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The Royal Parks
ANNUAL REPORT AND ACCOUNTS
2008-09

Cover images:
Exercising in The Regent’s Park (top) and The Isabella Plantation (bottom).

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

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

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

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

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

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

Horticulture

In The Regent’s Park, new planting schemes featured ornamental vegetables such as Swiss chard and bronze fennel as part of summer bedding displays, and were well received by visitors. Across at the Rose Gardens, a more sustainable approach was adopted to growing. Rather than replacing soil when plants were removed as a preventative measure against ‘rose replant disease’, a mycorrhizal fungus was added to the soil, and the roses successfully established. Similarly, liquid seaweed was used as a bio-stimulant to improve the overall vigour of plants and a natural fatty acid was introduced to control aphids as part of an organic approach to pest control.

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

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

Parade Ground Improvements

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

St James’s Park Lake

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

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

International Best Practice

The Royal Parks’ Chief Executive Mark Camley, together with the Manager of Richmond Park, represented The Royal Parks at the Parks Forum bi-annual conference in Auckland, New Zealand. The Parks Forum is an international group representing the managers of parks in Australia, New Zealand, the UK, Canada, USA and Asia. The conference, entitled ‘A World Without Parks,’ examined issues such as sustainability, climate change, values, income generation and management models, and included a paper from Mark Camley on creating opportunities to re-establish parks and green spaces as places of value and civic pride.
As important sites for wildlife, the parks provide a range of habitats including wetlands, woodlands and grasslands, and are home to a number of protected species.

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

Woodland Management
A new Woodland Management Plan was developed in Richmond Park, in preparation for Forestry Stewardship Council certification, which was attained in early 2009. Focusing on managing for conservation and caring for the woodland in a sustainable way, the plan seeks to encourage a greater variety of trees to provide different food sources for wildlife, and to encourage the full range of plant communities on the woodland floor, including fungi, lichens, creeping plants, grasses and non-timber trees such as Hazel.

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

Park timber was used to create 19 new benches at the on-site sawmill, which were then installed throughout the Park.
Great Trees of London
A veteran oak tree in Richmond Park, thought to be over 500 years old, was named as one of the top 20 Great Trees of London.
Run by Trees for Cities, the Great Trees of London campaign invited the public to nominate their favourite tree. A shortlist was then compiled based on the tree’s heritage, character and prominence, and judged by a panel of experts, including representatives from The Forestry Commission and The Royal Botanic Gardens, Kew.

New Homes for House Sparrows
A three-year research project funded by the SITA Trust in partnership with The RSPB (Royal Society for the Protection of Birds) got underway to attract house sparrows to London’s parks, in response to research which revealed the population of house sparrows in London has dropped 68 per cent in 15 years.
As part of the project, a range of new habitats were created in The Green Park, Hyde Park, Kensington Gardens and Primrose Hill, each using different planting schemes of grass seed, wildflower meadow and wildlife seed mix. Surveys will be undertaken to establish the house sparrows’ population levels and breeding success, and to monitor the effectiveness of the sites in establishing food sources.

Wetland Habitats
New marginal wetland habitat was created in Hyde Park with the introduction of 1800 square metres of reedbeds at the edges of the Serpentine lake.
In The Regent’s Park, wetlands areas increased by more than 15 years.
In Richmond Park, a new reedbed was planted to improve the chances of young wildfowl growing, reaching around 30 males. Following the successful completion of 10 years of recording using a ‘standard walk’ method of sampling bird numbers in the Park. Among the many interesting trends noted were increases in the counts of parakeets, jackdaws and song thrushes within the Park.

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

New Horse Ride
H.R.H. Princess Alexandra opened a new horse ride in Richmond Park in September. Sponsored by Mr. Phil Swallow through the Richmond Park Charitable Trust, the new track is located along the south side of the Park near the Isabella Lodge in Richmond Park. Rainwater from their site is now directed into ponds, so reducing the load on sewers in times of heavy rainfall. Further trees were moved to complete the screening of the school when seen from the south-west and a new fenced enclosure, planted with a variety of native shrubs to further enhance the scrub structure of the Park, was erected around the northern perimeter.

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

Wetlands and Reedbeds
Wetlands and reedbeds are important natural habitats that provide shelter, nest sites, and food for a wide variety of wildlife. Reedbeds are a priority habitat for conservation in London’s Biodiversity Action Plan and naturally and effectively cleanse water by absorbing nutrients and pollutants through their roots. This creates a more balanced ecology and improves environmental conditions, and can also improve the appearance of water bodies.
From hosting ceremonial events and displays of pageantry, to providing entertainment for local children, the parks’ historic landscapes offer the perfect setting to celebrate tradition and welcome new visitors.

The Bushy Park Restoration Project

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

The Water Gardens

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

Park Infrastructure

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

The Brew House

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

The Pheasantry Welcome Centre

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

The Stockyard Education Centre

The centre was redeveloped, providing better facilities for the education team and volunteers, enabling a greater number of people to be involved in park activities.
The Portavilion Project
Throughout the summer, the parks hosted two site-specific pieces as part of the Portavilion portable public art project that occupied a trail across central London, with contemporary artists presenting their own specially-created park pavilion.

‘The Wind House’ by Monika Sosnowska was influenced by kite flying on Primrose Hill. Designed to appear as though sculpted by the wind, the structure was carefully composed from small, multi-sided wooden shapes to create an immaculately-crafted, geometric form. Annika Eriksson’s ‘The Smallest Cinema in the World – For the Wealthy and the Good’ took inspiration from the original John Nash plans for The Regent’s Park as a private residential development. From this the artist made a series of films that revealed hidden secrets about the Park during the summer. The films all paid homage to public spaces that are free to everyone, and were shown in a tiny six-seat mobile cinema that was towed to different locations around the Park.

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

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

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

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

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

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

Over 40,000 people came to Hyde Park for Nelson Mandela’s 90th birthday concert. Image reproduced by kind permission of 46664 Limited.
The parks’ open spaces are ideal for both exercise and relaxation, catering for group sports, joggers and dog-walkers, and those seeking a quiet escape from city life.

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

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

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

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

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

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

On The Ball

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

On Your Bike

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

ConsideRatE cycllng

Aimed at encouraging more people in London to cycle, the London Freewheel event took place in September with a range of activities along The Mall. This provided the ideal opportunity to promote the parks’ Considerate Cycling Campaign, designed to encourage people to enjoy cycling in green spaces and to respect other park users. The campaign was also promoted at other events such as The Brompton Cemetery Open Day, The Innocent Village Fete and The Richmond Park Open Day.

The Regent’s Park Broad Walk Shared Use Cycle Trial

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

HITTING FOR SIX

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

Preparations for The 2012 Games

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

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

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

Guided Walks

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

Junior Citizen

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

Dig for Victory: War on Waste

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

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

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

The Open Air Laboratories (OPAL)

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

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

Art in the Park and The Big Draw

Over 300 adults and young people participated in ‘Art in the Park’, a creative day run by The Royal Parks and The Friends of Greenwich Park in August, which encouraged people to capture their favourite views of Greenwich Park. Over in Bushy Park, a free art event inspired visitors to create artwork in response to the Park’s trees, as part of the nationwide ‘Big Draw’ campaign.
Children enjoyed a range of activities at the launch of The Open Air Laboratories project at Kensington Gardens. Image courtesy of OPAL.

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

The Royal Park Marking St James’s Day

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

Restoration Activity at Bushy Park

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

SUMMER PROGRAMME

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

WORKING WITH SCHOOLS

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

TEACHER TRAINING

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

Supporting The Parks

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

GROW, The Royal Parks’ Apprenticeship Scheme

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

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

Greenwich Park Orchard

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

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

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

Improving the Visitor Experience

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

DIGITAL PARKS

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

Podcasts of five Bushy Park Heritage Trails were also developed, which can be downloaded to MP3 players via the parks’ website and iTunes. Designed to both attract new visitors to the Park and provide better information for more regular visitors, the programmes have been supported by a great deal of pro bono work by Trustees of the Royal Parks Foundation, raising £236,000 for the agency.

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

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And the Winner Is...

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

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

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

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

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

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

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

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

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

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

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

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

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

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

IT Upgrade

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

Health and Safety

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

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

The key targets for 2008-09 were:

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

All targets were achieved.

The key targets for 2009-10 are:

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

Recruitment

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

Training

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

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

The Royal Parks Objectives

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<tr>
<th>Objective</th>
<th>Target</th>
<th>Achieved</th>
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<tr>
<td>1. Protect and develop the parks as world class environments, applying effective policies in environmental and ecological park management.</td>
<td>Carry out one peer review of another park and one TRP park peer reviewed by an external partner. CEO peer-reviewed Centennial Park, Sydney and report published.</td>
<td>ONGOING</td>
</tr>
<tr>
<td>2. Understand and respond to the needs of our diverse audiences and stakeholders, working with partner organisations to enrich lives.</td>
<td>Eight Parks and one Heritage Green Flag peer reviewed. Richmond Park peer review established; external peers not available until 09/10.</td>
<td>All eight parks successful. Greenwich Park awarded Heritage Green Flag.</td>
</tr>
<tr>
<td>3. Deliver a broad cultural array of activities, including education, sport and participatory offers.</td>
<td>Maintain satisfaction above 85 per cent for each park. Research completed and target met. Average summer and winter scores rating excellent or good for overall satisfaction: Kensington Gardens – 92 per cent. Regent’s – 96 per cent. St James’s Park – 97 per cent. Green – 93 per cent. Hyde – 95 per cent.</td>
<td>MET</td>
</tr>
<tr>
<td>4. Conserve and enhance the historic built environment of The Royal Parks.</td>
<td>£500K partnership funding secured for joint projects.</td>
<td>MET</td>
</tr>
<tr>
<td>5. Deliver greater value for money for the taxpayer through increased income generation and ensuring that best value for money is obtained.</td>
<td>Income excluding lottery funding was £12.1M.</td>
<td>MET</td>
</tr>
<tr>
<td>6. Demonstrate internal organisational excellence in our workforce and corporate governance, and continually improve our finance, IT and communications systems.</td>
<td>Undertake 360 assessment for all senior managers. Staff survey set baseline. Action Plans in place and taken through Q1 – Q4 and into 09/10.</td>
<td>MET</td>
</tr>
<tr>
<td>7.  protect and develop the parks as world class environments, applying effective policies in environmental and ecological park management.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Understand and respond to the needs of our diverse audiences and stakeholders, working with partner organisations to enrich lives.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Deliver a broad cultural array of activities, including education, sport and participatory offers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Conserve and enhance the historic built environment of The Royal Parks.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Deliver greater value for money for the taxpayer through increased income generation and ensuring that best value for money is obtained.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Demonstrate internal organisational excellence in our workforce and corporate governance, and continually improve our finance, IT and communications systems.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Accounts Direction
The accounts have been prepared under a direction issued by HM Treasury in accordance with section 7(2) of the Government Resources and Accounts Act 2000.

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

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

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

The Metropolitan Police Service (MPS) took on responsibility for policing the Royal Parks on 1 April 1994, and there has been a co-policing arrangement since that date. The full legislative transfer of policing the Royal Parks on 1 April 2004, and there has been a co-policing arrangement since that date. The full legislative

Financial Position of The Royal Parks
The agency is funded via the DCMS Supply Estimate, Request for Resource 1. The Royal Parks’ allocation for 2008-09 was a Net Resource budget of £20.459m (of which £13.13m was non-cash) plus £1.4m Capital. In 2008-09, £12.94m (£10.96m in 2007-08) was generated as income (excluding notional income and Donated Assets contributions).

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

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

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

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

TRP’s policies and processes will be measured against the Cabinet Office’s Security Policy Framework, as part of Internal Audit’s work. There were no data loss incidents reported in 2009/10.

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

Policy and Achievement of Policy on Social and Community Issues
Details of social and community issues are in the ‘Education, Learning and Community Engagement’ section of the Report.
The Royal Parks does not have a Remuneration Committee. Pay for the Chief Executive and Deputy Chief Executive is determined by the arrangements for Senior Civil Service (SCS), while other senior managers’ pay is determined as part of the annual pay remit process. Settlement of the latter is negotiated with the Trade Unions.

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

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

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

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

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

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

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

### a) Remuneration of Senior Managers

<table>
<thead>
<tr>
<th>Name</th>
<th>2008-09</th>
<th>2007-08</th>
<th>2007-08</th>
<th>2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Remuneration £000</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mark Camley Chief Executive</td>
<td>105-110</td>
<td>95-100</td>
<td>95-100</td>
<td>105-110</td>
</tr>
<tr>
<td>Colin Buttery Deputy Chief Executive and Director of Parks</td>
<td>70-75</td>
<td>65-70</td>
<td>65-70</td>
<td>70-75</td>
</tr>
<tr>
<td>Simon Bettis Director of Estates</td>
<td>60-65</td>
<td>55-60</td>
<td>55-60</td>
<td>60-65</td>
</tr>
<tr>
<td>Greg McElrnan Director of Major Projects and IT</td>
<td>60-65</td>
<td>60-65</td>
<td>60-65</td>
<td>60-65</td>
</tr>
<tr>
<td>Bridget Verso Head of Finance (to 23rd September 2008)</td>
<td>15-20 (full year equivalent 55-60)</td>
<td>50-55</td>
<td>50-55</td>
<td>15-20 (full year equivalent 55-60)</td>
</tr>
<tr>
<td>John Swainson Director of Resources (from 1 September 2008)</td>
<td>30-35 (full year equivalent 55-60)</td>
<td>0</td>
<td>0</td>
<td>30-35 (full year equivalent 55-60)</td>
</tr>
<tr>
<td>Wendy Shales Director of Strategy and Communications</td>
<td>50-55</td>
<td>45-50 (full year equivalent 55-55)</td>
<td>50-55</td>
<td>50-55</td>
</tr>
<tr>
<td>Jo Brigham Director of Marketing and Strategy (to 20 April 2007)</td>
<td>0</td>
<td>06-10 (full year equivalent 60-65)</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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

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

**Benefits in kind** None of the above staff received benefits in kind.

### b) Pension benefits

<table>
<thead>
<tr>
<th>Name</th>
<th>Real increase in Pension and related lump sum at age 60 £000</th>
<th>Accumured Pension at age 62 &amp; 31/3/09 and related lump sum £000</th>
<th>CETV at 31/3/08 £000</th>
<th>CETV at 31/3/09 £000</th>
<th>Employee contributions and transfers £000</th>
<th>Real increase in CETV £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mark Camley Chief Executive</td>
<td>0-2.5 lump sum 2.5-5</td>
<td>15-20 lump sum 75-80</td>
<td>341</td>
<td>379</td>
<td>0-2.5</td>
<td>12</td>
</tr>
<tr>
<td>Colin Buttery Deputy Chief Executive and Director of Parks</td>
<td>0-2.5 lump sum 0</td>
<td>15-20 lump sum 0</td>
<td>314</td>
<td>340</td>
<td>7.5-10.0</td>
<td>0</td>
</tr>
<tr>
<td>Simon Bettis Director of Estates</td>
<td>0-2.5 lump sum 2.5-5</td>
<td>5-10 lump sum 35-30</td>
<td>192</td>
<td>222</td>
<td>0-2.5</td>
<td>19</td>
</tr>
<tr>
<td>Greg McElrnan Director of Major Projects and IT</td>
<td>0-2.5 lump sum 0</td>
<td>0-5 lump sum 0</td>
<td>47</td>
<td>64</td>
<td>0-2.5</td>
<td>12</td>
</tr>
<tr>
<td>John Swainson Director of Resources</td>
<td>0-2.5 lump sum 0</td>
<td>0-5 lump sum 0</td>
<td>0</td>
<td>9</td>
<td>0-2.5</td>
<td>9</td>
</tr>
<tr>
<td>Wendy Shales Director of Strategy and Communications</td>
<td>0-2.5 lump sum 0</td>
<td>10-15 lump sum 30-35</td>
<td>149</td>
<td>168</td>
<td>0-2.5</td>
<td>10</td>
</tr>
<tr>
<td>Bridget Verso Head of Finance (to 23rd September 2008)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

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

**Civil Service Pensions**

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

**Civil Service Pension Scheme**

Benefits in kind None of the above staff received benefits in kind.

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

For 2008-09, employers’ contributions of £135,745 were payable to the PCSPS (2007-08 £160,508) at one of four rates in the range 17.1% to 25.5% of pensionable pay, based on salary bands. The scheme’s Actuary reviews employer contributions usually every four years following a full scheme valuation. From 2009-10, the rates will be in the range 16.7% to 24.3%.

The contribution rates are set to meet the cost of the benefits accruing during 2008-09 to be paid when the member retires and not the benefits paid during this period to existing pensioners. At the balance sheet date the amount of unpaid contributions was £56,519.
Employees can opt to open a partnership pension account, a stakeholder pension with a lifetime income, with a pension benefit secured by a pension provider. Employer contributions are age-related and range from 3% to 12.5% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £51 (2007-08 £1.08), 0.8% of pensionable pay, were payable to the PCS2 to cover the cost of the future pension of lump sum benefits on death in service and it health retirement of these employees.

Contributions due to the partnership pension providers at the balance sheet date were £0 (2007-08 £94). Contributions prepaid at that date were £244.

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

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

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

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

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

Mark Camley, Accounting Officer
2 July 2009

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

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

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

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

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

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

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

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

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

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

Mark Camley, Accounting Officer
2 July 2009

STATEMENT ON INTERNAL CONTROL

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The Royal Park

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Statement of Chief Executive’s Responsibilities

• Make judgements and estimates on a reasonable basis;

In preparing the accounts the Accounting Officer is required to:

- Recognise gains and losses and cash flows for the financial year.
- Prepare statements of accounts for each financial year in the form and
- Make judgements and estimates on a reasonable basis;
- Ensure the proper records, are set out in the Accounting
- Make judgements and estimates on a reasonable basis;

In preparing the accounts the Accounting Officer is required to:

• Observe the accounts direction issued by the Treasury, including the
- Ensure the proper records, are set out in the Accounting

In preparing the accounts the Accounting Officer is required to:

• Observe the accounts direction issued by the Treasury, including the

In preparing the accounts the Accounting Officer is required to:

We have read the other information contained in the Annual Report including the unaudited part of the Remuneration Report and the management commentary included in the Annual Report, is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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

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

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

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

Basis of audit opinions

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

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

In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

In my opinion:

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

The Royal Parks agency for the year ended 31 March 2009 under

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

Respective responsibilities of the agency, the Chief Executive and auditor

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

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

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

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

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

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

Mark Camley, Chief Executive

2 July 2009

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

Annual Report and Accounts

2008-09

Note 2008-2009 £000 2007-2008 £000

EXPENDITURE

Staff costs 3 4,558 4,094
Depreciation 7 2,579 2,306
Notional charges 5 1,428 1,541
Programme costs 4 26,660 23,779

TOTAL EXPENDITURE 35,225 31,720

EXCEPTIONAL ITEM 3.3c 0 298

GROSS EXPENDITURE 35,225 32,018

LESS INCOME 6 13,011 11,026

NET EXPENDITURE (Representing the net departmental cost of The Royal Parks) 22,214 20,992

Note 2008-2009 £000 2007-2008 £000

Unrealised surplus/(deficit) on the Revaluation of fixed assets 13 (383) 2,628
Receipt of donated assets 1,691 0

Total recognised gains and losses 1,308 2,628

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

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

BALANCE SHEET AS AT 31 MARCH 2009

Note 2009 £000 2008 £000

FIXED ASSETS
Tangible fixed assets 7 47,078 47,623

CURRENT ASSETS
Stocks 1e 0 1
Debtors 8 3,007 2,638
Cash at bank and in hand 9 2,915 2,888

5,922 5,527

CURRENT LIABILITIES
Creditors (due within one year) 10 (6,917) (6,948)

(995) (1,441)

TOTAL ASSETS LESS CURRENT LIABILITIES 46,083 46,182

PROVISION FOR LIABILITIES AND CHARGES 12 (465) (380)

TOTAL ASSETS LESS TOTAL LIABILITIES 45,618 45,802

Taxpayers' equity:
Revaluation reserve 13 13,751 16,368
Donated asset reserve 14 4,627 2,555
General fund 15 27,240 26,879

45,618 45,802

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

Mark Camley, Accounting Officer
2 July 2009
<table>
<thead>
<tr>
<th>Note</th>
<th>2008-2009 £000</th>
<th>2007-2008 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET CASH OUTFLOW FROM OPERATING ACTIVITIES</td>
<td>(17,353)</td>
<td>(15,095)</td>
</tr>
<tr>
<td>NET PARLIAMENTARY CASH FUNDING RECEIVED</td>
<td>15</td>
<td>19,362</td>
</tr>
<tr>
<td>Funding for Donated Assets</td>
<td>14</td>
<td>1,631</td>
</tr>
<tr>
<td>CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of tangible fixed assets</td>
<td>7</td>
<td>(3,613)</td>
</tr>
<tr>
<td>Proceeds on disposal of fixed assets</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>27</td>
</tr>
</tbody>
</table>

**ANALYSIS OF CHANGES IN CASH BALANCES**

| Increase in cash held | 9, 10 | 27 | 1,845 |

**RECONCILIATION OF OPERATING CASH FLOW TO NET EXPENDITURE**

| Net expenditure for the year | 15 | (22,214) | (20,992) |
| Depreciation | 7 | 2,579 | 2,306 |
| Fixed Asset revaluations below historic book value | 7 | 1,161 | 0 |
| Loss on disposal of assets | 7 | 95 | 284 |
| Notional charges | 5 | 1,428 | 1,541 |
| Early retirement costs | 12 | 132 | 5 |
| Pension transfer provision | | 0 | (400) |
| Provision for other liabilities | 12 | (47) | (41) |
| Decrease/ (Increase) in stocks | 14 | (1) | 16 |
| Decrease/ (Increase) in debtors | 8 | (369) | 97 |
| (Decrease)/ Increase in creditors | 10 | (51) | 2,158 |
| Notional Income | 5 | (48) | (59) |

**NET CASH OUTFLOW FROM OPERATIONS**

| (17,353) | (15,095) |

---

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

99

263

101

2007-08

603

3,504

3,183

288

100

4,558

debtor or group of debtors. Exposed to concentrations of credit risk to a single trade debtor or group of creditors.

Are written off. No interest is earned on trade debtors. Sales on an ongoing basis. Debts which are known to be uncollectable are written off. Collectability of trade debtors is reviewed at balance sheet date. All trade debtors are recognised as amounts receivable at balance sheet date. Debtors are recognised as amounts receivable at balance sheet date. Sales on an ongoing basis. Debts which are known to be uncollectable are written off. Collectability of trade debtors is reviewed at balance sheet date. All trade debtors are recognised as amounts receivable at balance sheet date. Capital Charge is from a DCMS grant the agency is not subject to a material liquidity risk. It does not have any finance leases or loans, and as a result it does not have any financial instruments. Financial instruments play a more limited role in creating risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts to buy non-financial items in line with the agency’s expected purchase and usage requirements and the agency is therefore exposed to little credit, liquidity or market risk. The majority of grant from DCMS is taken directly to Reserves (Note 15). In 2008-09 net cash funding of £19,362,520 was received from DCMS and the agency generated £17,943bn from operations. Given that 60% (2007-08: 61%) of income is from a DCMS grant the agency is not subject to a material liquidity risk. Capital Charge

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

Debtors

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

l. PROVISIONS

Early Departure Costs

The Royal Parks is required to meet the additional cost of benefits beyond the normal Principal Civil Service Pension Scheme benefits in respect of employees who retire early or are made redundant. The Royal Parks provides in full for these costs when the early retirement or redundancy programme has been announced and is binding on the agency. Details of the remuneration and pension interests of the Chief Executive, Executive Board members and Executive Committee members of The Royal Parks are contained in the Remuneration Report.

Contingent Liabilities

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

i. FINANCIAL INSTRUMENTS

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

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Capital Charge

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Debtors

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

<table>
<thead>
<tr>
<th></th>
<th>2008-09 Total £000</th>
<th>2007-08 Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grounds Maintenance</td>
<td>6,800</td>
<td>7,121</td>
</tr>
<tr>
<td>Works Maintenance (i)</td>
<td>6,598</td>
<td>6,359</td>
</tr>
<tr>
<td>Landscape Development (ii)</td>
<td>2,077</td>
<td>1,025</td>
</tr>
<tr>
<td>Programme Management (iii)</td>
<td>1,527</td>
<td>928</td>
</tr>
<tr>
<td>Nursery</td>
<td>1,197</td>
<td>1,143</td>
</tr>
<tr>
<td>Fixed Asset Impairment (Note 7)</td>
<td>1,161</td>
<td>0</td>
</tr>
<tr>
<td>Utilities (iv)</td>
<td>948</td>
<td>588</td>
</tr>
<tr>
<td>Cleaning Contracts</td>
<td>895</td>
<td>915</td>
</tr>
<tr>
<td>Service Contracts</td>
<td>861</td>
<td>884</td>
</tr>
<tr>
<td>Consultancies (v)</td>
<td>777</td>
<td>883</td>
</tr>
<tr>
<td>Agency Staff</td>
<td>508</td>
<td>426</td>
</tr>
<tr>
<td>Trees (vi)</td>
<td>311</td>
<td>475</td>
</tr>
<tr>
<td>Marketing &amp; Communications</td>
<td>295</td>
<td>355</td>
</tr>
<tr>
<td>IT Equipment &amp; Consumables (vii)</td>
<td>291</td>
<td>217</td>
</tr>
<tr>
<td>Furniture &amp; Equipment (viii)</td>
<td>255</td>
<td>378</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>217</td>
<td>250</td>
</tr>
<tr>
<td>Entertainment &amp; Licenses</td>
<td>211</td>
<td>136</td>
</tr>
<tr>
<td>Horticulture</td>
<td>182</td>
<td>166</td>
</tr>
<tr>
<td>Vehicle Hire</td>
<td>163</td>
<td>159</td>
</tr>
<tr>
<td>Training</td>
<td>149</td>
<td>85</td>
</tr>
<tr>
<td>Loss/(Profit) on Disposal (Note 7)</td>
<td>95</td>
<td>284</td>
</tr>
<tr>
<td>Animal Feed &amp; Welfare</td>
<td>87</td>
<td>83</td>
</tr>
<tr>
<td>Other (ix)</td>
<td>1,035</td>
<td>924</td>
</tr>
<tr>
<td>Total</td>
<td>26,640</td>
<td>23,779</td>
</tr>
</tbody>
</table>

(i) Works Maintenance
Included major costs for de-silting the lake at St James’s Park, work carried out under our Better Buildings programme and the Serpentine Reed Beds project.

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

(iii) Programme Management
Includes programme management on Better Buildings, Bushy and TfL projects.

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

(v) Consultancy costs
Include architectural services on landscape works, and project support on various other projects.

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

(vii) IT Equipment & Consumables
Spent was increased by the implementation of our ICT upgrade programme, partly offset by a reduction in our technical support costs.

(viii) Furniture & Equipment
Included costs for refurbishing and upgrading playgrounds in Regent’s Park and Kensington Gardens last year.

(ix) Other costs
Include Bad Debts (£0.109m), provision for bad debt (£0.079m), Horticulture costs (£0.122m), IT support and consumables (£0.157m).

5. COST OF CAPITAL AND OTHER NOTIONAL CHARGES

The following notional expenditure items have been included in the Accounts:

<table>
<thead>
<tr>
<th></th>
<th>2008-09 £000</th>
<th>2007-08 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest charges (i)</td>
<td>1,385</td>
<td>1,504</td>
</tr>
<tr>
<td>Other Finance Costs</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Audit remuneration – External audit</td>
<td>38</td>
<td>37</td>
</tr>
<tr>
<td>Other audit services (FRS preparatory work)</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>1,428</td>
<td>1,541</td>
</tr>
</tbody>
</table>

6. INCOME

<table>
<thead>
<tr>
<th></th>
<th>2008-09 £000</th>
<th>2007-08 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Operations:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concessions: Catering (i)</td>
<td>1,920</td>
<td>2,103</td>
</tr>
<tr>
<td>Car parking</td>
<td>1,402</td>
<td>1,468</td>
</tr>
<tr>
<td>Other</td>
<td>227</td>
<td>133</td>
</tr>
<tr>
<td>Total (i)</td>
<td>12,943</td>
<td>10,967</td>
</tr>
<tr>
<td>Notional Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation on donated asset (transfer from donated asset reserve) (Note 14)</td>
<td>68</td>
<td>59</td>
</tr>
<tr>
<td>Grand Total</td>
<td>13,011</td>
<td>11,026</td>
</tr>
</tbody>
</table>

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

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

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

(iv) Other includes income from sports, contributions towards event costs and charges of costs to the Metropolitan Police Authority.
Land and buildings are valued in accordance with the accounting policy described at Note 1b. Grant, Mills & Wood, Surveyors and Valuers, a member of the Royal Institute of Chartered Surveyors, undertook the professional valuation of property for 2008-09 as at 31st March 2009. Property usage dictates whether VAT should be included in the valuation of a property. The Royal Parks have reviewed property usage and taken the valuation accordingly.

Depreciation has not been charged on freehold land, which is stated at its 1999 valuation of £20,000 plus £3,000 for land purchased in 1999-2000. The table above includes Freehold buildings with an opening valuation of £2,420,841, opening depreciation of £1,545,041 and in year depreciation of £62,572. The net book value of these buildings was £874,800 at 31 March 2008 and £814,228 at 31 March 2009.

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

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

The table above includes Freehold buildings with an opening valuation of £2,420,841, opening depreciation of £1,545,041 and in year depreciation of £62,572. The net book value of these buildings was £874,800 at 31 March 2008 and £814,228 at 31 March 2009.

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

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

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

### 13. REVALUATION RESERVE

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

### 14. DONATED ASSET RESERVE

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

### 15. GENERAL FUND

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