



THE  
ROYAL  
PARKS



CORPORATE  
STRATEGY  
2022-27

# INTRODUCTION

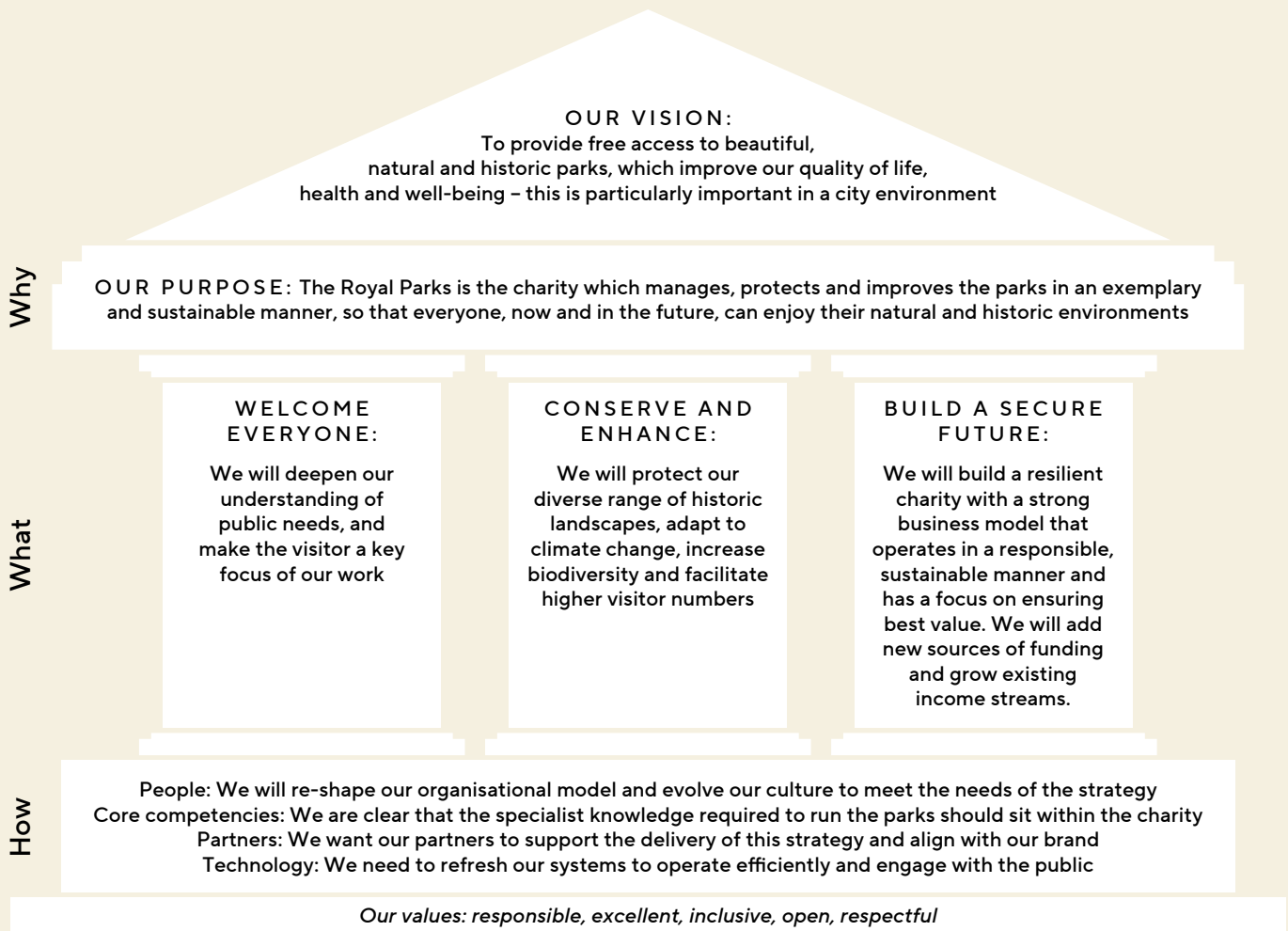
The Royal Parks is the charity dedicated to caring for the most famous collection of urban parks in the world. Our role is to conserve and enhance these historic and exceptional landscapes so that everyone can enjoy them now and in the future.

This is an enormous responsibility, but also a huge privilege.

In 2022, The Royal Parks’ Board of Trustees approved a bold new 5-year corporate strategy to ensure ongoing improvement and the long-term protection of the parks. There are three key objectives in the strategy: to welcome everyone to the parks; to conserve and enhance the parks; and to build a secure financial future. In order to achieve our objectives, we must balance our responsibility to protect and

enhance the parks’ landscapes and heritage with encouraging new people to discover what the parks have to offer.

The strategy envisages significant investment in the parks, including the delivery of two flagship projects – a major lottery-funded restoration project, Greenwich Park Revealed, and the transformation of a brownfield site in the middle of The Regent’s Park into a new two-acre garden in memory of Queen Elizabeth II. Over the coming years, where we believe The Royal Parks is best-placed to lead, we will insource those functions so that we are able to deliver a wider range of services ourselves. We will diversify our income sources. Sustainability is at the heart of this strategy and will continue to be interwoven into everything we do.



# WHAT WE WANT TO DO



## OBJECTIVE 1: WELCOME EVERYONE

The visitor will remain the key focus of our work. We want everyone to feel welcome in the parks, whatever their background. We want the public to better understand what is available in the parks, where and how they might enjoy it. We'll make sure people understand that we are a charity, what we stand for and how they can play their part in that collective responsibility to keep the parks safe and beautiful for future generations.

In particular, we will:

- Increase our community engagement activity to help us reach more under-served groups who live near the parks;
- Roll out our Volunteer Ranger scheme across the central parks. Our Volunteer Rangers provide a presence within the parks, welcoming, educating and informing visitors;
- Create a new customer service team to better handle enquiries, questions and licence applications across the parks;
- Create a research and insight hub to help us better understand our different visitor groups, including those who don't visit, so we can improve their experience of the parks and encourage new visitors to come in;
- Provide more accurate and welcoming visitor information and signage in the parks through the delivery of a new wayfinding and interpretation plan;
- Roll out the new Royal Parks brand so people understand who we are and what we stand for;
- Build a new website and improve our digital strategy, with engaging, regularly-updated content offered across a range of media channels.

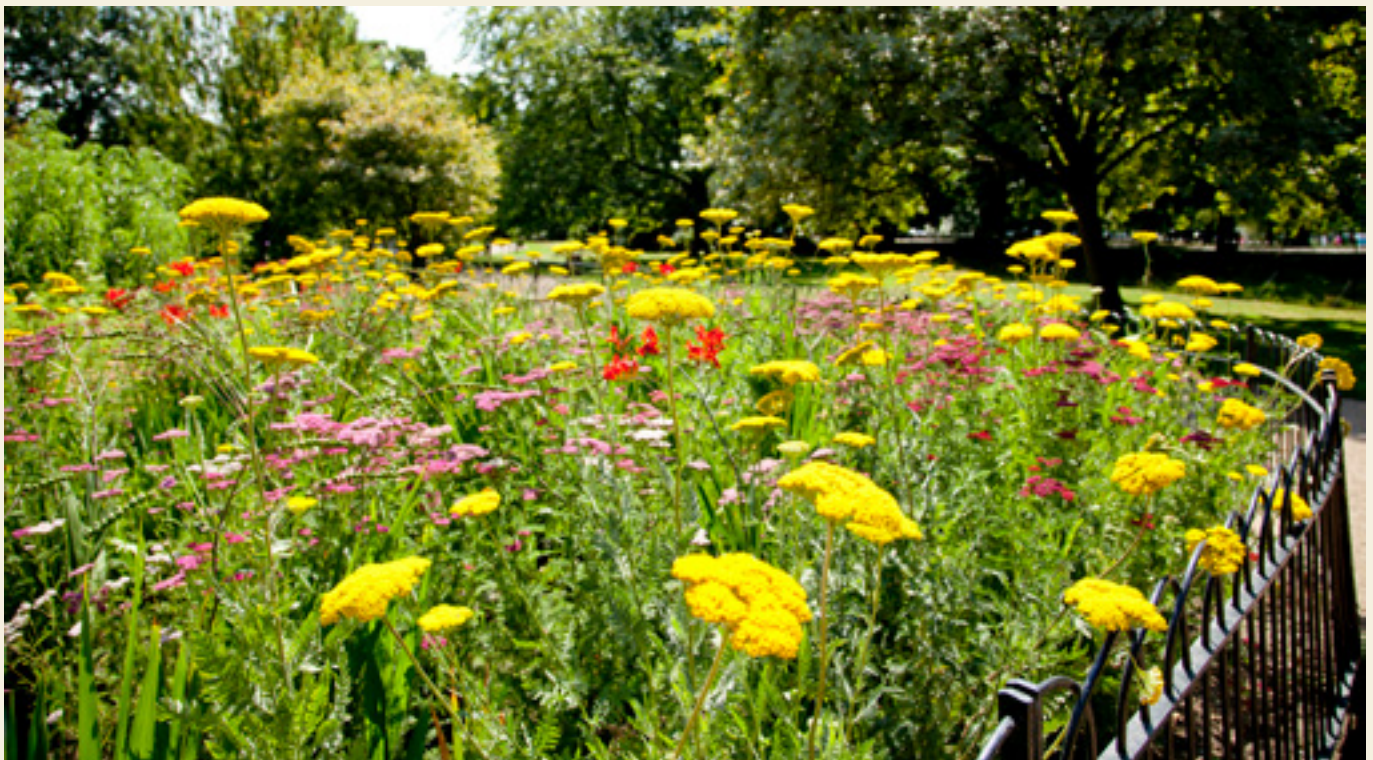
## OBJECTIVE 2: CONSERVE AND ENHANCE

We will protect the parks for future generations. Developing sustainable, resilient and biodiverse landscapes, whilst simultaneously maintaining the world-class horticultural excellence of the parks, is core to our ability to conserve and enhance these spaces. We must do all this whilst adapting to climate change and welcoming a growing number of visitors.

To do this, we will:

- Manage our landscapes more proactively by redesigning our landscape maintenance contracts and creating a new head gardener role for each park. The head gardeners will manage the growing gardening teams and oversee the recruitment of horticultural volunteers. We will also insource landscape maintenance in one park to test its effectiveness;
- Increase investment in biodiversity including by creating more wildflower meadows and wetlands, enhancing wildlife habitats and increasing the amount of public green space in London;

- Deliver more of our facilities maintenance work in-house, so we have greater flexibility to respond to arising issues, and so develop more in-house skills and knowledge;
- Carry out extensive restoration work at Bushy and Richmond Parks on the path network, fencing, bridges and waterways;
- Reduce carbon emissions through the use of electric equipment and biofuels, and carry out feasibility studies on how we can heat our premises. In addition, have resilient tree planting programmes and develop and strengthen naturalistic solutions to park issues, such as sustainable drainage schemes;
- Restrict the use of mains water and use alternative sources wherever possible, enhance the water quality and biodiversity of lakes and rivers, and build the natural resilience of our landscapes by creating meadows and wetlands to retain flood water, and by planting drought-resistant tree species;
- Implement a 5-year capital expenditure strategy and plan to deliver major restoration and improvement projects across the parks.





### OBJECTIVE 3: BUILD A SECURE FUTURE

To serve our vision and purpose, the charity needs a secure financial base. The pandemic highlighted the risk associated with heavy reliance on income from events and our need for new income streams. We will diversify into new areas, including retail and the expansion of our fundraising activity.

To do this, we will:

- Deliver a new fundraising strategy with an initial focus on grant funding, individual giving, legacies and tributes;
- Develop our filming strategy in a way that generates income, positively promotes the parks and minimises disruption to park users.
- Develop retail opportunities and open our first shop in Hyde Park, followed by an online e-commerce site;
- Manage the boating and swimming offer in Hyde Park, and boating in The Regent's and Greenwich Parks;
- Review the future of major events in the parks in order to maximise existing opportunities and identify new possibilities;
- Develop and enhance our catering across the parks, ensuring a wider choice of food and drink and taking into account different dietary requirements;
- Ensure our cost base and resources are focused in the right areas and return good value for money.

# HOW WILL WE DO IT?

We will focus on key enablers that underpin our strategy. We know that we need the right people, training, organisational design, culture, systems and partnerships to deliver this strategy.

To do this, we will:

- Recruit new skills, and insource key functions or roles from external contractors;
- Build an effective recruitment and training programme;
- Deliver technology programmes, notably a new finance system, to modernise the charity and mitigate against risk, whilst scoping an organisational-wide CRM system;
- Develop our volunteer programme, providing more opportunities for volunteers to get involved in our work, primarily as Rangers or horticulture volunteers;
- Publish and deliver an Equality, Diversity and Inclusion strategy which aims to improve diversity and inclusivity in the workplace;
- Review the organisational design within 18 months to ensure it is still fit for purpose.



# FLAGSHIP PROJECTS

To help us deliver our strategy, we are investing heavily in two flagship projects which will protect and enhance the parks as well as bring huge benefits to local communities and park visitors now and in the future.

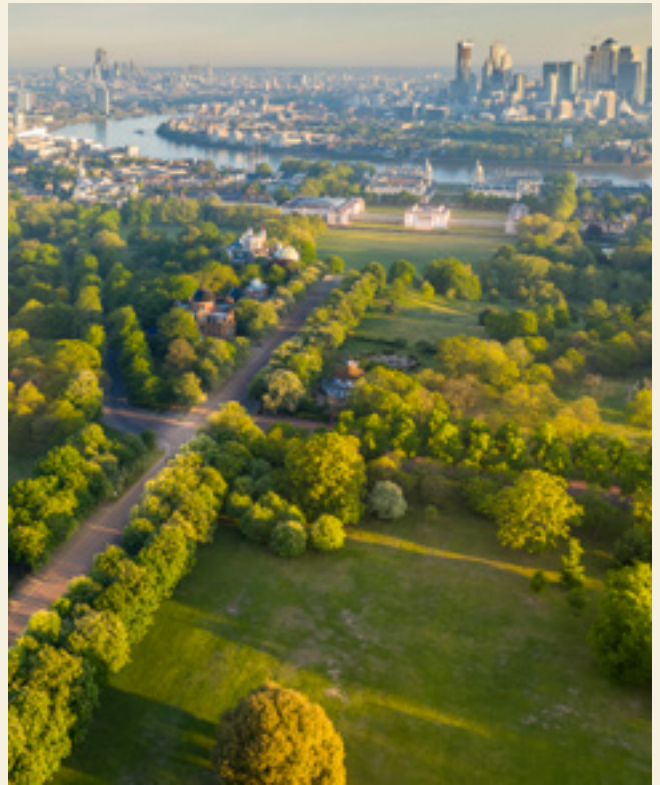
## GREENWICH PARK REVEALED

Greenwich Park Revealed is a multi-year, multi-million-pound restoration project which will protect and future-proof Greenwich Park's unique landscape and heritage for future generations. The project will restore the park to its 17th century grandeur, enhancing the natural landscape following many years of erosion. In addition, it will improve biodiversity and will invest in new visitor facilities while also increasing learning, leisure and volunteering opportunities for a growing and diverse local community. The project is due to be completed in 2025.

None of this work would be possible without the £4.5m grant we were awarded by the National Lottery Heritage Fund and the National Lottery Community Fund, for which we are extremely grateful.

## A NEW GARDEN IN THE REGENT'S PARK

In honour of Her Late Majesty Queen Elizabeth II, we are transforming the site of a former disused plant nursery into a unique, new garden in the heart of The Regent's Park. We are committed to doing all we can to increase green space in London, and the garden will add a significant two acres of high quality, biodiverse parkland for people to enjoy and explore.



# SUMMARY

This is an exciting chapter for The Royal Parks, and the investment and focus will help us create a long-lasting and impactful vision.

This strategy will set the context for major park improvements for at least the next decade and hopefully beyond. We will measure our success against key performance targets which we will be reporting against every year for the next five years.

With more investment, greater resilience, new skills and a diversification of income, we will be in a stronger position to welcome visitors to the Royal Parks, whilst also protecting and improving the landscapes for future generations to enjoy.







The Royal Parks is registered in England and Wales

Company Registration No: 10016100

Registered Charity No: 1172042

Registered Office: The Old Police House  
Hyde Park, London W2 2UH

0300 061 2000

[hq@royalparks.org.uk](mailto:hq@royalparks.org.uk)

[royalparks.org.uk](http://royalparks.org.uk)