



Annual Report and Accounts 2016-2017



Annual Report and Accounts 2016-2017

Presented to the House of Commons pursuant to section 7 of the Government Resources & Accounts Act 2000

Ordered by the House of Commons to be printed on 12th September 2017

HC 211



© Crown copyright 2017

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3 or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at www.gov.uk/government/publications

Any enquiries regarding this publication should be sent to us at The Royal Parks, Old Police House, Hyde Park, London, W2 2UH.

ISBN 978-1-5286-0018-7

Printed on paper containing 75% recycled fibre content minimum

Printed in the UK by the APS Group on behalf of the Controller of Her Majesty's Stationery Office

CCS0817852540 09/17

CONTENTS

Chairman's Statement.....	4
Chief Executive's Foreword.....	5
Performance Report.....	21
Accountability Report.....	30
Remuneration and Staff Report.....	39
Parliamentary Accountability and Audit Report.....	49
The Royal Parks Accounts 2016-17.....	52

CHAIRMAN'S STATEMENT

I am very pleased to introduce The Royal Parks' (TRP) Annual Report and Accounts 2016/17.

The report sets out the organisation's achievements over the past 12 months, but inevitably this covers only a small part of the many activities that have taken place. This has been a remarkable year for The Royal Parks. Our long held ambition of a change in status from a Government agency to a charitable public body was finally realised in March 2017.

The change – that in no way affects the public ownership of the estate – provides greater flexibility and opportunities for efficiency in the way that resources are managed so that the parks can continue to be held in the highest quality for this and future generations.

The new arrangements include governance changes and the appointment of a new charitable trust Board. The Mayoral Advisory Board which I have chaired since it was established in 2012 is being dissolved. I would therefore like to take this opportunity to thank all my Board colleagues who have served over the years for their sterling service in supporting and protecting the parks.

I, and my Board colleagues, are also grateful to our TRP staff, contractors, volunteers, friends and other supporters for all they have achieved over the past year. Together they have helped ensure the parks continue to be the very best in the world.

I would like to wish the organisation all the very best for the years ahead.

Apurv Bagri



Chair
The Royal Parks Advisory Board

CHIEF EXECUTIVE'S FOREWORD

I am delighted to introduce The Royal Parks Annual Report and Accounts for 2016/17.

Back in 2015 when I was appointed as Chief Executive it felt like I had been handed my dream job. Almost two years on it still feels like that. There can be few organisations with such outstanding assets in its care, which hosts such a range of activities, and where the complexity and beauty of the natural environment can be seen every single day.

That is not to say it has been easy. There have been significant challenges. In particular the continuing pressure on resources has meant that some difficult decisions have had to be made. We have, however, continued to look at ways to deliver further efficiencies and grow income while maintaining the intrinsic qualities of the estate.

Despite financial pressures I am proud we have maintained the exceptional standard of horticultural excellence that millions of visitors from across the globe have come to associate with the Royal Parks. Protecting the biodiversity of London's 'green lungs' continues to be an important focus; this is particularly important at a time when an increase in pests and diseases threaten the park environment. Despite investing more resources than ever in trying to combat their impact, pests and diseases such as oak processionary moth (OPM), massaria and bleeding canker remain on the increase. This will remain one of our main challenges and key priorities in the years ahead.

Perhaps one of the biggest achievements this year has been the change in the status of the organisation from a Government agency to a charitable public body. This has been a long held aspiration and will provide greater flexibilities in the way the organisation manages its resources. This is the most significant change to the management of the estate since the agency was set up 25 years ago.

Conserving and enhancing the natural and built environment and the biodiversity of the estate is central to what we do and I am pleased that TRP has again retained Green Flag status in all of its parks.

I am very grateful to our many supporters without whom we would have been unable to achieve all we have in the past year. These include the Friends of the parks, our many outstanding volunteers, the Royal Parks Foundation and countless other individuals and organisations. I would also like to give special thanks to my team. Like me, they feel honoured to be part of the long line of custodians of these exceptional places.



Andrew Scattergood
The Royal Parks Chief Executive

INTRODUCTION

The Royal Parks Agency was responsible for managing and preserving more than 5,000 acres of historic parkland across London, including valuable conservation areas and important habitats for wildlife, until its functions were transferred to The Royal Parks charity on 16 March 2017.

The Royal Parks are: Bushy Park, The Green Park, Greenwich Park, Hyde Park, Kensington Gardens, The Regent's Park & Primrose Hill, Richmond Park and St James's Park. The Royal Parks is also responsible for a number of other spaces in London, including Brompton Cemetery, Victoria Tower Gardens, the gardens of 10, 11 and 12 Downing Street and Grosvenor Square Garden.

The organisation was established on April 1, 1993 as an Executive Agency of the Department of National Heritage, now the Department for Digital, Culture, Media and Sport (DCMS). The 1993 Framework Document sets out the powers and responsibilities delegated to The Royal Parks.

HIGHLIGHTS FROM THE EIGHT ROYAL PARKS

Bushy Park

Over 10,000 people attended the annual Chestnut Sunday. Organised by The Royal Parks, the event dates back to Victorian times and is an annual celebration of the blossom on the horse chestnut trees in Bushy Park. Festivities included a parade through Chestnut Avenue complete with military vehicles, vintage cars and City of London Horses. Festival goers were also treated to a traditional fairground, pony rides and live music.

This year also saw a number of construction projects; improvements were made to the Venison House at the Stockyard in Bushy Park, raising the standard even higher for venison production. Number one Upper Lodge Mews was also refurbished and commercially let on the open market boosting income from TRP lodge rentals.

A much needed potting shed was constructed which will help provide woody shrubs for the Woodland Gardens - a 30-acre enclosure within Bushy Park. The gardens also saw the careful removal of invasive *Rhododendron ponticum*, and a border replanted with mixed *Rhododendrons*.

The Friends of Bushy and Home Parks continue to provide support to the park, manning the information point at the Pheasantry and raising funds for park projects. The Friends are also funding the last part of the restoration of the Water Gardens, replacing the hoods on the water spouts, with inspiration taken from the original drawings.

Staff, volunteers and contractors have worked closely in identifying and controlling oak processionary moth (OPM). More than 1,400 nests were spotted and removed from Bushy Park.

De-silting of a stretch of the Longford River was undertaken to improve river flow and bolster biodiversity.

The Green Park and St James's Park

The Mall in St James's Park was transformed for its largest ever street party to celebrate The Queen's patronage of over 600 charities and organisations on the occasion of her 90th birthday.

10,000 guests enjoyed hamper-style lunches at tables positioned along the The Mall, and were treated to entertainment from bands and a moving parade. Large screens were erected in St James's Park and The Green Park to broadcast the festivities.

The 90th coronation meadow was established in The Green Park to honour The Queen in her 90th birthday year. The initiative was co-ordinated by charity Plantlife to help reverse the decline of the nation's wildflower meadows. HRH The Prince of Wales, patron of Plantlife, accompanied local children to sow the first seed, and it was officially named 'The Queen's Meadow'.

Seed was sourced from the West Sussex Coronation Meadow, as the sites share similar soil conditions, and yellow rattle seed from the meadow in Hyde Park was also scattered.

The 270-metre Grade I listed wall, which features in the iconic Queen Victoria Memorial scheme outside Buckingham Palace, underwent £1.1 million of improvement works. A stainless steel skeleton structure was inserted into the curved wall to strengthen it, as well as repairs undertaken and the wall cleaned. The first phase of the works is now complete with the second phase taking place from August to November 2017.

With 17 million annual visits to the park, St James's Park is the busiest of the eight Royal Parks and as a result the playground is popular with children from across the globe. In 2016 tired equipment was replaced, together with the introduction of new fencing, surfaces and enhanced planting schemes.

To encourage pollinators, 800 metres of wildflower turf was planted around the lake in St James's Park. The turf features species such as meadow cranesbill, red campion, oxeye daisy, field scabious, meadow buttercup and musk mallow.

Greenwich Park

Volunteering has been a key feature of Greenwich Park this year. Volunteer numbers for The Queen's Orchard continue to grow and its inaugural harvest festival was held in September attracting more than 1,000 visitors.

The summer concerts organised and funded by the Friends of Greenwich Park continue to be popular and are now a staple of the park's events calendar. Every Sunday throughout July and August, local jazz musicians take to the Greenwich Park bandstand, treating park visitors to an afternoon of free cultural entertainment.

2016 saw the culmination of a three-year archaeological project to excavate the former 17th century Old Keeper's Cottage in Greenwich. The annual digs provided an invaluable opportunity to engage and inspire school children in the field of archaeology, as well as building up a picture of the lives of the people who worked and lived in Greenwich Park many centuries ago.

Preparing an external funding bid for the Heritage Lottery Fund and BIG Lottery Fund 'Parks for People' grant programme has been a focus of park operations. The project is called Greenwich Park Revealed and its aim is to improve facilities within the park as well as provide opportunities for education.

The intention is to submit an application in August 2017. Already supporting studies on landscape works and community engagement activities have been commissioned alongside a programme of public consultation.

Hyde Park

Hyde Park Winter Wonderland celebrated its ten-year anniversary, and was the most successful to date with millions of visitors enjoying this hugely popular, free-to-attend event. The very first Family Fun Day was held, which saw an array of special events and attractions aimed specifically at children and families. Held in January 2017, the day saw a wide selection of additional fun-filled entertainment including face painting, street magicians, circus skills workshops and children's entertainers.

Among the positive pieces of work to come out of hosting events is reinstatement of the Parade Ground in Hyde Park, whereby soil is improved and new turf is laid once the events season is over.

The park team has built on the success of previous years to ensure the area was in tip-top condition to be opened ahead of the Easter holidays which is traditionally the busiest time after the Christmas break.

In 2016 a new open water swimming event launched in Hyde Park. During day one of 'Swim Serpentine', more than 6,000 swimmers participated in the mile-long swim, and day two featured the British Open Water Swimming Championships where participants competed over a 3.1-mile course. The event will be returning in 2017 as a one day event and swimmers will have the chance to swim a half mile, one mile or two miles in open water in this mass-participation event.

Work began on a super nursery in Hyde Park which will enable The Royal Parks to supply 98% of its bedding plant requirements under one glass roof. The new nursery will use the latest technology in greenhouse technology and save significant sums in running costs. It will be operational by late summer 2017.

The last working shire horses in London undertook a harrow of the long grasses in the meadow in Hyde Park using traditional machinery to encourage new growth of meadow flowers such as wild carrot, yellow rattle, knapweed and yarrow.

In support of The Royal Parks' Pollinator Strategy, new meadow beds were created at Victoria Gate, Hyde Park Corner and the Bowls and Tennis Centre. Additional biodiversity measures include gorse planting at the northern manege and new native hedgerow planting at the Triangle Car Park and Old Football Pitches.

Kensington Gardens and Brompton Cemetery

Lloyd Grossman, chairman of the new Royal Parks charity, officially opened the Italian Gardens Cafe, a former disused children's toilet block in Kensington Gardens. The new cafe offers views across the Grade II listed Italian Gardens and has its very own living roof to support biodiversity and wildlife.

Queen Anne's Alcove which dates back to 1705 and features her coat of arms was also renovated. The works included repairs to the stonework, wood panelling, seating and roof. Internal refurbishment has ensured that the alcove can continue to be used as dry storage for The Royal Parks.

A willow artist was commissioned to introduce further natural play areas at the hugely popular Diana, Princess of Wales Memorial Playground, which receives more than one million visitors a year.

In August, the gardens hosted the Gorilla Circus trapeze for its second successful summer in Kensington Gardens; Art Antiques London for the fifth consecutive year; and TRP worked with the Serpentine Sackler Gallery to host its Summer Houses by Queen Caroline's Temple.

The catering contract for Kensington Gardens was retendered, and we have refurbished the kiosks at Broad Walk Cafe and the Palace Gate, and created a new kiosk at the Albert Memorial, one of the Royal Parks' most visited monuments.

Significant investment in tree planting continues in line with the Kensington Gardens Tree Strategy. Its aim is to ensure a suitable succession of trees in the gardens and reinforce the celebrated Charles Bridgeman layout (1733). Six elm trees in the Dials were planted using a species that displays good resistance to Dutch elm disease and 14 London plane and 22 common lime trees were planted on Lancaster Walk. Extensive topographical surveys have been carried out to ensure correct spacing in accordance with historical planting lines.

The £6.2 million HLF and Big Lottery funded conservation project in Brompton Cemetery has now moved into its delivery phase. Work began in December 2016 to undertake the restoration and refurbishment of the chapel, North Lodge, works yard, central colonnades and catacombs.

But it's not just about bricks and mortar – a number of biodiversity and ecological improvements have also been carried out. Bat boxes have been installed across the garden cemetery, 12,000 wildflowers planted and eight areas of the western meadow have been sown with yellow rattle. Yellow rattle is a hemi-parasite of grass species and over time will reduce the competitiveness of coarse grasses encouraging a more diverse flora to establish.

The Regent's Park and Primrose Hill

The year has seen the replanting of the North Western boundary of Primrose Hill with about 7,000 plants. The plants are predominately of British origin and consist of 25 different species of trees and shrubs, including the Irish strawberry tree. The newly planted 250-metre border provides interest and colour across the seasons, as well as being a food source for pollinators and a nesting site for birds.

Following extensive consultation with the public, TRP has now decided on an outline scheme for Gloucester Gate Playground in The Regent's Park. The new playground will go beyond the swings and slides of a traditional playground and encourage exploration and social interaction. The new design will be suitable for all ages and fully accessible.

The Regent's Park has seen a number of refurbishment projects. The two blue bridges across the North West arm of the lake were fully renovated. Rotting timbers were replaced and metalwork was stripped and repainted in its original colours.

The gothic Ready Money Drinking Fountain has been fully restored as a monument. Ready Money was a wealthy Parsee industrialist from Bombay who donated the fountain to The Regent's Park in 1869 as a thank you for the protection that he and fellow Parsees received from British rule in India. The sculpture which contains ten tonnes of Sicilian marble has undergone cleaning and restoration of the carved features. However the design is such that it can no longer serve as a drinking fountain due to both sanitation and structural issues. A discrete modern drinking fountain has been located nearby to maintain the offer of drinking water.

With the park offering one of the largest open spaces for sport in London, at 100 acres, it has been a successful year for sport and fitness: The Hub continues to go from strength-to-strength with a record 400,000 people participating in sporting activity ranging from lacrosse and yoga to rugby and cricket. Adult tennis courts at the Tennis Centre have also been resurfaced.

One of The Regent's Park biggest attractions is its wildlife populations. Last year's bird breeding season went well with 25 pairs of herons breeding, making this the largest heronry

inside the M25. Also starting families were two pairs of grebes, three pairs of great crested grebes and two pairs of kestrels. A surprising spot was the Cory's shearwater in September - the first time this bird has been recorded in the Greater London Area.

The Regent's Park continues to be the last refuge in central London for hedgehogs, and the 2016 survey shows that following a number of habitat improvements in the park, numbers are on the rise.

Richmond Park

Facilities at the Isabella Plantation, our 40-acre woodland garden within the park, won the prestigious award for the UK's 'best eco-friendly loo' for its waterless toilets. The Royal Parks in partnership with the Holly Lodge Centre have also committed to provide a free minibus service every summer on Wednesdays for the next five years. The minibus does a full circuit of the park, and gives local communities, especially those without cars, the opportunity to visit the plantation.

Removing the invasive *Rhododendron ponticum* from the park continues, with a final five acres removed from the 80-acre Sidmouth Woods, signalling the end of a six-year project, which has already benefited wildlife such as nesting hobbies and buzzards. The invasive plant was also cleared from Pen Ponds Plantation and Isabella Plantation with the help of volunteers.

Work began on a pollinator garden at Poet's Corner as part of the People's Postcode Lottery's funded Mission: Invertebrate project. Lawns have been cleared and sown with a wildflower seed and a hedgerow has been planted with native nectar and berry plants.

Richmond Park is home to King Henry's Mound, which at 182-feet above sea level makes it the second highest point of The Royal Parks, after Primrose Hill. The Mound is very popular with visitors as it offers panoramic views of the Thames Valley to the west and distant view of St Paul's Cathedral to the east. To enable people to continue enjoying this attraction, worn paths around the mound were re-surfaced, a vigorous local campaign was staged when it was realised that this long standing view had been compromised by the erection of a tower block in Stratford. The protection has subsequently been enhanced.

In Pembroke Lodge Gardens a new seating area was added to the South Lawn providing additional alfresco dining space for the restaurant. The area has been enclosed with yew hedging and beds planted with a mix of shrubs and perennials designed to provide colour and interest all year around.

As outlined in the Major Events Strategy, the park continues to host three major events each year, with two events tendered in 2016. In 2016 the London Duathlon, a run-bike event for athletes of all abilities has taken place, and 2017 will see London 10 Mile - the capital's first major closed 10-mile running event.

The refurbishment of White Ash Lodge, a listed house in Richmond Park, was completed. The lodge has now been commercially let on the open market, helping boost TRP's income from lodge rentals.

New Charitable Public Corporation

One of the key priorities for The Royal Parks during the year was supporting DCMS in pursuing a change of status of the organisation from a government agency to a charitable public body.

This has been a complex but important process intended to help safeguard the parks in the long-term. The change took place on 16th March with the formation of a new charity that took over responsibility for managing the estate on behalf of the Secretary of State. 'The Royal Parks' charity will look after the 5,000-acre estate stretching across eight Royal Parks. It will also help generate some of the £36million needed each year to run the parks.

For most of this year the parks were managed by an executive agency of the DCMS with fundraising undertaken by a separate charity, the 'Royal Parks Foundation' (RPF). The new organisation will continue to receive Government funding in addition to generating significant income itself. The former agency generated more than 65 per cent of its income through a range of sources including fundraising, donations, lottery funding, catering, rent from properties, fees and licences, events, and sponsorship.

The new charity will have more financial flexibility. However, the independent charity will have greater operational and financial risk.

A new independent Board will oversee the operation of the new charity.

Stakeholder Engagement

The Royal Parks' Stakeholder Engagement Strategy, published in March 2014, commits us to publishing an annual summary of our stakeholder engagement. The strategy is about engaging more effectively, coordinating and targeting activity, engaging with a wider, more diverse audience through new and different channels, and raising awareness of the role of The Royal Parks and support for our objectives.

In reporting against the key principles of stakeholder engagement below, the examples given are not exhaustive but exemplify the range of "monitor," "inform," and "engage" activities undertaken.

1. To seek, listen to and consider a diverse range of stakeholder views, knowledge and experience.

We have continued to host bi-annual stakeholder meetings in all parks and attend Friends Groups' annual meetings. Meet the Park Team events were held in an open and informal way, targeting park users who do not regularly engage with us. Regular meetings regarding our major events continue to be an invaluable way of hearing stakeholder views and making future improvements.

2. To carry out fair, open and meaningful consultation on significant issues affecting park users.

We have continued to work closely with Transport for London and the Mayor's Office to help promote their consultations on a number of cycling projects including the Cycle Superhighway, specifically those going through St James's, The Green, Hyde and The Regent's Parks and Kensington Gardens. We have also collated the views of stakeholders on other projects including engagement projects on the developing Greenwich Park Revealed project with a number of face-to-face, public and drop-in meetings, as well as gathering feedback and suggestions on digital channels. As part of the creation of the new charity we have also sought views on helping us create a brand for the future and sought ongoing views about the effectiveness of our digital channels, and on park issues we have asked for views from cyclists and pedestrians who use the Broad Walk in Hyde Park, and sought views on how we manage Richmond Park.

3. To be open about where stakeholder views have been taken into account.

There have been continuous improvements at our major events with feedback from previous activities, and from our numerous stakeholder engagement sessions, providing valuable information to build on lessons learnt. Stakeholder views are also a key element to numerous projects across the parks; in particular this year, changes were made to pathway improvements in Kensington Gardens following feedback from the public. This then helped guide design elements of improvements on the Broad Walk in Hyde Park. We are also considering the views of those who have contributed to the Richmond Park management plan and the developing plans for our new charity.

4. To engage with stakeholders at the earliest opportunity about issues relevant to or affecting them.

As we moved closer to a creating a new organisation to manage and fundraise for the Royal Parks, we have kept a wide spectrum of stakeholders up-to-date with the latest information through a range of channels including digital activity, face-to-face meetings, including with the Chief Executive, and direct mailings. This has given us a chance to ensure they are fully aware of the changes, and answer their questions. We have also led on important communications around security changes to Changing the Guard, and subsequent date changes and road closures, including by ensuring key stakeholders were kept up-to-date with plans and how changes may affect them. We also issued the major events schedule to stakeholders across all parks for events affecting them and issued communications to hundreds of residents about our key events including Barclaycard Presents British Summer Time Hyde Park and Hyde Park Winter Wonderland.

5. To communicate information clearly and through different channels to maximise accessibility and understanding.

As market research shows, more people would prefer to use online methods to access information about the parks. Because of this we have continued to use our expanding digital channels including the use of Periscope at key ceremonial events. Our website and social media audiences continue to grow with 2.5million visits to our website in the past year,

more than 320,000 people liking our Facebook pages and more than 9,000 people now following us on Twitter which is becoming an important method of communication between us and the public. We have also supported a number of partners through our digital channels by helping to promote their activities and projects, including the Royal Parks Foundation's Half Marathon and Mission: Invertebrate People's Postcode Lottery project. We have also hosted a number of interactive events including Meet the Park teams across all parks, and family days at Brompton Cemetery as part of our Lottery-funded conservation project.

6. To continue to embed stakeholder engagement into our culture and our activities.

We continue to meet key stakeholders to discuss local issues and concerns regarding major events and other key issues affecting the parks such as the creation of a new charity and appointment of our new Chairman and board of trustees. We have undertaken a number of feature pieces to raise awareness of and to educate visitors about our parks, including welfare of deer during the birthing and rutting seasons, and the threat to habitats and condition of the parks by public activities such as the dangers of bird feeding.

Events

Our eight Royal Parks have a long and historic tradition of hosting events. They host around 30 major events and hundreds of small events every year, including some of the most prestigious cultural, musical and sporting activities in the world, as well as a multitude of smaller and local community events.

These include: The London Marathon, where runners line up in Greenwich Park to start the gruelling 26.2-mile run and finish in elation on The Mall in St James's Park; Barclaycard Presents British Summer Time Hyde Park, which offers something for everyone, from headline superstars like The Rolling Stones and Stevie Wonder to schools activities and sport; one of the UK's largest restaurant festivals, Taste of London; the weekend festival of cycling – RideLondon which sees cyclists of all abilities race through London taking in St James's, The Green and Richmond Parks; and the ever popular Hyde Park Winter Wonderland, Europe's number one Christmas destination.

2016/17 was an exceptionally successful year for events in the Royal Parks, with millions of people from across the globe enjoying and experiencing our events and in turn, contributing vital funds which go back into conserving and enhancing the parks for future generations to enjoy.

As custodians of these unique spaces we understand the need to balance the inclusion of events in open spaces while maintaining space for quiet enjoyment and relaxation. Since publishing our strategy document in 2014 – 'Hosting Major Events in the Royal Parks' – we have continued to improve the events we host and are able to give clarity to stakeholders and event organisers about why we host events, the guiding principles by which we prioritise events, and our approach to hosting events.

After each major event we work with event organisers to take forward feedback and learnings. For Hyde Park major events, one of the main areas where we have focussed our energy is in sound management.

We understand the issues faced by the local community and have a dedicated team which now actively work at events to monitor and reduce sound impact. Because of this proactive approach and the lessons learned we have continued to reduce complaints in this area, with 2016 producing the lowest number of sound complaints to date. We have a dedicated helpline for the local community which is operational throughout events and we encourage anyone with feedback to get in touch.

Of the income raised by The Royal Parks, about a third of it comes from hosting events. Without our event income we would not be able to maintain the parks to the standards expected. The events we host offer opportunities to enjoy a diverse range of activities in the open space and in turn, not only support the parks but help to boost the wider London economy.

Transport for London Cycle Super Highways and Quietways

As part of the East-West Cycle Superhighway which will run through central London from Tower Hill to Lancaster Gate, Transport for London (TfL) has almost completed the following works: a segregated two-way cycle track on West and South Carriage Drive in Hyde Park and the conversion of a little-used sand Horseride on the edge of Constitution Hill into a segregated two-way cycle track.

TfL has ambitions to extend its Cycle Superhighways programme. This could impact on The Regent's Park and TRP is in discussion with the key agencies about the proposals.

TfL's 'Quietways' programme has funded traffic calming works in Richmond and Hyde Parks and Kensington Gardens including raised crossing points, surface improvements, ancillary works and signage.

Water Management

TRP is focused on reducing its reliance on treated water from Thames Water by using its own water supply sources to top up lakes, water plants and supply public toilets.

TRP's water supplies are from rivers, wells and boreholes, all tightly regulated by the Environment Agency. By using its own water, TRP not only saves money, but ensures lake water quality is maintained, events and public toilets receive good water pressure and the parks remain 'open for business' in the event of a drought.

This year TRP has extended its borehole supplied network to create a private ring main within Hyde Park and Kensington Gardens to service Winter Wonderland and the summer

concerts, the Serpentine Lake, the Italian Gardens, Round Pond and new irrigation systems at the South Flower Walk and Albert Memorial.

A new borehole has been installed in The Regent's Park to supply water to Marylebone Green and Avenue Gardens, further reducing mains water consumption. A new irrigation system has been installed in St James's Park, supplied from wells which enabled the re-commissioning of an old Victorian Reservoir on Duck Island (that used to supply the Queen Victoria Memorial in front of Buckingham Palace).

Arboriculture

The oak processionary moth (OPM) is a non-native invasive insect pest of oak trees first found in the UK in 2006. Subsequently found in Richmond Park in 2009, it is now present in all the Royal Parks and TRP, together with other affected landowners in London and the south-east, has a duty to manage the pest.

Over the course of the year TRP carried out a proactive control programme in all the parks, which included selective pesticide spraying followed by surveying and removal of nests. Richmond Park continued to be the site of active OPM research carried out by Forest Research. This investigates natural parasitoids of OPM, the results of control methods and the use of pheromone traps for monitoring population spread. Richmond Park also hosted Forestry Commission OPM training events.

TRP is represented on the OPM Advisory Group established by the Forestry Commission (FC) in 2012. Between 2012-17, the FC has received additional funding from the Department for Environment, Food & Rural Affairs to implement a more proactive management strategy across London, and TRP is a highly engaged partner in this effort.

Outside of its core tree risk management responsibilities, the arboricultural team has also been busy with a number of other projects.

The ongoing programme of soil de-compaction works has this year seen the eastern side of the Broad Walk in Hyde worked on prior to re-turfing. This deep air injection breaks up the layers of compaction which have built up over the years, improving the trees' rooting environment and health.

The 'Massaria Disease of Plane' study is now in its fifth year with three different groups of treated London Planes and three different control groups being used to compare different methods of organic soil improvement. TRP has been monitoring and analysing the amount of Massaria in each and has also had laboratory studies carried out on the types and amounts of micro organisms and fungi in the soil. The aim is to see if there can be a reduction in the effect of Massaria by improving the Plane's vitality and ability to resist disease through natural soil management techniques. Results are so far quite positive.

A new study has been launched in Greenwich Park to trial and analyse various controls for the Phytophthora problem on the Sweet Chestnut trees. This will be a three to five-year

study dependent on results which will feed into a future scientific paper with regard to Phytophthora control and management.

In Richmond Park a programme of installing permanent fencing around vulnerable ancient and veteran trees has begun. This reduces soil compaction and enables the gradual implementation of specialist pruning techniques aimed at prolonging the life of these internationally important trees while minimising the risk to the public from age-related branch breakage and collapse.

The 'new generation pollard' programme continues in Richmond Park – this involves the gradual pollarding of selected young trees to create the ancient pollards of the future. This aims to ensure the sustainability of the specialist habitat these vast and hollow old trees provide, and the wealth of important biodiversity they support.

TRP also continued as a partner of research investigating Acute Oak Decline (AOD), a syndrome of oak tree decline that affects a number of trees in Richmond and Bushy Parks. Richmond Park has been the site of long-term monitoring of affected trees by Forest Research, and investigation of the role insects may play in the condition. The long-term aim of this research is to provide landowners with guidance on best practice management of affected trees.

Education and Community Engagement

The formal education programmes continue to be delivered by three main agencies – Holly Lodge Centre, Field Studies Council and the Royal Parks Foundation.

Each one provides a wide range of activities to ensure the public has an opportunity to learn and value the biodiversity and heritage of the parks.

The Holly Lodge Centre welcomed 7,260 students to Richmond Park, the Field Studies Council welcomed 7,002 students to Bushy, Greenwich and The Regent's Parks and The Royal Parks Foundation Lookout welcomed 8,423 students to the Education Centre in Hyde Park and around Kensington Gardens. Each provider also delivers community activities that respond to targets set by The Royal Parks.

Community engagement programmes showcase some great examples of how The Royal Parks works with partners, volunteer groups, individuals and specialist agencies. This year, one such project, Brompton Bio Blitz, worked with over 15 partner organisations including the Natural History Museum and London Wildlife Trust to deliver a two-day event to showcase the biodiversity of Brompton Cemetery.

Over 1,400 people took part in a variety of activities including after dark tree and bat walks, earthworm hunting and bee and wasp counting. Over 800 species were recorded in the garden cemetery and information gathered at this event will help inform conservation plans going forward.

This year the Royal Parks' Education and Community Engagement team, in partnership with The Royal Parks Guild, secured funding from the Heritage Lottery Fund to deliver a three-year project which will explore the role of The Royal Parks in the First World War. The project will be launched in the summer.

TRP needs the continuing support of all the valuable volunteer and partner organisations, such as Liberty Drives, Companion Cycling, the Horse Rangers Association and the Holly Lodge Centre - all providing support to vulnerable sections of the community including people who have special needs or mobility problems, and people who want to enjoy the open spaces but face challenges in doing so.

The Friends' Groups provide volunteers who carry out walks and talks, share information through members' newsletters, support funding for park improvements, encourage people to engage in consultation, and support a huge variety of projects being developed. Two of the larger Friends groups also manage information centres in the parks, and volunteer for hands-on conservation work, sharing their skills and time in helping to maintain the parks.

Volunteers undertake wildlife recording, as well as providing support to education activities and community projects. More than 100 wildlife volunteers help conserve and enhance the parks' biodiversity and carry out surveys of birds, butterflies, beetles, flora and fungi.

Volunteers also help run our three showcase allotments which aim to inspire and educate the public on how to 'grow their own food' in whatever space is available to them.

The Royal Parks Guild has continued to develop and support many projects, including the Apprentice Master Class Programme which helps build its and TRP's relationship with other organisations, to help support horticulture training and to network across London. The Guild is a volunteer organisation made up of people who have had a relationship with the parks either as a direct employee, concessionaire, contractor or volunteer, and who have a lifelong commitment to the parks.

The Royal Parks Foundation

www.SupportTheRoyalParks.org

The Royal Parks Foundation (RPF) is an independent charity which fundraises for the benefit of the Royal Parks and their visitors. The Foundation charity is a separate organisation. It has a separate Board of Trustees and reports its financial position in its own Annual Report and Accounts. The charity focuses on projects and programmes linked to heritage, education, wellbeing and nature, as well as increasing understanding of the value of the parks so that more people will wish to support and care for them.

In total in 2016/17, the Foundation raised or committed more than £1.8m for the benefit of the Royal Parks and their visitors, as follows:

Donations and sponsorship - £463,000: This year the Foundation has raised more than £460,000 in general donations and sponsorship. Amongst other things, this funding will

support: a continuing commitment to the post of Conservation Officer; restoration of an avenue of 100 cherry trees in The Regent's Park and other tree planting projects; wildflower planting, island conservation work and feeding the pelicans in St James's Park; new landscaping and interpretation at Speakers' Corner in Hyde Park; and a hedgehog conservation programme in The Regent's Park in partnership with ZSL London Zoo.

People's Postcode Lottery - £600,000

Thanks to the players of People's Postcode Lottery, the Foundation received a grant of £600,000 to help support and raise awareness of the invertebrate population across the Royal Parks. The programme, called Mission: Invertebrate, will engage visitors in citizen science projects and inspire them with the story of nature's unsung workforce; raise awareness with school children and families about the important role invertebrates play in our everyday lives; leave a legacy of invertebrate friendly habitat enhancement projects in each Royal Park; and provide park managers and their teams with invaluable insight into how they can manage grasslands and meadows to improve their biodiversity.

Education and community engagement - £507,000: In addition to general donations, the Foundation funded and delivered a £507,000 education and community engagement programme across the parks including: introducing nearly 10,000 visitors of all ages to the magic of the natural world at the Hyde Park Education Centre; work with Operation Centaur; family open days; and a series of guided walks.

Royal Parks Foundation (USA) - \$100,000

The Foundation would like to thank its sister charity, RPF (USA) for a gift of \$100,000 (c£77,000) towards the restoration of Gloucester Gate Playground in The Regent's Park plus other projects across the Royal Parks.

Many organisations and individuals have given gifts of time, treasure and talent for which the RPF is very grateful: Halcyon Gallery, which continue as principal education partner, Stavros Niarchos Foundation, Kusuma Trust, Bloomberg, The Meyer Family, A D Charitable Trust, Artemis, Benugo, Royal London, Deloitte, Fitness First, Pret, Hyundai, TomTom, Virgin Money Giving, Lucozade Sport, Runners Need, Grosvenor House, A JW Marriott Hotel and those donors who wish to remain anonymous.

Royal Parks Foundation Half Marathon and Dawn Walk: Since launch, the Half Marathon has raised an estimated £30million for 750 charities across the UK, including the Royal Parks Foundation. In October 2016, in addition to the Half Marathon, events included a Dawn Walk which raised a further £450,000 to benefit The Royal Parks and Chelsea & Westminster Hospital. £185,000 of the walk funds have been pledged to help restore Gloucester Gate Playground in The Regent's Park.

Volunteers: All of the above is achieved with the help of more than 500 individual and corporate volunteers. The Foundation is immensely grateful to them for their time, expertise, energy and commitment.

Health and Safety

In 2016/17 TRP has reviewed and renewed the Health and Safety Manual as part of its commitment to continuous improvement.

During the year there has been a focus on improving the provision of in-house training and support available to colleagues.

The Royal Parks continues to strive for excellence in health and safety performance and is well placed to meet the challenges of the coming year as the organisation evolves.

PERFORMANCE REPORT

Overview

The overview of performance provides a short summary of The Royal Parks' purpose, activities over the year and how it has performed during the year. The Chairman's Statement and Chief Executive's Foreword on pages 6 and 7 respectively highlight the agency's achievements in realising charitable status by the middle of March 2017 and the agency's exceptional delivery despite financial pressures, which flow from a planned reduction in government grant-in-aid over the spending review period. 2016-17 has been another strong year for The Royal Parks as, with our partners, we delivered very popular and financially rewarding major events in Hyde Park: Winter Wonderland and British Summer Time concerts, which were assisted with prolonged periods of good weather. The agency achieved all of its Key Performance Targets (KPTs) including generating £28.4m of income, while managing increasing demands on preserving and maintaining landscapes, which are visited by 77 million visitors. The Royal Parks continue to be under pressure from the effect of pests and diseases. However, together with our volunteer teams, park management continue to prioritise efforts to conserve and enhance the 5,000 acres of green space in our care.

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 Digital, Culture, Media and Sport (DCMS), and is accountable to Parliament through the Secretary of State for Digital, Culture, Media and Sport who sets its policy framework and key performance targets and determines its level of resource each year. The Mayor of London is responsible for appointing The Royal Parks' Board.

Statutory Background

There are nine Royal Parks in London - St James's Park, The Green Park, Hyde Park, The Regent's Park and Primrose Hill, Greenwich Park, Richmond Park, Bushy Park and Hampton Court Parks (not managed by TRP) and Kensington Gardens - managed by the Secretary of State for Digital, Culture, Media and Sport on behalf of HM 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 14th to 17th 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 management of the Royal Parks is now the responsibility of DCMS. The Royal Parks has responsibility for the management of all London's Royal Parks except Hampton Court Park, which is the responsibility of Historic Royal Palaces.

The Royal Parks was also responsible for managing Brompton Cemetery, Victoria Tower Gardens, Grosvenor Square Garden, Canning Green, Poets' Green and the Longford River (except in Hampton Court Home Park) and maintaining the gardens of numbers 10, 11 and 12 Downing Street.

Strategy and Performance

Governance Structure

The Secretary of State for Digital, Culture, Media and Sport is the Minister responsible for The Royal Parks, supported by the Minister for Arts, Heritage and Tourism. For the 2016-17 financial year, the Secretary of State determined policy objectives, financial framework and allocation of financial resources, including key targets, and also approved The Royal Parks' Management Agreement. The Permanent Secretary is Principal Accounting Officer for DCMS and has designated the Chief Executive as Accounting Officer for The Royal Parks.

The Royal Parks' Executive Committee

Executive Committee (ExCom)

The ExCom is responsible for the operational management of The Royal Parks and ensuring that the Senior Management Team is achieving organisational objectives. The names and roles of the ExCom members are shown below. The members of the Executive Committee are:

- Andrew Scattergood - Chief Executive
- Colin Buttery - Director of Parks and Deputy Chief Executive (to 28 February 2017)
- Iain McDowall - Director of Estates
- Greg McErlean - Director of Programmes and Projects
- Liz Mullins - Director of Communications, Commercial and Events
- Caroline Rolfe - Director of Resources (from 04 April 2016)
- Sian Williams - Interim Director of Resources (to 28 April 2016)

ExCom members are paid employees of The Royal Parks, appointed under Civil Service Management Code conditions, and all parks and sections are represented on ExCom.

The Board

The Royal Parks Board met quarterly and provides a strategic overview; guiding and challenging The Royal Parks to ensure performance is maintained and improved. Appointments to the Board are made by the Mayor of London.

Non Executive Board members are not remunerated. Further details are also given in the Governance Statement.

During 2016-17, the advisory Board resigned to allow the new Trustee Board to start to form a shadow Board of Trustees for the new charity. However, the responsibility for the 2016-17 Annual Reports and Accounts was delegated to the Audit and Risk Committee, which continued to meet until the closure of the accounts in July 2017.

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

Corporate Objectives

The Royal Parks' objectives and performance targets are set by DCMS and are formally reviewed quarterly by the Executive Committee.

The corporate objectives for 2016-17 are as follows:

1. To conserve and enhance sustainably, for the enjoyment of this and future generations, our world class natural and built historic environment and our biodiversity.
2. To engage with our visitors, stakeholders and partner organisations and understand their views.
3. To manage the parks efficiently and secure investment in the parks' assets and services through an appropriate combination of government funding, commercial income and philanthropy.
4. To be a centre of professional excellence where people want to work.

Details of performance targets are noted in the performance analysis below. Further information on the role of the Board is set out in the Governance Statement on page 34.

Key issues and risks

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

In 2016-17, ExCom carried out a full review of corporate risks and the Board discussed and endorsed the updated approach to identifying and managing key areas of risk and has in place reports and processes to underpin effective risk management. This is embedded at all levels within the organisation. The corporate risks which caused greatest concern during the financial year are:

- Failure to meet obligations due to lack of funding and income.
- Accident or injury involving, visitors, contractors, concessioners or staff
- Decrease in visitors as a result of factors outside our control such as fear of terrorism or increasing crime.
- Damage to or deterioration of the landscape
- Damage to or deterioration of the built environment
- Damage to environment, plant life or wildlife due to pests, disease or climate change.
- Failure to attract, motivate, develop and retain the best people.
- Failure to achieve and benefit from change of status

- Failure to manage stakeholders appropriately
- Breach of contract with DCMS
- Failure to manage large contractors; including supplier failure
- Business continuity failure and security risk in relation to the technology and information infrastructure.
- Risk to financial sustainability resulting from issues such as business rates, London Living Wage, VAT framework etc.

Going concern

The financial statements have been prepared on a going concern basis. Future financial provision has been made for TRP in the following ways:

- Exchequer grant in aid funding has been agreed for TRP under the Comprehensive Spending Review settlement through to 2019-20. Following the transfer to the new charity on 16th March 2017, the sums due of Grant in Aid have been reclassified as Fee for Service.
- TRP's change of status to a charitable public corporation took place on 16th March 2017. The business, operations, contracts with suppliers, partners and concessionaires remain unaltered. Based on the business case for the new charity, which was endorsed by DCMS and reviewed by the new charitable Trustees, management are confident that the going concern basis will remain valid.

New Charitable Public Corporation

One of the key priorities for The Royal Parks during the year was supporting DCMS in pursuing a change of status of the organisation from a Government Agency to a charitable public body. This has been a complex but important process intended to help safeguard the parks in the long-term. The change took place on 16 March with the formation of a new charity that took over responsibility for managing the estate on behalf of the Secretary of State. 'The Royal Parks' charity will look after the 5,000-acre estate stretching across eight Royal Parks. It will also help generate some of the £36million needed each year to run the parks.

For most of this year the parks was managed by The Royal Parks Executive Agency (of the Department for Digital, Culture, Media and Sport), with fundraising undertaken by a separate charity, the 'Royal Parks Foundation' (RPF). The RPF joined the new charity on the 1st of July 2017.

The new organisation will continue to receive Government funding in addition to generating significant income itself. The former agency generated more than 65 per cent of its income through a range of sources including fundraising, donations, lottery funding, catering, rent from properties, fees and licences, events, and sponsorship.

The new charity will have more financial independence from government and with that independence comes both greater flexibility but also greater risk and responsibility to maintain adequate operational reserves and to manage charitable funds wisely.

The new charity will have more financial flexibility that is intended to help manage the parks even more efficiently, with better services provided at a lower cost while maintaining excellent visitor satisfaction.

A new independent Board will oversee the operation of the new charity.

Performance summary

Overall costs this year are lower than the preceding year; 2016-17 realised increased levels of income mainly due to the success of major events and increased catering income. There was a large programme of projects undertaken across the parks, which are referred in more detail under park highlights from page 8.

PERFORMANCE ANALYSIS

KEY PERFORMANCE TARGETS 2016/17

Target	Status at March 2017
1. Complete preparations to enable a timely transfer of TRP activities to a new organisation.	TRP agency change of status to a charitable public body became effective from 16 th March 2017. <i>MET</i>
2. Maintain Green Flag status for all eight Royal Parks.	Green Flag status achieved. <i>MET</i>
3. Generate £23m of income by the end of March 2017.	£28.4m of income generated. <i>MET</i>

Financial Position of The Royal Parks

The Royal Parks is funded via the DCMS Supply Estimate. The Royal Parks allocation for 2016-17 was a resource budget of £15.596m (of which £2.882m was non-cash) plus £5.371m capital. £13.085m of grant-in-aid was received in period to 15th March 2017. Grant-in-aid not drawn down in 2016-17 was subsequently received by The Royal Parks charity as contractual fee for service.

In 2016-17 £28.431m (£23.203m in 2015-16) was generated as income. Net operating costs in 2016-17 were £4.465m (£11.701m in 2015-16).

Trends and factors likely to impact on future performance

The Royal Parks has seen its grant-in-aid decline year-on-year from 2010-11 to 2016-17. We have been successful in growing self generated income across a range of sources to offset this reduction. Most of the services provided in the parks are now outsourced; we continue to seek improvements in financial terms through competitive tendering, by entering into long term contractual relationships for many of these over periods typically five to seven years duration.

Increasingly income generating contracts include a fixed fee together with revenue or profit share terms. Cost contracts are mostly based on fixed priced terms, with some ability for The Royal Parks to flex volumes and with inflation clauses built in. As an executive agency The Royal Parks is unable to hold reserves or have any flexibility over carry-over of any unspent funding to future years. The Royal Parks gained approval from Parliament to change status to a charitable public corporation, which will permit greater flexibility and independence but also bear greater operational and financial risk.

The Royal Parks continues to seek third party funding of major improvements to our historic estate, an example being the Heritage Lottery Fund (HLF) funding provided towards the restoration of Brompton Cemetery. An application has been approved by HLF and the Big Lottery Fund for £4.5 million, multi-year support towards a £5.7 million second stage restoration project at Brompton.

The historic estate requires significant ongoing funding to maintain it in a good condition, the annual assessment is that the value of repairs required is £49m. This is made up of £25m backlog maintenance and £24m of forward looking maintenance. Any future reduction in income could see the backlog element increasing.

Report on Sustainability

The Royal Parks operates a proactive management approach to sustainability, based on the ISO 14001 environmental management system (EMS). The Royal Parks gained ISO 14001 reaccreditation in March 2017 to the new 2015 standard. ISO 14001 sets out the criteria for an effective system and maps out a framework for an organisation to follow. Following a review, TRP has committed to embedding sustainability at the highest level of its governance.

The TRP Sustainability Strategy provides the structure for achieving this. The Sustainability Action Plan identifies how we will prioritise and implement the ideas introduced in the strategy, giving us a framework for moving from where we are now, to where we want to get to, by 2025.

The strategic TRP Green Housekeeping Group is the means by which The Royal Parks' different departments assist in delivering sustainability objectives. This group helps to oversee a number of environmental work streams including, waste and water management and energy conservation. The Royal Parks also utilises local champions in the organisation to assist in promoting the sustainability message. The TRP Sustainability Manager reports to

ExCom on performance against the TRP Action Plan. This ensures sustainability is a key part of The Royal Parks agenda and day-to-day decision making.

Collaborative Working on Sustainability

The Royal Parks continues to be engaged in initiatives looking at changing behaviours particularly around recycling and re-use of waste, for example our waste management project across Kensington Gardens, Hyde Park and St James’s Park. Organisers and promoters of events in the Royal Parks have been encouraged to adopt sustainable practices such as the introduction of closed loop systems where there is close control of materials coming on site and waste is streamed into recycling facilities.

Annual Waste Report

Waste	2013-2014	2014-2015	2015-2016	2016-2017
TOTAL Non Hazardous Waste (tonnes)	3,253	2,195	3,099	2,961
Landfill	19	124.1	629.7	270
Reused/recycled	1,109**	951.6	1,176.3	1,470
Composted (percentage)	99%	93%	98%	98%
Composted (Tonnage)	3,985***	4,512.6	3,171	2,302
Incinerated without energy recovery	0	94.5	36.3	16.3
Incinerated with energy recovery	2,125	1,025.3	1256.6	1,205

Hazardous Waste (tonnes)	1	-	-	-
Landfill	-	-	-	-
Reused/recycled	-	-	-	-
Composted	-	-	-	-
Incinerated with energy recovery	-	-	-	-
Incinerated without energy recovery	1	-	-	-

*Non hazardous waste figure excludes composted tonnage

**Recycled figures include 400 tonnes of recycled soil from Regent’s Park

***Includes central parks and Regent’s Park compost figures

The switch to greater use of abstracted water has continued.

Water Consumption

Water Consumption (Office Estate & Non-Office)	2013-2014	2014-2015	2015-2016	2016-2017
Supplied	292,902	184,809	132,489	176,137
Abstracted	763,490	851,256	528,952	420,042

Energy

Over the last year The Royal Parks has been moving to a system of half hourly online metering to better understand its energy impacts. We also continue to invest in low energy and low carbon technologies to reduce our impact.

	2013-2014	2014-2015	2015-2016	2016-2017
Gross Emissions (tonnes CO2)				
Electricity: Non-Renewable	0	0	0	0
Electricity: Renewable	1,210	1,361	1,306	1,646
Electricity: Renewable Office	403	441	415	733
Electricity: Renewable Non-Office	807	920	891	913

Gas	2013-2014	2014-2015	2015-2016	2016-2017
Gas: Total	31	30	30	25
Gas: Office	23	24	24	16
Gas: Non-Office	8	6	6	9
Fleet Fuel (LPG, Diesel and Petrol)	0.38	0.38	0.38	0.38
Other	0	0	0	0

Utility and Fuel Costs	2013-2014	2014-2015	2015-2016	2016-2017
	£k	£k	£k	£k
Gas	136	128	129	148
Electricity	421	351	294	253
Water	412	284	211	176
Fuel	43	18	19	22
Total	1,012	781	653	599

Shared Use of Buildings

A number of The Royal Parks' buildings are shared with other organisations, such as the Metropolitan Police. In buildings where there are no separate metered supplies, energy consumption figures are split on the basis of proportions of occupancy of the building.

Sustainable Events

The Royal Parks strives to ensure that events have the minimum impact on the environment as possible. The Sustainability Manager works alongside event organisers to ensure that The Royal Parks is working in accordance with the principles of sustainable events management. Energy used at events hosted by a Royal Park is provided through the use of mobile generators and bottled gas supplies. Events are managed by third parties and their energy consumption is not included in the tables above. The Royal Parks request that event organisers effectively manage their energy consumption and reduce where possible. Water

consumption of both mains water and grey water is separately metered and is contained within the organisation's overall water consumption data. The Royal Parks encourage event organisers to effectively manage their waste practices and to prevent the creation of waste in parks. If prevention is not possible then the re-cycle and re-use of materials is also encouraged. Any disturbance to wildlife must be mitigated or remediated by event organisers.

Sustainable Procurement

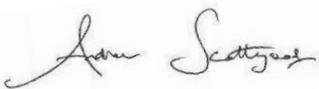
The Royal Parks look to ensure that its tenders and contracts always include sustainability criteria and that its core values are adhered to by contractors and concessionaires. The Royal Parks is aiming to further embed sustainable procurement principles into its practice and the creation of the sustainability strategy will help to prioritise our focus areas. The Royal Parks is working with suppliers to understand and address the risks, such as resource scarcity and climate change, and to develop the scope for mitigation and adaptation strategies. The Royal Parks does receive monthly reports on some Key Performance indicators for energy in the works contracts and require our works and landscape maintenance contractors to also acquire ISO 14001.

Park Lighting

The energy consumption for electrical lighting on paths and roads is calculated based on hours of operation and the wattage of the lighting units. For gas lighting, supplies are metered.

Metering Variations

As some accounts have been based on estimated readings, the year-to-year metering figures can be misleading where these accounts are in dispute or awaiting resolution. The overall energy consumption during an extended period provides a better indication of energy efficiencies.



Andrew Scattergood

Chief Executive
5 September 2017

ACCOUNTABILITY REPORT

CORPORATE GOVERNANCE REPORT

DIRECTORS' REPORT

The Board

The Advisory Board members:

Non Executive Board Members

- The Hon Apurv Bagri (Chair) - Group Managing Director, Metdist Ltd
- Ruth Anderson - Non-Executive Director, Ocado Group PLC (resigned November 2016)
- Roger Bright CB - Former Chief Executive of The Crown Estate
- Andrew Fenwick - Vice Chairman, Brunswick Group LLP
- Sir Andrew Ford KCVO - Comptroller, Lord Chamberlain's Office (until November 2016)
- Councillor Sarah Hayward - Leader of the London Borough of Camden
- Councillor Denise Hyland- Leader of the Royal Borough of Greenwich (until December 2016)
- Wesley Kerr - Broadcaster and writer (resigned November 2016)
- Councillor Philippa Roe - Leader of Westminster City Council (until November 2016)
- Lord True - Leader of the Borough of Richmond

Executive Board Members

- Andrew Scattergood - Chief Executive, The Royal Parks
- Colin Buttery – Director of Parks & Deputy Chief Executive (to 28th February)
- Sian Williams - Interim Director of Resources, The Royal Parks (to 28th April 2016)
- Caroline Rolfe - Director of Resources, The Royal Parks (from 4th April 2016)

Note a new Board was established for The Royal Parks Limited and held its first meeting on 29th November 2016. In November 2016 the Royal Parks Advisory Board became dormant although extant.

The Board

Further information on related party transactions is available in the notes to the accounts note 17.

Register of Interests

Details of company directorships and other significant interests held by board members which may conflict with management responsibilities can be found at the following webpage:

<https://www.london.gov.uk/what-we-do/environment/parks-green-spaces-and-biodiversity/parks-and-green-spaces/royal-parks-board>

Payment of Creditors

The Royal Parks aimed to settle all valid invoices within 30 days of receipt (as specified in the CBI code) until December 2008 when the Cabinet Office issued instructions for the payment target to be set at 10 days, excluding disputed invoices. The Royal Parks achieved an average payment target of 21 days (2015-16 11 days) which includes disputed invoices, which cannot be separated in the statistics.

Personal Data Related Incidents

Information security risk is managed through the Information Assurance Policy, with which all staff must comply. We have a prioritised action plan for data security to ensure procedures were compliant with Cabinet Office mandatory requirements. Information Assurance training was provided to all staff. Our policies and processes were measured against the annual Security Policy Framework and Information Risk return which was completed and reported compliance with Cabinet Office requirements. There were no personal data related incidents during the year.

Treatment of Pension Liabilities in the Accounts

The Royal Parks policy for the treatment of pension liabilities in the accounts is explained in the notes to the accounts note 1.1d.

Further details of Civil Service pension arrangements are contained within the remuneration report.

External Auditor

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

No non-audit work was carried out by the auditors during the year.



Andrew Scattergood

Chief Executive

5 September 2017

STATEMENT OF CHIEF EXECUTIVE'S RESPONSIBILITIES

Under Section 7(2) of the Government Resources and Accounts Act 2000, the Secretary of State for Digital, Culture, Media and Sport with the consent of HM Treasury has directed The Royal Parks to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of The Royal Parks and of its income and expenditure, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the accounts direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on a going concern basis, unless it is inappropriate to presume that The Royal Parks will continue in operation.

As Accounting Officer, I can confirm that there is no relevant audit information of which TRP's auditors are unaware and I have taken all steps to make myself aware of any relevant audit information and to establish that the auditors are aware of that information. I can also confirm that the annual report and accounts as a whole is fair, balanced and understandable and that I take personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

The Principal Accounting Officer for the Department for Digital, Culture, Media and Sport has designated the Chief Executive of The Royal Parks as the Accounting Officer for the organisation. His relevant responsibilities as Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding The Royal Parks' assets, are as set out in Managing Public Money published by HM Treasury.



Andrew Scattergood

Chief Executive

5 September 2017

Governance Statement

Scope of Responsibility

As Accounting Officer for TRP, I am responsible to the Secretary of State for Digital, Culture, Media and Sport and accountable to Parliament for TRP's operations and performance. I have responsibility for the development, implementation and maintenance of a sound system of internal control, and for reviewing its effectiveness. This supports the achievement of DCMS' and TRP's 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.

Governance Structure

TRP Agency is managed by the Executive Committee, which I chair. The Board was the responsibility of the Greater London Authority and accountable to the Mayor of London. Board appointments were made by the Mayor. The membership constitution of the Board was agreed between DCMS and the Mayor of London.

The Agency's Board consisted of a non executive chair, nine other non executives and two executive directors, including the Chief Executive. Three non executives were appointed by London Councils and were Leaders of their respective councils. One member was appointed by The Royal Household, and six members were appointed through a selection process. Other expert attendees were called upon when required to inform discussion. Appointments were normally for a period of four years.

The Board was consulted on and helped develop the agency's overall strategies and policies. Formal Board meetings were held during 2016-17 on the following dates: 7 April 2016 and 29 September 2016

Attendance at TRP Board Meetings: 2016/17

The Hon Apurv Bagri	2/2	Cllr Philippa Roe	1/2
Ruth Anderson	0/2	Cllr Denise Hyland	1/2
Wesley Kerr	2/2	Roger Bright	2/2
Andrew Fenwick	2/2	Lord True	1/2
Lt Col Sir Andrew Ford KCVO	2/2	Andrew Scattergood	2/2
Cllr Sarah Hayward	0/2	Caroline Rolfe	2/2

Note that a new Board was established in autumn 2016 to oversee the proposed new charitable public body. Ruth Anderson, Wesley Kerr, Sir Andrew Ford, Cllr Denise Hyland and Cllr Philippa Roe were appointed to it.

The non-executive Board roles were unremunerated but reasonable expenses were paid.

Board's Performance

The Board's terms of reference have remained in place since new governance arrangements came into effect on 1st January, 2012. During the reporting year the Board reviewed its performance and considered that it had provided appropriate guidance, challenge and advice on the agency's key strategic challenges. At each meeting, the Board considered and provided advice on the progress to the establishment of the charitable public body status for The Royal Parks.

Highlights of Board Committee Meetings

Key issues for the Board during 2016-17 included:

The Board focused, and provided advice on, the project to change the organisation from an Executive Agency of DCMS to a charitable public body.

The Board exercised oversight over the income generating strategy for The Royal Parks so it could generate more revenue to offset reductions elsewhere. It considered measures that could be taken to potentially generate new income streams but which would not undermine the unique qualities of the estate. The organisation's capital programme over the full year was significant due to a capital allocation of £7.4m from DCMS.

Key projects included the development of the Hyde Park Nursery and refurbishment of catering and other buildings. The activities of Project Approval Group (PAG) are set out below

The Board was supported by two sub committees, The Audit and Risk Committee (ARC) and the PAG.

Audit and Risk Committee

The ARC, which met five times in the year, comprises four non executive members with financial and business expertise and is chaired by a non executive member of the Board.

Attendance and membership of the ARC was as follows:

Andrew Fenwick, Chair, Non Exec	5/5
Emir Feisal, Non Exec	4/5
John Collier, Non Exec	4/5
Roger Bright, Non Exec	4/5

The ARC reviews the effectiveness of the systems of internal control, challenges management upon the matters reported within the corporate risk register and the mitigations taken by management to reduce risk. The ARC provides advice on the Internal Audit Plan for the Agency, receives regular reports from Internal Audit and monitors the actions taken to implement recommended changes. They also review the Annual Report and Accounts, and any reports from External Audit.

Internal Audit is provided by the Government Internal Audit Agency (GIAA) and a total of 50 days resource is made available. The Head of Internal Audit provides the Accounting Officer with an annual report on internal audit activity and an opinion on the adequacy and effectiveness of the systems of internal control.

The Head of Internal Audit reported that his overall opinion is “moderate”. This opinion is based on work conducted during the 2016/17 financial year, which encompassed six internal audit reviews and an advisory report on The Royal Parks procurement model.

There were two “substantial” assurance opinions (Data Mining in The Review of Financial Key Controls & Review of Financial Key Controls) and four “moderate” opinions (some improvements are required to enhance the adequacy and effectiveness of the framework, Business Continuity Planning, Accumulated Works Maintenance Liability, Hyde Park Local Control Environment Audit & Managing the Impact of Increased Disease and Pestilence).

The National Audit Office representatives attend the ARC meetings and examine The Royal Parks’ financial accounts and financial procedures at the end of each financial year.

The work of the ARC is reported each quarter to the main Board. It also provided recommendations for the Board to consider over approval processes of major procurement and investments.

Project Appraisal Group (PAG)

PAG is composed of three directors and two non executive directors. Its main meetings are held quarterly with attendance by non executive directors, in addition monthly meetings are held with internal staff and directors.

The primary aim of PAG is to optimise the allocation of funds to projects. It considers various factors in making decisions, including financial and non financial measures linked to corporate objectives. A formal project priority scoring methodology is utilised which scores and ranked individual proposals to assist in decision taking.

PAG owns and administers, on behalf of the Executive Committee, the projects register which provides quarterly status reporting on project performance. It also oversees independent projects not subject to other governance arrangements. It delegates governance of many projects to subsidiary programme boards which have subject specific experts attending including the Cycling, Toilets, Kiosks and Catering (TKC), Works, Lodges, Landscape and Water Boards.

Attendance and membership of PAG was as follows:

Liz Mullins, (Chair April 16 – Aug 16) The Royal Parks	7/9
Caroline Rolfe (Chair Sept 16 – Mar 17) The Royal Parks	7/7
Andrew Scattergood, Chief Executive	7/9

Roger Bright, Non Exec	2/2
Ruth Anderson, Non Exec	2/2
Colin Buttery, The Royal Parks	7/9
Greg McErlean, The Royal Parks	9/9

Board's assessment of compliance with corporate governance in central government departments: code of good practice 2017

The Board aims to ensure that its governance arrangements follow best practice and follow corporate governance in central government departments: code of good practice 2017 to the extent that its size and status allows. The Board is content with the quality and content of information provided to it by the Executive which has enabled it to make informed decisions, meet its terms of reference and provide advice to the Accounting Officer. The only material departure from the provisions of the Code is that the Board has not established a nominations and governance committee as it was considered that the size of the organisation did not warrant it.

Localism

The Board is locally accountable through appointments made by the Mayor of London. In addition London Councils nominates three Council Leaders to sit on TRP's Board. Stakeholder groups are well established, cover all of the parks and focus on policy and operational issues. They include a wide range of organisations including elected representatives, visitor groups, concessionaires, the police and others.

Change of Status

In October 2015 the Department for Digital, Culture, Media and Sport (DCMS) approved the full business case (FBC) for changing the status of its executive agency, The Royal Parks. HM Treasury agreed the FBC in February 2016 and a legal existence was given to the new body by the incorporation of the Royal Parks Limited, a company limited by guarantee of the Secretary of State, who is the sole member of the company. The Secretary of State in October made the Contracting Out (Functions Relating to the Royal Parks) Order 2016 following approval by resolution of each House of Parliament. On 15 March 2017 the functions and business of the executive agency were transferred and 16 March was the first day of management the Royal Parks by the new organisation. The operational assets and liabilities of the Agency were transferred to the new Charity and non-operational and heritage assets were transferred back to DCMS , as shown in the financial statements.

The relationship with DCMS has changed to a contractual one; the staff are no longer civil servants. While it is for the Office for National Statistics to decide on the exact status, it is expected that the new organisation is likely to be classified as a charitable public corporation. It has been registered as a charity by the Charity Commission. The Royal Parks Foundation, the existing charity supporting the Royal Parks, is working towards joining the new organisation in the future.

The work to prepare for change of status was overseen by an implementation board chaired by a DCMS director and including relevant officials from DCMS (policy and finance teams), Government Legal Department, The Royal Parks Agency and the Royal Parks Foundation, the Greater London Authority and Cabinet Office. The Board considered risks and mitigations, including around reclaiming VAT, funding arrangements and timings. DCMS and TRP worked closely with HM Treasury and HMRC on financial aspects.

The chair of the new board was announced in July 2016 with other Board members following. In November 2016 the Board began meeting and considering the transition from management of the Royal Parks by the agency to the new organisation, focussing initially on the proposed contract with DCMS, Articles of Association, charitable status, the transfer arrangements and business planning.

Through the contract for services between DCMS and the new Royal Parks organisation, the Secretary of State will fund, provide capital investment and the ability to raise funds using the assets of the parks. The new organisation will raise funds including through rents of properties within the parks, events, catering and other concessions, as well as lottery bids and seeking philanthropic donations which are already evolving from the former earlier model of Government funding. In return the new organisation will manage the Parks.

However the body is classified, and as now, the parks will primarily be Crown lands, in the ownership of HM The Queen in right of the Crown. Government's statutory responsibility for its management will not change.

The Risk and Control Framework

The risk management framework is aligned to the corporate aims, objectives and priorities as outlined above 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. A broad range of risks are identified including financial and business risks and those which are caused by natural events in the environment such as global warming, diseases to wildlife and fauna and flora. Please refer to the section on key issues and risks in the Performance Report.

We have clear financial delegations in place covering all staff at The Royal Parks.

Risk Assessment

At the start of the year, TRP's corporate risk management and reporting processes were updated and contain risk assessment (impact and probability) and highlight mitigation actions and management of residual risk and a risk appetite and impact matrix. Long-term strategic risks are reviewed alongside short-term operational risks, prioritising them appropriately to ensure that risks are captured and managed effectively to reduce their likelihood and, if

triggered, to minimise impact. Resources are allocated at the appropriate level to manage risks. All business units are required to produce and monitor risk registers as part of the annual business planning process and throughout the year.

Business Critical Models

The Royal Parks does not use any business critical models to make key decisions or determine policy.

Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control, including the risk management framework.

My review is also informed by the work of the internal auditors and the executive managers within The Royal Parks who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. The Board and the Audit and Risk Committee have advised me on the implications of the result of my review and a plan to ensure continuous improvement of the system is in place. Training was given to all staff on information assurance.

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 and safety, IT and policy and strategy (including records management). Performance against 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.

The Annual Civil Service wide employee engagement survey provides assurance on our leadership, management and communication with staff. In 2016-17, we were ranked 6th out of all public sector organisations surveyed.

I am satisfied from the results of my review of the effectiveness of the system of internal control that systems are in place to give me reasonable assurance of their effectiveness. There are no significant internal control issues to report.



Andrew Scattergood
Accounting Officer
5 September 2017

REMUNERATION AND STAFF 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), whilst other senior managers' (including Non SCS directors) pay and bonuses are determined as part of the annual pay remit process. Settlement of the latter is negotiated with the Trade Unions.

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

DCMS is responsible for the recruitment and employment of the Chief Executive and Deputy Chief Executive, taking advice from the Mayor of London and Chair of the Board as appropriate. 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 bonuses are determined by DCMS.

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 www.civilservicepensionscheme.org.uk.

The performance appraisal system, called the Performance Management Report, is based on the assessment of individual achievements against annual objectives. Appraisals are carried out at six monthly intervals with other 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 HM Treasury. We set aside approximately 1.1% of total salary for non-consolidated awards.

With effect from 1 September 2016, a pay award averaging 1% was implemented, the maximum allowed by HM Treasury.

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.

Remuneration of Senior Managers

Within the table below, the single total figure of remuneration for each director has been audited. The figures for 2016-17 are only up to 15 March 2017.

Single total figure of remuneration								
	Salary £000		Bonus Payments £000		Pension Benefits £000		Total £000	
	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16
Linda Lennon (to 31 July 2015) <i>Chief Executive</i>	-	25-30 (full year equivalent 80-85)	-	-	-	6	-	30-35
Andrew Scattergood (from 17 June 2015) <i>Chief Executive</i>	75-80	60-65 (full year equivalent 75-80)	5-10	5-10	38	77	120-125	145-150
Colin Buttery (to 28 February 2017) <i>Deputy Chief Executive and Director of Parks</i>	65-70 (full year equivalent 65-70)	70-75	0-5	-	16	37	80-85	105-110
Simon Betts (to 31 August 2015) <i>Director of Estates</i>	-	45-50 (full year equivalent 65-70)	-	-	-	7	-	55-60
Iain McDowall <i>Director of Estates</i>	50-55	30-35 (full year equivalent 50-55)	0-5	-	35	38	85-90	65-70
Greg McErlean <i>Director of Programmes, Projects and IS</i>	60-65	65-70	0-5	0-5	16	23	80-85	90-95
Caroline Rolfe (from 04 April 2017) <i>Director of Resources</i>	65-70	-	0-5	-	26	-	90-95	-
Sian Williams (to 28 April 2016) <i>Interim Director of Resources</i>	5-10 (full year equivalent 160-165)*	30-35 (full year equivalent 165-170)*	-	-	-	-	5-10	30-35
John Swainson (to 14 March 2016) <i>Director of Resources</i>	-	55-60 (full year equivalent 55-60)	-	0-5	-	22	-	75-80
Liz Mullins <i>Director of Communications, Commercial and Events</i>	60-65	65-70	0-5	0-5	23	29	85-90	95-100

*Sian Williams was Interim Director of Resources from 01 February 2016 to 28 April 2016. The full year equivalent in both years reflects the annualised daily rate basis whereas the full time equivalent salary band would be £55,000-£60,000

The value of pension benefits accrued during the year is calculated as the real increase in pension multiplied by 20 less the contributions made by the individual. The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights. As previous periods pension benefits are also recalculated the prior year figures are revised.

Remuneration

Salary includes gross salary, overtime, reserved rights to London weighting or London allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by The Royal Parks and thus recorded in these accounts. Bonuses relate to the year in which they become payable.

None of the senior management team received benefits in kind.

Pension benefits

The CETV disclosures in the table below have been audited.

	Accrued pension at pension age as at 15-3-17 and related lump sum £000	Real increase in pension as at 15-3-17 and related lump sum at pension age £000	CETV at 15-3-17 £000	CETV at 31-3-16 £000	Real increase in CETV as at 15-3-17 £000	Employer contribution to partnership pension account as at 15-3-17 Nearest £100
Andrew Scattergood	15 – 20 lump sum 45 – 50	0 – 2.5 lump sum 0 – 2.5	251	222	15	-
Colin Buttery*	45 – 50	0 – 2.5	821	768	13	-
Iain McDowall	25 – 30 lump sum 75 – 80	0 – 2.5 lump sum 5 – 7.5	608	545	34	-
Greg McErlean	15 – 20	0 – 2.5	278	250	14	-
Caroline Rolfe	55 – 60	0 – 2.5	1,001	935	22	-
Liz Mullins	15 – 20	0 – 2.5	246	223	10	-

* Colin Buttery left The Royal Parks on 28th February 2017 so the pension information in the table above reflects figures up to this date

Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all

newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

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, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 3% and 8.05% of pensionable earnings for members of classic (and members of alpha who were members of classic immediately before joining alpha) and between 4.6% and 8.05% for members of premium, classic plus, nuvos and all other members of alpha. 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 initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. 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 the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% up to 30 September 2015 and 8% and 14.75% from 1 October 2015 (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary up to 30 September 2015 and 0.5% of pensionable salary from 1 October 2015 to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

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, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.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 member 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 worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 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 employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Fair pay disclosures

All disclosures in the table below have been audited. It is worth highlighting that there are two columns displayed for the 2015-16 financial year. The first includes calculations associated with Sian Williams who was the Interim Director of Resources from 1st February for a period of three months. The second column has been adjusted to exclude the calculations associated with this post to demonstrate a meaningful comparison with the previous financial year.

	2016-17 (Based on FTE salary from 01.04.16 to 15.03.17)	2015-16	2015-16 (adjusted)
	Remuneration £000	Remuneration £000	Remuneration £000
<i>Band of Highest Paid Director's Remuneration £000*</i>	80-85	165-170**	85-90
<i>Median Remuneration £000*</i>	32	32	32
<i>Ratio</i>	2.62	5.16***	2.66

*Excluding pension benefits.

** This is the annualised amount for the Director of Resources who was appointed on an interim basis from 1 February 2016

*** The increase in the ratio for 2015-16 is attributable to the Interim Director of Resources where pay is calculated on an annualised daily rate basis

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in The Royal Parks in the financial year 2016-17 was £80,000-85,000 (2015-16, £165,000-170,000). This was 2.62 times (2015-16, 5.16) the median remuneration of the workforce, which was £31,545 (2015-16, £32,442).

There were two temporary members of staff who were recruited to work on the change of status project. On an annualised basis, both of these temporary staff received remuneration in excess of the highest paid director.

No permanent employees received remuneration in excess of the highest paid director during 2016-17 or 2015-16. Remuneration during the year ranged from £18,000 to £91,000 (2015-16 £16,000 to £169,000).

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The ratio is calculated by dividing the midpoint of the highest paid director's remuneration band by the median of the total annualised March 2017 remuneration of all staff (permanently employed and others). The latter is reported to the nearest £1,000 although the calculation of the ratio uses the exact number.

Reporting of Civil Service and other compensation schemes – exit packages (This information has been audited)

There were no exit packages paid or agreed in 2016-17 or 2015-16.

Staff report

For the purposes of comparison, all 2016-17 disclosures in the Staff Report relate to the period up to 15 March 2017.

Number of senior civil servants by £5,000 paybands at 15 March 2017

FTE (to 15 March 2017)	Number of Staff (SCS) Headcount
£65,000-£69,999	1
£75,000-£79,999	1

Staff costs

This information has been audited.

	£000	£000	2016-17 £000	2015-16 £000
	Permanently employed staff	Others	Total	Total
Wages and salaries	3,512	1,502	5,014	4,800
Social security costs	377	65	442	343
Other pension costs	704	120	824	804
Early departure costs	-	-	-	2
Total net costs	4,593	1,687	6,280	5,949

Average number of persons employed

			2016-17	2015-16
	Permanently employed staff	Others	Total	Total
Directly employed	97	8	105	103
Other	3	16	19	17
Total	100	24	124	120

Staff composition

The gender composition of the workforce is 56.5% male and 43.5% female.

Sickness absence data

We operate a sickness absence policy with similar provisions to those offered in the Civil Service. Employees who are absent due to sickness are paid for a defined period providing they have complied with our sickness reporting and notification rules. Staff employed before 1 April 2014 are paid at their normal rate of pay for periods of sickness absence up to a maximum of six months in aggregate in any calendar year and thereafter half normal pay for six months' sickness absence provided that they have not had more than 12 months sickness absence on half-pay in any four-year period. Employees employed after 1 April 2014 who are absent due to sickness are paid based on an accrual of entitlement according to length of service as follows:

- Up to 1 year: 1 month full pay and 1 month half pay
- 1-2 years: 2 months' full pay & 2 months' half pay
- Increasing accordingly each year until 5 years, where 5 months' full pay and 5 months' half pay is attained which is the maximum allowable

For the year ending 31 March 2017 there were six long term sick absence cases within TRP (2015-16 four cases). The average rate of sick absence for TRP staff is 2 days per member of staff excluding the long term sickness (2015-16 2.4 days).

Staff policies

The Positive about Disability 'Two Ticks' scheme was replaced by the Disability Confident scheme which encourages employers to recruit and retain disabled people with the skills and the talent that they are looking for. TRP has been confirmed as a Disability Confident Employer in November 2016 and as such complies with the commitments regarding the employment, retention, training and career development of disabled employees. An external review of TRP's Disability Confident scheme recognition is scheduled for 2017. No significant Human Rights, environmental or social issues have arisen during the course of the financial year. The Royal Parks is an equal opportunity employer and we are committed to take action to ensure we meet our legal duties under the Disability Discrimination Act (1995), the Disability Equality Duty (2006) and more recently the Equality Act (2010).

Policy and Achievement of Policy on Employees

The Royal Parks' policy states that all eligible persons shall have an equal opportunity for employment and advancement on the basis of their ability, performance and aptitude for the work. There shall be no discrimination on the grounds of an individual's nationality, sex, race, colour, ethnic origin, religion, sexual orientation, marital status or disability.

Recruitment

Grade	Appointments (number)	Women (number)	Minorities (number)
I	1	0	0
II	5	4	1
III	3	1	1
IV and IV Upper	3	1	0
Total	12	6	2

The above posts were recruited in Fair and Open competition in accordance with the Civil Service Commission recruitment principles, which are based on appointment to the civil service on merit. In addition there were two transfers (including one Fast Streamer) from other government departments, one internal appointment, five permanent internal promotions and nine temporary internal promotions by way of exception to the Civil Service Recruitment Principles to cover specialist posts and backfill vacancies pending full recruitment campaigns.

The Diversity Network group was put on hold and is under review due to the complex processes involved in TRP's change of status to allow for the new charitable values and objectives to be formed and become embedded within the Charity. The Diversity Network group will continue once the new processes are in place.

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

The Royal Parks considers it very important that employees understand its operations, aims and objectives. ExCom and SDF meet formally at least ten times each year, and Directors disseminate key decisions to staff. Staff are encouraged to observe at the meetings. The Chief Executive visits all park locations on a regular basis and there is an annual staff conference. All staff have access to the Management Agreement and have the opportunity to input to the planning process.

Expenditure on consultancy

In the period to 15 March 2017, expenditure on consultancy at TRP was £56,336 in comparison to £12,635 for the previous year up to 31 March 2016.

Off payroll engagements

For all off-payroll engagements as of 15 March 2017, for more than £220 per day and that last for longer than six months.

No. of existing engagements as of 15 March 2017	5
Of which...	
No. that have existed for less than one year at time of reporting.	1
No. that have existed for between one and two years at time of reporting.	3
No. that have existed for between two and three years at time of reporting.	1
No. that have existed for between three and four years at time of reporting.	N/A

No. that have existed for four or more years at time of reporting.	N/A
Confirmation that all existing off-payroll engagements, outlined above, have at some point been subject to a risk based assessment as to whether assurance is required that the individual is paying the right amount of tax and, where necessary, that assurance has been sought.	Yes

For all new off-payroll engagements, or those that reached six months in duration, between 1 April 2016 and 15 March 2017, for more than £220 per day and that last for longer than six months

No. of new engagements, or those that reached six months in duration, between 1 April 2016 and 15 March 2017.	6
No. of the above which include contractual clauses giving the department the right to request assurance in relation to income tax and National Insurance obligations.	6
No. for whom assurance has been requested.	6
Of which...	
No. for whom assurance has been received.	6
No. for whom assurance has not been received.	0
No. that have been terminated as a result of assurance not being received.	0
In any cases where, exceptionally, the department has engaged without including contractual clauses allowing the department to seek assurance as to their tax obligations – or where assurance has been requested and not received, without a contract termination – the department should set out the reasons for this.	N/A

PARLIAMENTARY ACCOUNTABILITY AND AUDIT REPORT

Regularity of expenditure

This is subject to audit opinion. TRP is required to report on the regularity of expenditure including losses and special payments in line with Managing Public Money requirements. In 2016-17, TRP suffered one significant loss amounting £254,000 which related to a concessionaire in one of the Parks going into administration. The loss was approved by DCMS on the submission of the Accounting Officer. There were no special payments to report.

Contingent liabilities

There is a general unquantifiable contingent liability relating to an incident in one of the Royal Parks. TRP does not have sufficient information to assess the value of the liability at this time.

Long term expenditure trends

The table below shows actual net operating expenditure versus forecast for the past five financial years. Projected figures for the next two years have not been provided as the organisation will be a charitable public body from the 2017-18 year onwards.

Year	Net Operating Expenditure £'000	Forecast £'000
2012-13	17,304	16,878
2013-14	13,934	14,132
2014-15	13,785	13,527
2015-16	11,701	13,630
2016-17	4,465	3,854



Andrew Scattergood
Accounting Officer
5 September 2017

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSE OF COMMONS

I certify that I have audited the financial statements of the Royal Parks Agency for the period ended 15 March 2017 under the Government Resources and Accounts Act 2000. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; 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 and Staff Report that is described in that report as having been audited and the Parliamentary Accountability disclosures.

Respective responsibilities of the Chief Executive and auditor

As explained more fully in the Statement of Chief Executive's Responsibilities, the Chief Executive as Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Royal Parks Agency's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Royal Parks Agency; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial

statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Royal Parks Agency's affairs as at 15 March 2017 and of the net operating expenditure for the period then ended; and
- the financial statements have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and Secretary of State directions issued there under.

Opinion on other matters

In my opinion:

- the parts of the Remuneration and Staff Report and the Parliamentary Accountability disclosures to be audited have been properly prepared in accordance with Secretary of State directions made under the Government Resources and Accounts Act 2000; and
- the information given in the Performance and Accountability Reports for the financial period for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Remuneration and Staff Report and Parliamentary Accountability disclosures to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Sir Amyas C E Morse
Comptroller and Auditor General

Date: 8th September 2017

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

THE ROYAL PARKS ACCOUNTS 2016-17

Statement of Comprehensive Net Expenditure.....	53
Statement of Financial Position.....	54
Statement of Cash Flows.....	55
Statement of Changes in Taxpayers' Equity.....	56
Notes to the Accounts.....	57

STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE PERIOD FROM 01 APRIL 2016 TO 15 MARCH 2017

		2016-17	2015-16
	Note	£000	£000
Total operating income	4	(28,431)	(23,203)
Staff costs	2.1	6,280	5,949
Purchase of goods and services	3	22,330	25,534
Depreciation and impairment charges	3	2,814	2,146
Provision movement	3	(169)	(129)
Other operating expenditure	3	1,641	1,404
Total operating expenditure		32,896	34,904
Net Operating Expenditure		4,465	11,701
 Other comprehensive expenditure			
	Note	2016-17 £000	2015-16 £000
Revaluation (gain)/ loss on Heritage Assets & Property, Plant & Equipment	5, 6	468	(6,052)
Total comprehensive net expenditure for the year		4,933	5,649

All income and expenditure relate to continuing activities

The notes on pages 57 to 72 form part of these accounts

STATEMENT OF FINANCIAL POSITION AS AT 15 MARCH 2017

	Note	2017 £000	2016 £000
Non-current assets:			
Tangible Assets:			
Heritage assets	5,6	27,554	28,560
Property, plant and equipment	5	34,760	30,435
		62,314	58,995
Intangible Assets	7	172	104
Total non-current assets		62,486	59,099
Current assets:			
Trade and other receivables	9	3,429	1,881
Cash and cash equivalents	10	3,222	630
Total current assets		6,651	2,511
Total assets		69,137	61,610
Current Liabilities:			
Trade and other payables	11	(8,415)	(9,015)
Current Provisions	12	-	(189)
Total current liabilities		(8,415)	(9,204)
Total assets less current liabilities		60,722	52,406
Non-current liabilities:			
Trade and other payables	13	(123)	
Total non-current liabilities		(123)	-
Assets less liabilities		60,599	52,406
Taxpayers' equity			
General Fund		41,096	31,725
Revaluation reserve		19,503	20,681
Total taxpayers' equity		60,599	52,406

The notes on pages 57 to 72 form part of these accounts



Andrew Scattergood
Accounting Officer

STATEMENT OF CASH FLOWS FOR THE PERIOD FROM 01 APRIL 2016 TO 15 MARCH 2017

	Note	2016-17 £000	2015-16 £000
Cash flows from operating activities			
Net operating expenditure		(4,465)	(11,701)
Adjustments for non-cash transactions	3	2,782	1,814
(Increase)/Decrease in trade and other receivables	9	(1,548)	249
Increase/(Decrease) in trade payables	11,13	(477)	(465)
Use of provisions	12	(20)	(235)
Net cash outflow from operating activities		(3,728)	(10,338)
Cash flows from investing activities			
Purchase of property, plant and equipment (including heritage assets)	5	(6,679)	(3,600)
Purchase of Intangibles	7	(86)	(14)
Proceeds of disposal of property, plant and equipment		-	-
Net cash outflow from investing activities		(6,765)	(3,614)
Cash flows from financing activities			
Grant in aid funding received		13,085	13,130
Net financing		13,085	13,130
Net Increase/(Decrease) in cash and cash equivalents in the period		2,592	(822)
Cash and cash equivalents at the beginning of the period	10	630	1,452
Cash and cash equivalents at the end of the period	10	3,222	630

The notes on pages 57 to 72 form part of these accounts

STATEMENT OF CHANGES IN TAXPAYERS' EQUITY FOR THE PERIOD FROM 01 APRIL 2016 TO 15 MARCH 2017

	Note	General Fund £000	Revaluation Reserve £000	Total Reserves £000
Balance at 31 March 2015		29,569	15,315	44,884
Grant in aid – drawn down from DCMS		13,130		13,130
Net operating expenditure for the year		(11,701)		(11,701)
<u>Non cash adjustments</u>				
Non-cash charges – auditors remuneration	3	41		41
<u>Movements in reserves</u>				
Net gain on revaluation of property, plant & equipment			6,052	6,052
Transfers between reserves, in relation to depreciation		602	(602)	-
Inter-reserve transfer – Non-current assets		84	(84)	-
Balance at 31 March 2016		31,725	20,681	52,406
Grant in aid – drawn down from DCMS		13,085		13,085
Net operating expenditure for the year		(4,465)		(4,465)
<u>Non cash adjustments</u>				
Non-cash charges – auditors remuneration	3	41		41
<u>Movements in reserves</u>				
Net loss on revaluation of property, plant & equipment			(468)	(468)
Transfers between reserves, in relation to depreciation		1,057	(1,057)	-
Inter-reserve transfer – Non-current assets		(347)	347	-
Balance at 15 March 2017		41,096	19,503	60,599

The notes on pages 57 to 72 form part of these accounts

NOTES TO THE ACCOUNTS FOR THE PERIOD FROM 01 APRIL 2016 TO 15 MARCH 2017

I. STATEMENT OF ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the 2016-17 Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of The Royal Parks for the purpose of giving a true and fair view has been selected. The particular policies adopted by The Royal Parks are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The financial statements have been prepared on a going concern basis. TRP's change of status to a charitable public corporation took place on 16 March 2017. The business, operations, contracts with suppliers, partners and concessionaires remain unaltered. Based on the business case for the new Charity, which was endorsed by DCMS and reviewed by the new Charitable Trustees, management are confident that the going concern basis will remain valid.

I.1 Accounting Convention

The accounts have been prepared on a modified historical cost basis in which the Statement of Comprehensive Net Expenditure reflects the consumption of resources at their current value and the Statement of Financial Position shows the value of non-current assets at their value to the business by reference to current costs.

I.1a Non-coterminous accounting period

As specified in the preceding primary financial statements, the period end for this set of accounts is 15 March 2017. This is applicable to all notes to the accounts for 2016-17 whereas comparative data in 2015-16 is up to 31 March 2016.

I.1b Non-current assets

Recognition

Land and buildings owned by, or in the guardianship of, The Royal Parks are treated as Non-Current Assets in accordance with the FReM.

Expenditure on assets, which became an integral part of the land, is written off in the year of expenditure. However, buildings, the legal title of which remains with the Sovereign, are treated as owned by The Royal Parks and are included in non-current assets.

Some of The Royal Parks' properties were acquired subsequent to the 1851 Act and are held in the name of the Secretary of State for Culture, Media and Sport.

Further details of the 1851 Crown Lands Act are included in the Annual Review.

Classification

The land and buildings are classified under the FReM as either:

- Pure heritage assets (non-operational heritage assets);
- Operational heritage assets;
- Operational (non-heritage) assets.

Heritage assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations and include listed buildings or buildings which directors consider have special significance in the landscape and will be required to be kept substantially in their current form due to planning restrictions.

In following the principles of the FReM in accounting for heritage assets, pure heritage land and buildings held by The Royal Parks in pursuit of its overall objectives, are included as Non Current Assets in the Statement of Financial Position where a reliable valuation is possible, otherwise they are held at nil value. The directors consider that the costs of ascertaining current values of these unique and varied assets cannot be justified.

Pure heritage assets include monuments, statues, fountains, bridges, walls, band stands and historic gates and both historic and recent monuments such as the Albert Memorial in Kensington Gardens and the 7-7 Memorial in Hyde Park. The Royal Parks has 114 of such assets which have not been included in the Statement of Financial Position, excluding bridges and walls, which are not individually recorded. Most of The Royal Parks' land and heritage assets, other than buildings, are not valued. Expenditure on creating new heritage assets is capitalised at cost, expenditure on maintaining them is expensed.

Examples of the pure heritage assets, which are not included in the Statement of Financial Position, are given in the appendices. Further examples appear on The Royal Parks website as factsheets – Monument facts. A more detailed study of these and buildings in the Royal Parks is published by The Royal Parks entitled "Buildings & Monuments in the Royal Parks" ISBN 1-898506-09-04.

Transactions and Policies of Acquisition and Disposal of off Statement of Financial Position Heritage Assets

The Royal Parks has no disposal policy, its heritage assets being inalienable, nor has it disposed of any heritage assets since it was formed in 1993. Where third parties seek to erect a new monument or heritage asset upon land under The Royal Parks guardianship, assurances of funding for such asset are sought, including full provision for future maintenance liabilities. Some monuments of note erected within the parks, which have been funded by third parties, remain in their ownership. There was no other acquisition of off balance sheet heritage assets in the past two years.

Maintenance and Preservation Policies of Heritage Assets

The Royal Parks has a programme of maintenance works undertaken which is informed by the Quadrennial Conservation report of all listed buildings and structures and condition

surveys. We have adopted the “Protocol for the Care of the Historic Estate”, appointed a Conservation Officer and use specialist consultants and contractors where appropriate. Priorities are assessed each year, and the cost is expensed through the Statement of Comprehensive Net Expenditure. A schedule of backlog maintenance requirements is maintained and this is used to assess priorities. The work undertaken each year will include repair and preventative maintenance. The Royal Parks Estate comprises a total of 195 listed buildings and structures, 683 unlisted buildings and structures and three scheduled monuments /archaeological sites.

Operational heritage land and buildings, comprising buildings in use by The Royal Parks, tenants or concessionaires which, in addition to being held in pursuit of its overall objectives, are also used for revenue generating or other non-heritage purposes. They are professionally valued and held on the Statement of Financial Position. The valuation method used depends upon the type of the building and its use.

Operational (non-heritage) land and buildings are professionally valued and held on the Statement of Financial Position.

Property, plant and equipment

Freehold land and buildings are revalued to fair value (depreciated replacement cost) every five years on a rolling basis. In the intervening periods, the value of land and buildings are updated annually using desktop valuations.

Assets are capitalised at and above the threshold of £5,000 on an individual value basis. Plant & Machinery, IT and Fixtures & Fittings are not re-valued as management consider any adjustment to be immaterial.

Assets in the course of construction are included in the Statement of Financial Position at cost to The Royal Parks. On completion of works assets are transferred to the appropriate category on the Statement of Financial Position and reflected at fair value.

Intangible assets

Intangible assets comprise IT software which is amortised in line with other IT assets.

Donated assets (including those funded by capital grants)

Assets donated by third parties, either by gift of the asset or by way of funds to buy the asset are capitalised at current value on receipt. Donated assets are re-valued, depreciated and subject to impairment in the same way as other assets.

Depreciation

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

- Buildings including dwellings - up to 114 years
- Plant and machinery - 5 to 10 years

- Fixtures, Fittings - 3 to 20 years
- IT - up to 5 years
- Intangible assets - up to 5 years

Contractor's assets

Property, plant and equipment excludes vehicles and equipment provided by the contractor responsible for grounds maintenance in the Royal Parks. The service contracts do not specify the assets required and the Board considers the value to be not material to the total contract value.

Off Balance Sheet Assets

Where third parties fund asset constructions and The Royal Parks contribute no finance and has limited control over the services provided during the period of the licences the assets are not capitalised by The Royal Parks. In the opinion of directors certain constructions do not meet the criteria to be considered as assets under IFRIC 12 (Service concession arrangements).

1.1c Income

All Income is shown net of VAT. All income is accounted for in the period(s) to which it relates. The Royal Parks derived a large majority of its income from large events predominantly the ones held in Hyde Park. Other main sources of income include catering concessions (for which The Royal Parks receives a scaled percentage of the takings) and licences and rents revenue.

1.1d Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is unfunded. The Royal Parks recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution schemes, The Royal Parks recognises the contributions payable for the year.

1.1e Provisions

Provision has been made in the accounts in relation to outstanding claims for personal injury.

1.1f Contingent Liabilities

In addition to contingent liabilities disclosed in accordance with IAS 37, The Royal Parks discloses for parliamentary reporting and accountability purposes certain statutory and non statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported to Parliament in accordance with the requirements of Managing Public Money.

Where the time value of money is material contingent liabilities which are required to be disclosed under IAS 37, are stated at discounted amounts and the amount reported to

Parliament separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to Parliament.

1.1g Value Added Tax

Where VAT is irrecoverable costs include VAT. The Royal Parks elected to waive the exemption from charging VAT in respect of a right or interest in land or a licence to occupy land with effect from 1 October 2008.

1.1h Financing and Grants

Cash received through the Estimates process is treated as financing and credited to the General Fund.

Grants used to acquire specific capital items are credited to income in the Statement of Comprehensive Net Expenditure.

1.1i Use of Estimate

The preparation of financial statements requires management to make estimates and judgements that affect the reported amounts of assets and liabilities as well as the disclosure of contingent liabilities as at the year end ie 15 March 2017 this year (as opposed to 31 March in previous years). Actual outcomes could differ from those estimates. Estimates have been made in arriving at impairment provisions for bad and doubtful debts based on the age of debt. Estimates have been made against injury claims made against The Royal Parks based on legal advice, but often incomplete information is available of the extent and cause of injury. Asset valuation may now entail greater use of estimates.

1.1j Operating Leases

Operating lease costs are charged to the Statement of Comprehensive Net Expenditure as incurred. TRP does not have any finance leases in 2016-17 (2015-16 nil).

1.1k Impact of new International Financial Reporting Standards

Early Application of IFRS before Compulsory Introduction

No IFRS was adopted early.

There are no other standards and interpretations in issue but not yet adopted that The Royal Parks anticipate will have a material effect on its reported income or net assets.

1.11 Segmental Reporting- IFRS 8

The Royal Parks is managed as a single entity by the Board and ExCom and as such financial and management reports are produced upon one segment.

2. STAFF COSTS

2.1 Staff costs comprise:

	2016-17 £000 Total	2015-16 £000 Total
Wages and salaries	5,014	4,800
Social security costs	442	343
Other pension costs	824	804
Early departure costs	-	2
Total net costs	6,280	5,949

More detailed information on staff costs can be found in the Remuneration and Staff Report on page 40.

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) - known as "alpha" are unfunded multi-employer defined benefit scheme but the Royal Parks is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2012. Details are in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservicepensionscheme.org.uk).

These figures include contributions relating to The Royal Parks staff seconded to other organisations. These values are not included in the pension costs reported in the above table.

For 2016-17 employer's contributions of £755,188 were payable to the PCSPS (2015-16 £737,149) at one of four rates in the range 20.0 to 24.5 percent (2015-16 20.0 to 24.5 percent) of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates are set to meet the cost of benefits accruing during 2016-17 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employer contributions of £23,886 (2015-16 £21,885) were paid to one or more of a panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 8.0 to 14.75 percent (2015-16 8.0 to 14.75 percent) of pensionable pay. Employers also match employee contributions up to 3 percent of pensionable pay. In addition, employer contributions of £922 (0.5 percent; 2015-16; £932, 0.5 percent) of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £2,133 (2015-16 £2,133).

2.2a Salary and pension entitlements

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 and Staff Report.

2.2.b The Board

Board members expenses are borne by The Royal Parks.

3. EXPENDITURE

		2016-17	2015-16
		£000	£000
	Note		
Landscape Maintenance		7,122	7,209
Works Maintenance	3.a	6,987	8,124
Landscape Development	3.b	338	1,431
Programme Management		353	540
Nursery		1,125	1,224
Utilities		593	896
Cleaning Contracts		1,505	1,527
Service Contracts		997	1,114
Advisory Consultancy		56	12
Implementation Support	3.c	1,264	1,074
Trees		800	774
Marketing & Communications		122	97
IT Equipment & Consumables		240	316
Furniture & Equipment		140	292
Telecommunications		152	262
Entertainment & Licences		81	115
Horticulture		230	285
Rentals under operating lease		120	132
Training		57	46
Animal Feed & Welfare		68	64
Other Programme costs		1,484	1,609
Total expenditure		23,834	27,143
Non Cash Items			
Depreciation and Amortisation	5, 7	2,814	2,146
Loss on disposal of non-current assets	5, 7	-	16
Fixed Asset revaluation	5, 7	96	(262)
Auditors remuneration and expenses		41	41
Increase/(Decrease) in provisions	12	(169)	(129)
Total expenditure including non-cash items		26,616	28,955

3.a Works Maintenance

Costs are lower than the prior year due to decreased variable maintenance expenditure.

3.b Landscape Development

The significant drop in 2016-17 is largely due to a higher proportion of costs being capitalised, specifically irrigation works.

3.c Implementation Support

These costs relate to professional fees incurred in supporting the delivery of The Royal Parks detailed business objectives. The increase in 2016-17 is mainly as a result of the costs associated with the change of status.

4. INCOME

		2016-17 £000	2015-16 £000
	Note		
Concessions: Catering		4,448	4,215
Car parking		1,821	1,967
Other		889	708
Licences and rents		4,769	3,894
Fees from events	4.a	11,093	8,772
Other fees and permits	4.b	1,417	1,127
Lottery and other grants	4.c	1,628	446
Services		43	81
Fundraising		-	-
Contributions to Works Costs		38	89
Bonds utilised for reinstatement		764	571
Sports		625	458
Other		896	875
Total income		28,431	23,203

4.a Fees from Events

Higher fees received in 2016-17 were mainly as a result of the large events in Hyde Park attracting higher attendances than anticipated and major events reaching a higher threshold for fees.

4.b Other Fees and Permits

Higher filming & broadcasting and interment fees in 2016-17.

4.c Lottery and other grants

Increased funding received in year specifically for the Brompton Cemetery conservation project.

5. PROPERTY, PLANT AND EQUIPMENT (including Heritage Assets)

	Land & Buildings excluding Dwellings £000	Dwellings £000	Heritage £000	IT £000	Plant & Machinery £000	Furniture & Fittings £000	Payments on Account & Assets under construction £000	Total £000
Cost or valuation								
At 1 April 2015	41,267	3,140	44,136	272	4,213	4,570	1,155	98,753
Additions	571	113	1,089	163	97	5	1,562	3,600
Disposals	(20)	-	-	(68)	-	(16)	-	(104)
Reclassifications	587	-	-	23	650	170	(1,467)	(37)
Revaluation	1,992	-	1,560	-	-	-	-	3,552
At 31 March 2016	44,397	3,253	46,785	390	4,960	4,729	1,250	105,764
Depreciation								
At 1 April 2015	22,117	1,433	19,373	175	966	3,453	-	47,517
Charged in year	1,194	66	359	50	252	182	-	2,103
Disposals	(14)	-	-	(60)	-	(16)	-	(90)
Reclassifications	-	-	-	-	-	-	-	-
Revaluation	(1,254)	-	(1,507)	-	-	-	-	(2,761)
At 31 March 2016	22,043	1,499	18,225	165	1,218	3,619	-	46,769
Net book value at 31 March 2016	22,354	1,754	28,560	225	3,742	1,110	1,250	58,995
Cost or valuation								
At 1 April 2016	44,397	3,253	46,785	390	4,960	4,729	1,250	105,764
Additions	360	-	747	151	528	19	4,874	6,679
Disposals	-	-	-	-	-	-	-	-
Reclassifications	384	448	-	25	513	252	(1,647)	(25)
Revaluation	2,869	-	3,102	-	-	-	-	5,971
At 15 March 2017	48,010	3,701	50,634	566	6,001	5,000	4,477	118,389
Depreciation								
At 1 April 2016	22,043	1,499	18,225	165	1,218	3,619	-	46,769
Charged in year	1,616	69	532	63	301	190	-	2,771
Disposals	-	-	-	-	-	-	-	-
Reclassifications	-	-	-	-	-	-	-	-
Revaluation	2,212	-	4,323	-	-	-	-	6,535
At 15 March 2017	25,871	1,568	23,080	228	1,519	3,809	-	56,075
Net book value at 15 March 2017	22,139	2,133	27,554	338	4,482	1,191	4,477	62,314

The most significant addition in the year relates to the construction of the super nursery in Hyde Park.

Land and buildings are valued in accordance with the accounting policy described at Note 1.1b. The Valuation Office Agency, a member of the Royal Institute of Chartered Surveyors, undertook the professional valuation of property for 2016-17 as at 15 March 2017. Property usage dictates whether VAT should be included in the valuation of a property. The Royal Parks has 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 as shown below:

Freehold Buildings

	2016-17 £000	2015-16 £000
Opening valuation		
At 1 April	1,922	2,365
Additions	348	108
Revaluation decrease	-	(551)
At 15 March	<u>2,270</u>	<u>1,922</u>
Depreciation		
At 1 April	907	1,657
Charged in year	19	11
Revaluation	-	(761)
At 15 March	<u>926</u>	<u>907</u>
Net book value at 15 March	<u>1,344</u>	<u>1,015</u>

The balances above include assets under construction.

Depreciation is not charged on pure heritage non operational assets.

Pembroke Lodge in Richmond Park is let on a 21 year sub-lease to a concessionaire with 9 years remaining unexpired at 15th March 2017. The property is included in heritage assets at a gross current replacement cost of £3.614m (2015-16 £3.614m).

During 2016-17 the five-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. The net result of this was an increase in Gross Current Replacement Cost of £5.971m and a decrease in Net Current Replacement Cost of £0.564m of which £0.096m was debited through the Statement of Comprehensive Net Expenditure, and £0.468m was accounted for through reserves.

Dwellings and heritage assets include residential lodges which are being refurbished under the Better Buildings Programme. Assets under construction include costs of refurbishment of some residential dwellings.

6. Heritage Assets

Details of Heritage Assets and asset movements over the current and previous year are set out below.

	Non operational £000	Operational £000	Total Heritage Assets £000
Cost or valuation			
At 1 April 2015	7,476	36,660	44,136
Additions	-	1,089	1,089
Reclassification	-	-	-
Revaluation	-	1,560	1,560
At 31 March 2016	7,476	39,309	46,785
Depreciation			
At 1 April 2015	1,558	17,815	19,373
Charged in year	-	359	359
Reclassification	-	-	-
Revaluation	-	(1,507)	(1,507)
At 31 March 2016	1,558	16,667	18,225
Net book value at 31 March 2016	5,918	22,642	28,560
Cost or valuation			
At 1 April 2016	7,476	39,309	46,785
Additions	-	747	747
Reclassification	-	-	-
Revaluation	-	3,102	3,102
At 15 March 2017	7,476	43,158	50,634
Depreciation			
At 1 April 2016	1,558	16,667	18,225
Charged in year	-	532	532
Reclassification	-	-	-
Revaluation	-	4,323	4,323
At 15 March 2017	1,558	21,522	23,080
Net book value at 15 March 2017	5,918	21,636	27,554

The non operational heritage assets include one asset at valuation having a net book value of £3.05m. All of the operational heritage assets are land and buildings at valuation being subject to the rolling 5-year revaluation program described in note 1.1b.

The table below sets out a breakdown of off balance sheet heritage assets by number:

Monuments	32	Band stands	4
Statues	31	Fountains	15
Other	32		

7. INTANGIBLE ASSETS

Intangible assets comprise software.

	2016-17	2015-16
	£000	£000
Cost or valuation		
At 1 April	552	565
Additions	86	14
Disposals	-	(64)
Reclassifications	25	37
At 15 March	663	552
Amortisation		
At 1 April	448	467
Charged in year	43	43
Disposals	-	(62)
At 15 March	491	448
Net book value at 15 March	172	104

8. FINANCIAL INSTRUMENTS

As the cash requirements of The Royal Parks are partially met through the Estimates process, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. Approximately 68% (2015-16: 64%) of The Royal Parks' revenue is derived from a diverse range of commercial income streams. Income from events is now year round rather than seasonal. The majority of our commercial income streams are guaranteed, with event income often prepaid, with no single source being more than 20 per cent of The Royal Parks' total income, which together with Parliamentary funding means directors consider that TRP is not exposed to significant credit risks.

Funding from DCMS is taken directly to Reserves (See Statement of Changes in Taxpayers' Equity). Given that 32% (2015-16: 36%, 2014-15: 43%) of income is from the Estimates process, The Royal Parks is not subject to a material liquidity risk.

The Royal Parks has a Government Banking Service 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.

Provision has been made against certain specific receivables where the collectability is uncertain, having regard to the payment history of the receivable and specific knowledge of any dispute of the amount owed.

9. TRADE RECEIVABLES AND OTHER CURRENT ASSETS

	2016-17 £000	2015-16 £000
Amounts falling due within one year:		
Trade receivables	2,043	941
Impairment of Receivables	(73)	(127)
Other receivables	44	34
Value Added Tax	-	286
Prepayments & accrued income	1,415	747
	3,429	1,881

The Royal Parks is not materially exposed to concentrations of credit risk to a single trade receivable or group of receivables.

10. CASH AND CASH EQUIVALENTS

	2016-17 £000	2015-16 £000
Balance at 1 April	630	1,452
Net change in cash and cash equivalent balances	2,592	(822)
Balance at 15 March	3,222	630
The following balances at 15 March were held at:		
Government Banking Service	3,221	629
Cash in hand	1	1
Balance at 15 March	3,222	630

Please note that the figures in 2015-16 were for cash balances up to 31st March 2016.

The Royal Parks forms part of the Department for Digital, Culture, Media and Sport cash management group.

11. TRADE PAYABLES AND OTHER CURRENT LIABILITIES

	2016-17 £000	2015-16 £000
Amounts falling due within one year:		
Trade payables	152	321
Other taxation and social security	111	179
Accruals	6,292	7,239
Deferred Income	1,494	1,276
Value Added Tax	366	-
	8,415	9,015

The Royal Parks is not materially exposed to concentrations of liquidity risk to a single trade creditor or group of creditors.

12. PROVISIONS FOR LIABILITIES AND CHARGES

	Outstanding claims £000	Total £000
Balance at 31 March 2016	189	189
Provided in the year	-	-
Provisions not required written back	(169)	(169)
Provisions utilised in the year	(20)	(20)
Balance at 15 March 2017	-	-

Provisions of up to £100,000 will be transferred to The Royal Parks Limited in 2017-18 and a further £100,000 in 2018-19. Any sums above this figure shall be borne by the DCMS in accordance with the terms of the Transfer Agreement.

13. TRADE PAYABLES AND OTHER NON-CURRENT LIABILITIES

	2016-17 £000	2015-16 £000
Amounts falling due after one year:		
Accruals	123	-
	<u>123</u>	<u>-</u>

14. CAPITAL COMMITMENTS

	2016-17 £000	2015-16 £000
Contracted capital commitments at 15 March 2017 for which no provision has been made:		
Property, plant and equipment	<u>6,136</u>	<u>925</u>

Capital commitments will be transferred to The Royal Parks Limited.

The capital commitments figure for 2016-17 is made up of the following capital projects:

	£000
The Mall, Marlborough Road junction safety improvements	226
Card access system upgrade	24
Regents Park borehole	191
Serpentine Bar & Kitchen toilets extension	25
Brompton Cemetery conservation project	2,804
Hyde Park broad walk	156
Cumerland basin ramp	19
Victoria Gate lodge	28
Albert Memorial kiosk	36
Hyde Park super nursery	2,441
Regents Park tennis courts re-surfacing	67

15. COMMITMENTS UNDER OPERATING LEASES

Total commitments under operating leases to pay rentals during the years following the year of these accounts are given in the table below, analysed according to the period in which Payments fall due. The leases are for vehicles and printers.

	£000	£000
Obligations under operating leases comprise:		
Not later than 1 year	104	96
Later than 1 year and not later than five years	106	177
Later than 5 years	-	-
	210	273

Commitments under operating leases will be transferred to The Royal Parks Limited.

16. CONTINGENT LIABILITIES

There is a general unquantifiable contingent liability relating to an incident in one of the Royal Parks. TRP does not have sufficient information to assess the value of the liability at this time.

Contingent liabilities of up to £100,000 will be transferred to The Royal Parks Limited in 2017-18 and a further £100,000 in 2018-19. Any sums above this figure shall be borne by the DCMS in accordance with the terms of the Transfer Agreement.

17. RELATED PARTY TRANSACTIONS

TRP is an Executive Agency of the DCMS which is regarded as a related party. During the year, TRP has had a significant number of material transactions with the DCMS and with another entity for which the DCMS is regarded as the parent Department: the Heritage Lottery Fund.

In addition, TRP has had a small number of material transactions with other government departments and other central government bodies. Most of these transactions have been with HM Revenue and Customs. These transactions were at arm's length and in the normal course of business.

During the year, TRP also had a small number of immaterial transactions with the Royal Parks Foundation which is regarded as a related party because TRP's Non-Executive Director, Andrew Fenwick is a trustee of the Foundation and director of the Royal Parks Foundation Trading Company Limited, a wholly owned subsidiary of the Foundation.

During the year, no Board member, key manager or other related parties undertook material transactions with TRP apart from those already disclosed as compensation in the Remuneration Report.

18. EVENTS AFTER REPORTING DATE

The Accounting Officer authorised these financial statements for issue on the Comptroller and Auditor General certification date.

Both the Contract for Service and Transfer Agreement between the Royal Parks Limited and the DCMS were signed on 15 March 2017.

With effect from 16 March 2017, The Royal Parks Limited (a new Charitable Public Corporation and an independent body) took on the activities of The Royal Parks Agency. The new body is a Company limited by Guarantee with Charitable status. The new body is expected to be classified as a public corporation by the Office for National Statistics, and given the DCMS has no financial interest in it, the new body will not be consolidated in the DCMS Group Accounts. As such only activities up to the date above have been included for The Royal Parks in the DCMS Group Accounts.

As a result of an agreement between The Royal Parks Limited and DCMS, The Agency's assets, liabilities and equity were allocated between DCMS and The Royal Parks Limited at 15 March 2017 as follows:

	Balance held by The Agency prior to transfers	Transferred to DCMS	Transferred to The Royal Parks Limited
	£'000	£'000	£'000
Assets			
Property, plant and equipment	34,760	-	34,760
Operational heritage assets	21,636	100	21,536
Non-operational heritage assets*	5,918	5,918	-
Intangible assets	172	-	172
Trade and other receivables	3,429	3,429	-
Cash and cash equivalents	3,222	3,221	1
Total assets	69,137	12,668	56,469
Liabilities			
Trade and other payables	(8,538)	(8,538)	-
Total assets less liabilities	60,599	4,130	56,469
Taxpayers' equity			
Reserves	60,599	4,130	56,469
Total reserves	60,599	4,130	56,469

*A number of non-operational heritage assets were transferred to DCMS at nil net book value

Appendices – Heritage assets – examples of Monuments not included in the Statement of Financial Position

Name of monument	Albert Memorial – Kensington Gardens
Description	One of London’s most ornate monuments. Includes: a gilded statue of Prince Albert, husband of Queen Victoria; groups of sculptures representing industrial arts and sciences and the continents of Europe, Asia, African and America; and a frieze of 169 leading musicians, poets, painters, sculptors and architects.
Location	Albert Memorial Road, opposite the Royal Albert Hall.
History\background	Commemorates the death of Prince Albert in 1861 from typhoid.
Designer	George Gilbert Scott
Dates	Unveiled 1872
Name of monument	Diana Fountain – Bushy Park
Description	Bronze statue of goddess (sometimes described as Arethusa) on a marble and stone fountain, surrounded by bronzes of four boys, four water nymphs and four shells.
Location	Centre of the round basin at the junction of Chestnut and Lime Avenues.
History\background	Designed for Henrietta Maria, wife of King Charles I and originally set in her garden at Somerset House. It was moved to the Privy Garden of Hampton Court in 1656. In 1712 the fountain and statue were moved to Bushy Park to the middle of Chestnut Avenue, designed by Sir Christopher Wren. The fountain was restored in 2009 as part of the Bushy Park Restoration Project.
Designer	Hubert Le Sueur
Dates	Statue designed in 1637
Name of monument	Duke of York statue – St James’s Park
Description	Bronze statue of the Duke of York on a 124ft column.
Location	At the top of the Duke of York Steps, on the north side of The Mall.
History\background	Installed in memory of Frederick William (1763-1827), Commander in Chief of the British Army and second son of King George III. He is probably <i>The Grand Old Duke of York</i> of the nursery rhyme.
Designer	Statue by Sir Richard Westmacott; column by Benjamin Wyatt.
Dates	1834

Name of monument	Hylas and the Nymph statue – Regent’s Park
Description	Grade II listed bronze statue of a boy and a mermaid on a stone pedestal, set in a stone-rimmed pond.
Location	St John’s Lodge Garden, north east of Inner Circle.
History\background	Donated by the Royal Academy of Arts.
Designer	Henry Pegram
Dates	1933

Name of monument	Queen Victoria Memorial – Green Park
Description	Comprises the Dominion Gates, Memorial Gardens and the vast central monument to Queen Victoria. The monument is 25m (82ft) high and uses 2,300 tonnes of white Carrara marble. As well as Victoria, there are statues representing courage, constancy, victory, charity, truth and motherhood.
Location	At the south west end of The Mall, opposite Buckingham Palace.
History\background	Commemorates the death of Queen Victoria in 1901.
Designer	Central monument by Sir Thomas Brock; overall design by Sir Aston Webb.
Dates	Assembled 1906-24. Formal unveiling in 1911 by King George V.

Name of monument	General James Wolfe (1727-1759) – Greenwich Park
Description	
Location	Viewpoint near the Royal Observatory Greenwich, overlooking the north section of Greenwich Park.
History\background	The statue commemorates Wolfe’s victory against the French at Quebec which secured Canada for the British. Wolfe, whose parents lived in Macartney House on the edge of the park, died in the battle. The monument, a Grade II listed structure, was a gift of the Canadian people.
Designer	Dr Tait Mackenzie
Dates	1930

CCS0817852540
978-1-5286-0018-7