of fixed assets	(548)	(358)
<b>Balance 31 March</b>	<b>10,549</b>	<b>8,467</b>

**15. DONATED ASSET RESERVE**

	2005-06 £000	2004-05 £000
Balance at 1 April	2,480	494
Additions in year	237	1,997
Depreciation charged in year	(48)	(11)
<b>Balance 31 March</b>	<b>2,669</b>	<b>2,480</b>

**16. GENERAL FUND**

	2005-06 £000	2004-05 £000
Balance at 1 April	27,748	26,991
Add:		
Cash funding from DCMS	26,371	25,802
Notional and non-cash charges and income	1,350	1,256
Transfer from revaluation reserve	548	358
	56,017	54,407
Less:		
Net expenditure for the year	(30,990)	(26,659)
<b>Balance 31 March</b>	<b>25,027</b>	<b>27,748</b>

**17. POST BALANCE SHEET EVENTS**

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

**18. CAPITAL COMMITMENTS**

The Royal Parks had £119,750 of contracted capital commitments as at 31 March 2006 and £1,047,836 as at 31 March 2005. In this context capital commitments relates to items which become fixed assets.

**19. CONTINGENT LIABILITIES**

The Royal Parks has a number of outstanding claims for compensation for personal injury, where there is likely to be a settlement a provision has been made (see Note 13), but no provision has been made where the outcomes are uncertain.

**20. KEY CORPORATE FINANCIAL TARGET**

The Royal Parks achieved £7.2 million compared with a target of £7.0million, an increase of 10.8 per cent compared with £6.5 million in 2004-05. The income target is based on an adjusted figure shown in the accounts, and thus amounts are not directly comparable.

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