

THE
ROYAL
PARKS

**Annual Report and Accounts
2019 - 2020**

The Year at a Glance

16,000

runners in the Royal Parks Half Marathon



34,000

adults and children reached by the learning and engagement programme

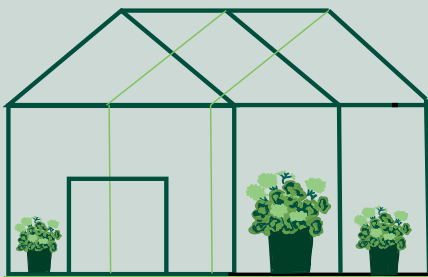
45,000

people attending free Open House events during British Summer Time Hyde Park



450,000

plants and shrubs grown in the Hyde Park Super Nursery



1,900

hours contributed by volunteer community rangers in Bushy and Richmond Parks

Top scores for all parks



6,000

participants at a sold out Swim Serpentine



98.8%

reduction in carbon emissions at Hyde Park Winter Wonderland and British Summer Time Hyde Park, by replacing diesel with HVO bio-diesel



£750,000

funding from People's Postcode Lottery for year four of Mission: Invertebrate. The project has reached 29,000 adults and children to date

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Chairman's Statement



Loyd Grossman, Chairman

I am delighted to introduce this year's annual report which highlights some of The Royal Parks' achievements over the last financial year.

Since we were established as a charity in 2017, we have sought to place visitors at the very heart of all that we do. This report provides a snapshot of how we are achieving this and demonstrates the range of work undertaken by our staff, contractors and volunteers.

The millions of people who come to the parks each year have differing expectations about what they wish to see and do in the parks. Balancing these contrasting views continues to be a priority and is likely to remain so. For some, parks are places for quiet singular recreation; others enjoy playing team sports, seeing the wildlife, enjoying a concert or meeting family and friends for a picnic. We try to accommodate all of these in a way that does not undermine the enjoyment of other visitors.

The many ways that people choose to arrive at and travel across the parks also varies and has at times given rise to conflicts and undermined the intrinsic qualities of the green space. In response, this year we published our draft movement principles which aim to take a long-term approach to deliver sustainable transport options in a rapidly changing city.

It is not only in transport that we are seeking transformative change. In South East London we have ambitious plans for Greenwich Park which will restore outstanding lost features and vistas while also improving visitor facilities. The National Lottery Heritage Fund and National Lottery Community Fund supported this ambition and have awarded us £4.5m to help take this forward. The scope of the project will be determined by the money we are able to contribute ourselves and can raise from other sources.

While most of this report does not cover the period when Covid-19 struck the UK, we can now see its devastating impact on people and livelihoods across the country. Like many other organisations, The Royal Parks has seen a very significant drop in revenue since March which potentially has serious implications for the way we manage the estate in future. We will need to give careful thought to how best to continue to maintain high quality parks.

One widely reported effect of Covid-19 has been a growing recognition of the importance of green space. Under at times very difficult circumstances, since March we have been able to keep the parks open throughout the crisis, providing much needed refuges for Londoners to enjoy and to support their physical and mental health. We were able to do this only through the dedication and hard work of our staff and contractors to whom I am very grateful.

Thank you to everyone who has supported The Royal Parks this year. We will continue to do all we can to work with our many partners and supporters to provide the highest quality green spaces at a time of depleted revenues.

A handwritten signature in black ink, appearing to read 'Loyd Grossman'.

LOYD GROSSMAN CBE
Chairman

Message from the Chief Executive



Andrew Scattergood, Chief Executive

As we were heading towards the end of the financial year on 31st March it appeared that The Royal Parks was well placed to continue to build a financially robust charity through improved focus on commercial activities and greater efficiencies.

Then Covid-19 hit and our top priorities were to address the immediate issues of keeping the parks open, the public, our staff and contractors safe, and to continue to be the fully-functioning team that runs the parks whilst most colleagues were working from home.

Both before and since Covid-19 struck, the parks have continued to play a vital role in the lives of the millions of Londoners and visitors to the capital. The improvements that we have made across the parks, which are highlighted in this report - in landscape, the built estate and new programmes and projects - continue to build on our aspiration of even better parks for the longer term.

Looking back on the year, I am proud of the growth we were able to achieve in our commercial income, which exceeded our targets. Managing to do this in a way that protected the intrinsic qualities of the parks is a tremendous feat and I am grateful to our staff, contractors and concessionaires who made this possible.

Our volunteers and Friends' groups continued to make a sterling contribution and I am especially pleased with our ranger programme which is contributing towards a better understanding of Bushy and Richmond Parks and how to protect them. We will continue to focus on getting our key messages across to everyone who comes to the parks, so that they enjoy their visits but also understand the role they play in caring for them.

2019/20 was a strong year financially for the charity, allowing us to plan to increase the funds allocated to major capital and maintenance projects. In the short-term, post the year-end, we have had to spend some of the funds to compensate for the immediate shock of a drop in income. However we are working hard to assess the inevitable impact of Covid-19 on our plans for 2020/21 and beyond, with the strong intention of ring-fencing what funds we can to undertake the planned improvements to the parks.

Although the pandemic started to have a huge impact on our operations in March, overall the story of 2019/20 was one of success achieved through hard work and strong partnerships.

ANDREW SCATTERGOOD
Chief Executive

Strategic Report (including Directors' Report)

Our Purpose

As guardians of these remarkable spaces, we are committed to achieving the following charitable objects:

- to protect, conserve, maintain and care for the Royal Parks, including their natural and designed landscapes and built environment, to a high standard consistent with their historic, horticultural, environmental and architectural importance;
- to promote the use and enjoyment of the Royal Parks for public recreation, health and wellbeing, including through the provision of sporting and cultural activities and events which effectively advance the objects;
- to maintain and develop the biodiversity of the Royal Parks, including the protection of their wildlife and natural environment, together with promoting sustainability in the management and use of the Royal Parks;
- to support the advancement of education by promoting public understanding of the history, culture, heritage and natural environment of the Royal Parks and (by way of comparison) elsewhere; and,
- to promote national heritage including by hosting and facilitating ceremonies of state or of national importance within and in the vicinity of the Royal Parks.

Our strategic priorities are:

Protecting & Conserving	Welcoming & Improving	Building a Secure Future	People & Partnerships
<p>This reflects our commitment to protecting the parks' historic landscapes and natural environment. We also preserve the biodiversity of the parks at a time when they are under ever-increasing pressure from environmental challenges including climate change, pests and diseases and increasing visitor numbers.</p>	<p>This focuses on improving our visitors' experience by making sure we add value to every visit. This will help our visitors to value the parks more and adopt behaviours that help us manage them.</p>	<p>This underlines the need to future-proof our financial model by developing sustainable and diverse income streams and ensuring that we deliver our services efficiently.</p>	<p>This acknowledges the value of our team and the wide range of partners and supporters who work with us to make the parks such special places.</p>



Invertebrate habitat

The Story of The Royal Parks So Far

Who We Are

The Royal Parks is a charity created in 2017 to protect and preserve 5,000 acres of beautiful and unique royal parkland across London. We do this sustainably and sensitively, for the permanent benefit of the nation. We are custodians of these incredible spaces and our aim is to deliver everything we do to a consistently high standard, so that visitors can enjoy free access to exceptional public green spaces in the heart of a world-leading city. High levels of visitor satisfaction will always remain a key priority.

The eight Royal Parks are among the most visited attractions in the UK. They include listed landscapes, biodiverse environments, rare habitats, and historic buildings and monuments.

The parks we look after are: Bushy Park, Greenwich Park, Hyde Park, Kensington Gardens, Richmond Park, St James's Park, The Green Park, and The Regent's Park and Primrose Hill. We also look after

other exceptional public spaces in the city, including Grade 1 listed Brompton Cemetery in West London, Victoria Tower Gardens in the heart of Westminster, and roads including The Mall, Horse Guards Parade, Birdcage Walk and Constitution Hill.

The parks mean different things to different people at different times. They play an important role in the health and wellbeing of visitors and local communities. Many people value them as places of refuge from the hustle and bustle of the city and appreciate the peace and tranquillity of being in a beautiful green space surrounded by nature and wildlife. Others take pleasure in the many activities we host, from ceremonial events and summer concerts to sporting fixtures and our learning programmes, and many come to socialise, exercise or play.

Managing such varied and valued public spaces is a privilege but also a challenge. We must adapt to change, such as population growth, climate change and new tree diseases.



Fabric of the city: The Mall, St James's Park and The Green Park, with Hyde Park in the distance

The New Charity - Years One and Two

When the charity was formed in 2017, the first year involved a period of restructuring, followed by the development of our first three-year strategic plan which was launched in March 2018. The plan focused on four main priorities:

- protecting and conserving (the parks);
- welcoming and improving;
- building a secure future; and
- (supporting our) people and partners.

Our initial emphasis in the first two years as a charity was on stabilisation, dealing with immediate capital and maintenance projects and maintaining the parks' high standards of horticulture. We also focused on generating more commercial revenue.

As a result of investment in catering and in buildings, the retendering of contracts and good weather, commercial income increased by 27% during these years, enabling us to build up unrestricted reserves and a Designated Projects Fund. Significant projects, which addressed some of the maintenance backlog, were achieved during this time. These included the completion of an innovative "super nursery" in the heart of Hyde Park, and the modernisation of all tennis courts across the parks.

2019-2020 - Year Three

As we moved into the second year of our strategic plan, we were in a strong position financially, and so this year we started to focus our efforts on improving the public's experience and appreciation of the parks. We have been doing this by concentrating on three key areas:

- improving the horticulture and the landscape of the parks. We are doing this by improving biodiversity and creating landscapes that are resilient and self-sustaining for years to come, without the need for constant input from staff, chemicals or machinery;
- engaging visitors through better interpretation, both physically and digitally. This is the perfect time to build on the public's increasing awareness of the value of the parks in order to provide a greatly enhanced visitor experience - both in terms of finding one's way around the parks and understanding their rich cultural and natural heritage; and
- encouraging people to use more sustainable transport in the parks, which will help make the parks more enjoyable for all our different visitor groups.

A great deal of preparatory work has been undertaken in these areas during the year, but we will now need to reflect on the implications of Covid-19 as we consider what is deliverable in 2020/21 and beyond.



The Burgers of Calais in Victoria Tower Gardens

Key strategic projects achieved during 2019-2020

Protecting & Conserving

This strategic priority sits at the heart of what we do. It reflects our commitment to protecting the parks' historic landscapes and the natural environment, and to enhancing the biodiversity of the parks at a time when they are under ever-increasing pressure from environmental challenges including climate change, pests and diseases, and from increasing visitor numbers.

Green Flag Awards

The parks are assessed by the Green Flag Award scheme, which sets the benchmark standard for the management of parks and green spaces across the UK and around the world. This year judges visited Kensington Gardens, St James's Park, The Green Park, and Greenwich Park and we were delighted that all four achieved some of the highest scores possible.

Managing the parks for the long-term

Each park has a ten-year management plan; these strategic plans set out our 100-year vision and the broad objectives to guide the management of each park. They help us to take account of historical change, collate current information, set out park-wide policies and equip us to make long-term decisions. They are essential to protecting, conserving and enhancing the parks, both for visitors today and for future generations. This year, we published new management plans for Richmond Park and Greenwich Park and we were delighted that the Richmond Park plan won an award from the Landscape Institute.

Responding to the climate emergency

This year we joined many other organisations in declaring a climate emergency. We put a renewed focus on sustainability, including holding our first staff sustainability conference.

We calculated our carbon emissions for the first time this year - see page 63.

Restoring Greenwich Park to its former glory

In December 2019, we were awarded £4.5m by The National Lottery Heritage Fund and The National Lottery Community Fund for our 'Greenwich Park Revealed' project. Made possible by National Lottery players, this transformational project will help to protect and future-proof the incomparable World Heritage site of Greenwich Park, which is eroding under the pressure of a growing population.

The project will restore Greenwich Park's faded historic landscape to its 17th century glory. It will also bring new visitors to the park by providing learning, volunteering and training opportunities and a new community hub, enhance wildlife habitats, and improve biodiversity and sustainability.

Work expected to last around four years was due to start on the project in early 2020 but has been delayed due to Covid-19. We are still expecting to proceed with Greenwich Park Revealed in 2021, although with some aspects of the project scaled back. We are grateful to Garfield Weston Foundation, Fidelity Foundation, Foyle Foundation and Wolfson Foundation who have made pledges of support, and fundraising will continue throughout the duration of the project.



Having fun learning in Greenwich Park

Looking after the bugs in the parks

We have secured grant funding for a fourth year of our flagship conservation project, Mission: Invertebrate, thanks to players of People's Postcode Lottery. The project supports wildlife across the Royal Parks by helping 'bugs' like bees, butterflies, beetles, worms, slugs and snails to thrive. We carry out expert research, transform habitats and provide opportunities for people to learn about the vital roles minibeasts play in our ecosystem and the environmental pressures they face.

This year, 11,000 people have discovered park wildlife through free or low-cost Mission: Invertebrate activities, of whom 5,000+ were school children. We piloted a schools' outreach programme, and we visited 21 primary schools to deliver school assembly sessions to over 3,000 students, reaching new schools and acting as a taster for our school sessions in the parks. We ran 24 family roadshow events in the parks during school holidays, which attracted over 5,600 visitors - these events provided parents with a selection of free activities to get them and their children up close and hands-on with the tiny creatures that live in our city.

Managing pests and diseases

Our arboriculture team continues to care for the trees in the parks, from ancient veterans to newly planted saplings. They have worked hard to combat pests and diseases - including oak processionary moth, bleeding canker and massaria - which were unknown in London only a few years ago. This year, we saw a significant drop in the numbers of oak processionary moth nests in the central parks. A corresponding increase in the numbers of a type of parasitic fly is thought to be influencing this decline, but more evidence is needed. A notifiable disease, sweet chestnut blight, was discovered by our arboriculture team on several trees in Hyde Park for the first time. Working very closely with the Forestry Commission, we managed to avoid felling the affected trees and established a comprehensive management and monitoring plan instead.

The hot dry summers of recent years have had a negative impact on horse chestnut trees across the parks. Suffering from bleeding canker, which affects the trees' water transporting system, they are now in rapid decline, forcing the removal of an increasing number of trees. We have been factoring these losses into our park tree strategies which help us manage tree selection and re-planting.



Learning about invertebrates in The Green Park

Welcoming and improving

The Royal Parks are here for everyone to enjoy. They are open every day of the year and are free to visit. We are proud that many millions of visitors enjoy the parks each year.

However, this popularity poses challenges. As our visitor numbers continue to grow, it puts pressure on landscapes and facilities. It is our role to find ways to balance the varying and often contradictory requirements of our green spaces and different visitor groups. We need to manage increasing numbers in a sustainable way to ensure that visitors continue to enjoy the parks and to encourage behaviours that support the environment.

Sporting events

We hosted many sporting events this year including Westminster Mile, Vitality 10k, Ride London, London Duathlon and the Royal Parks Half Marathon, which inspires over 16,000 people to run for charity every year. Swim Serpentine, which took place in September 2019, was sold out with 6,000 participants taking part, making it the UK's largest open water swimming event.

Travelling through the parks

In June 2019, we embarked on the first step of an ambitious journey to develop a Movement Strategy for the organisation. The strategy aims to set a long-term vision for how park visitors travel to, experience and move within the parks. This has provided us with a starting point to understand how visitors want the parks to look and feel in the future, with the aim of both protecting and conserving the parks and improving the experience of visitors.

Learning programmes

Our learning and engagement programmes across the Royal Parks continue to grow, and this year they have reached over 34,000 people. Some of the programmes are delivered by our in-house learning team and others are run in partnership with the Field Studies Council, The Holly Lodge Centre, Sustain and London Play.

Inspired by the parks' wildlife and heritage, school groups from nursery to A level have experienced hands-on outdoor learning sessions linked to the curriculum; London families have benefited from free open days and nature explorers drop-in days; and adult groups have discovered the hidden stories and wildlife of the parks through walking tours, natural history courses and wellbeing workshops.

Specialist projects such as food growing, horticultural therapy, outdoor nature play and forest school have engaged disadvantaged families, older people, and groups with special and additional needs.

Telling the story of the parks

This year we recruited our first Interpretation Manager, whose role is to help us better connect our different audiences to the nature, landscapes and history of the Royal Parks through the information and content we deliver. As experts in park management, we aspire to be excellent storytellers of our unique heritage and diverse nature in the heart of one of the world's most vibrant cities.

When people visit the parks, we need to provide a better experience through simple, consistent signage, maps and information displays to help with navigation and orientation. But it is also important that we encourage escape from the urban environment and give people the opportunity to explore our captivating landscapes and fascinating history through the content we deliver, whether that is digital such as apps, audio trails, virtual reality tours or digital display boards, or physically through history and nature walking tours, workshops and events in the parks.



Enjoying learning in Greenwich Park

Building a secure future

Running the charity, including looking after the land and buildings in our care and generating the income to do so, costs around £37m a year. Since becoming a charity we have been building our reserves to invest in the parks and to enable us to deal with unplanned expenditure and reductions in income.

We raised £29m of trading income this year and continue to receive financial support from Government. We have been successful in growing our income streams whilst protecting the intrinsic qualities of the parks.

Music, art and entertainment in the parks

The Royal Parks has a long tradition of hosting major events attended by millions of people, and events make a significant contribution to our annual income. In Hyde Park, this included the British Summer Time Hyde Park concert series, featuring 85 live acts over 10 days, with 340,000 tickets sold and around 45,000 people attending the free Open House events during the week. World-famous music legends performing this year included Celine Dion, Barbra Streisand, Stevie Wonder, Bob Dylan and Neil Young, with the final night seeing a rousing performance from the UK's greatest showman, Robbie Williams.

During the year we retendered the Hyde Park Music Festival and received a legal challenge to the outcome of that tender from one of the bidders. The subsequent litigation was concluded in September 2020 (see page 26).

80,000 tickets were sold over the two days of BBC Proms in the Park and BBC Radio 2 Live. The Regent's Park hosted Taste of London and Frieze Art Fair, which attracted 52,000 and 127,000 visitors respectively. Hyde Park Winter Wonderland, which runs from late November to early January, remains as popular as ever, and this year we welcomed over 3 million visitors to enjoy its Christmas attractions, markets, rides and shows.

Royal Parks Half Marathon

This year, the Royal Parks Half Marathon brought out 16,000 runners, who raised a record £6.2 million for 569 charities, including The Royal Parks. The Royal Parks raised £1.17 million net of costs from the one-day event.

With sustainability at the top of the agenda, the Royal Parks Half Marathon introduced a new environmental policy ahead of the race, to make the event as sustainable as possible. The policy, the first of its kind in the UK mass participation sector, outlined principles that all race partners, exhibitors and sponsors must adhere to, including no single use plastic items, no promotional leaflets and no balloons. All plates, cutlery and food servings on site were made from a compostable material and no products containing palm oil were brought onto the site. For the first time no plastic water bottles were available, equating to the removal of over 165,000 plastic bottles. Runners could be seen drinking out of compostable cups and edible water capsules made from seaweed.

Cafés and kiosks in the parks

Our popular cafés and kiosks provide both a service to our visitors and an important income stream to the charity. There was significant investment in catering outlets during the year, to improve the food quality and the experience visitors have when grabbing a snack or enjoying a meal or a cup of coffee while in the parks. Stunning new kiosks were opened across St James's, The Green and Hyde Parks, including the eye-catching Serpentine Coffee House. A shelter was converted into a welcoming new café on Primrose Hill, and an old disused police house was developed into Storey's Gate Café in St James's Park. A refurbishment of the café at the Serpentine Lido has enhanced this unique facility.

Behind the scenes, we built a catering hub in Hyde Park with storage and food preparation facilities to service the kiosks. This has resulted in a reduction of delivery lorries driving through the parks – most deliveries now come to the catering hub and goods are distributed by electric buggy, which is not only far less obtrusive but also better for the environment.



The Royal Parks Half Marathon

People and Partnerships

The Royal Parks are cared for by a small team of dedicated staff. We work with contractors and concessionaires who help maintain the fabric of the parks and provide services to visitors. We continue to be supported by many volunteers who provide excellent services, raise money and help visitors, as well as being great advocates for the parks.

We value and rely on partnerships with other organisations, who support us to carry out our work. Our key partners include the Metropolitan Police, who enforce the law and Park Regulations. We are also supported by Friends' groups, amenity societies, public authorities and private organisations.

Our new organisational values

This year we worked with staff to understand what our new values of accountability, excellence, inclusivity, openness and respect really mean for us and how we should incorporate them in our work. This enabled us to articulate the behaviours associated with our values and to set expectations for staff. In May and June 2019, we undertook our first staff survey since becoming a charity and were pleased to achieve engagement over 90%. Staff were proud of the service we deliver, had good job satisfaction, and appreciated colleagues and line management. We have been focussing on improving the areas where we performed less well – values and culture, wellbeing, leadership, communications and reward and recognition. During the year we ran workshops on reward and recognition and training on equality, diversity and inclusion for all staff.

More partnership working with contractors

Most of our activities, from landscape maintenance to horticulture to cafés and events, are provided by third-party contractors. This year, our focus has been on creating stronger partnerships and working more closely with our contractors, creating a shared vision to improve standards going forward.

Volunteering in the parks

We are very fortunate to have hundreds of volunteers who give their time and talent to support our work, and thousands more who volunteer through our partners, including the Friends' groups. We are very grateful to them all for the considerable contribution they make to our charity.

Our volunteer community rangers in Bushy and Richmond Parks completed their first full year, providing support and information to visitors and helping to influence behaviour, particularly in relation to not feeding the deer. They contributed over 1,900 hours of their time and interacted with over 8,700 visitors, sharing their local knowledge and educating people on everything from walking routes and deer birthing season, to skylarks and ancient trees.

In January 2020, we recruited a further 25 volunteer rangers for the two parks, and we have also trialled the scheme in Greenwich Park.

Apprenticeships for the next generation

Together with our landscape maintenance contractors, we continue to offer apprenticeships for the next generation of gardeners and horticulturists. In February 2020, we started recruitment for a further seven horticulture apprentices to be based in one of London's eight Royal Parks four days a week, and study at Capel Manor College in The Regent's Park on the remaining day. The highly successful scheme dates from the 1960s, with many of our apprentices going on to secure employment within The Royal Parks or at other prestigious locations, such as Kew Gardens and Buckingham Palace.

This year we also launched a park management apprenticeship scheme for those wanting to move from gardening qualifications into park management.

Our supporters, partners and funders

We simply could not operate without the many supporters and partner organisations who help us to carry out our work. These include our funders, contractors, education delivery partners, the Metropolitan Police, the Friends of the Parks, The Royal Parks Guild, amenity societies, public authorities, and the many charities that operate within the parks. We would like to thank all those individuals and organisations that have worked so hard with us this year, for their help in looking after our precious green spaces.



Volunteer rangers engage with visitors in Richmond Park

Projects in The Parks

The Royal Parks have been part of the fabric of London for hundreds of years and they provide our visitors with the chance to interact with nature and wildlife in beautiful green spaces in the heart of the city. Each park has its own personality and landscape, and they are all known for different things – from the world-famous Hyde Park, widely regarded as a tourist attraction in its own right, to the semi-rural deer parks of Bushy and Richmond, beloved by local residents and wildlife enthusiasts alike.



Nick Biddle
Park Manager



Graham Dear
Park Manager

The Regent's Park & Primrose Hill

The Regent's Park combines large open spaces with tree-lined pathways, elegant formal gardens, and four children's playgrounds. It is home to the Open Air Theatre, ZSL London Zoo and central London's largest open air sports facility. Primrose Hill, which is separated from The Regent's Park by Prince Albert Road, offers one of the most spectacular views across London.

In summer 2019, work began on a complete refurbishment of Gloucester Gate Playground, to transform it into a facility where children can swing, splash, zip line, and explore. The new playground is almost twice the size and provides a landscaped space that children of all abilities can play in, rich with planting and featuring equipment made from natural materials such as rope, bark and willow. The refurbishment was made possible thanks to the London Marathon Charitable Trust and private and public donations, and the playground opened in September 2020.

Greenwich Park

Overlooking the River Thames and home to one of London's most iconic views, Greenwich Park is an amazing mix of 17th century landscape, stunning gardens and a rich history that dates back to Roman times.

Greenwich Park's new inclusive playground was opened in July 2019. It was designed so that disabled and able-bodied children can play together in a nature-inspired setting which uses loose, textured and natural materials such as logs, rope and bark to blend in with the park's landscape. The playground was built thanks to funding from the London Marathon Charitable Trust and we are very grateful for their support. The Trust is also co-funding a three-year play programme with The Royal Parks to help children spend more time outdoors and actively play in nature, in partnership with local charity, London Play.



Artist impression of Gloucester Gate Playground



Phil Edwards
Park Manager

Bushy Park

Linked to Hampton Court Palace by the Longford River, Bushy Park is famed for its mix of waterways, gardens and grassland and for its roaming herds of deer. It is the second largest Royal Park and has a distinctive landscape shaped by its many ponds and streams.

In June 2019, we opened a new visitor centre for Bushy Park. Located next to the Pheasantry Café, it is open on weekends and bank holidays and is staffed by volunteers from the Friends of Bushy Park and Home Park. An information point provided by the Friends for over ten years, previously attracted over 10,000 visitors annually; due to its increasing popularity, this year we built an extension to increase its size and make it wheelchair friendly. We also refurbished and extended the nearby toilets to help cope with demand.

Earlier in the year, we were honoured that Bushy Park was chosen to be the home of one of eight 'space saplings', which were grown from the pips of Isaac Newton's original apple tree then sent into space with Tim Peake in 2015. The project is a collaboration between the UK Space Agency, National Trust and Kew Gardens, to inspire the next generation of scientists.



Family time in the Woodland Gardens



Simon Richards
Park Manager

Richmond Park

Richmond Park is the largest of all the Royal Parks and has protected status as an important habitat for wildlife. It is known for its wild deer herds, wide open spaces and rare grasslands. It is a national nature reserve, London's largest Site of Special Scientific Interest and a European Special Area of Conservation.

This year, the focus was on continued improvements in conservation and horticulture. The team planted a new orchard at Holly Lodge, and planted fruit trees across the park to benefit both pollinators and the deer. Renovations took place in the gardens at Pembroke Lodge and included the planting of cherry trees as part of a wider organisational project in collaboration with the Japanese Embassy. We have enhanced woodland habitats and improved the habitat for fish and amphibians where Pen Ponds stream meets Beverley Brook.

We worked closely with the Friends of Richmond Park who generously funded conservation projects focused on tree protection, conservation and planting. Their volunteers support the park in many ways, from the litter pickers who help us to keep the park clean to the volunteers who run the park's visitor centre.



An apprentice working in Richmond Park
(copyright Monica R Goya)



Mark Wasilewski MVO
Park Manager

St James's Park

Set in the heart of Westminster, and surrounded by the Houses of Parliament, St James's Palace and Buckingham Palace, St James's Park attracts thousands of tourists every year. The park's world-famous flowerbeds at the front of Buckingham Palace are a familiar backdrop to royal events, state visits and ceremonial occasions.

St James's Park is known for its pelicans, with the original birds presented as a gift from the Russian Ambassador to King Charles II in 1664. In July 2019, three new pelicans arrived in the park from Prague Zoo. They have integrated well with our more mature trio of resident pelicans, and we're delighted that we now have six of these much-loved, sociable birds living in the park, continuing a tradition which dates back almost 400 years.

This year, we set up a new volunteering programme on Duck Island, at the east end of the lake. Originally built in 1665, the island is a nature reserve and breeding ground for the park's collection of birds. Our amazing group of dedicated and enthusiastic conservation volunteers meets once a month to care for this hidden jewel in central London. They have coppiced, dead hedged, cleared vegetation and created wildflower meadows to help improve the ecology of the park.



Feeding time for the pelicans in St James's Park

The Green Park

The Green Park is a peaceful triangle of mature trees and grasslands that offers a quiet retreat from city life, right next to Buckingham Palace.

In August 2019, rare breed cows and sheep took up residence for a week in The Green Park to help wildlife thrive. Livestock grazing is a valuable technique for increasing biodiversity in parkland. The animals spent the week grazing the park's wildflower meadow, helping a greater range of flowers and grasses to grow, to the benefit of pollinating insects including bees, butterflies and hoverflies. This conservation grazing trial - #GreenParkGrazing - received a lot of attention, with a creative public marketing campaign, lunchtime talks and workshops, and coverage on national and local TV.



Sheep Week in The Green Park



Jason Taylor
Park Manager

Hyde Park

Set right in the heart of central London, Hyde Park is widely regarded as one of the greatest city parks in the world. It offers both world-class events and plenty of quiet places to relax and unwind, including the Serpentine lake, wildflower meadows and ornamental flower gardens.

The bedding in Hyde Park has always been of the highest quality, but this year new park management resulted in a different approach and colour palette of plants. We have received numerous positive comments from visitors on both the spring and summer displays and are delighted with the results.

This was the second year that the Friends of Hyde Park and Kensington Gardens put on a series of bandstand concerts in partnership with the Hyde Park team. The 2019 season not only went more smoothly than the previous year, but it also attracted far larger audiences. The concerts were free to park visitors and a good example of what can be achieved when the park team and the Friends work together.



Planting the ornamental beds in Hyde Park



Andrew Williams
Park Manager

Kensington Gardens

Kensington Gardens was once part of Hyde Park. It is planted with formal avenues of magnificent trees and ornamental flower beds, and is home to Kensington Palace, the peaceful Italian Gardens, the stunning Albert Memorial and the Serpentine Gallery.

This year, the focus was on continued improvements to landscape quality, horticulture and biodiversity. Amongst other things, we created flowering meadows at the Peter Pan statue and the North Flower Walk, our wonderful volunteer gardeners supported the work of our landscape maintenance contractors by helping to plant the formal flower-beds at South Flower Walk, we ran Forest School sessions in the woodlands and we introduced new rustic stump seats into the landscape.



Discovering Peter Pan in Kensington Gardens

Brompton Cemetery

The Grade I listed Brompton Cemetery is the resting place of over 200,000 people, a haven for wildlife and a well-loved, popular destination for locals and tourists alike. Nestled among the spectacular trees and undergrowth are over 35,000 gravestones and monuments, dating back to the 1830s.

This year, our focus was on finalising all the behind-the-scenes preparatory work required to allow us to re-start the funerary business at the cemetery from April 2020. This included appointing a new cemetery manager, writing a new policy on grave re-use, undertaking staff training and revising our communications to the public.

Looking Forward

Like many organisations, The Royal Parks' operations and finances have been significantly impacted by the Covid-19 pandemic since March 2020. When lockdown was introduced, government regulations and guidance meant there were restrictions on some of the services and facilities we were able to provide such as playgrounds, organised sports, cafés and toilets, but nevertheless a clear decision was taken early on to keep the parks open and welcoming visitors.

The parks have always been valued by a wide range of visitors but since March there seems to have been a change in how they are appreciated by those coming to the parks. There is a greater understanding of the importance of nature and green space for health and wellbeing and activity outdoors, from walking to sports and just having a coffee in the open air, has become much more popular.

Since becoming a charity in 2017 The Royal Parks has grown its commercial income, with a large proportion of that income being from events. As a result, the charity was able to build financial reserves to fund an expanded programme of investment in the parks from 2020/21 onwards. However, the pandemic has led to all major events since the year-end being cancelled, catering outlets and other concessions being closed or restricted for many months, and reduced demand for many of the revenue-generating activities in the parks. In common with many organisations, The Royal Parks' income has reduced since the year-end, and it remains unclear how long the impact of the pandemic on income will last.

Management responded by revising the budget for 2020/21 to reflect both the significant drop in income and the uncertainty into the future and the board is monitoring the charity's financial position very closely. Some of the funds ear-marked for improvements and to reduce the maintenance backlog have been needed for day-to-day operations but management and trustees are making strenuous efforts to safeguard reserves to fund the improvement plans for current and future generations of visitors who love and enjoy the parks.

Statutory responsibility for The Royal Parks rests with the Secretary of State for Digital, Culture, Media and Sport (DCMS) and ministers are aware of The Royal Parks' financial position and the challenges the charity faces.



Entering Victoria Tower Gardens from Lambeth Bridge



Relaxing in The Regent's Park

Key Performance Indicators and Targets

The Royal Parks uses key performance indicators (KPIs) to monitor its progress against its charitable objects and strategic plan.

When the charity was set up, the following Key Performance Targets were agreed with DCMS. All of these targets were met both this year and last year.

<p>Landscape asset condition</p> <ol style="list-style-type: none"> Maintain a minimum average Green Flag score for all of the eight Royal Parks of 75%. Maintain the designation of Bushy Park and Richmond Park as Sites of Special Scientific Interest (SSSI). Maintain the existing Grade II* designation of The Green Park and the Grade 1 designations of Brompton Cemetery and the remaining Royal Parks in the Register of Parks and Gardens of Special Historic Interest in England. 	<ol style="list-style-type: none"> The parks are judged for Green Flag Awards every two years on rotation. Kensington Gardens, The Green Park, St James's Park and Greenwich Park were judged in May/June 2019 and all scored 80+%. Brompton Cemetery was judged for the first time and scored 75-79%. The parks judged in 2018 all scored 80+%. These designations have been maintained by following our park management plans as agreed with Natural England. These designations have been maintained.
<p>Condition of buildings and structures</p> <ol style="list-style-type: none"> Increase the number of listed buildings/structures assessed as being in Good or Fair condition to 179 by the end of March 2018 and increase further by at least one per annum, achieving a minimum of 183 by the end of March 2022. Increase the number of unlisted buildings, memorials, statues, sculptures, structures and fountains assessed as being in Good or Fair condition to 362 by the end of March 2018 and increase further by at least three per annum, achieving a minimum of 380 by the end of March 2022. 	<ol style="list-style-type: none"> Seven statues in Parliament Square were transferred to Westminster City Council and the target pro-rated down accordingly, resulting in 180 assessed as Good or Fair as at 31/3/20 (174 required). The number of non-listed assets has been reduced by 29 since 2017, primarily due to transfer to Listed status or transfer of ownership. Revising the targets pro-rata gives 353 assessed as Good or Fair as at 31/3/20 (342 required).

Visitor satisfaction

6. To engage with stakeholders in accordance with The Royal Parks Stakeholder Engagement Strategy (March 2014), and to report annually against the key principles of stakeholder engagement, including key metrics around numbers of stakeholders attending bi-annual meetings, numbers of donors engaged and numbers of social media followers and website hits.
7. Maintain above 90% the number of visitors to the Royal Parks who assess the quality of the parks overall as being Excellent or Good.

6. We have continued to engage with stakeholders in accordance with the strategy.

The total stakeholder attendance at the two bi-annual meetings in the year was 288 (2019: 254).

The number of donors engaged was 2,145 (2019: 1,739).

As at 31/3/20 we had the following social media metrics:

Facebook likes - 396,661 (2019: 384,637)

Twitter Followers - 17,459

Instagram Followers - 19,652

As at 31/3/20 we had the following website hits:

Site users: 3,244,831 (2019: 3,237,073)

Page views: 7,966,958 (2019: 8,283,772)

7. We carry out visitor research every 4 years. Ipsos MORI research from 2017/18 stated that 96% of visitors to the parks assessed the quality overall as being "excellent" or "good" (2013/14 98%).

Commercial activities

8. To deliver all major events in line with the Hosting Major Events in The Royal Parks - May 2015 strategy document.
9. Increase year on year the net income generated by The Royal Parks' commercial activities from the 2016/17 baseline until the end of the year 2019/20

8. We delivered all events in line with the Major Events Strategy.

9. The net income generated from commercial activities has increased as follows:

2016/17 - income £20.4m (baseline)

2017/18 - income £21.6m (increase of 5.9%)

2018/19 - income £25.3m (increase of 17.1%)

2019/20 - income £25.9m (increase of 2.4%)



Spring flowers in The Regent's Park

Structure, Governance and Management

The Royal Parks Charity

The Royal Parks was established as a Charity on 16 March 2017, underpinned by the Contract for Provision of Services between The Royal Parks and the Department for Digital, Culture, Media and Sport (DCMS). Under this Contract, The Royal Parks was given a licence for 10 years to manage the parks, with the freedom to pursue its own strategy as an independent body, and the operational risk of running the parks transferred to The Royal Parks.

The parks are owned by the Sovereign in right of the Crown, but the Secretary of State for DCMS has management powers for them under the Crown Lands Act 1851. The Contract with the Secretary of State provides The Royal Parks with a Fee for Service and the ability to raise funds using operational assets in the parks.

The structure of the Charity

The Royal Parks' Articles of Association set out the objects of the Charity, towards which its activities are directed.

During the year The Royal Parks had two wholly owned trading subsidiaries, TRP Trading Company Limited and the Royal Parks Foundation Trading Company Limited. The subsidiaries are primarily used for commercial trading activities. All available profits are distributed to the Charity under a Deed of Covenant. Royal Parks Foundation Trading Company Limited transferred its undertaking to other companies in The Royal Parks group after the year end and will be dissolved in due course.

How we manage the Charity

The Royal Parks is led by a Board of Trustees, which sets the strategy, approves the budget, determines how the organisation is run, and ensures that its activities meet the charitable objects and are for the benefit of the parks and their visitors. As at 31 March 2020 there were 11 trustees. The Secretary of State for DCMS can appoint up to seven trustees and the Mayor of London up to six, and there is one ex-officio appointee representing The Royal Household.

The trustees are appointed for their skills and experience. Their roles are all non-executive. Training opportunities are available for all trustees and induction provided to each new appointee.



Corporate volunteers in St John's Lodge Gardens in The Regent's Park

Board of Trustees



**Loyd Grossman CBE
(Chairman)**

Loyd is a broadcaster and entrepreneur who brings significant experience of the arts and heritage sectors. Loyd is president of The Arts Society, a vice president of the Churches Conservation Trust, a trustee of The Warburg Charitable Trust, a governor of The British Institute of Florence and Compton Verney, and a patron of the Association for Heritage Interpretation and Heritage Open Days. In 2015 he was awarded a CBE in the Queen's Birthday Honours List for services to heritage.

Ruth served on the advisory board of The Royal Parks from 2008 to 2016. She is a chartered accountant and her non executive experience includes having been a director and chairman of the audit committee at Ocado Group plc, Travis Perkins plc and Coats Group plc. She was also a trustee for ten years at the charity The Duke of Edinburgh's Award.

Prior to her non executive roles, Ruth advised a wide range of organisations on business and financial matters during her 33 years at the professional services firm KPMG.



Ruth Anderson CVO



Heather Blackman

Heather is Chief Executive Officer of the lifestyle clothing brand Finisterre. She has worked in retail for 30 years including at a variety of high street names and premium brands including Laura Ashley, Fat Face and Hotel Chocolat.

Heather started her career in buying and merchandising, then moved into multi-channel retailing. She brings vast experience of brand, strategy and commercial planning centred around the customer to The Royal Parks.

Georgia is leader of Camden Council. She previously held cabinet positions as portfolio holder both for young people and adult social care. She is a director and vice chair of the Local Government Association, and co-chair of the Skills for London Board at London Councils.

Georgia brings a focus on young people to The Royal Parks and spent two years interviewing young people about why they were not engaged in politics, resulting in her book Wasted: How Misunderstanding Young Britain Threatens Our Future.



Cllr. Georgia Gould



Richard Hamilton

Richard brings over 20 years' experience in strategy across business, Government and civil society to The Royal Parks. He began his career with Barclays, where he spent ten years, followed by eight years at KPMG. He has worked variously with Clarence House, the British Council, Ordnance Survey, ENO, Business in the Community and the Department for Business.

Richard has been a local authority member, a non-executive director of an NHS Trust, and for over a decade has been on the advisory board of the Queen Elizabeth II Garden in New York.

Bronwyn is chair of the University of Greenwich, a director of the Trafalgar Trust 2001 Ltd and a committee member of Globe Rowing Club. She is a Friend of Greenwich Park.

Bronwyn was previously a non-executive director of the Office for Nuclear Regulation, and the Permanent Secretary at the Department for Environment, Food and Rural Affairs. She brings significant experience of transport strategy and programmes from her time at the Department for Transport.



Bronwyn Hill CBE



Jeff Jacobs CB

Jeff is a trustee of Catch 22 and of Film London. He was Chief Officer of the Greater London Authority until his retirement in 2018. Before this, he was Chief Executive of the Government Olympic Executive at DCMS, where he led the team which helped win London’s 2012 Olympic bid, with some of the events hosted in The Royal Parks.

Jeff has held a wide variety of previous public service roles including as director general (Children, Young People and Communities) at DCMS and executive director of policy and partnerships at the GLA. He is The Royal Parks’ safeguarding lead.

Wesley was a member of the advisory board of The Royal Parks from 2013 to 2016. He is a broadcaster, journalist and curator, whose knowledge of history and horticulture is of particular relevance to The Royal Parks.

Wesley is a vice-president of the Metropolitan Public Gardens Association. He was a previous member of the RHS Show Gardens Panel and was chairman of the Heritage Lottery Fund Committee for London for seven years. He was awarded an OBE in the Queen’s Birthday Honours List in 2015 for services to heritage.



Wesley Kerr OBE



Cllr. Rachael Robathan

Rachael is leader of Westminster City Council. Before becoming leader, she held the cabinet member portfolios for Finance, Property and Regeneration, Housing and Adults, and Public Health, and was deputy cabinet member for the Adult Services and Customer Services portfolios. She also served on the Finance and Children’s Policy and Scrutiny Committees and Planning Committees.

Rachael spent 20 years working in investment management, specialising in emerging markets. She is a trustee of The Westminster Almhouse Foundation and a director for The National Lottery Community Fund.

Danny is leader of the Royal Borough of Greenwich, responsible for the overall political leadership, direction and vision of the council, alongside holding the portfolio of community and corporate services. He has been a councillor since July 2004 and represents the Shooters Hill ward.

Whilst his career has spanned various sectors, Danny is a former teacher whose every role has been about providing opportunities for others and has focused on community and youth work. Danny grew up in the borough of Greenwich.



Cllr. Danny Thorpe



Lt Col Michael Vernon

Michael is the Comptroller in the Lord Chamberlain’s Office, and head of one of the five departments in the Royal Household. The Lord Chamberlain’s Office is responsible for all ceremonial events attended by The Queen, many of which, including State Visits and the State Opening of Parliament, use parts of The Royal Parks’, and for investitures and garden parties.

Michael joined the Royal Household on 1 October 2014, assuming the appointment of Secretary of the Central Chancery of the Orders of Knighthood. Prior to this, he served for over 35 years in the Coldstream Guards.

Nine formal board meetings were held during 2019/20, two of which were scheduled at short notice, with attendance as follows:

Loyd Grossman CBE (Chairman)	9/9
Councillor Nickie Aiken (stood down on 13 December 2019)	4/7
Ruth Anderson CVO	9/9
Heather Blackman	7/9
Councillor Georgia Gould	5/9
Richard Hamilton	9/9
Bronwyn Hill CBE	9/9
Jeff Jacobs CB	8/9
Wesley Kerr OBE	9/9
Councillor Rachael Robathan (joined on 27 February 2020)	1/1
Councillor Danny Thorpe	7/9
Lt. Col. Michael Vernon	6/9

The trustees have delegated day-to-day management of The Royal Parks to the senior management team. The senior management team is delegated to make decisions within set financial parameters, above which decisions are escalated to the trustees.

The board has established four sub-committees.

The Audit and Risk Committee oversees: financial accounting and reporting processes; the statutory audit; the effectiveness of risk management, control systems and internal audit; and the effectiveness of anti-fraud and whistle-blowing arrangements. Members during the year were Ruth Anderson (Chairman), Bronwyn Hill and Richard Hamilton.

The Nominations and Remuneration Committee was established to determine senior management appointments, pay and performance bonus arrangements and nominations to the committees, including succession planning. Members during the year were Loyd Grossman (Chairman), Bronwyn Hill and Heather Blackman.

When determining the level of pay awards and performance related bonuses for senior managers, the Committee takes into account: the budget for pay awards; pay awards agreed for staff generally; pay as benchmarked against comparator posts in the charity sector; and individual senior management performance measured through a review of performance against annual objectives. To qualify for a performance related bonus, senior managers must be able to demonstrate that their performance has exceeded the achievement of objectives. Bonuses are paid after the year end and no bonuses were paid to senior managers for 2019/20 due to the financial challenge presented by Covid-19.

The Richmond Park Projects Committee was established during the year to oversee projects within Richmond Park. Members during the year were Loyd Grossman (Chairman), Bronwyn Hill and Ruth Anderson.

The Greenwich Park Revealed Committee was established during the year to oversee the Greenwich Park Revealed project. Trustee members were Bronwyn Hill and Wesley Kerr, it is chaired by the Chief Executive and the Director of Resources is also a member.

Section 172 Statement

As directors of a large company and registered charity limited by guarantee, the trustees are required for the first time this year to report on how they have performed their duty under section 172 of the Companies Act 2006. The Royal Parks is governed by its charitable objects (see page 6) which set out the purpose of the charity. The consequences of decisions and actions are assessed by how they contribute towards achieving that purpose.

Section 172 provides that for charitable companies where the purposes of the company is something other than the benefit of its member(s), the trustees must act in the way they consider, in good faith, would be most likely to achieve its charitable purposes. Specifically, they must have regard (amongst other matters) to the following factors contained in Section 172 a) to f):

- a) The likely consequences of any decision in the long term
- b) The interests of the charity's employees
- c) The need to foster business relationships with suppliers, customers and others
- d) The impact of operations on the community and the environment
- e) The desirability of maintaining a reputation for high standards of business conduct
- f) The need to act fairly as between members of the charity – this is not directly relevant to us, see below

Trustees recognise the important roles of employees, suppliers, volunteers, visitors and others in supporting the charity to achieve its purposes. The charity believes strong working relationships with partners and wider stakeholders to be of great importance in achieving its aims. The board is made aware of the views of key stakeholders so that it can take the impact of its decisions on them into account.

The charity's engagement during the year with its various different key stakeholders is detailed below. This includes its engagement with employees, visitors, user groups, contractors and concessionaires, other suppliers and customers and local communities.

a) The likely consequences of any decision in the long term

In their decision-making trustees generally consider a number of different options, and they take into account the risks associated with any decision, as described on page 26. The parks are managed for the long-term (see page 9). Each park has a ten-year management plan which sets out a 100-year vision, and this year new management plans for Richmond Park and Greenwich Park were published. The trustees discussed the strategy for 2021-24 during the year.

b) The interests of the charity's employees

The charity has formal consultation and negotiation arrangements with two trade unions; employees who are not trade union members can participate through employee representatives. There is an annual staff conference, and all staff are invited to quarterly update meetings with the Chief Executive, with the opportunity to ask questions. Senior managers hold regular meetings with their teams, providing a forum for an exchange of views and information. Additionally, the charity undertakes periodic staff surveys (see page 13) that inform management of concerns and help shape internal policies and set priorities.

c) The need to foster business relationships with suppliers, customers and others

Most of The Royal Parks' activities, including landscape maintenance, horticulture, repairs and maintenance of buildings and other assets, toilet attendants and cleaners, and almost all of income generation functions, are outsourced to contractors and concessionaires. We aim to work collaboratively and constructively with these providers, and with other suppliers and customers, and have invested in improving our contract management this year. We hold formal contract management meetings with contractors and concessionaires, as well as having

frequent informal contact with key providers. The Royal Parks' volunteer policy sets out the charity's principles and commitment to volunteering and aims to ensure that the highest standards in working with and for volunteers are met.

d) The impact of operations on the community and the environment

The Royal Parks works hard to understand the views and needs of its visitors, partner organisations and local communities. We have well-established involvement and consultation mechanisms to ensure that decisions made by the board are informed by the views of the charity's stakeholders. These include hosting regular stakeholder meetings which include Friends' groups, elected representatives, the police, concessionaires, local authorities and others with an interest in the parks (See Stakeholder Relations, page 29). We have frequent bilateral meetings with partners to engage with them on issues and update them on developments. The Chief Executive also attends bi-yearly meetings with the chairs of parks' Friends Groups.

We have made a number of changes to our operations to respond to the climate emergency (see page 9 and page 63). Where practicable and proportionate, we seek to publicly consult on major policy and operational issues. This year we received almost 7,000 responses to a survey on our draft movement principles.

e) The desirability of maintaining a reputation for high standards of business conduct

The board approved a number of revised policies in the year to help ensure that the charity maintains high standards of business conduct. These included the risk management policy and the anti-fraud policy, and the modern slavery statement was reviewed and updated during the year.

f) The need to act fairly as between members of the charity

The charity's sole member is DCMS. We are in regular contact with DCMS at Ministerial and official level, including KPI reporting and keeping them abreast of our progress and challenges. Our arrangements with DCMS are detailed on page 32.

Public Benefit

Our charity exists to manage the Royal Parks for the long-term benefit of Londoners and visitors. Through our activities, we deliver public benefit by advancing environmental protection and supporting biodiversity, providing opportunities for education, recreation, health and wellbeing, and promoting national heritage. The trustees confirm that they have had regard to the Charity Commission's public benefit guidance when exercising their powers and carrying out their duties during the year.

Fundraising Practices

During the year we registered with the Fundraising Regulator. In accordance with the Fundraising Regulator's Code of Fundraising Practice, we abide by the key principles of fundraising in a legal, honest and respectful way and are committed to building strong, lasting relationships with funders and partners. We do not use professional fundraisers or third parties to fundraise on our behalf and do not exchange or sell our data to any third parties. We did not receive any complaints about fundraising activities during the year.

We currently raise funds from trusts and foundations, corporate partnerships and major donors and through fundraising events such as the Royal Parks Half Marathon.



Planting cherry trees in The Regent's Park

Managing Risk

Our risk management process is designed to improve the likelihood of delivering our strategy. It supports our decision-making and assists us in protecting our assets including our finances, landscapes, built environment, reputation and people.

The board of trustees is responsible for risk management. It considers the risks inherent in issues discussed at board meetings and carries out an annual review of significant and emerging risks facing the charity.

The board has delegated the oversight and review of risk management processes and systems of internal controls to the audit and risk committee. The committee reports to the board on key matters following each of its meetings. Each year Internal Audit provided by the Government Internal Audit Agency completes a programme of reviews into operations and risk management processes and reports on these to the committee. As part of its annual audit, The National Audit Office reports to the committee on the control environment, compliance and financial reporting procedures.

The board has delegated the day-to-day management of risks to senior management. Significant risks are reviewed at least quarterly by the Chief Executive and senior management team to ensure that emerging risks are identified, changes recognised, and mitigation reconsidered.

In March and April 2020, we reviewed the principal risks to ensure that the risks we consider principal remain appropriate. We engaged a specialist risk consultant to support us in this process, which started with the senior management team taking a fresh look at risk, and proposing an updated list of principal risks which were discussed by trustees before being finalised. This exercise has resulted in an updated list of principal risks which is presented on pages 27-29.

During the year we retendered the contract for the Hyde Park Music Festival for six years of concert series starting in July 2020. In September 2019, following selection of the winning bidder, another bidder issued a legal challenge to the procurement. We have been defending the challenge rigorously and have incurred legal fees in doing so. The charity is pleased that the case was concluded in September 2020. Had the challenge been successful, it might have had a material adverse financial impact on the organisation, and could have potentially resulted in re-running the tender. Our general contract management and procurement risk is considered on page 27.



Tending the climbing roses in Hyde Park



Clearing the grasses in St James's Park

Risk	Mitigation and Management
<p>Pandemic</p> <p>The Covid-19 pandemic started adversely impacting the running of the parks and the charity in March 2020. We were forced to close catering outlets, playgrounds and toilets, and we stopped cycling in one park to support social distancing.</p> <p>Our key priority has been to keep the parks open to enable our visitors to continue to access the health and wellbeing benefits of being in the parks and in nature.</p>	<p>Operational decisions made during the pandemic were taken with the health and safety of visitors and both our and our contractors' staff in mind. This involved a number of difficult decisions and trade-offs.</p> <p>Non-core activities were suspended, either due to regulations, or to the potential for overcrowding which could have meant visitors could not socially distance.</p> <p>Operational staff and contractors continued to work on site with non-operational staff able to work from home.</p>
<p>Health and safety</p> <p>The health and safety risk to parks visitors, staff and contractors is of paramount importance to us.</p> <p>The risk is increasing due to more frequent severe weather and due to damage to trees from the weather, and from pests and diseases. There is also a risk to public safety from external threats such as terrorism and pandemics, particularly when the parks are crowded.</p>	<p>Health and safety policies and procedures are in place and regularly reviewed. We monitor and investigate trends and learn from incidents. We shut the parks as necessary during severe weather and re-open them only once tree safety inspections are complete.</p>
<p>Financial sustainability</p> <p>There is a risk to the charity's finances due to reductions in income resulting from the impact of Covid-19.</p> <p>A high proportion of commercial income is generated in the central parks from large events and from catering. This income could be affected by restrictions on our ability to host events, and additionally reduced footfall in our parks from higher spending tourists and commuters in central London could reduce the income we receive from our concessions. More generally, the impact of threats such as terrorism remains a risk to our income given it can dissuade visitors from coming to high profile public spaces and events.</p> <p>The Royal Parks' traditional role in accommodating state organised events at short notice can impact on our income and operations.</p> <p>We are projecting increases in our core operating costs in the coming years.</p> <p>Significant unplanned expenditure is a risk due to the number of assets, many listed, under our management.</p>	<p>Our financial model was previously very successful. As a result, we were able to build reserves and staff capacity, and we had planned an expanded programme of investment in the parks from 2020/21 onwards.</p> <p>We have the ability to defer capital projects and maintenance, although this may reduce future income streams and will increase our maintenance backlog.</p> <p>In order to manage our finances we undertake an annual business planning and budget setting process, engaging with budget holders across the organisation. We produce monthly managements accounts to report progress against the budget and reforecast our expected outturn. We produce a rolling 12 month cashflow forecast in order to manage our cash funds. We draw up longer term projections and cashflows, modelling different scenarios, in order to support our longer term planning.</p> <p>To mitigate against the impact of Covid-19 we are exploring ways to further diversify our income streams, while also looking how we can increase income from existing income streams. Opportunities for new income generation are considered to be limited.</p>
<p>Contract management and procurement</p> <p>We are dependent on key contractors to maintain the parks and to deliver key income-generating activities. Some contracts are high-value and high-profile, with a small number of potential bidders, meaning there is potential for legal challenge to contract awards. Failure of a contractor, inability to perform, or a lack of available suppliers could result in deterioration of the parks, project delays, lack of services, significantly increased costs or a substantial fall in income.</p>	<p>We invest significant resource in procurement and contract management, including appropriate legal support intended to mitigate the potential for legal challenge.</p> <p>We carry out due diligence on contractors prior to appointment and review their financial position periodically during contracts. We monitor contract KPIs regularly.</p>

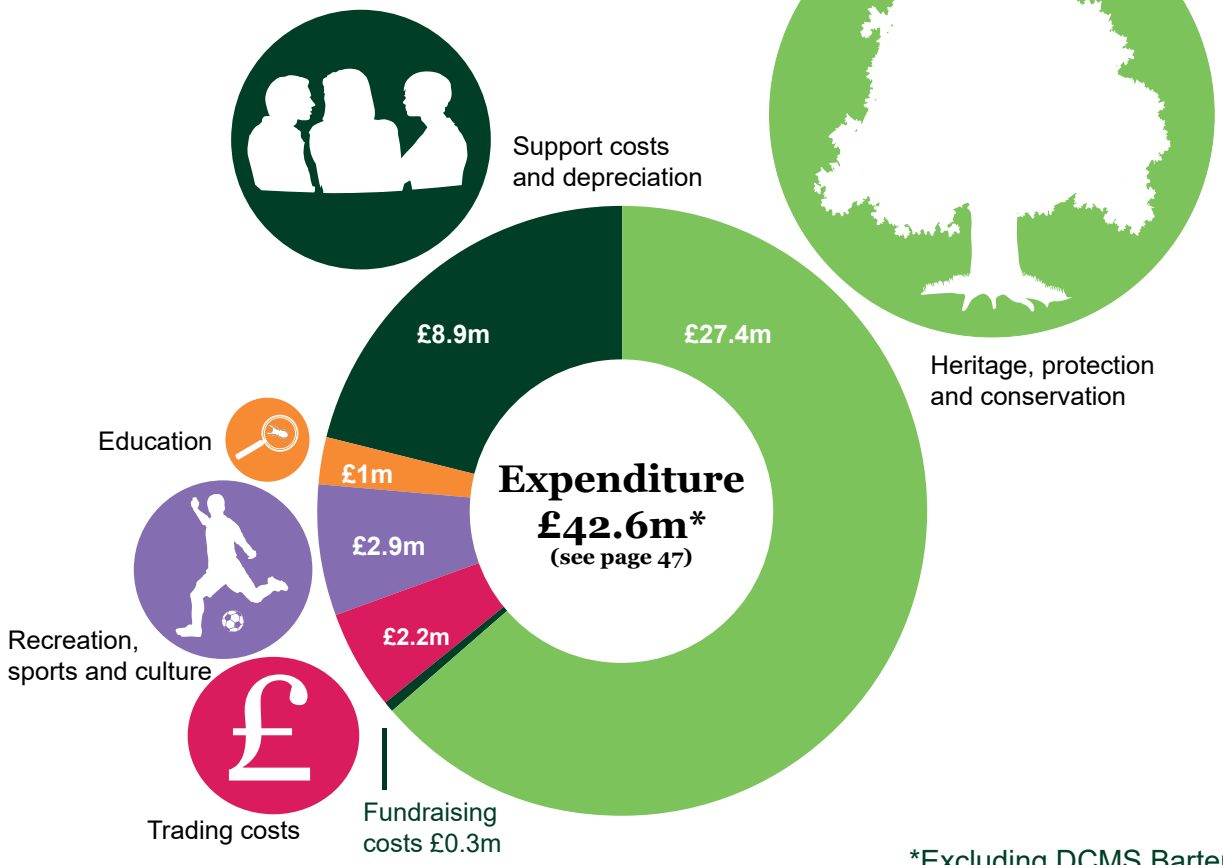
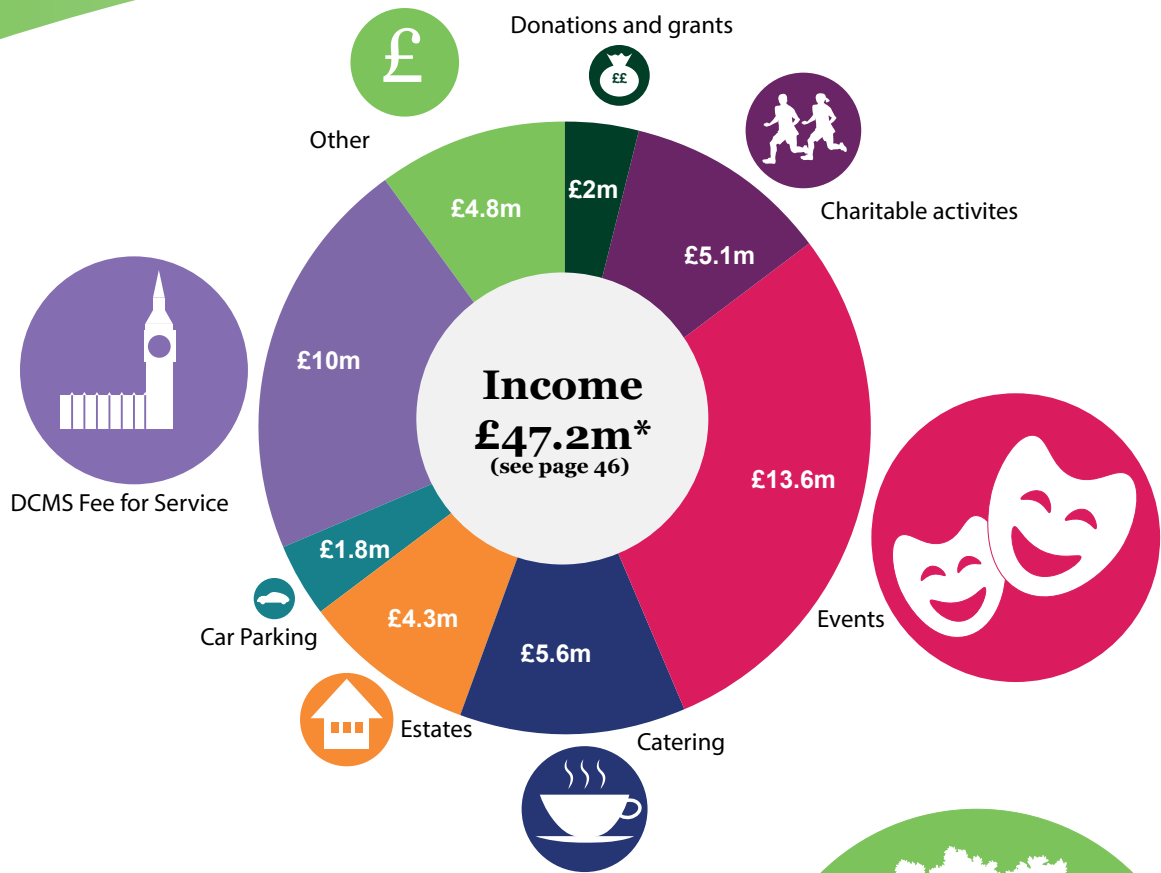
Risk	Mitigation and Management
<p>Visitor enjoyment</p> <p>The eight Royal Parks and the other open spaces we care for are there for visitors to enjoy. Our research shows that most people who come to the parks value them highly and have a very good experience. However this can be adversely affected by the behaviour of other visitors such as those engaging in petty crime, anti-social behaviour and breaching park regulations.</p>	<p>We have invested in the parks' landscapes and provide learning and sports opportunities for visitors. Volunteer park rangers have been introduced to support visitor education and behaviour management. We use our communications to encourage appropriate visitor behaviour.</p> <p>The parks benefit from a designated operational command unit of the police which is based in the parks. The parks are patrolled daily and crime prevention measures are targeted at problem areas (such as pick pockets at Guard Change).</p> <p>Our regular meetings with the police ensure that issues are dealt with and stakeholders help ensure that problems are quickly brought to the attention of the law enforcers.</p>
<p>Failure of major assets and scale of our maintenance backlog</p> <p>We have maintained a significant number of high value assets, many of them old and listed. These include bridges, dams, and memorials which would be extremely costly to repair should they fail.</p> <p>When we became a charity, we inherited a considerable maintenance backlog. We have been prioritising expenditure to improve the condition of our assets and reduce the backlog, but the impact of Covid-19 may impact our ability to continue to do so.</p>	<p>We hold a register of prioritised maintenance and carry out inspections on our assets. We recalculate our maintenance liability, comprised of the backlog and 10-year forward look, every four years. It was last calculated in 2019.</p> <p>In 2019/20 we allocated additional budget to maintenance and were able to complete a significant amount of repairs and maintenance across our estate. In the event of failure of a high value asset, such as a bridge or dam, responsibility for repair lies with DCMS.</p>
<p>Environmental risk</p> <p>There is a risk of damage and degradation of the parks due to the climate emergency. Periods of drought adversely affect the parks and lead to increased potential for fires, and flash-floods lead to erosion and damage both flora and wildlife.</p> <p>The parks face an increase in pests and diseases which are damaging trees across the parks, requiring branches to be removed and trees to be felled and replaced.</p>	<p>We have in-house biodiversity, sustainability, landscape and arboriculture teams and continue to invest in the park landscapes. Our biosecurity policy helps prevent the introduction of new pests and diseases.</p> <p>We take specialist advice as required including on our tree strategy and treatment of pests and diseases. We work with volunteers, for example, on annual oak processionary moth surveys, and liaise with other organisations facing similar challenges.</p> <p>We invest in improvements in water management, flood risk and tree management, Our biodiversity framework was written in 2019/20 and published after the year end. We are supported in this work through the Mission: Invertebrate project funded by People's Postcode Lottery.</p>

Risk	Mitigation and Management
<p>Stakeholder relations</p> <p>The charity is dependent on effective relationships with stakeholders, and failure to properly engage with these organisations could severely impact the operation and management of the charity.</p> <p>We have a contract from DCMS to manage the parks to 2027.</p> <p>Our other key stakeholders include the GLA, the Metropolitan Police, neighbouring local authorities, the Royal Household and the army, as well as organisations and individuals located in and near to the parks, the Friends' groups and our visitors.</p>	<p>We strive to achieve positive and constructive engagement with our stakeholders. We seek to listen to their views and take them into account wherever possible in our decision-making and in running our events.</p> <p>We work closely with the Friends groups, hold bi-annual general stakeholder meetings, and meet with other stakeholders regarding specific issues which, this year, included transport.</p> <p>We are in regular dialogue with DCMS, including KPI reporting and keep them abreast of challenges. We have a long-standing policy of resisting development that results in any overall net loss of green space.</p>
<p>Governance</p> <p>TRP is a relatively young charity and its governance structure and corporate culture continues to develop to reflect new challenges. It is important that the charity board, management and appointing authorities ensure that there is a clear delineation of responsibility, effective decision making processes and the right skills and experience amongst the trustees and senior management to support the organisation in its strategic ambitions.</p>	<p>Since becoming a charity in 2017, TRP has built a new senior team, with a range of experience, including in other charities. Extensive discussions take place between the chairman and appointing authorities to ensure that there is a range of relevant experience on the board and skills are focussed on longer-term strategy.</p>



Stag in Bushy Park

Financial Review



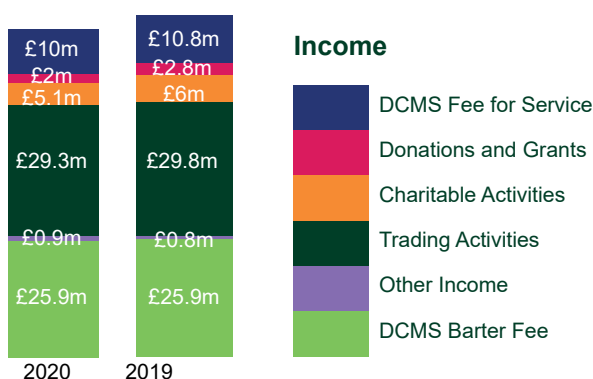
*Excluding DCMS Barter Fee

The Royal Parks was established as a charity three years ago to give it greater flexibility over income generation and to allow it to retain the surpluses it generates to invest back into the parks in future years. This has been the over-arching financial theme for the new charity in its first three years.

This year it generated a surplus of £4.6m (2019: £9.3m) to invest in the parks. At the end of this year The Royal Parks held £32.5m in unrestricted reserves.

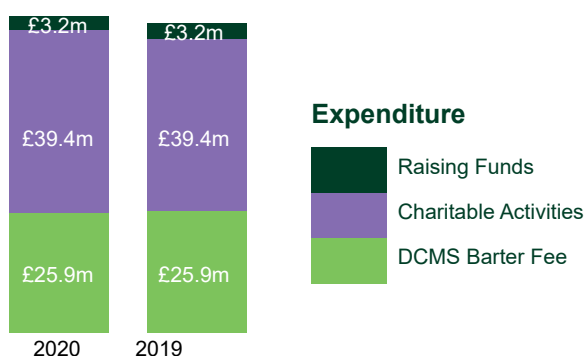
Income

Total income for the year was £73.2m, which was lower than last year's income of £76.3m. The main reasons for this reduction were: a decrease in the DCMS fee for service; falls in catering and car parking income; and income from the 2020 Royal Parks Half Marathon being deferred into next year due to uncertainty about whether the event would be cancelled due to Covid-19. Despite this overall reduction in income, it was still a good year for revenue, particularly for income from large events in the parks. Trading income, of which events income forms part, was £29.3m (2019: £29.8m) and was the largest income stream.



Expenditure

We made good progress this year against our goal of investing back into the maintenance and upkeep of the parks. Total expenditure was £68.6m (2019 £67.0m). Expenditure on charitable activities increased by 6% from £37.3m to £39.4m.



Capital and maintenance

This year we invested £4.6m (2019: £2.2m) on major capital projects in the parks: this included the completion of the catering hub in Hyde Park, the continued replacement of the catering kiosks in the central parks, and new cafés in St. James's Park and on Primrose Hill. We spent £9.5m on landscape maintenance during the year, an increase of £1m from the prior year, primarily due to additional investment in landscape projects.

The Royal Parks maintains a considerable asset base including buildings, monuments, roads, walls, bridges and dams. Every four years we calculate our Accumulated Works Maintenance Liability, which is the maintenance backlog to date combined with an estimate of the anticipated maintenance costs for the next ten years. As at 31 March 2019, this stood at £53.5m (2015: £56m). We have been able to increase investment on maintenance, spending a total of £7.9m (2019: £6.7m) with the aim of continuing to reduce this backlog.

Assets and Reserves

At 31 March 2020, The Royal Parks and its subsidiaries had total net assets of £130.7m (2019: £126.2m). Of these assets, £98.2m were restricted (2019: £98.5m). The restricted assets are principally the fixed assets fund of £93.4m (2019: £93.3m) representing the assets belonging to the Crown, which can be used to generate income, but which cannot be sold or otherwise disposed of. The remaining restricted funds of £4.9m (2019: £5.2m) are amounts that can only be spent in line with the wishes of the donors.

Unrestricted funds, which can be spent at the charity's discretion, were £32.5m (2019: £27.7m) of which £10m (2019: £15m) has been designated to a Projects Fund. This leaves a general fund of £22.5m (2019: £12.7m).

Going Concern

The Royal Parks' trading income, primarily generated from large events and tourism in the central parks, is being adversely impacted by the Covid-19 pandemic, and is forecast to be significantly below pre-pandemic levels for some time. In response, after the year end management identified areas where expenditure could be reduced and, in June 2020, the board approved a revised budget for 2020/21.

The board of trustees is keeping the group's finances under close review and reserves are available to meet an expected income shortfall in 2020/21.

Financial forecasts have been drawn up under three scenarios for the four years to April 2024 based on different rates of recovery from the crisis. Trustees have reviewed these forecasts, and the associated cashflow forecasts, taking into account the group's reserves. Trustees have also considered the activities of the group and the principal risks set out on pages 26 to 29. Trustees consider that the group has sufficient resources and that it has taken reasonable steps to continue to operate for at least a year from the date of signature of these accounts. For this reason, the trustees continue to believe it appropriate to adopt the going concern basis of accounting for the preparation of these accounts.

TRP Trading Company is experiencing the same income uncertainty resulting from the pandemic, but a large proportion of its costs is directly related to its income, and its directors continue to adopt the going concern basis in the preparation of its accounts.

Arrangements with DCMS

The Royal Parks' land and property are owned by the Crown, so may not be disposed of. Title to the other open spaces managed by the charity, such as Brompton Cemetery and Victoria Tower Gardens is vested in DCMS.

The detailed exchange of obligations between the charity and DCMS is set out in a contract between them. DCMS granted the charity a ten-year licence, commencing March 2017, which permits the charity to retain income generated from its business activities carried out in the parks.

DCMS pays the charity both a cash Fee for Service and a non-cash Barter fee to manage and maintain the parks. These are explained in note 1f.

The Fee for Service this year was £10.0m (2019: £10.5m). It has been increased by inflation for 2020/21; the Fee for Service from April 2021 onwards will be determined by the next Spending Review.

The barter fee income is due to the charity in exchange for the charity running the parks for DCMS; this is a statutory service which DCMS is required to provide. The barter fee income due from DCMS to the charity is matched in an equal amount by a barter fee charge made from DCMS to the charity. The barter fee charge is made in relation to the charity's ability to exploit the parks and their assets and is calculated from the commercial income the charity generates from them each year.

The two barter amounts are non-cash transactions which net off against each other. The two amounts are shown as restricted in the Statement of Financial Activities. The decrease in barter fee income and charge from £26.3m last year to £26.0m this year corresponds to a decrease in the commercial income the charity generated in the year.



Newly opened Storey's Gate Café in St James's Park



Refurbished Lido Café in Hyde Park

Reserves Policy

The financial strategy of The Royal Parks is to provide a secure and increasing income to fund the maintenance, repair and enhancement of the Royal Parks and to maintain a strong and sufficiently liquid balance sheet. The charity needs to hold sufficient reserves to ensure that it can maintain its operational stability and meet its commitments when they fall due. The charity regularly reviews its longer-term business strategy and holds a level of general reserves that will provide sufficient resilience against the financial impact from operational risks and to provide a financial cushion should exceptional events affect the charity's ability to operate. The charity aims to hold £12m of unrestricted reserves, comprising:

- £5m to manage its working capital requirements and ensure that it can meet its operational costs
- £3m to provide a level of mitigation against the effects of external operational and financial risk should the levels of income reduce significantly
- £2m to finance unplanned expenditure where the need arises and to provide a financial cushion should an exceptional event occur
- £2m to support investment in new projects to generate income

General Fund

As at 31 March 2020, the general fund was £22.5m, £10.5m in excess of policy. Reserves in excess of policy had been built up to invest in improvements to the parks. The impact of Covid-19 on the charity's income since the year end means some of the general fund reserves held in excess of policy are likely to be used to meet operating costs in 2020/21.

The majority of the charity's fixed assets cannot be disposed of, and so a restricted fund is matched to the value of these assets. These assets are considered to be restricted because they are ultimately owned by the Crown, and The Royal Parks does not have the power to dispose of them.

Designated Projects Fund (£10m)

The Royal Parks has significant heritage assets. The trustees have allocated funds to projects to maintain and improve the assets. At the previous year end, £15m was designated to a Projects Fund. There were £4.6m of capital additions in the year (see page 31), and some other smaller amounts were expended from the fund. The Designated Projects Fund now stands at £10m.

The charity has other funds. These are as follows:

Restricted Charity Funds (£4.9m)

These are funds subject to specific restrictions imposed by donors that are within the objects of the charity.

Restricted Fixed Assets Fund (£93.4m)

The majority of the charity's fixed assets are owned by the Crown and cannot be disposed of, and so a restricted fund is matched to the value of these assets.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of The Royal Parks for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the accounts in accordance with applicable law and regulations. Company law requires the Trustees to prepare accounts for each financial year. Under that law, the Trustees have prepared the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the accounts unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and,
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group, and enable them to ensure that accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group, and enable them to ensure that accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Legislation in the United Kingdom governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

As far as the Board of Trustees are aware:

(a) there is no relevant audit information of which the company's auditors are unaware; and

(b) they have taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

The Trustees' Annual Report, including the Strategic Report, was adopted by the Trustees (in their capacity as company directors) and signed on their behalf by:



Loyd Grossman CBE
Chairman

17 November 2020

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ROYAL PARKS LIMITED

Opinion on financial statements

I have audited the financial statements of the Royal Parks Limited for the year ended 31 March 2020 which comprise the group and parent Company Statement of Financial Activities, Consolidated and Charity Balance Sheet, the Group and Charity Statement of Cash Flows and the related notes, including the significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) through applying the Charity Statement of Recommended Practice.

In my opinion the financial statements:

- give a true and fair view of the state of the group's and the parent company's affairs as at 31 March 2020 and of the group's net income for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

Opinion on regularity

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

Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report. Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2016. I am independent of the Royal Parks Limited in accordance with the ethical requirements that are relevant to my audit and the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

I have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- the Royal Parks Limited's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Royal Parks Limited have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Royal Parks Limited's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Responsibilities of the Trustees for the financial statements

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for:

- the preparation of the financial statements and for being satisfied that they give a true and fair view.
- such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
- assessing the group's and the parent's company's ability to continue as a going concern, disclosing, if applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (ISAs) (UK).

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. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's and the Royal Parks Limited's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.
- conclude on the appropriateness of the Royal Parks Limited's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Royal Parks Limited's or the group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause Royal Parks Limited or the group to cease to continue as a going concern.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

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

Other Information

Trustees are responsible for the other information. The other information comprises information included in the annual report, other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In my opinion:

- in light of the knowledge and understanding of the group and the company and its environment obtained in the course of the audit, I have not identified any material misstatements in the Strategic Report; and
- the information given in the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements and those reports have been prepared in accordance with applicable legal requirements.

Matters on which I report by exception

I have nothing to report in respect of the following matters where the Companies Act 2006 requires me to report to you if, in my opinion:

- adequate accounting records have not been kept by the Royal Parks Limited or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the part of the directors' remuneration report to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- I have not received all of the information and explanations I require for my audit.



18 November 2020

Peter Morland (Senior Statutory Auditor)

For and on behalf of the Comptroller and Auditor General (Statutory Auditor)

National Audit Office

157-197 Buckingham Palace Road

Victoria, London, SW1W 9SP

Patron, Trustees, Senior Management and Advisors

Patron

HRH The Prince of Wales

Board of Trustees

Loyd Grossman CBE (Chairman)
Councillor Nickie Aiken (to December 2019)
Ruth Anderson CVO
Heather Blackman
Councillor Georgia Gould
Richard Hamilton
Bronwyn Hill CBE
Jeff Jacobs CB
Wesley Kerr OBE
Councillor Rachael Robathan (from February 2020)
Councillor Danny Thorpe
Lt. Col. Michael Vernon

Senior Management Team

Andrew Scattergood, Chief Executive
Tom Jarvis, Director of Parks
Liz Mullins, Commercial Director
Clare Wadd, Director of Resources
Darren Woodward, Director of Estates & Projects
Sally Nichols, Interim Director of Fundraising and Engagement (to May 2019)
Ali Jeremy, Director of Communications and Engagement (from February 2020)

Audit and Risk Committee

Ruth Anderson CVO (Chairman)
Richard Hamilton
Bronwyn Hill CBE

Nominations and Remuneration Committee

Loyd Grossman CBE (Chairman)
Heather Blackman
Bronwyn Hill CBE

Richmond Park Projects Committee

Loyd Grossman CBE (Chairman)
Ruth Anderson CVO
Bronwyn Hill CBE

Greenwich Park Revealed Committee

Andrew Scattergood (Chairman)
Bronwyn Hill CBE
Wesley Kerr OBE
Clare Wadd

Secretary of The Royal Parks

Alan Buchanan

The Royal Parks Limited

Charity Number: 1172042
Company Number: 10016100

Auditors

National Audit Office,
157 – 197 Buckingham Palace Road,
London, SW1W 9SP.

Bankers

Royal Bank of Scotland plc,
36 St Andrew Square,
Edinburgh, EH2 2YB.

Solicitors

Davitt Jones Bould LLP,
Level 24 The Shard,
32 London Bridge Street,
London, SE1 9SG.

Consolidated Statement of Financial Activities (SoFA) (including consolidated income and expenditure account) for the year ending 31 March 2020

	Note	2020 Unrestricted £'000	2020 Restricted £'000	2020 Restricted DCMS Barter Fee £'000	2020 Total £'000	2019 Total £'000
Income from:						
DCMS Fee for Service	2	9,994	-	-	9,994	10,482
Donations and grants	2	182	1,782	-	1,964	2,752
Charitable activities	2					
Heritage, Protection and Conservation		49	-	-	49	129
Recreation, Sports and Culture		5,047	-	-	5,047	5,867
Education		36	-	-	36	20
Trading income	2	29,303	-	-	29,303	29,830
DCMS Barter Fee	2	-	-	25,979	25,979	26,290
Other income	2	789	-	-	789	936
Total income		45,400	1,782	25,979	73,161	76,306
Expenditure on:						
Raising funds	3					
Fundraising costs		319	36	-	355	345
Trading costs		2,591	294	-	2,885	3,116
Charitable activities	3					
Heritage, Protection and Conservation		30,315	3,949	-	34,264	32,455
Recreation, Sports and Culture		3,344	380	-	3,724	3,278
Education		655	747	-	1,402	1,559
DCMS Barter Fee	3	-	-	25,979	25,979	26,290
Total expenditure		37,224	5,406	25,979	68,609	67,043
Net income / (expenditure)		8,176	(3,624)	-	4,552	9,263
Transfers between funds	22	(3,364)	3,364	-	-	-
Net movement in funds		4,812	(260)	-	4,552	9,263
Total funds brought forward		27,662	98,499	-	126,161	116,898
Total funds carried forward		32,474	98,239	-	130,713	126,161

All of the above results are derived from continuing activities. There were no other recognised gains or losses apart than those stated above.

The notes on pages 41 - 62 form an integral part of these accounts.

Group and Charity Balance Sheet Company no. 10016100 as at 31 March 2020

	Note	Group 2020 £'000	Charity 2020 £'000	Group 2019 £'000	Charity 2019 £'000
Fixed assets:					
Tangible assets	9	47,505	46,460	46,607	45,464
Intangible assets	9	154	154	192	192
Heritage assets	9	45,724	45,724	46,514	46,514
Total		93,383	92,338	93,313	92,170
Current assets:					
Debtors	11	13,787	13,004	14,379	14,001
Cash at bank and in hand	12	45,752	45,377	35,962	35,370
Total		59,539	58,381	50,341	49,371
Liabilities:					
Creditors: amounts falling due within one year	13	(22,087)	(20,946)	(17,369)	(16,399)
Net current assets		37,452	37,435	32,972	32,972
Total assets less current liabilities					
Creditors: amounts falling due after one year	14	(122)	(122)	(124)	(124)
Total net assets / (liabilities)		130,713	129,651	126,161	125,018
Statement of Funds					
Restricted Charity Funds	22	4,856	4,856	5,186	5,186
Restricted Fixed Assets Fund ¹	22	93,383	92,338	93,313	92,170
Unrestricted Funds	22				
Designated Projects Fund		10,000	10,000	15,000	15,000
General Fund		22,474	22,457	12,662	12,662
Total funds		130,713	129,651	126,161	125,018

¹The Royal Parks' fixed assets are ultimately owned by the Crown. The assets are managed and maintained by The Royal Parks on behalf of DCMS and are included in these accounts only because The Royal Parks is able to obtain an economic benefit from them, which it uses to manage the parks. These assets are restricted as they cannot be disposed of, or leased, by The Royal Parks and they can only be used for the purpose of managing the parks.

The notes on pages 41 - 62 form an integral part of these accounts.

Approved and authorised for issue by the board of trustees on 17 November 2020 and signed on their behalf by:



Loyd Grossman CBE
Chairman

Group and Charity Statement of Cash Flows for the year ending 31 March 2020

	Note	Group 2020 £'000	Charity 2020 £'000	Group 2019 £'000	Charity 2019 £'000
Net Income for the reporting year		4,552	4,633	9,263	8,120
Adjustments for:					
Depreciation charges	9	4,445	4,347	4,385	4,268
Purchase of fixed assets	9	(4,515)	(4,515)	(2,154)	(2,154)
(Increase) or decrease in debtors	11	592	997	(2,730)	(1,920)
Increase or (decrease) in creditors	13, 14	4,716	4,545	3,787	4,102
Net cash provided by operating activities		9,790	10,007	12,551	12,416
Change in cash and cash equivalents in the reporting year		9,790	10,007	12,551	12,416
Cash and cash equivalents at the beginning of the reporting year	12	35,962	35,370	23,411	22,954
Cash and cash equivalents at the end of the reporting year	12	45,752	45,377	35,962	35,370

The notes on pages 41 - 62 form an integral part of these accounts.

Notes to the Accounts for the year ending 31 March 2020

1. Accounting Policies

a. Statutory Information

The Royal Parks Limited is a charitable company limited by guarantee and is incorporated in England and Wales.

b. Basis of Preparation

These financial statements have been prepared in accordance with Accounting and Reporting Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective March 2018) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 2019) and the Companies Act 2006. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries - TRP Trading Company Limited and the Royal Parks Foundation Trading Company Limited, on a line by line basis. Transactions and balances between the Charity and its subsidiaries have been eliminated from the consolidated financial statements. Total balances between the companies are disclosed in the notes of the Charity's balance sheet. A separate Statement of Financial Activities (SoFA), (or income and expenditure account), for the Charity itself is not presented because the Charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

c. Public Benefit Entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d. Going Concern

The Royal Parks' trading income, primarily generated from large events and tourism in the central parks, is being adversely impacted by the Covid-19 pandemic, and is forecast to be significantly below pre-pandemic levels for some time. In response, after the year end expenditure was reduced and, in June 2020, the board approved a revised budget for 2020/21.

The board of trustees is keeping the group's finances under close review and reserves are available to meet an expected income shortfall in 2020/21.

Financial forecasts have been drawn up under three scenarios for the four years to April 2024 based on different rates of recovery from the crisis. Trustees have reviewed these forecasts, and the associated cashflow forecasts, taking into account the group's reserves. Trustees have also considered the activities of the group and the principal risks set out on pages 26 to 29. Trustees consider that the group has sufficient resources and that it has taken reasonable steps to continue to operate for at least a year from the date of signature of these accounts. For this reason, the trustees continue to believe it appropriate to adopt the going concern basis of accounting for the preparation of these accounts.

TRP Trading Company is experiencing the same income uncertainty resulting from the pandemic, but a large proportion of its costs is directly related to its income, and its directors continue to adopt the going concern basis in the preparation of its accounts.

e. Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the objectives of the Charity.

Restricted funds are to be used for specific purposes in line with the wishes of the donor.

Designated funds are unrestricted funds that have set aside by the trustees for particular purposes.

f. Income

Income is split into the below main categories in the Statement of Financial Activities

- Donations and grants
- Charitable activities
- Trading income
- DCMS Fee for Service
- DCMS Barter Fee

Donations and grants

Income from donations and grants is recognised when there is evidence of entitlement to the gift, receipt is probable, and its amount can be measured reliably. The nature of donations received by The Royal Parks means these are usually recognised upon receipt.

In accordance with Charities SORP (FRS 102), volunteer time is not recognised. This report contains more information about their contribution.

Charitable activities

Income from charitable activities is primarily made up of income received from sporting and cultural activities within the parks. Activities include the Royal Parks Half Marathon and The Hub in The Regent's Park. Income is recognised in the period to which it relates.

Trading Income

The trading income of The Royal Parks comprises rental income from land and property licences issued in respect of access to The Royal Parks' estate, and income generated in TRP Trading Company Limited which primarily comprises events, catering and car parking operations in the parks. Income is recognised in the period to which it relates. Under the Contract with DCMS the Charity is permitted to retain this income to apply to expenditure on the parks.

DCMS Fee for Service and DCMS Barter Fee

The Department for Digital, Culture, Media and Sport (DCMS) has, through the Contracting Out (Functions relating to The Royal Parks) Order 2016, legislated the ability to delegate its responsibilities under the Crown Lands Act 1851 to maintain and manage the parks. DCMS entered into a Contract for the Provision of Services (the Contract) with The Royal Parks, which allows the parks to benefit from the Charity managing and maintaining them. Under the Contract, the Charity is able to apply its charitable funds for its own charitable purpose of managing and maintaining the parks, which accords with the responsibilities of government.

Under the Contract, DCMS provides the Charity with a cash fee for service and a barter fee in exchange for the Charity managing and maintaining the parks. The total Fee for Service gives a proxy value to the maintenance and management costs incurred by the Charity and does not compensate the Charity in full for undertaking its obligations under the contract. Income from DCMS is recognised in the period to which it relates.

The initial Fee for Service was based on forecast costs of managing the parks at the time the charity was formed, combined with the Charity's potential to raise revenue from alternative sources. The Fee was set out in the 2015 Government Spending Review and was fixed until 2019/20. The Fee for Service was increased by inflation for 2020/21; Fees for Service from April 2021 onwards will be determined by the next Spending Review.

The Barter fee is a non-cash fee acknowledging that The Royal Parks is able to use the parks' assets to generate income and should therefore pay a fee to DCMS for their use. At the same time, The Royal Parks provides DCMS with the service of running the parks and so, in return, it receives a fee in the same amount from DCMS.

The Barter fee varies in line with the income the charity generates. It is tied to the restrictions placed on the Charity by DCMS through the contract and on success of commercial activities. Barter income and expenditure is restricted, with the gross figures shown in a separate column on the SoFA.

g. Expenditure and Irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is reported on a full cost basis, including both directly attributable costs and support costs. Expenditure is classified under the following activity headings:

- Raising funds relates to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose. It includes costs incurred to raise trading income.
- Charitable activities includes the costs incurred in order to further the purposes of the Charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h. Pension Costs

There are two main pension schemes:

- The Principal Civil Service Pension Scheme (Defined Benefit) (PCSPS); and
- The Royal Parks Group Personal Pension (Defined Contribution) Scheme (TRPGPP).

Employees who transferred from The Royal Parks Agency on 16 March 2017 retained access to continued participation in the PCSPS, but this scheme is not open to new joiners. Employees who joined the Charity after 16 March 2017 are eligible to participate in the TRPGPP. Therefore, membership in PCSPS is declining, whilst membership in the TRPGPP scheme is increasing. The PCSPS is an unfunded multi-employer defined benefit scheme. The Charity is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as permitted by FRS 102, accounts for the scheme as if it were a defined contribution scheme.

The TRPGPP is managed on the Charity's behalf by AEGON Ltd.

Under the PCSPS, and the TRPGPP, pension liabilities do not rest with the Charity. Under both schemes, employer pension contributions are recognised in the period to which they relate.

i. Allocation of Support Costs

Support costs are apportioned based on the amount of expenditure incurred against each of the activities during the period.

Governance costs are the costs associated with the governance arrangements of the Charity. These costs relate to constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities.

j. Fixed Assets

Recognition

Buildings within the Royal Parks, the legal title of which remains with the Crown, are managed and maintained by The Royal Parks on behalf of DCMS and are included as fixed assets on The Royal Parks' balance sheet. Whilst these assets cannot be legally transferred from DCMS, in accordance with accounting standards, DCMS de-recognised operational assets that, under the 'Contract for the Provision of Services', the Charity now manages and maintains on behalf of government. These assets were treated as donated assets, in accordance with the SORP and are shown as restricted.

The Royal Parks recognised these assets at their fair value, following a professional valuation by an independent valuer, as at their effective date of receipt (16 March 2017). Assets were given values based on their full useful lives.

Assets with a purchase price greater than £5,000 and with an economic life of more than one year are capitalised and depreciated over their estimated useful lives. All new fixed asset additions are recognised at cost.

Intangible assets are recognised when it is probable that the expected future economic benefits attributable to the asset will flow to the entity, and when the cost or value of the asset can be measured reliably.

All assets will continue to be held at cost over time and are subject to annual impairment review.

Classification

Fixed assets are classified under the SORP as one of:

- Tangible Assets;
- Intangible Assets; and
- Heritage Assets.

Tangible assets comprise: non-heritage buildings, IT equipment, plant & machinery and fixtures & fittings.

Intangible assets comprise: IT software.

Heritage assets are those assets with cultural, environmental or historical associations, which we are required to preserve in trust for future generations. This includes listed buildings or buildings which trustees consider have special significance in the landscape and will be required to be kept substantially in their current form due to planning restrictions. Heritage assets include buildings which, though held for their cultural, environmental or historical associations, are also used to generate revenues in line with The Royal Parks' overall objectives, through use by The Royal Parks, tenants, or concessionaires.

The Royal Parks undertakes a programme of maintenance works which is informed by the Quadrennial Conservation report of all listed buildings and structures, condition surveys and the Accumulated Works Maintenance Liability calculation for all assets. Priorities are assessed each year, and the cost is charged to expenditure. The work undertaken each year includes both repair and preventative maintenance.

Assets in the course of construction are included in the balance sheet at cost. On completion of works, assets are transferred to the appropriate category on the balance sheet and reflected at cost.

Depreciation

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

- Buildings - up to 50 years
- Plant & machinery - up to 50 years
- Fixtures & fittings - up to 20 years
- IT - up to 5 years
- Intangible assets - up to 5 years

k. Debtors

Trade and other debtors are recognised at the settlement amount due. A provision has been made for doubtful debts, which has been increased due to the impact of Covid-19.

l. Cash at Bank and in hand

Cash at bank and cash in hand includes cash and short-term deposits with a short maturity of three months or less from the date of the deposit is placed.

m. Operating Leases

Operating lease costs are charged to the SoFA as incurred. The Charity does not have any finance leases.

n. Financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction price and subsequently measured at amortised costs.

o. Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their expected settlement amount.

Deferred income mainly comprises income invoiced in advance for estates licences and for the Royal Parks Half Marathon.

p. Significant Accounting Estimates and Judgements

Income from the Royal Parks Half Marathon received in advance of the event is contractually non-refundable and is usually recognised as a percentage of the costs incurred to date compared to the estimated cost to host the event. However, due to the uncertainty surrounding the event because of Covid-19, this financial year we have deferred all income relating to the event initially planned for October 2020 into the next financial year.

The Charity's contract to manage and maintain the parks is possible under the Contracting Out (Functions relating to the Royal Parks) Order 2016; this order is required to be reauthorised by Parliament every 10 years. The Charity expects that the contract will be reauthorised and, as such, assets are valued and depreciated on the basis of full useful economic life.

2. Analysis of Income by Activity and Nature

	Note	Group 2020 £'000	Group 2019 £'000
Income from Donations and Grants			
Donations	1f	619	731
Grants	1f	1,345	2,021
		1,964	2,752
Income from charitable activities			
Heritage, Protection & Conservation	1f	49	129
Sports and Culture	1f	5,047	5,867
Education	1f	36	20
		5,132	6,016
Income from trading activities			
Events	1f	13,636	13,310
Catering concessions	1f	5,635	5,804
Estates	1f	4,312	4,260
Car parking	1f	1,801	1,932
Other trading income	1f	3,919	4,524
		29,303	29,830
Other Income		789	936
DCMS Fee for Service	1f	9,994	10,482
DCMS Barter Fee	1f	25,979	26,290
Total income		73,161	76,306

3. Analysis of Expenditure

Group 2020

	Cost of raising funds		Charitable Activities			DCMS Barter	Support costs	Total 2020	Total 2019
	Fundraising costs	Trading costs	Heritage, Protection and Conservation	Recreation, Sports and Culture	Education				
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs	242	779	3,630	202	640	-	2,371	7,864	7,462
Landscape and works	-	46	17,924	681	216	-	63	18,930	17,677
Other direct costs	38	1,354	5,490	2,056	251	25,979	2,202	37,370	37,519
Depreciation	-	98	-	-	-	-	4,347	4,445	4,385
	280	2,277	27,044	2,939	1,107	25,979	8,983	68,609	67,043
Allocation of support costs	75	608	7,220	785	295	-	(8,983)	-	-
Total expenditure	355	2,885	34,264	3,724	1,402	25,979	-	68,609	67,043

Support costs are re-allocated on the following basis:

Fundraising costs	1%
Trading costs	7%
Heritage, Protection and Conservation	80%
Recreation, Sports and Culture	9%
Education	3%

Analysis of Support Costs £'000

Staff Costs	2,371
Landscape and works	63
Utilities and maintenance	177
Marketing and communications	101
Legal, professional and finance	1,034
Premises, office & other costs	450
Vehicles, equipment and machinery	68
Training	57
Subscriptions and licences	7
Website, IT and data	308
Depreciation	4,347
Total	8,983

Included within support costs are £123,000 of governance related costs.

Group 2019

	Cost of raising funds		Charitable Activities			DCMS Barter	Support costs	Total 2019
	Fundraising costs	Trading costs	Heritage, Protection and Conservation	Recreation, Sports and Culture	Education			
	£'000	£'000	£'000	£'000	£'000			
Staff costs	263	739	3,209	199	684	-	2,368	7,462
Landscape and works	-	99	17,130	315	43	-	90	17,677
Other direct costs	7	1,484	5,065	2,052	493	26,290	2,128	37,519
Depreciation	-	117	-	-	-	-	4,268	4,385
	270	2,439	25,404	2,566	1,220	26,290	8,854	67,043
Allocation of support costs	75	677	7,051	712	339	-	(8,854)	-
Total expenditure	345	3,116	32,455	3,278	1,559	26,290	-	67,043

Support costs are re-allocated on the following basis:

Fundraising costs	1%
Trading costs	7%
Heritage, Protection and Conservation	80%
Recreation, Sports and Culture	8%
Education	4%

Analysis of Support Costs £'000

Staff Costs	2,368
Landscape and works	90
Utilities and maintenance	255
Marketing and communications	130
Legal, professional and finance	915
Premises, office & other costs	337
Vehicles, equipment and machinery	69
Training	69
Subscriptions and licences	11
Website, IT and data	342
Depreciation	4,268
Total	8,854

Included within support costs are £138,000 of governance related costs.

4. Subsidiary Undertakings

The Charity owns the whole of the issued ordinary share capital of TRP Trading Company Limited (company number 10555909) and Royal Parks Foundation Trading Company Limited (company number 07657918), companies registered in England & Wales. The subsidiaries are principally used for non-primary purpose trading activities. Royal Parks Foundation Trading Company Limited transferred its undertaking to other companies in The Royal Parks group after the year end and the company will be dissolved in due course. All activities have been consolidated on a line by line basis in the SoFA. All available distributable profits are paid to the charity under deed of covenant. A summary of the results of both subsidiaries is shown below:

TRP Trading Company Limited	2020	2019
Income and Expenditure for year	£'000	£'000
Turnover	23,487	23,853
Expenditure	(8,385)	(8,025)
Operating Profit	15,102	15,828
Profit on Ordinary Activities Before and After Taxation	15,102	15,828
Profit to be distributed to parent	15,102	15,828
	2020	2019
Net Assets as at 31 March	£'000	£'000
Current and fixed assets	1,443	1,814
Creditors amounts falling due within one year	(1,443)	(1,814)
Net Assets	-	-
Share Capital	-	-
Profit and Loss Accounts	15,102	15,828
Gift aid donation to parent	(15,102)	(15,828)
Shareholders' funds	-	-
Royal Parks Foundation Trading Company Limited	2020	2019
Income and Expenditure for year	£'000	£'000
Turnover	550	538
Expenditure	(466)	(503)
Operating Profit	84	35
Taxation	(4)	-
Profit on Ordinary Activities After Taxation	80	35
	2020	2019
Net Assets as at 31 March	£'000	£'000
Current and fixed assets	1,233	1,325
Creditors amounts falling due within one year	(269)	(279)
Creditors amounts falling due after more than one year	(948)	(1,046)
Net Assets	16	-
Share Capital	-	-
Profit and Loss Accounts	80	35
Gift aid donation to parent	(64)	(35)
Shareholders' funds	16	-

5. Net income / (expenditure) for the year

Group and Charity

This is stated after charging:

	2020	2019
	£'000	£'000
Depreciation - Group	4,445	4,385
Depreciation - Charity	4,347	4,268
Operating lease rentals - Group	93	118
Auditor's remuneration (excluding VAT):		
Audit - Charity	39	39
Audit - Trading subsidiaries	20	20

6. Analysis of Employment Costs

Group and Charity

Staff costs were as follows:

	2020	2019
	£'000	£'000
Salaries and wages	6,434	6,054
Social security costs	618	565
Pension costs	795	818
Redundancy costs	-	8
Other	17	17
Total	7,864	7,462

Redundancy expenses were contractual and were charged in the period to which they relate.

The Royal Parks operates two pension schemes, the Principal Civil Service Pension Scheme (PCSPS), for staff who transferred from the Royal Parks Agency in 2017 and a Group Personal Pension Scheme (TRPGPP). Membership in the PCSPS is declining, whilst membership in the TRPGPP scheme is increasing.

As the PCSPS is an unfunded multi-employer defined benefit scheme, The Royal Parks is unable to identify its share of the underlying assets and liabilities. Details about the PCSPS can be found at www.civilservicepensionscheme.org.uk. Employer contributions are defined and made at a percentage of salary, based on bands on bands and, in a small number of cases, age. Expenses for 2019/20 amounted to £559k (2018/19: £686k). The Royal Parks has no liability beyond the contributions made on behalf of its employees. The scheme's actuary reviews employer contributions every four years following a full scheme valuation. As a result of recent actuarial valuations, costs increased between 23.7% to 33% from 1 April 2019.

The TRPGPP is a defined contribution scheme and, as such, contributions made to it in year are accounted for as an expense in the SoFA in the year to which they relate. The maximum employer contribution available to employees enrolled in this scheme is 10% of salary. Expenses for 2019/20 amounted to £236k (2018/19: £132k).

The following number of employees received employee benefits (excluding employer pension costs) in excess of £60,000 during the year between:

	2020	2019
	No.	No.
£60,000 - £69,999	8	7
£70,000 - £79,999	1	1
£80,000 - £89,999	4	2
£90,000 - £99,999	-	-
£100,000 - £109,999	-	1
£110,000 - £119,999	1	-

The total employee benefits including pension contributions of the key management personnel were £546,680 (2018/19: £624,954). The Chief Executive received the highest amount of remuneration.

The charity trustees were not paid nor did they receive any other benefits from the charity in the year. No charity trustee received payment for professional or other services supplied to the charity.

Trustees' expenses represents the payment or reimbursement of travel and subsistence and were nil (2018/19: nil).

7. Staff numbers

The average number of employees based on full time equivalent during the year was 156 (2018/19: 146). The average total number of employees during the year was 163 (2018/19: 153).

8. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

The charity's trading subsidiaries (TRP Trading Company Limited and Royal Parks Foundation Trading Company Limited) distribute available profits to the parent charity under deed of covenant. Tax due relates to an amount of profit in the Royal Parks Foundation Trading Company not distributed to the group. Its charge to corporation tax in the year was:

	Group	Group
	2020	2019
	£'000	£'000
UK corporation tax at 19%	4	-

9. Fixed assets

Group 2020	Tangible fixed assets						Total tangible fixed assets	Intangible assets (software)	Heritage assets (buildings)	Total
	Buildings	IT	Plant and machinery	Furniture & fittings	Assets under construction					
	£'000	£'000	£'000	£'000	£'000	£'000				
Cost or valuation										
At the start of the year	43,607	855	4,847	944	1,531	51,784	350	50,226	102,360	
Additions in year	2,919	155	257	74	(55)	3,350	50	1,115	4,515	
At the end of the year	46,526	1,010	5,104	1,018	1,476	55,134	400	51,341	106,875	
Depreciation										
At the start of the year	3,880	363	542	392	-	5,177	158	3,712	9,047	
Charge for the year	1,921	208	308	15	-	2,452	88	1,905	4,445	
At the end of the year	5,801	571	850	407	-	7,629	246	5,617	13,492	
Net book value at the end of the year	40,725	439	4,254	611	1,476	47,505	154	45,724	93,383	
Net book value at the start of the year	39,727	492	4,305	552	1,531	46,607	192	46,514	93,313	

Charity 2020	Tangible fixed assets					Total	Intangible assets	Heritage assets	Total
	Buildings	IT	Plant and machinery	Furniture & fittings	Assets under construction				
	£'000	£'000	£'000	£'000	£'000				
Cost or valuation									
At the start of the year	41,807	855	4,847	810	1,531	49,850	350	50,226	100,426
Additions in year	2,919	155	257	74	(55)	3,350	50	1,115	4,515
At the end of the year	44,726	1,010	5,104	884	1,476	53,200	400	51,341	104,941
Depreciation									
At the start of the year	3,264	363	541	218	-	4,386	158	3,712	8,256
Charge for the year	1,767	208	308	71	-	2,354	88	1,905	4,347
At the end of the year	5,031	571	849	289	-	6,740	246	5,617	12,603
Net book value at the end of the year	39,695	439	4,255	595	1,476	46,460	154	45,724	92,338
Net book value at the start of the year	38,543	492	4,306	592	1,531	45,464	192	46,514	92,170

Group 2019	Tangible fixed assets					Total tangible fixed assets	Intangible assets (software)	Heritage assets (buildings)	Total
	Buildings	IT	Plant and machinery	Furniture & fittings	Assets under construction				
	£'000	£'000	£'000	£'000	£'000				
Cost or valuation									
At the start of the year	43,568	683	4,475	915	3,675	53,316	277	46,613	100,206
Additions in year	39	172	372	29	(2,144)	(1,532)	73	3,613	2,154
At the end of the year	43,607	855	4,847	944	1,531	51,784	350	50,226	102,360
Depreciation									
At the start of the year	2,135	164	266	195	-	2,760	74	1,828	4,662
Charge for the year	1,745	199	276	197	-	2,417	84	1,884	4,385
At the end of the year	3,880	363	542	392	-	5,177	158	3,712	9,047
Net book value at the end of the year	39,727	492	4,305	552	1,531	46,607	192	46,514	93,313
Net book value at the start of the year	41,433	519	4,209	720	3,675	50,556	203	44,785	95,544

Charity 2019	Tangible fixed assets					Total	Intangible assets	Heritage assets	Total
	Buildings	IT	Plant and machinery	Furniture & fittings	Assets under construction				
	£'000	£'000	£'000	£'000	£'000				
Cost or valuation									
At the start of the year	41,768	683	4,475	781	3,675	51,382	277	46,613	98,272
Additions in year	39	172	372	29	(2,144)	(1,532)	73	3,613	2,154
At the end of the year	41,807	855	4,847	810	1,531	49,850	350	50,226	100,426
Depreciation									
At the start of the year	1,545	164	266	111	-	2,086	74	1,828	3,988
Charge for the year	1,719	199	275	107	-	2,300	84	1,884	4,268
At the end of the year	3,264	363	541	218	-	4,386	158	3,712	8,256
Net book value at the end of the year	38,543	492	4,306	592	1,531	45,464	192	46,514	92,170
Net book value at the start of the year	40,223	519	4,209	670	3,675	49,296	203	44,785	94,284

10. Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2020	2019
	£'000	£'000
Gross income	72,476	74,014
Result for the year	4,633	8,120

11. Debtors

	Group	Charity	Group	Charity
	2020	2020	2019	2019
	£'000	£'000	£'000	£'000
Trade debtors	1,625	1,305	2,828	2,370
Other debtors	42	42	46	46
Prepayments and accrued income	12,120	11,657	11,505	10,540
Amounts due from subsidiaries	-	-	-	1,045
Total debtors	13,787	13,004	14,379	14,001

12. Cash at Bank and in Hand

	Group	Charity	Group	Charity
	2020	2020	2019	2019
	£'000	£'000	£'000	£'000
Balance at start of period	35,962	35,370	23,411	22,954
Net change in cash at bank and in hand	9,790	10,007	12,551	12,416
Balance at end of period	45,752	45,377	35,962	35,370
Analysis of cash held				
Cash at bank and in hand	45,752	45,377	35,962	35,370
Total cash and cash equivalents	45,752	45,377	35,962	35,370

13. Creditors: amounts falling due within one year

	Group	Charity	Group	Charity
	2020	2020	2019	2019
	£'000	£'000	£'000	£'000
Trade creditors	118	116	57	53
Accruals	14,623	14,570	13,290	13,209
Deferred income	3,061	3,038	1,989	1,965
Other payables	4,285	3,222	2,033	1,172
Total creditors (due within one year)	22,087	20,946	17,369	16,399

Deferred Income

Deferred income mainly comprises income invoiced in advance for Estates licences and for the Royal Parks Half Marathon.

	Group	Charity	Group	Charity
	2020	2020	2019	2019
	£'000	£'000	£'000	£'000
Balance at the beginning of the year	1,989	1,965	3,115	1,862
Amount released to income in the year	(1,989)	(1,965)	(3,115)	(1,862)
Amount deferred in the year	3,061	3,038	1,989	1,965
Balance at the end of the year	3,061	3,038	1,989	1,965

14. Creditors: amounts falling due after more than one year

	Group 2020 £'000	Charity 2020 £'000	Group 2019 £'000	Charity 2019 £'000
Accruals	122	122	124	124
Total creditors (due after more than one year)	122	122	124	124

15. Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating equipment leases is as follows for each of the following years:

	Group 2020 £'000	Charity 2020 £'000	Group 2019 £'000	Charity 2019 £'000
Less than one year	88	88	90	90
One to five years	126	126	189	189
Total	214	214	279	279

16. Analysis of Net Assets Between Funds

2020

Group	General Fund £'000	Designated Funds £'000	Restricted Funds £'000	Total £'000
Fixed Assets	-	-	93,383	93,383
Cash at Bank and in Hand	30,896	10,000	4,856	45,752
Other Current Assets	13,787	-	-	13,787
Creditors (due within one year)	(22,087)	-	-	(22,087)
Creditors (due after more than one year)	(122)	-	-	(122)
Total	22,474	10,000	98,239	130,713

Charity	General Fund £'000	Designated Funds £'000	Restricted Funds £'000	Total £'000
Fixed Assets	-	-	92,338	92,338
Cash at Bank and in Hand	30,521	10,000	4,856	45,377
Other Current Assets	13,004	-	-	13,004
Creditors (due within one year)	(20,946)	-	-	(20,946)
Creditors (due after more than one year)	(122)	-	-	(122)
Total	22,457	10,000	97,194	129,651

2019				
Group	General Fund	Designated Funds	Restricted Funds	Total
	£'000	£'000	£'000	£'000
Fixed Assets	-	-	93,313	93,313
Cash at Bank and in Hand	15,776	15,000	5,186	35,962
Other Current Assets	14,379	-	-	14,379
Creditors (due within one year)	(17,369)	-	-	(17,369)
Creditors (due after more than one year)	(124)	-	-	(124)
Total	12,662	15,000	98,499	126,161

Charity	General Fund	Designated Funds	Restricted Funds	Total
	£'000	£'000	£'000	£'000
Fixed Assets	-	-	92,170	92,170
Cash at Bank and in Hand	15,184	15,000	5,186	35,370
Other Current Assets	14,001	-	-	14,001
Creditors (due within one year)	(16,399)	-	-	(16,399)
Creditors (due after more than one year)	(124)	-	-	(124)
Total	12,662	15,000	97,356	125,018

17. Financial Instruments

	Group	Charity	Group	Charity
	2020	2020	2019	2019
	£'000	£'000	£'000	£'000
Financial Assets				
Debtors	13,787	13,004	14,379	14,002
Cash	45,752	45,377	35,962	35,370
Total	59,539	58,381	50,341	49,372
Financial Liabilities				
Creditors (due within one year)	(22,087)	(20,946)	(17,369)	(16,399)
Creditors (due after more than one year)	(122)	(122)	(124)	(124)
Total	(22,209)	(21,068)	(17,493)	(16,523)

The Royal Parks holds only basic financial assets and liabilities that are all measured at amortised cost.

18. Capital Commitments

At the balance sheet date, the Group had capital commitments totalling £265,200 (2018/19: £1,920,000), in respect of property, plant and equipment. These commitments principally related to contracts for construction projects.

19. Contingent liabilities

There were no contingent liabilities.

20. Related party transactions

Connected Bodies

The Department for Digital, Culture, Media and Sport (DCMS) is considered a related party. There were material transactions with DCMS in respect of £36m of income (2019: £36.8m) and £26m of expenditure (2019: £26.4m) during the year. As at 31 March 2020 DCMS owed a net total of £85k (2019: £nil) to The Royal Parks.

Material Transactions with Related Party Interests

During the year, the Charity had the following other related party transactions.

Trustees

Nickie Aiken was Leader of Westminster City Council until January 2020. Rachael Robathan has been Leader of Westminster City Council since January 2020. The Royal Parks paid £106,764 (2019: £144,803) to Westminster City Council, primarily relating to rates and licences. Westminster City Council made payments of £1,741 (2019: £330,303) to The Royal Parks for sport related activities.

Georgia Gould is Leader of Camden Council. The Royal Parks paid £5,623 (2019: £6,871) to Camden Council for council tax, licenses and subscriptions. Camden Council made payments of £469 (2019: £nil) to The Royal Parks for sport related activities.

Danny Thorpe is Leader of Greenwich Council. The Royal Parks made a payment of £70 (2019: £70) to Greenwich Council, relating to a license.

Michael Vernon is an employee of The Royal Household. The Royal Household made a payment of £536 (2019: £536) to The Royal Parks, relating to a licence.

Bronwyn Hill was Vice Chair of the University of Greenwich. The Royal Parks made payments totalling £7,240 to the University of Greenwich for training related to health and safety. The University made a payment of £225 to The Royal Parks for an event fee in Richmond Park.

No other trustees, key managerial staff or other related parties have undertaken any related party transactions with the charity or trading subsidiaries during the year.

21. Events After Reporting Date

The legal case in respect of the retender of the Hyde Park Music Festival was concluded in September 2020. Consequently no adjustment was required to the 31/3/20 financial statements.

22. Movement in Funds

2020	Opening Balance £'000	Incoming Funds £'000	Outgoing Funds £'000	Transfer Funds £'000	Closing Balance £'000
Restricted Funds					
Adoption Scheme	22	-	-	-	22
Benches	343	206	(63)	-	486
Diana Playground	35	-	-	-	35
The Regent's Park Sports	18	14	-	-	32
Richmond Park	171	29	(95)	-	105
September 11 Memorial Garden	26	-	-	-	26
Tree Appeal	10	-	(10)	-	-
Tree Dedications	57	14	-	-	71
St James's Park	68	1	(9)	-	60
Greenwich Park	-	10	-	-	10
Greenwich Park Revealed	23	-	(23)	-	-
Greenwich Park Playground	-	315	-	(315)	-
The Regent's Park	89	5	(28)	-	66
Hyde Park	353	-	-	-	353
The Lookout	202	2	(2)	-	202
Across the Water	500	-	-	-	500
Kensington Gardens	87	-	-	-	87
Bushy Park	8	3	-	-	11
Green Fingers	56	-	-	-	56
Brompton Cemetery	297	(65)	(176)	-	56
Cherry Trees	151	90	(24)	-	217
Mission: Invertebrate	1,203	750	(564)	-	1,389
Gloucester Gate Playground	375	408	-	(677)	106
Equine Programme	25	-	-	-	25
Hedgehogs	70	-	(4)	-	66
Ripple Fund	17	-	-	-	17
Deer Fund	33	-	(18)	-	15
The Albie Bird Bath	14	-	(5)	-	9
Education and Play	889	-	(35)	(61)	793
World War One Project	33	-	(3)	-	30
The Regent's Park Allotment	11	-	-	-	11
Restricted Fixed Asset Fund	93,313	-	(4,347)	4,417	93,383
Total Restricted Funds	98,499	1,782	(5,406)	3,364	98,239
Unrestricted Funds					
General Fund	12,662	45,400	(37,224)	1,636	22,474
Designated Projects Fund	15,000	-	-	(5,000)	10,000
Total Unrestricted Funds	27,662	45,400	(37,224)	(3,364)	32,474

2019	Opening Balance £'000	Incoming Funds £'000	Outgoing Funds £'000	Transfer Funds £'000	Closing Balance £'000
Restricted Funds					
Adoption Scheme	21	1	-	-	22
Benches	289	135	(81)	-	343
Diana Playground	33	2	-	-	35
The Regent's Park Sports	6	12	-	-	18
Richmond Park	62	109	-	-	171
September 11 Memorial Garden	26	-	-	-	26
Tree Appeal	10	-	-	-	10
Tree Dedications	53	4	-	-	57
St James's Park	60	1	(7)	14	68
Greenwich Park Revealed	250	-	(227)	-	23
Queen Victoria Memorial	14	-	-	(14)	-
The Regent's Park	88	1	-	-	89
Hyde Park	353	-	-	-	353
The Lookout	130	72	-	-	202
Across the Water	517	-	(17)	-	500
Kensington Gardens	86	1	-	-	87
Bushy Park	8	-	-	-	8
Green Fingers	56	-	-	-	56
Brompton Cemetery	653	89	(362)	(83)	297
Cherry Trees	154	-	(3)	-	151
Mission: Invertebrate	871	750	(418)	-	1,203
Gloucester Gate Playground	326	127	-	(78)	375
Equine Programme	25	-	-	-	25
Hedgehogs	79	1	(10)	-	70
Ripple Fund	17	-	-	-	17
Deer Fund	33	-	-	-	33
The Albie Bird Bath	14	-	-	-	14
Education and Play	910	-	(21)	-	889
World War One Project	24	36	(27)	-	33
The Regent's Park Allotment	59	-	(48)	-	11
Restricted Fixed Asset Fund	94,284	1,143	(4,268)	2,154	93,313
Total Restricted Funds	99,511	2,484	(5,489)	1,993	98,499

	Opening Balance £'000	Incoming Funds £'000	Outgoing Funds £'000	Transfer Funds £'000	Closing Balance £'000
Unrestricted Funds					
General Fund	12,387	47,532	(35,264)	(11,993)	12,662
Designated Projects Fund	5,000			10,000	15,000
Total Unrestricted Funds	17,387	47,532	(35,264)	(1,993)	27,662

Purpose of Unrestricted Funds

Unrestricted funds may be utilised at the discretion of the Trustees in pursuit of the Charity's objectives. Information about the Designated Projects Fund can be found in the Reserves Policy of the Trustees' Report.

Transfer Between Funds

During the year, £3.4m of restricted funds and £1.2m of unrestricted funds were spent on fixed assets by the Charity. These assets were transferred to the Restricted Fixed Asset Fund during the year.

Purpose of Restricted Funds:

The Charity holds various restricted funds, many of which were transferred from the Royal Parks Foundation when it merged with the Charity in July 2017. Certain funds, such as the Tree Dedications Fund, which is used to fund long-term maintenance and replacement of trees, are held for the longer term. Other funds were raised over a number of years for individual parks and purposes.

Restricted Funds

Adoption Scheme

Members of the public were able to adopt wildlife in the parks and this fund is used for wildlife conservation.

Benches

Members of the public can contribute to the fund and dedicate benches in the parks. The fund is used to purchase new benches and to maintain existing benches and their surrounding landscape.

Diana Playground

This fund was set up to contribute towards the restoration of the playground. It includes donations made at the playground.

Regent's Park Community Sport

This fund was initially for the restoration of community sports facilities in The Regent's Park. The remaining funds are used for community sports programmes for young people living in the estates bordering the park.

Richmond Park

This fund, consisting of donations and legacies left to benefit Richmond Park, is spent on the advice of the Park Manager and Director of Parks.

September 11 Memorial Garden

This fund is for long-term major maintenance of the memorial garden in Grosvenor Square commemorating the victims of 9/11. As The Royal Parks no longer looks after Grosvenor Square, the charity is considering the process required to transfer funds to the organisation now responsible for maintaining the memorial garden in line with their expenditure on the garden.

Tree Appeal

This fund is held for future tree and shrub planting in The Regent's Park and is spent on the advice of the Park Manager and Director of Parks.

Tree Dedications

Each park plants a small number of new and replacement trees each year. Members of the public are invited to dedicate trees and this fund is used to pay for new trees and for tree maintenance.

St James's Park

This fund comprises donations made to benefit St James's Park and is spent on the advice of the Park Manager and Director of Parks.

Queen Victoria Memorial

This fund comprised coins collected from the memorial fountain and is used to benefit St James's Park; it has therefore been transferred into the St James's Park fund which is for the same purpose.

Greenwich Park Revealed

The Royal Parks received a grant from The National Lottery Heritage Fund (NLHF) to support the development of a proposal for a significant landscape and capital project in Greenwich Park. In December 2019, we were awarded £4.5m by The National Lottery Heritage Fund and The National Lottery Community Fund for the project, which is now expected to start in early 2021.

The Regent's Park

This fund comprises donations made to benefit The Regent's Park and is spent on the advice of the Park Manager and Director of Parks.

Hyde Park

This fund comprises donations made to benefit Hyde Park and is spent on the advice of the Park Manager and Director of Parks.

The LookOut

Funds, including those from the Serenity plinth donation box collections, are used to support education programmes in Hyde Park.

Across The Water

This fund was originally established to receive a grant from The Royal Parks Foundation (USA) for the restoration of water features across the Royal Parks. The remaining funds are used for the maintenance of water features.

Kensington Gardens

This fund, comprising donations received from the dedication of benches in The Italian Gardens, is for the upkeep and maintenance of The Italian Gardens and Kensington Gardens generally.

Bushy Park

This fund, established following the receipt of a donation specifically for use in Bushy Park, is spent on the advice of the Park Manager and Director of Parks.

Green Fingers

This fund was established to raise funds for the Green Fingers project, initially in Hyde Park. The project involves children and their parents from a local fee-paying school raising funds for bulbs which are then planted by children from that school, and by pupils from special needs and non-fee-paying schools

Brompton Cemetery

The Royal Parks received a grant from The National Lottery Heritage Fund (NLHF) for the restoration of Brompton Cemetery; the restoration has been completed in and residual funds are used to support the ongoing maintenance of the cemetery.

Cherry Trees

This fund was established to raise funds to restore an avenue of cherry trees in The Regent's Park to its former glory.

Mission:Invertebrate

People's Postcode Lottery has given two annual grants to support a study of invertebrates in the Royal Parks. As part of the project, surveys are carried out by experts and citizen science research projects, collecting information which helps park managers create better habitats for invertebrates in the parks.

Gloucester Gate Playground

The London Marathon Charitable Trust has provided funds for the renovation and transformation of Gloucester Gate playground in The Regent's Park. The works, which include making the playground fully accessible to children and young adults with restricted mobility, commenced in the summer of 2019.

Energy and Carbon Reporting

The Royal Parks is now required to report on its carbon emissions under the UK Government's Streamlined Energy & Carbon Reporting (SECR) framework.

We have gone beyond the requirements and have undertaken a comprehensive calculation of the carbon emissions during the year from our park operations, including those from our contractors.

The Royal Parks' total emissions were 3,420 tonnes of carbon dioxide equivalent (tCO₂e) including the contribution of CO₂, CH₄ and N₂O. This comprises 2,707 tonnes of direct and electricity emissions and 713 tonnes of indirect emissions. The highest contributors to our carbon footprint were: buildings energy usage (both gas and electricity), gas street lighting lamps, the fuel used in the nursery boiler, and fuels used by other contractors.

The data included in these calculations has been collected following the World Resources Institute (WRI) Greenhouse Gas Protocol methodology. The calculations for each scope type were made using the 'UK Government Greenhouse gas reporting: conversion factors 2019' guidance.

Some of the steps taken to reduce the charity's emissions include:

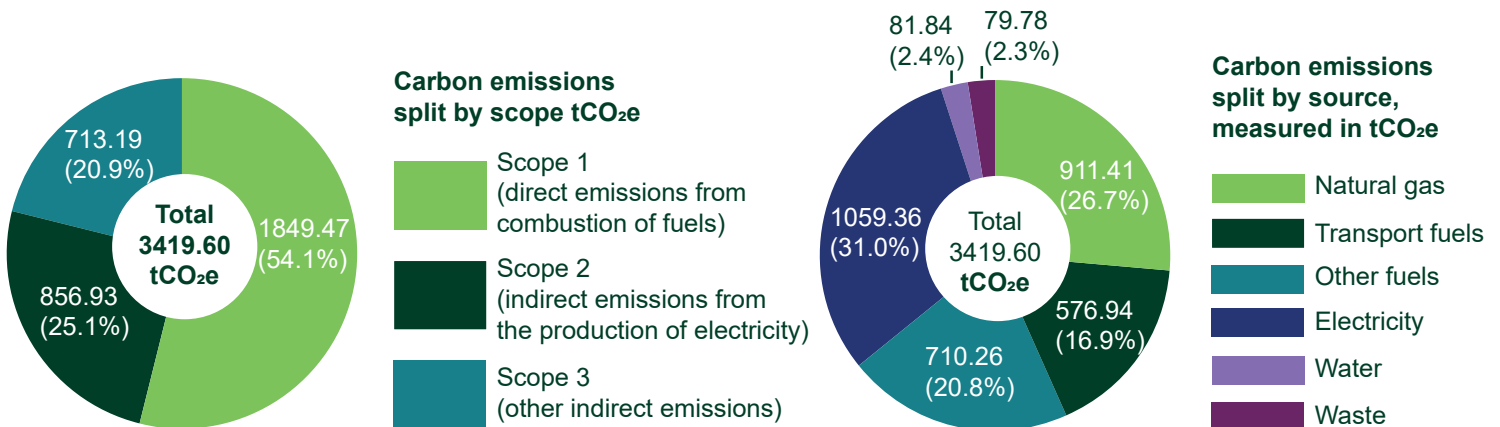
We have changed our fleet of vehicles from fossil fuels to electric and have installed additional charging points. 70% of our vehicles are now ultra-low emission vehicles.

We carried out an extensive review of our energy portfolio and continued our programme of smart meter installation. We have started working with our facilities maintenance contractor's energy team to connect all meters to their energy monitoring software; this work will allow us to monitor our usage via a live online dashboard.

We worked with our water-saving partner to closely monitor our mains water usage, making it easier and quicker to identify leaks and other issues that would result in unnecessary water consumption.

Our event partners at Hyde Park Winter Wonderland and British Summer Time Hyde Park started using HVO (hydrotreated vegetable oil) biodiesel instead of regular diesel generators to power their events, which reduced direct carbon emissions by a huge 98.8%. Mains electric power was installed to the site of the carousel in Kensington Gardens and ice-cream vans in the central parks are now all electric.

Whilst the 170,000 trees across the parks are a positive contribution to the environment, we still have work to do to make our operations more sustainable and this will be a key focus for the year ahead.



The Royal Parks' Carbon Emissions

Energy consumption			
	Emissions source	Amount (2019/20)	Units
Energy consumption used to calculate emissions:	Natural Gas	4301314.27	kWh
	Electricity	3,360,685.89	kWh
	Transport (TRP & contractors)	1894801.39	kWh
Carbon emissions			
	Emissions source	Amount (2019/20)	Units
Scope 1 factors (direct emissions)			
Emissions from combustion of gas	Natural gas (heating)	316.60	tCO ₂ e
	Natural gas (street lighting)	490.03	tCO ₂ e
Emissions from combustion of fuel for heating	Red diesel (Hyde Park nursery)	330.99	tCO ₂ e
Emissions from combustion of fuel for transport purposes, including petrol and diesel	TRP vehicles (petrol and diesel)	21.26	tCO ₂ e
	Contractor vehicles (diesel)	444.72	tCO ₂ e
Emissions from combustion of fuel for non-transport purposes, including red diesel and petrol	Landscape maintenance contractors tools & machinery	184.67	tCO ₂ e
Emissions from other activities which we own or control including operation of facilities	Red diesel (small scale incinerators and generators)	61.21	tCO ₂ e
Scope 2 factors (indirect emissions from electricity purchased)			
Emissions from purchased electricity (Scope 2, location-based)	UK electricity (all parks, including street lighting)	856.93	tCO ₂ e
Scopes 1 and 2 total emissions			
Total gross tCO ₂ e based on above (Scopes 1 and 2)		2706.40	tCO ₂ e
Intensity ratio: tCO ₂ e/ £1m turnover		39.60	tCO ₂ e/£1m turnover
Additional intensity ratio: tCO ₂ e per acre		0.54	tCO ₂ e/Total area (acres)
Scope 3 factors (other indirect emissions)			
Emissions from the supply & treatment of mains water	Mains water supply & treatment	81.84	tCO ₂ e
Emissions from extraction, refining and transportation of the raw fuel sources which we do not own or control	Natural gas (heating & street lighting)	104.78	tCO ₂ e
Emissions from electricity related to extraction, production, and transportation of fuels consumed in the generation of electricity which we do not own or control	Hyde Park nursery boiler, small incinerators and temporary power fuels	89.94	tCO ₂ e
	The Royal Parks' own vehicles fuel	5.18	tCO ₂ e
	Contractors' fuel	140.20	tCO ₂ e
	Projects contractors fuel	9.05	tCO ₂ e
	Well-to-tank (WTT) electricity: generation and transmission & distribution (all parks)	129.68	tCO ₂ e
Emissions from generation of electricity that is consumed in a transmission and distribution system which we do not own or control	Transmission & distribution Electricity (all Parks)	72.75	tCO ₂ e
Emissions from disposal of waste generated in operations which we do not own or control	Waste collected from public park bins & generated by facilities management activities	54.69	tCO ₂ e
	Green waste composted in the Parks	25.09	tCO ₂ e
	Waste generated by facilities management contractor	1.46	tCO ₂ e
	Green waste composted in the parks	25.09	tCO ₂ e
Total gross Scope 3 emissions / tCO₂e		713.19	tCO ₂ e
Total annual emissions	Scopes 1, 2 and 3	3419.60	tCO₂e
Intensity ratio: tCO₂e/ £1m turnover		50.04	tCO₂e/£1m turnover
Outside of scopes	Diesel and petrol with biofuel blend (including The Royal Parks' and contractors' vehicles and machinery)	16.50	tCO ₂ e

In black are emission sources required by the mandatory SECR reporting requirements; in blue are sources not included in the mandatory requirements.

Contractor vehicle fuels includes facilities maintenance, toilet cleaning, landscape maintenance, tree management, gate opening and nursery.

Emissions from fuel for non-transport purposes includes landscape maintenance and tree management contractors' tools & machinery and contractors delivering projects.

Outside of scopes are the direct emissions from biofuels offset during growth.



**The Royal Parks is registered in England and Wales
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Registered Charity No: 1172042

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