



House of Commons
Committee of Public Accounts

The Royal Parks and the Diana, Princess of Wales Memorial Fountain

Thirty-third Report of
Session 2005–06

*Report, together with formal minutes,
oral and written evidence*

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The Committee of Public Accounts

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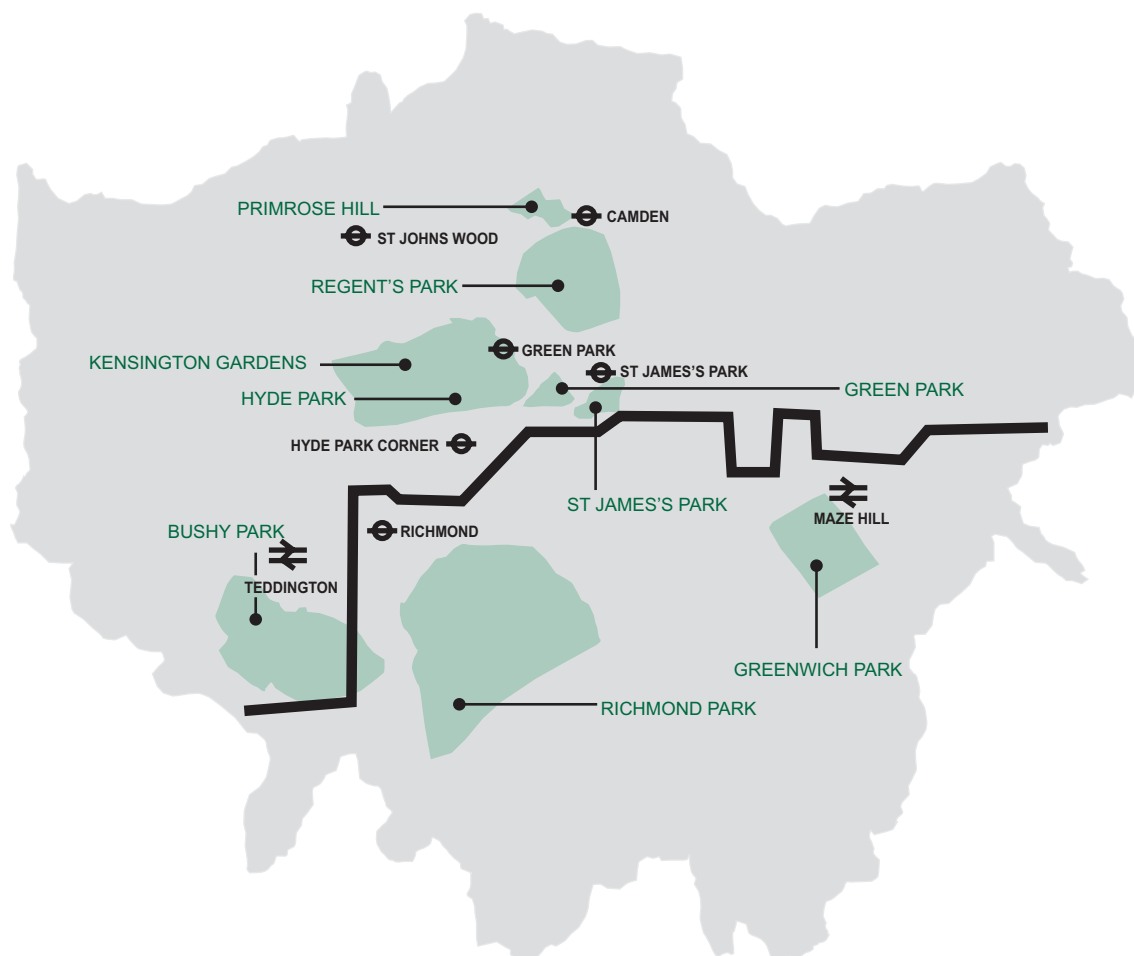
Contents

Report	<i>Page</i>
Summary	3
Conclusions and recommendations	5
1 Management of The Royal Parks	7
2 Achieving a wider range of uses and users	9
3 Management of the Diana, Princess of Wales Memorial Fountain	11
Formal minutes	13
Witnesses	14
List of written evidence	14
List of Reports from the Committee of Public Accounts Session 2005–06	15

Summary

The eight Royal Parks covered in this Report are major historical and cultural resources, which cover some 5,000 acres and attract millions of visitors each year. The Parks are: St James's Park, The Green Park, Hyde Park, Kensington Gardens and The Regent's Park (with Primrose Hill) in Central London; Greenwich Park to the East; and Richmond Park and Bushy Park to the West. **Figure 1** shows the locations of the Parks.

Figure 1: The location of The Royal Parks



Source: C&AG's Report, *The Royal Parks – An Executive Agency*

The Parks are managed by The Royal Parks, an executive agency of the Department for Culture, Media and Sport (the Department).¹ The Royal Parks (the Agency) is accountable to Parliament through the Secretary of State for Culture, Media and Sport who sets the organisation's policy and key performance targets and determines its level of resources each year.

In 2004–05 the Agency's grant from the Department was £26.7 million and its self-generated

¹ The Agency is responsible for a number of other areas, including Brompton Cemetery (Grade II listed), Victoria Tower Gardens and Grosvenor Square Gardens, and maintaining the gardens of Numbers 10, 11 and 12 Downing Street, Canning Green, St Margaret's Church Green, Poets' Green and the Longford River (the part within Hampton Court Palace Home Park comes under the management of Historic Royal Palaces).

income amounted to £6.9 million, making total income that year of £33.6 million. The Agency employed 97 Parks staff and 63 officers and administrative staff of The Royal Parks Constabulary.² Much of the Agency's work, including grounds and work maintenance, is contracted out.

On the basis of a Report by the Comptroller and Auditor General,³ a subsequent memorandum updating the report⁴ and a note on the progress of the Diana, Princess of Wales Memorial Fountain,⁵ the Committee took evidence from the Department and the Agency on the management of The Royal Parks, on achieving a wider range of users, and on the management of the fountain project.

Management of The Royal Parks

The Agency is responsible for maintaining the buildings, statues, memorials and roads within the Parks. The Agency estimates that it has a £65 million backlog of maintenance work and to help address this is seeking to make efficiency savings and generate more income.

The Agency is aiming to raise £7 million of income in 2005–06 but commercial events, a significant source of income, can lead to damage in the Parks and in the past the Agency has had difficulties recovering its costs and making a profit.

Although the Parks are highly regarded, the Agency has been too inward-looking in assessing its performance and has recently begun to explore opportunities for comparisons with other parks.

Achieving a wider range of uses and users

One of the Agency's main objectives is to encourage greater access to the Parks but the Agency has little knowledge of the number, or background, of its visitors. The Agency is now collecting more reliable data on those visiting the Parks and on non-users.

The Agency has not always focussed on the needs of its users but there are recent examples of the Agency looking to engage local communities more in the work of the Parks.

Management of the Diana, Princess of Wales Memorial Fountain

The Diana, Princess of Wales Memorial Fountain in Hyde Park was opened in July 2004. But the Agency has had to close the fountain and carry out further work, on more than one occasion, due to flooding and people slipping in and around the Memorial.

Costs of the fountain have risen to £5.2 million, exceeding the original budget of £3 million. The Agency is responsible for the future maintenance of the fountain at an estimated cost of £250,000 a year, which will divert resources from its other work in The Royal Parks.

2 Memorandum updating C&AG's Report, paras 2, 4 (Ev 11–12). During 2004–05, a total of 103 Royal Parks Constabulary officers and civilians transferred to the Metropolitan Police Service, which has been co-policing The Royal Parks since 1 April 2004.

3 C&AG's Report, *The Agency: An Executive Agency* (HC 485, Session 2003–04)

4 Ev 11–13

5 Ev 13–16

Conclusions and recommendations

The eight Royal Parks provide opportunities for enjoyment and respite to millions of Londoners and visitors to London, but there are ways in which the Agency could more effectively manage its assets.

1. **The Agency has accumulated a £65 million backlog of maintenance work.** Having now completed condition surveys of the buildings and other structures in the Parks, the Agency should keep its records up-to-date so it can target resources on the areas of greatest need. By mid-2006 the Agency should have a costed plan for tackling the backlog, with clear performance milestones and measures.
2. **Although commercial events help to generate income, large numbers of visitors can result in damage to the Parks.** The Agency should seek opportunities to capitalise on the Parks' assets in less intrusive ways.
3. **There is untapped potential for the Agency to generate income from its considerable assets.** In seeking to increase its income the Agency should:
 - take forward plans to brand and merchandise its own products, join forces with retail partners to reach a larger market and develop e-commerce opportunities via its website;
 - see what lessons can be learned from others for example the National Museums and Galleries and other parks;
 - improve the information it holds about the cost and profitability of income generating activities, and manage them to make a profit;
 - coordinate its activities with those of The Royal Parks Foundation, which has proved a successful source of additional income, so that their respective roles and accountabilities are made clear.
4. **The Agency is missing out on opportunities to learn from others.** The Agency should be more outward looking in assessing its performance. The Agency should identify suitable comparators in other parks, nationally and internationally, and establish mechanisms for the sharing of information and best practice by the end of 2006.
5. **Visitor centres are only open during office hours and are often in the wrong place.** Advice about the Parks should be readily available to visitors. The Parks' visitor centres should be situated where people can easily get to them and open when people want to use them.
6. **The Agency lacks reliable information about the users of the Parks.** The Agency was unable to provide the Committee with information on the social background of the Parks' users and in an annual report to Parliament included a visitor numbers figure for which there was no clear basis. The Agency has agreed to report back to the Committee within a year with more information about the users of the Parks, and should ensure that only reliable information is reported to Parliament.

7. **The project to build the Diana, Princess of Wales Memorial Fountain was poorly managed and the costs have run out of control, leaving the Agency with an annual maintenance bill of £250,000.** The problems with the fountain reflected basic project management failures. The fountain was a small scale project, yet there were multiple stakeholders whose roles, responsibilities and accountability for the finished result were not clear. Nor were there clear plans for managing the project risks. As a result, the project was £2.2 million over budget and there are continuing maintenance costs which divert resources from the Agency's other work.
8. **There are now proposals to construct a further memorial, to Queen Elizabeth, The Queen Mother.** The project provides an early opportunity to apply the lessons from The Diana, Princess of Wales Memorial Fountain and achieve a better outcome.

1 Management of The Royal Parks

1. As well as having responsibility for the horticulture and landscaping of The Royal Parks, the Agency is responsible for maintaining some 280 buildings, statues and memorials and over 100 miles of roads and paths. The Agency had previously estimated that it had a backlog of maintenance work of some £110 million but, at the time of the Comptroller and Auditor General's review, condition surveys were being carried out to establish a more accurate figure. Having now completed the surveys, the Agency said the backlog was actually £65 million. The Agency planned to address the backlog through a rolling programme of work according to priorities and the available budget. The Agency was spending some £7 million a year on maintenance and had identified 39 priority projects. To increase its resources for maintenance work the Agency was seeking to make efficiency savings across all the Parks and generate more income.⁶

2. The Agency generated income of nearly £6.9 million in 2004–05 and **Figure 2** gives examples of the main sources of this income. The Agency was aiming to raise £7 million in 2005–06, equivalent to 29% of the grant provided by the Department for Culture, Media and Sport. However, the Department wanted the Agency to generate more, and highlighted the example of the National Museums and Galleries who raised the equivalent of 40% of the grant provided by the Department. The Agency also receives fundraising support from The Royal Parks Foundation, an independent charity established in May 2003. The Foundation had raised £1 million for the Parks through schemes such as corporate membership and donations, and had funded the preparation of an application for a lottery grant which had yielded a further £2 million for the Parks.⁷

Figure 2: Examples of the Agency's self-generated income in 2004–05

From:	
Concessions (for example catering and car parking)	£2,563,000
Fees from events	£1,686,000
Licences and rents	£1,409,000
Fundraising	£9,000
Other fees and permits	£380,000
The Royal Parks Constabulary	£5,000

Source: Memorandum updating the C&AG's Report, Ev 11–13

3. The Agency was, however, conscious of the need to balance the tensions between the different uses of the Parks. Large-scale public events bring in more people and generate

6 C&AG's Report, paras 1.4, 3.7, 3.9; Memorandum updating C&AG's Report, para 6 (Ev 13); Qq 1–2, 15, 51–52

7 C&AG's Report, paras 4.2, 4.4, 5.5; Qq 86, 88–89, 91–92

income, but there is a need to minimise damage to the fabric and character of the Parks. Hyde Park in particular suffers from substantial wear and tear.⁸

4. There are also financial risks that need to be managed when hosting commercial events and the Agency has experienced difficulties in recovering its costs and making sufficient profit, partly because information about the costs and profitability of individual events has not been readily available.⁹

5. Although The Royal Parks are highly regarded, they have used the same process to assess horticultural standards for over 10 years and the process does not involve external comparisons. In 2001 an external review recommended that the Agency form a “benchmarking club” with national or international partners. The Agency had now started to explore benchmarking opportunities with other parks, and in 2005 Greenwich Park and The Regent’s Park had each gained the Green Flag award, an independent national standard for parks and green spaces awarded under a scheme managed by the Civic Trust. The Agency’s aim was that all of the Parks would gain the award by 2007.¹⁰

8 C&AG’s Report, paras 2.16, 4.7; Q 56

9 C&AG’s Report, para, 4.7–4.9

10 *ibid*, para 3.5, 3.10–3.11; Qq 18, 99

2 Achieving a wider range of uses and users

6. Each year, The Royal Parks play host to an average of 70 ceremonial and commemorative events, accommodate a number of assemblies and marches and stage around 12 major events. They also host national sporting occasions such as the London Marathon and the Department was confident that the Parks would be capable of hosting events during the London 2012 Olympic Games.¹¹

7. The Department told us that Londoners and visitors to London regard The Royal Parks as national assets and, according to the Agency's surveys, the Parks are also rated highly by users in terms of quality and cleanliness (Figures 3 and 4).¹²

Figure 3: The overall quality of the Parks (average score in visitor satisfaction survey) 2002–03 to 2004–05

Year	Overall Target	Overall Outturn	Range of scores across the Parks
2002–03	89%: <i>Each Park to score at least 85%</i>	86%	80% to 89%
2003–04	<i>Each Park to score at least 85%</i>	86%	81% to 92%
2004–05	<i>Each Park to score at least 85%</i>	94%	93% to 95%

Source: Memorandum updating the C&AG's Report, Ev 12

Figure 4: Cleanliness in the Parks (average score in visitor satisfaction survey) 2002–03 to 2004–05

Year	Overall Target	Overall Outturn	Range of scores across the Parks
2002–03	89%: <i>Each Park to score at least 85%</i>	88%	81% to 91%
2003–04	<i>Each Park to score at least 85%</i>	90%	84% to 97%
2004–05	<i>Each Park to score at least 85%</i>	86%	81% to 94%

Source: Memorandum updating the C&AG's Report, Ev 13

8. One of the Agency's main objectives is to encourage greater access to the Parks by priority groups, particularly children and young people but, when asked, had little information on progress being made. For example, the Agency did not know to what extent the usage of the Parks reflected the social background of the surrounding London Boroughs, and accepted that management information on usage had been weak. The Agency's 2002–03 annual report to Parliament claimed that the Parks received 60 million visitors a year, but in response to our questions the Agency acknowledged that it had no information to support this figure.¹³

9. The Agency said it now employed a wider range of research techniques. It had restructured its user survey by going to half of the Parks each year and undertaking a more in-depth study. In this way the Agency gained a better understanding of what people

11 C&AG's Report, Executive Summary, para 3; Q 4

12 C&AG's Report, para 3.4; Q 18

13 C&AG's Report, paras 2.3–2.4, 2.6–2.7; Qq 63–72, 77–84

enjoyed about particular Parks and what they would like to see more of. The Agency also conducted telephone surveys of non-users. The managers of individual Parks then built the results of this work into their plans.¹⁴

10. The Parks' marketing and public relations material, including news updates, pamphlets and signage, tended to be uninformative or outdated and not very accessible. Its visitor facilities, for example, were only open from Monday to Friday during office hours and were often situated far from the entrances or exits of the Parks. Asked whether the Parks could work better with local communities and become more socially inclusive the Agency acknowledged that it had generally not put users' needs at the centre of its thinking in the past.¹⁵

11. There were, however, examples of community engagement and work to improve social inclusion, including the hosting of cultural events such as the Caribbean Showcase in The Regent's Parks. Of the children attending summer entertainment programmes, the proportion of children from black and ethnic minority groups, had risen from 8% in 2003 to 14% in 2005. On Lottery-funded projects in Bushy Park and The Regents' Park, the Agency had engaged with the local community and disadvantaged groups to consult on developments. The Regent's Park sports project had involved a demographic survey and the work had been targeted at deprived areas surrounding the Park. Another way the Agency had engaged with disadvantaged groups was through its work with The Prince's Trust young offender programme, which had provided work experience to young people in Bushy Park.¹⁶

12. To develop its educational profile and to try and bring more children into the Parks, in May 2002 the Agency appointed its first Head of Education. All the Parks now provide some form of learning activity ranging from occasional guided walks to structured programmes. In Richmond Park, for example, the Agency works in partnership with an educational charity focussing on people with disabilities. The Agency said that the number of people involved in educational programmes run in the Parks had increased from 7,000 in 2003–04 to 24,000 in 2004–05. Postcard and letter drops had helped to increase the proportion of ethnic minority users of some of the Parks' educational facilities.¹⁷

14 Qq 58–60

15 C&AG's Report, para 2.9; Q 85

16 C&AG's Report, paras 2.7, 2.17–2.18; Qq 54, 73–74, 84, 119

17 C&AG's Report, para 2.10; Qq 73, 76

3 Management of the Diana, Princess of Wales Memorial Fountain

13. The Agency has to meet the costs of maintaining 280 buildings, statues and memorials in the Parks and has now found itself responsible for maintaining The Diana, Princess of Wales Memorial Fountain, although there is little evidence of the Agency having an effective say in the project. The fountain opened in Hyde Park in July 2004, but within three weeks was closed due to a series of incidents including flooding and people slipping in and around the Memorial. The Agency fenced off the area around the fountain and employed staff to supervise the area before re-opening it in late August 2004. The fountain closed again from January to May 2005 for further work to be done. This work included:

- replacing the original turf, which had been worn away, with higher quality turf;
- extending the pathway around the fountain to reduce the effects of large numbers of people on the turf and to improve access for visitors with impaired mobility;
- enhancing the drainage system to prevent the area becoming waterlogged in wet weather; and
- improving the filtering out of leaves.

14. The Department for Culture, Media and Sport set a budget of £3 million for the project, but the costs had risen to £5.2 million. This included over £300,000 spent on the opening ceremony and £700,000 on the further work carried out in early 2005, of which £400,000 was coming from the Agency's budget. The Agency was now responsible for maintaining the fountain but the original estimate of between £120,000 and £130,000 a year had not taken into account the cost of providing stewards. The additional cost would be at least £250,000 a year and the effect would be to divert resources from the Agency's work in the rest of Hyde Park and the other Royal Parks.¹⁸

15. The Department and the Agency had not planned for the number or behaviour of visitors to the fountain. They had estimated up to one million visitors a year, but in the first few days of the fountain opening, there had been 5,000 visitors an hour. Recognising that the fountain was to be situated in what had previously been a marshy area, around a thousand tonnes of sand and topsoil had been used, and over a mile of drainage pipes. But the higher than expected number of visitors and a storm the day after the opening had contributed to the problems.¹⁹

16. The Department accepted that a stronger project management discipline had been needed. Many people were involved in the project including the Department, the Agency, the Memorial Fountain Committee and private sector contractors but the roles and responsibilities of stakeholders had not been clear at the start.²⁰ Nor had a formal project

18 C&AG's Report, Para 1.4; *Diana, Princess of Wales Memorial Fountain*, para 6 and Figure 3 (Ev 15); Qq 6–9, 13–16, 30

19 Qq 11–12, 17

20 *Diana, Princess of Wales Memorial Fountain*, Figure 1 (Ev 13–14); Qq 12, 17, 19–20, 26, 122

and risk management framework been set up. The fountain had been a troubled project and, while there had been a good outcome, some tough lessons had been learnt.

17. From 2007 the Agency will be responsible for maintaining the proposed memorial to Queen Elizabeth The Queen Mother. The memorial project will be managed by the Royal Household in association with the Department for Culture, Media and Sport. The use of water in designs for the memorial has been discouraged.²¹ This seems sensible.

Formal minutes

Monday 27 February 2006

Members present:

Mr Edward Leigh, in the Chair

Mr Richard Bacon
Greg Clark
Mr Ian Davidson
Helen Goodman

Mr Sadiq Khan
Sarah McCarthy-Fry
Mr Alan Williams

A draft Report (The Royal Parks and the Diana, Princess of Wales Memorial Fountain), proposed by the Chairman, brought up and read.

Ordered, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 17 read and agreed to.

Conclusions and recommendations read and agreed to.

Summary read and agreed to.

Resolved, That the Report be the Thirty-third Report of the Committee to the House.

Ordered, That the Chairman make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

[Adjourned until Wednesday 1 March at 3.30 pm.]

Witnesses

Wednesday 2 November 2005

Page

Dame Sue Street DCB, Department for Culture, Media and Sport, and **Mr Mark Camley**, The Royal Parks

Ev 1

List of written evidence

Memorandum updating the C&AG's Report

Ev 11

National Audit Office: Diana, Princess of Wales Memorial Fountain

Ev 13

The Royal Parks

Ev 16

List of Reports from the Committee of Public Accounts Session 2005–06

First Report	Managing National Lottery Distribution Fund balances	HC 408 (<i>Cm 6712</i>)
Second Report	The regeneration of the Millennium Dome and associated land	HC 409 (<i>Cm 6689</i>)
Third Report	Ministry of Defence: Major Projects Report 2004	HC 410 (<i>Cm 6712</i>)
Fourth Report	Fraud and error in benefit expenditure	HC 411 (<i>Cm 6728</i>)
Fifth Report	Inland Revenue: Tax Credits and deleted tax cases	HC 412 (<i>Cm 6689</i>)
Sixth Report	Department of Trade and Industry: Renewable energy	HC 413 (<i>Cm 6689</i>)
Seventh Report	The use of operating theatres in the Northern Ireland Health and Personal Social Services	HC 414 (<i>Cm 6699</i>)
Eighth Report	Navan Centre	HC 415 (<i>Cm 6699</i>)
Ninth Report	Foot and Mouth Disease: applying the lessons	HC 563 (<i>Cm 6728</i>)
Tenth Report	Jobskills	HC 564 (<i>Cm 6724</i>)
Eleventh Report	Local Management of Schools	HC 565 (<i>Cm 6724</i>)
Twelfth Report	Helping those in financial hardship: the running of the Social Fund	HC 601 (<i>Cm 6728</i>)
Thirteenth Report	The Office of the Deputy Prime Minister: Tackling homelessness	HC 653 (<i>Cm 6743</i>)
Fourteenth Report	Energywatch and Postwatch	HC 654 (<i>Cm 6743</i>)
Fifteenth Report	HM Customs and Excise Standard Report 2003–04	HC 695 (<i>Cm 6743</i>)
Sixteenth Report	Home Office: Reducing vehicle crime	HC 696 (<i>Cm 6743</i>)
Seventeenth Report	Achieving value for money in the delivery of public services	HC 742 (<i>Cm 6743</i>)
First Special Report	The BBC's investment in Freeview: The response of the BBC Governors to the Committee's Third Report of Session 2004–05	HC 750
Eighteenth Report	Department for Education and Skills: Improving school attendance in England	HC 789
Nineteenth Report	Department of Health: Tackling cancer: improving the patient journey	HC 790
Twentieth Report	The NHS Cancer Plan: a progress report	HC 791
Twenty-first Report	Skills for Life: Improving adult literacy and numeracy	HC 792
Twenty-second Report	Maintaining and improving Britain's railway stations	HC 535
Twenty-third Report	Filing of income tax self assessment returns	HC 681
Twenty-fourth Report	The BBC's White City 2 development	HC 652
Twenty-fifth Report	Securing strategic leadership in the learning and skills sector	HC 602
Twenty-sixth Report	Assessing and reporting military readiness	HC 667
Twenty-seventh Report	Lost in translation? Responding to the challenges of European law	HC 590
Twenty-eighth Report	Extending access to learning through technology: Ufi and the learndirect service	HC 706
Twenty-ninth Report	Excess Votes 2004–05	HC 916

Thirtieth Report	Excess Votes (Northern Ireland) 2004–05	HC 917
Thirty-first Report	Northern Ireland's Waste Management Strategy	HC 741
Thirty-second Report	Working with the voluntary sector	HC 717
Thirty-third Report	The Royal Parks and the Diana, Princess of Wales Memorial Fountain	HC 644

The reference number of the Treasury Minute to each Report is printed in brackets after the HC printing number

Oral evidence

Taken before the Committee of Public Accounts

on Wednesday 2 November 2005

Members present:

Mr Edward Leigh, in the Chair

Mr Richard Bacon
Mr Ian Davidson
Mr Sadiq Khan

Kitty Ussher
Mr Alan Williams

Sir John Bourn KCB, Comptroller and Auditor General, National Audit Office, was in attendance and gave evidence.

Mr Brian Glicksman, CB, Treasury Officer of Accounts, HM Treasury, was in attendance.

REPORT BY THE COMPTROLLER AND AUDITOR GENERAL

THE ROYAL PARKS (HC 485)

Witnesses: **Dame Sue Street, DCB**, Permanent Secretary, Department of Culture, Media and Sport and **Mr Mark Camley**, Chief Executive, The Royal Parks, examined.

Q1 Chairman: Good afternoon and welcome to the Committee of Public Accounts. Today we are looking at The Royal Parks and the Diana, Princess of Wales Memorial Fountain, which of course is situated in one of The Royal Parks. We welcome Dame Sue Street, Permanent Secretary at the Department of Culture, Media and Sport, and Mr Mark Camley, who is Chief Executive of The Royal Parks. You are both welcome. Mr Camley, could I please ask you to look at paragraph 3.8 of the Report on page 18, where you will see it says, "Many of the structures and roads in the Parks are in a state of disrepair. Much of this hard fabric has fallen into disrepair over decades and a substantial backlog of work has now built up." Would it be fair to say that the Parks are sliding gracefully into a state of decay?

Mr Camley: I would not agree with that statement. I think the overall satisfaction levels we have had from users of the Parks over the last two years show that in 2004, for example, on average 94% of users thought the Parks were either good or excellent in terms of condition, and a similar survey this year suggested figures between 90% for Hyde Park and 99% for Primrose Hill.

Q2 Chairman: Mr Camley, I am sure that is all very true but that is not quite the question I asked you. Is it true that there is an accumulated backlog of £65 million-worth of repairs?

Mr Camley: It is true that there is a building maintenance liability of £65 million.

Q3 Chairman: So, as the Report makes clear, the hard fabric is falling into disrepair?

Mr Camley: I would disagree with that. You have to look at it I think in the same way you would look at looking after your house, where you look at the budget you have, what your priorities are and then do the work accordingly.

Q4 Chairman: Dame Sue, can I ask you about the Olympic Games? The Parks are going to be the venues for several sporting events, are they not, during the 2012 Olympic Games, for example equestrian and modern pentathlon in Greenwich Park, the triathlon in Hyde Park and road cycling in Regent's Park. Can you give us an assurance that the Parks are capable of hosting these events?

Dame Sue Street: We are very confident. Obviously we are going to have to remain vigilant and be absolutely sure that is the case. The International Olympic Committee evaluation team which came last February and went to Greenwich were extremely impressed and Lord Coe has described the Parks as a national treasure. I think they are absolutely capable of hosting the Games but that will be a top priority in the coming years.

Q5 Chairman: Mr Camley, could you look please at page 21, paragraph 4.2? There are considerable assets obviously at the disposal of your Agency, should you not be aiming to achieve more than an income of £7 million?

Mr Camley: I think £7 million a year is realistic at the moment, given the facilities in front of us. Clearly we need to balance both the revenue we make and the use of the Parks more generally, so that all users of the Parks are able to use them in the way they would like.

Q6 Chairman: Can I ask you please about the Fountain now? The original cost was projected at £3 million, is that correct?

Mr Camley: That is correct.

Q7 Chairman: And the cost now is £5.2 million?

Mr Camley: That figure includes both the opening ceremony and the enhancement works which were done since January of this year.

Department of Culture, Media and Sport and The Royal Parks

Q8 Chairman: It is going to cost at least £250,000 a year to maintain the Fountain?

Mr Camley: That is the estimated figure.

Q9 Chairman: Was this envisaged at the time it was planned?

Mr Camley: At the time it was planned the figure envisaged was nearer around £120–£130,000.

Q10 Chairman: If you look at the C&AG's memorandum, you will see on page 2, a lot of people seem to be involved in a relatively small and simple project—the Department, Royal Parks, the Memorial Committee and various private companies. Did everyone know what they were supposed to be doing?

Mr Camley: Yes, I believe they did.

Q11 Chairman: If they knew what they were going to be doing, why within two or three weeks of this Fountain opening did it look like a complete bog and an open drain outside Heathrow Airport?

Mr Camley: Two things happened. First, we had not anticipated quite how many people were going to come and use the Memorial, or the way in which they did actually end up using it. Secondly, there was a major storm the day after it opened and that, along with the number of people who were using the Fountain, actually led to wet and slippery grass.

Q12 Chairman: There were all these people involved. Were you adequately consulted in the Parks administration? Anyone walking their dog around there would know that area as a bog anyway, could nobody have foreseen that fragile grass next to a water feature with hundreds, let alone thousands, of people would reduce it to a muddy bog within days, which is what happened?

Mr Camley: In terms of the planning of the Fountain itself, something in the region of a thousand tonnes of sand and topsoil was put into that area, recognising that it had previously been a marshy area, and somewhere in the region of over a mile of drainage pipes were also put into the area.

Q13 Chairman: £700,000 has had to be pumped into it this year, has it not, to make good all this lack of planning? That is right, is it not?

Mr Camley: That is correct.

Q14 Chairman: Is this coming off your budget?

Mr Camley: £400,000 of that is coming off my budget and £300,000 of it is coming from the DCMS.

Q15 Chairman: What is the effect on essential works in the rest of Hyde Park, looking after trees and other features?

Mr Camley: We have tried to address this in three different ways. First, is to look at efficiencies across the Park, and standardise our regime, including our grass-cutting regimes. Secondly, to look at ways in which we can increase income, including the restaurants and so on. Third, we have looked at

the parade ground at Hyde Park and how we maintain it, and it is true that we will be putting less into that than we did in previous years.

Q16 Chairman: As a result of this cost rising from £3 million to £5.2 million, what other works have been cut in Hyde Park?

Mr Camley: Specifically in Hyde Park, as I said, the parade ground where we host events, we will not be putting as much effort into grassing in terms of turf and re-seeding that area.

Q17 Chairman: Dame Sue, what do you think are the lessons we can learn from this? Is this another prestige project which has gone wrong? Perhaps it should have been left to the charities to organise it in a co-ordinated way with one person being in charge?

Dame Sue Street: I think the main lesson is that we should have had the kind of formal project management framework with responsibilities that we now have with the OGC, and with which I manage all the projects in the Department, in place at the start. We did not have that benefit at the beginning. I think the roles and responsibilities should have been clearer, and I accept that. I think the second mistake, and it is very difficult to know how that could have been avoided, was in estimating the extraordinary number of visitors. We knew it was going to be popular. The estimated “up to 1 million visitors a year” is actually almost exactly what we are now getting, but in the very first few days we were getting 5,000 visitors an hour, and that was an extraordinary load on the ground in a site no bigger than a football pitch. The main lessons for me, and of course we have asked the Office of Government Commerce to review how this might have gone better, are the ones which I hope we have already learnt from the Commonwealth Games, the Golden Jubilee and other successful projects, that the classic project management disciplines need to be applied.

Q18 Chairman: These are wonderful national assets, are we looking at their full potential? If you look at paragraphs 3.10 and 3.11 on page 18, it talks about the apparent lack of benchmarking against other national and international venues. Are you satisfied we are getting enough out of these extraordinary national assets in terms of commercial development, maintaining the fabric and avoiding disasters such as we saw happen at the Memorial Fountain, where clearly there was a break-down in project management?

Dame Sue Street: I am absolutely delighted in the progress the new Chief Executive is making. The benchmarking is proceeding, he is in touch with very many international park leaders, the Green Flag recommendations have been implemented, two of the Parks have got the Green Flag already and plans are in place for the remaining Parks to gain Green Flag status. It remains a challenge, in the absence of a flowing tap of public money to go to everything it remains a challenge, but there are very, very high

 Department of Culture, Media and Sport and The Royal Parks

satisfaction levels and both tourists, Londoners and those across the UK say The Royal Parks are amongst the highlights of our national assets.

Chairman: Thank you very much. I am afraid there is a division and we will have to go and vote. I have been warned there may be more than one vote.

*The Committee suspended from 3.41pm to 4.31pm
for divisions in the House*

Q19 Mr Khan: Could I ask Dame Sue, would you accept the way the Diana, Princess of Wales Memorial Fountain plans have been executed and the problems once opened could be described as a fiasco?

Dame Sue Street: No, certainly not. I have explained to the Chairman that there certainly were tough lessons to learn about a stricter project management discipline and we have taken those to heart with all subsequent projects. I do not think it can be described as a fiasco because since May, after the teething problems—the very severe troubles—have been put right, we have had over 600,000 visitors to the Memorial. It is obviously enormously popular, there were 16,000 on the anniversary of the Princess's death, there have been four accidents in the whole of that time compared to the beginning when, and I will be absolutely open with the Committee, we were overwhelmed by the number of visitors in the first few days. It has been a troubled project with a good and lasting outcome and some tough lessons learnt along the way.

Q20 Mr Khan: Up until now the cost of each visitor is about £10 a visit, if you divide the cost to date by the number of visitors, 600,000, putting aside the delay point. Were contracts signed with any of the private companies referred to as key stakeholders in the paperwork? What I am alluding to is, why has there been no litigation in relation to the companies who must be responsible for what I call a fiasco but you do not call a fiasco?

Dame Sue Street: I certainly do not think it was a fiasco. We do have some on-going negotiation which has not yet been resolved and of course I will advise the Committee as soon as that is complete. Although it would be very tempting to blame the contractors, I do not think that would be right. I think it was difficult estimating that extraordinary number of visitors which led to the way in which the ground and the turf plus the storm caused those early problems, and that is a function of an innovative memorial in a natural area and really nobody knowing quite what the draw would be.

Q21 Mr Khan: You have been at the DCMS since 1997?

Dame Sue Street: No, I took up my post at the beginning of January 2002.

Q22 Mr Khan: Were you in London in August 1997?
Dame Sue Street: Yes.

Q23 Mr Khan: Did you see the images on TV? Did you see the number who took part in the procession at the funeral?

Dame Sue Street: As it happened I was abroad at the Princess's death but of course we were aware.

Q24 Mr Khan: It was a big deal.

Dame Sue Street: Part of the reason that this Memorial was dealt with by so many stakeholders was the enormous amount of interest, and of course we recognised this was huge. As I say, the estimate we made at the time was in fact the right one in the long-term, but was not the right one for the first few days.

Q25 Mr Khan: You will have seen, I am sure, when you prepared for today's evidence, the timetable of events, you will have seen the various hoops which must have been gone through before the work on the Fountain began in 2003; a six year process from the Princess's death, before opening eight years after her death. At no stage during that time was it expected that people would want to come and see the Memorial to celebrate her life?

Dame Sue Street: I am sorry?

Q26 Mr Khan: I find it implausible to believe that nobody said, "Halt, lots of people will want to go to the Memorial".

Dame Sue Street: We did estimate up to 5,000 people a day, which is quite a lot really compared to others. I absolutely accept that if we had had the normal project management disciplines we would have had a contingency fund which would have said, "The sensitivities around these visitor numbers is such", and I certainly regret that we did not get our estimate right.

Q27 Mr Khan: Do you accept the figures in this Report?

Dame Sue Street: Yes.

Q28 Mr Khan: We have been told the final cost of the project will be in the region of £5 million. How much of that will be got back from the private contractors after your negotiations?

Dame Sue Street: It will not be a large amount. I might take the opportunity, if it helps, of explaining where the big additional figures came in, but it would not be right to say to this Committee that a huge amount will come back after the negotiations. There are two big blocks which are so significant it might help to explain them. One was a decision to go for Cornish granite rather than Portland stone. That was an expensive decision which added £400,000 to the cost of the stone but it was taken absolutely according to project management principles, looking at the whole life project, in that over 50 years the Portland stone would have needed constant maintenance and renewal and water-proofing and cleaning, and over that time the Cornish granite will

 Department of Culture, Media and Sport and The Royal Parks

last much better and will save about £2.4 million. So that was a big decision and I think justifiable under the normal trade-offs of cost, quality and time.

Q29 Mr Khan: Does that particular type of stone have an impact on the humungous cost of maintenance in general of a quarter of a million pounds?

Dame Sue Street: It reduces the cost of maintenance.

Q30 Mr Khan: So your initial projection was higher than a quarter of a million pounds a year to maintain this?

Dame Sue Street: No, because the initial projections did not take into account the staffing, the stewards, who form part of that quarter of a million.

Q31 Mr Khan: So nobody foresaw you needed stewards to be around the Memorial?

Dame Sue Street: As we have said, and we took RoSPA's advice as well on this, it was thought at the outset that if the patterns of behaviour were as we expected that due diligence had been complete and that we would not need stewards. Obviously it was right to put them in given the enormous numbers and the pattern of behaviour.

Q32 Mr Khan: Bearing in mind what we have just heard, and you have read the Report, do you think the Memorial Fountain is an apt legacy and memorial to Diana?

Dame Sue Street: It is not for me to make a personal judgment. I think the enormous numbers—which, as I have admitted, we did not foresee at the beginning, but perhaps more interestingly now, we have already attracted over 600,000 since May—are testament to a great public appreciation of the Memorial. Of course with any work like this, it is innovative, it is contemporary, some people will love it, some people will hate it, and I think it is best for the public to decide.

Q33 Mr Khan: Bearing in mind the lack of foresight with the stewards, with the cost, with the maintenance cost, with the number of visitors originally predicted and the quality of stone, do you still think it was not a fiasco?

Dame Sue Street: I am absolutely certain that this was not a fiasco. This was a project which would have benefited from the sorts of disciplines I have described but which will be a lasting memorial, much-loved by the public, and as of course it continues up to 200 years I think it will come to be considered, as it already is, a landmark in London's parks.

Q34 Mr Khan: My last question is on The Royal Parks generally, do you believe bearing in mind the lack of people who use The Royal Parks, and in light of the lack of income these generate, that we can be satisfied with the way our national assets are looked after?

Dame Sue Street: One of our problems is that we do not know exactly how many people use The Royal Parks. The last solid estimate was around 30 million

in 1994. All the feed-back we get from tourists, from Londoners and those outside, is that the Parks are an absolute national treasure in London. Together with the Chief Executive, the Department and the Parks want to encourage greater usage, and that is the road we should be on.

Q35 Chairman: What do you mean in answer to Mr Khan when you talk about patterns of behaviour?

Dame Sue Street: I was just quoting from The Royal Parks view at the time. RoSPA also said due diligence in the design of the water feature had been exercised, the design had taken into account the very open nature of the site but they noted that in view of the unusual nature of this site it would be necessary to monitor how patterns of behaviour developed and how safety measures stood up to use. That was indeed prescient because what we found was that with the huge numbers of visitors and the way in which children and adults played in and enjoyed the Fountain in those numbers, we obviously had more accidents in the first 16 days than anybody would have wished, although I think none of them was serious.

Chairman: The public were encouraged to use it in that way, were they not?

Dame Sue Street: Absolutely. Certainly part of the feature was that people should enjoy the water. Of course you might say we should have foreseen it but the way it was used, the coach-loads of children who arrived in swimming trunks when there was a lido very near, was not what had been envisaged for a place of contemplation and enjoyment.

Q36 Mr Bacon: Dame Sue, you have referred to basic project management disciplines and the sensitivities around numbers for the Diana Fountain. Would common sense, let alone basic project management disciplines, have not indicated that if you have grass and waterlogged ground, with thousands of people per day standing on it—whether it is 5,000 or 10,000 is immaterial from this point of view—you are going to need something rather stronger than the grass path which was there, in other words what is there now? Would common sense not indicate that? Why did nobody see that?

Dame Sue Street: It was certainly thought the drainage and the quality of the turf was adequate.

Q37 Mr Bacon: But the drainage has been enhanced subsequently, has it not?

Mr Camley: It has.

Q38 Mr Bacon: So the drainage was not adequate to start with?

Dame Sue Street: It proved not to be adequate.

Q39 Mr Bacon: Do you have a lawn at home where you live?

Dame Sue Street: A very small, pocket handkerchief one.

Mr Bacon: If you have 5,000 people a day walking on it and you were spraying it constantly with water—this is waterlogged ground—would you

 Department of Culture, Media and Sport and The Royal Parks

expect your lawn to be in good condition or turn into a quagmire? That is really what I am asking. Our friends from the media are busy licking their pencils and they want to knock this. The Committee went to visit the Fountain the week before last and I have to say having visited it, and I had not visited it before, I thought it was superb, absolutely superb. It is a tribute to the Princess, it is already a land-mark, at 10 o'clock on a weekday morning it was plainly a magnet for people in the Park and I am sure it will continue to be a success for many years to come. What is amazing to me is that even something which is a great success, given the Department's record with Pickett's Lock, Wembley Stadium, the British Library and so on, you have managed to balls up. You manage to balls up even great successes and I am wondering why.

Chairman: Is that parliamentary language, Mr Bacon? Would you like to withdraw that?

Q40 Mr Bacon: I will withdraw that remark without reservation. What staggers me is that it is so obvious that if you are going to have thousands of visitors on waterlogged grass you are going to need to do something, and at no point in this project management discipline cycle you talk about did this seem to occur to anybody and I am wondering why not.

Dame Sue Street: I will back-track to say that I think this Department should be proud of its record on some projects such as the Commonwealth Games, the Golden Jubilee, the Memorial Gardens in Grosvenor Square and many more.

Q41 Mr Bacon: Grosvenor Square looks like a war zone at the moment, but I do not think that is your Department's fault.

Dame Sue Street: Not at the moment. It was successfully completed to time and there are many others. It was always envisaged that the turf would get soggy and need to be replaced. I am absolutely not a turf expert so I might defer to the Chief Executive. It was a collective effort to recognise that this was a wet area, the drainage was put in and my understanding is that it was the freak storm and the extreme number of visitors, which I have already said I regret, which caused that to happen.

Q42 Mr Bacon: Now it is because there is tarmac there. You need a solid foundation to have thousands of people standing on it. I think it is a superb monument and I hope this Committee does reflect that in its report. You did say you had asked the Office of Government Commerce to review this to see how it might have gone better. I wonder whether to welcome that or to be afraid. What have they said they will do and how long is it going to take them to do it?

Dame Sue Street: We have not asked them to do anything. We wanted to learn the lessons so that once the memorial fountain had opened successfully in May that was a good time to look back and confirm that the approach we now take to projects, which is a far more formal project management approach, is something that would have helped us

clarify the early troubles. They do say very clearly, however, that the outcome is good and a tribute to the people who have worked to overcome the initial problems.

Q43 Mr Bacon: Mr Camley, Westminster Council apparently regard the fencing as unsatisfactory although when we visited you commented on the fact that it does make it a separate, enclosed area. Is it the plan now to keep the fencing and do you have the power to ignore what Westminster Council want?

Mr Camley: It is currently under review. I have agreed to go back to Westminster Council by May of next year, once the Memorial has been open for a year. We can monitor the continued use of the area. We probably do need fencing there.

Q44 Mr Bacon: Is not one of the problems that the fencing looks rather temporary?

Mr Camley: I absolutely agree. It was put in as temporary fencing and if we put permanent fencing in next May it will be similar in style to the rest of Hyde Park.

Q45 Mr Bacon: If you put in fencing and make it a permanent, enclosed area it would seem very obvious that you could, if you so chose, have a turnstile or charge people a pound to go in and, with 500,000 visitors, you would soon cover the maintenance costs. Have you given any thought to doing that?

Mr Camley: I have. I think the parks are there to be open to everyone. The people who want to enjoy the memory of the Princess should be free and able to do that. Obviously, it is a matter for policy in the future.

Q46 Mr Bacon: £250,000 is quite a lot out of the £30 million budget you have. It is even more out of the budget just for Hyde Park. You are effectively top-slicing everything else and a little bit less is getting done across all eight parks. Is that right?

Mr Camley: There are three ways we are looking at this. One is looking at how we can standardise regimes across the park, including grass cutting and so on. Secondly, we have reduced some of the work on the ground this year and, thirdly, we are also looking at other ways in which we can increase income. At the Lido which is about 100 yards from the Memorial, takings at the restaurant there in May and June rose by something in the region of 30%, although it fell away a little after the July bombings.

Q47 Mr Bacon: Could you send us a note with a very detailed breakdown of the 250,000 for annual maintenance costs?¹ Can I ask you about losing money on events in the park? When I first read this, I thought how can you lose money on events in the park but I understand that you commit the money that you are expecting to get from events such as the Star Trek exhibition referred to on page 23 and you then do not get it. Have you changed your policy so

¹ Ev 16

 Department of Culture, Media and Sport and The Royal Parks

that you get the money up front or how do you make sure you do not commit money you do not already have?

Mr Camley: There are three things we do. One, we ensure that we check out the viability and the risk associated with anyone we are going to work with. Secondly, we do look to get payment up front. Thirdly, we require event organisers to take out a bond so that if there is damage done to the park we can use that to reinstate the damage that has been done.

Q48 Mr Bacon: Given that these are such important, iconic central locations in London and of such importance in the whole culture of rural parks, do you think your marketing and PR effort is adequate?

Mr Camley: Our charging regime we have benchmarked against other heritage organisations and parks in London and we charge more than other parks for events in London.

Q49 Mr Bacon: I was talking about the parks *per se* rather than just events.

Mr Camley: There is certainly more we could do although Hyde Park and Regents Park could be recognised as parks worldwide. There is more we could do in terms of regular and individual events and what is happening locally.

Q50 Mr Bacon: Can I ask about the £10 million backlog? The Report says that you are doing a review to try and find a more accurate figure. Where are you on that?

Mr Camley: We have conducted the review using the British Standard for workload maintenance, BS3811, and the figure should be £64.5 million.

Q51 Mr Bacon: Dame Sue, do you think that the Department is going to come up with this money between now and any time soon?

Dame Sue Street: Even if we did the parks would not be able to expend it all at once. This is a rolling programme of works. I am very impressed with what they have done which is to prioritise 39 projects which need attention. As with any of our bodies, we cannot suddenly fund a huge dollop of extra money.

Q52 Mr Bacon: Are there discussions going on inside the Department as to whether you should cure this backlog by introducing a PFI or PPP and having an annual unitary payment to some external commercial company to do all this work for you and get it done more quickly?

Dame Sue Street: We are not currently looking at that option.

Mr Bacon: Thank God for that.

Q53 Kitty Ussher: I would like to probe the relationship between the parks management and local communities. Perhaps you could outline what arrangements currently exist to make sure you are working with the local communities.

Mr Camley: There are three things we are involved in. There are groups of friends which support the park, including raising some funding for the park.

There are in particular areas—an example is Bushy—stakeholder involvement where an average of 40 people have been to each of 16 events we have held there, to look at how we might develop that Park. There is help through our education and support programme. We are reaching out to the local community, trying to get them involved and to bring children and adults into the park.

Q54 Kitty Ussher: I am glad you mentioned Bushy Park as an example. What have you learned from that? It is working so well. Why does it not apply to all parks?

Mr Camley: The reason we particularly focused on Bushy is that we have a major project which we hope to launch down there in the new year, where we are looking to invest significant sums in refocusing what happens in the park, looking at some of the major features that there are in the park. I would hope that, if that is successful, we will apply the same model to the other parks.

Q55 Kitty Ussher: Because the parks are national treasures as well as amenities for the local community, there must be a tension between the friends of groups, who I presume represent the local stakeholders, and the national organisations, bodies or coaches of school children from the other side of the country. How do you reconcile those tensions?

Mr Camley: We have to balance a whole series of tensions, including people who want to play sport, people who want to listen to music, people who want to sunbathe, people who want to look at horticulture. Part of what we do is survey users and non-users of the park to understand what people enjoy when they come to the park and to get a sense of why people do not come to the park.

Q56 Kitty Ussher: Am I right that local groups would prefer that there were not coach loads of people from all over the country messing up their park? Is that too crude a characterisation?

Mr Camley: All the local groups and groups of friends that are there are supportive of the work we do and will get involved in organising some events themselves. For example, the Greenwich Group organised a garden opera at Greenwich Park this year and last year.

Q57 Kitty Ussher: How often do you survey users across the spectrum?

Mr Camley: Since the National Audit Office's Report, we have restructured our survey so that we go to half the parks each year and do a more in depth study so that we get a better understanding of what people enjoy in particular parks and what they would like to see more of.

Q58 Kitty Ussher: Are you sampling people who use the park on that day or are you going out more?

Mr Camley: We do both. We survey people who are users and we do telephone surveys to non-users of the park.

 Department of Culture, Media and Sport and The Royal Parks

Q59 Kitty Ussher: Do you have examples of how the research has altered your decisions on what you do?

Mr Camley: What happens with the information once we have it is that the park managers, who produce their annual plans, look at it and build it into their plans so that they are taking account of the views of the people using the park.

Q60 Kitty Ussher: Is that information available to the friends of groups?

Mr Camley: I am happy to make it available. I am not sure we have made it available².

Q61 Mr Davidson: How many people use the parks?

Mr Camley: The most recent, accurate figure we have is 29 million people in 1995.

Q62 Mr Davidson: What was the figure in the last annual report?

Mr Camley: We did not have a figure in the last annual report. At the time the National Audit Office did their Report, the figure in that Report was 60 million. I apologise to the Committee but that figure was wrong. I know it was wrong because nobody knew what the figure was.

Q63 Mr Davidson: In the last annual report but one, the figure of 60 million was in as the number of users. How did that figure appear?

Mr Camley: I have tried to find out in the six months I have been here how that figure was arrived at. There does not seem to be any corporate knowledge as to how it was arrived at.

Q64 Mr Davidson: There does not seem to be any corporate knowledge? What does that mean in English?

Mr Camley: Having questioned people in the parks about how the figure of 60 million was arrived at, no one seems to be able to provide a rational explanation.

Q65 Mr Davidson: Has anybody been able to find an irrational explanation?

Mr Camley: It is not an irrational explanation but people have suggested that it may have been some form of extrapolation. You start with 29 million; you assume it might rise 5% per year and so on.

Q66 Mr Davidson: Do you think this tells us a great deal about the way in which The Royal Parks are being managed?

Mr Camley: It tells us, particularly in terms of that figure, that the approach we were taking was inappropriate and we should not have been putting that figure before Parliament if we could not substantiate it.

Q67 Mr Davidson: That is right. You gave Parliament a figure which was made up about the number of users. That does really tell us something

about the management of the parks in general. Can you tell us how many other figures that you have given Parliament over the years have been made up?

Mr Camley: As far as I am aware, there are no other figures.

Q68 Mr Davidson: Were you aware of this figure having been made up?

Mr Camley: I was as soon as I became Chief Executive.

Q69 Mr Davidson: In terms of assessing now who uses and what opinions are, I have a number of reservations about this. How do you know now who uses the parks and what social backgrounds they are from?

Mr Camley: We conduct surveys. We have employed a professional surveying body.

Q70 Mr Davidson: Can you tell me to what extent the usage of the park reflects the social backgrounds of the surrounding communities?

Mr Camley: There is a big difference between the inner and outer parks. For example, there is a much higher proportion of international visitors.

Q71 Mr Davidson: With respect, that is not the question I am asking. To what extent does the usage of the parks reflect the social background of the surrounding areas? If you do not know, just tell me. That is better than extrapolating a figure.

Mr Camley: I do not know the specific answer.

Q72 Mr Davidson: What steps are you taking to ensure that the social background of the surrounding areas is reflected in the usage of the parks by making sure that you appeal to the poorer sections of society? We have already had this with many things from the Department of Culture: museums, galleries and so on, but clearly the usage does not reflect the background of those who are paying for the resources. What steps are being taken to make sure that you broaden the usage?

Mr Camley: One of the things we do is hold specific cultural events in the parks. This year, we had a Caribbean showcase and Mela in Regents Park and so on. We have also done specific postcard and letter drops and, by doing so, we found that helped to increase the proportion of ethnic minority users of some of our educational facilities.

Q73 Mr Davidson: I was specifically asking about social classes, social backgrounds, rather than ethnic minorities. If I distinguish the parks as venues from parks as parks, it is my impression that the parks do not appeal right across the whole range of social groupings. What are you doing to address that? The report seems to indicate that other parks elsewhere have done much better than yourselves.

Mr Camley: There was as part of the Regents Park sports project a demographic survey and the work was targeted at deprived areas surrounding the park.

² Note by witness: Research collected by The Royal Parks on users and non-users of the parks will be made available on The Royal Parks website: www.royalparks.gov.uk

 Department of Culture, Media and Sport and The Royal Parks

Q74 Mr Davidson: How successful was that?

Mr Camley: It has been successful in that we have helped shape some of our other policies like for school sports days, where we no longer charge.

Q75 Mr Davidson: In paragraph 2.7 it is mentioned that one of the agency's objectives was to encourage greater access. I get the impression from this Report that this is a somewhat new objective perhaps brought about during the period you arrived. The fact that the strategies, in 2.8, are broadly aspirational implies that you are not doing any of them at the moment. Why are they not being followed through in the way that they ought to have been in the past?

Mr Camley: I would not accept that they are not being followed through. If you look at our educational programme, for example, the number of people who have been involved in that has risen from 7,000 in 2002–03 to about 24,000 last year. Also, we have had something in the region of 3,500 volunteer hours in the last year.

Q76 Mr Davidson: From which social groupings are the volunteers drawn?

Mr Camley: From people who wish to volunteer.

Q77 Mr Davidson: That is a do not know. I understand that. To what extent do the volunteers reflect the social backgrounds of the areas in which the parks sit?

Mr Camley: I do not know.

Q78 Mr Davidson: You have no targets about trying to make sure that the volunteers do reflect the social backgrounds in the areas in which the parks are?

Mr Camley: We do not have specific targets.

Q79 Mr Davidson: Have you thought about that in order that volunteers from particular social groups might be able to encourage more usage of the parks by other social groups?

Mr Camley: It is a point that I will take away and look at.

Q80 Mr Davidson: Do you think it is reasonable for me to get the message that you had not thought of this until you came along to this hearing and I raised it with you?

Mr Camley: I do not think that is true.

Q81 Mr Davidson: You had thought about it before?

Mr Camley: About the number of volunteers. One of the things that comes out in the National Audit Office Report is having a database which includes a breakdown of the type of users.

Q82 Mr Davidson: Is it not typical of the Department that you do not seek to appeal to the broad range of social groupings? It is something I accept you inherited from the past but insufficient steps are being taken to make sure that the whole range of taxpayers who fund these services get the usage of them.

Dame Sue Street: The Report makes clear—and this was of course 18 months ago—that we have asked the parks to realign their priorities with ours. Our priorities include children and young people and communities and under-represented groups. I think the parks have done very well in non-user research, in particular events. You may not be particularly interested in minority ethnic groups but we have seen huge changes in participation.

Q83 Mr Davidson: To be fair, I did not say I was not particularly interested; I said that was not the question I was asking. It was a slightly different point.

Dame Sue Street: We have been unable to satisfy you on so many points of information that, where I have some information, we know that children from black and ethnic minority audiences attending summer entertainment programmes rose from 8% in 2003 to 14% in 2005. We know that the Prince's Trust young offenders' programmes have been working in Bushy Park. Every effort is being made and we certainly do not have sufficient data but non-user research is one of the targets which the parks are now pursuing.

Q84 Mr Davidson: Can I ask about accessibility, particularly the significant point in 2.9 where it mentions the reception areas of park offices are only open from Monday to Friday during office hours. It reminds me rather of a German restaurant that used to close for lunch. They were not particularly geared towards the users. Do you regard it as acceptable that you have reception areas which presumably shut when most people want to use a park, when they are not at work?

Mr Camley: I agree. I do not think the organisation has thought about the users and customers of the park and really focused on what they need. I have looked at the London Wetland Centre and the reception areas they have there, to see how they deal with visitors and what lessons we can learn. Secondly, in terms of looking at other parks around the world, people have looked at Central Park to see how they deal with visitors. In terms of Bushy Park, one of the things we are keen to get there is a new visitor centre that looks at what people's needs are and tries to address them.

Q85 Mr Williams: When we finish very shortly I wonder if you would come to meet the chief whips with us to explain your concept of "volunteer". I think you are very lucky—I mean this quite genuinely—and it must be very satisfying to be administering something that is genuinely recognised as a national asset. Not many people have that sort of opportunity. You have set up The Royal Parks Foundation which is an independent charity. It is not that I am against it in principle, but we are about accountability and I assume, C&AG, that like the Royal Collection Trust this will therefore be a fund of money to which you will have no access and there is no accounting. If it gets big it

 Department of Culture, Media and Sport and The Royal Parks

is important to us. Can you tell us a little about its remit and about where it is so far and how it raises funds?

Mr Camley: It was set up because, as a charity, it is able to claim back taxes which we are not able to do. It has been there supporting us. It has raised something in the region of £1 million so far.

Q86 Mr Williams: In how long?

Mr Camley: 18 months.

Q87 Mr Williams: That is very good.

Mr Camley: They are very supportive of the parks. They are learning from the Central Park Conservancy Group, including looking at whether they can get legacy gifts, looking at corporate memberships. They recently had an adopt a duck campaign and they are generally looking at us along with other projects to see how they can help raise sponsorship funding and so on for them.

Q88 Mr Williams: How are they achieving that? £1 million in 18 months is a very good performance. Do they have the right to impose charges or is it all contributions?

Mr Camley: There are three main ways in which they have done that. First, they hold an annual dinner and have an auction as part of that. That is one way of ensuring that, as well as the income that is raised for us, The Royal Parks get a bit more status. Secondly, they have been involved in going to corporate groups, individual groups, other foundations and trusts that make grants. I mentioned the adopt a duck and tree campaigns, where what was done in the agency we have now asked the foundation to take on.

Q89 Mr Williams: Do they have any freedom under their remit to introduce charges?

Mr Camley: They have a membership scheme which has different levels. You get a news letter, binoculars and different things at each level. It is similar to the scheme in Central Park.

Q90 Mr Williams: I assume this is very welcome to the department because it now means you can reduce their grant?

Dame Sue Street: That is not how we see it. It is certainly very welcome. The Foundation funded the preparation and application for a lottery grant which yielded a further £2 million to The Royal Parks. We should put on record our thanks to everybody who works in the Foundation for everything they are doing.

Q91 Mr Williams: That £2 million would not go into the Foundation? I guess they are involved in negotiating it. It has gone directly into the management?

Mr Camley: Absolutely correct.

Dame Sue Street: All of this we take in the same way as we look at museums and galleries, where we give them their grant and we are pleased that, on top of that, they are earning about 40% of their revenue

themselves. We are looking to The Royal Parks, who are currently at about 28%, to increase the revenue and the Foundation is invaluable in that.

Q92 Mr Williams: Do you have internal targets for them?

Mr Camley: We do not set specific targets for them because they are not a government body or a public body as such. They are a charitable body.

Q93 Mr Williams: Can I ask the C&AG: is this a development that caused you any concern in terms of the accountability of the agency? Is it something you feel you are quite happy with? You are always cautious about ceding powers to the private sector.

Sir John Bourn: I am concerned about it in the sense that it is a way of creating money by a body which has a separate legal status. I am not the external auditor of it and I do not have access to its books and records, although I do see, like anybody else, the accounts and the money that comes from it. I do regret it as part of my general approach to the idea that public money should either be audited by me or I should have access to all the books and records of the body producing it. In that sense, I do have a regret as I do across a range of remaining activities of that kind.

Q94 Mr Williams: Like the Royal Collection Trust, which flatly refuses to allow you access. I have written to them and they have said that when every other charity has access you can have access to them. They have a very significant income. Is there any marker we could put down with the Minister on this?

Sir John Bourn: This would be a matter for the Committee to consider in its Report and if the Committee did this I could discuss the issue with the Accounting Officer.

Q95 Mr Williams: 250,000 a year upkeep cost seems quite high for something that is a static exhibit and it works out at £700 a day. That is a lot of money.

Mr Camley: Almost half of that is made up with the supervision and staffing costs.

Q96 Mr Williams: Upkeep includes not just the maintenance?

Mr Camley: No.

Dame Sue Street: 120,000 is for staff supervision and the remainder is the specialised maintenance.

Mr Camley: That includes everything from the ground maintenance to electricity to keep the thing running.

Q97 Mr Williams: How did it come to be double what you originally envisaged?

Mr Camley: It was the issue round the supervision where we did not initially anticipate the numbers that would be using it, the way that people would be using it and therefore there was a need to make sure we put some proper control on it.

Mr Williams: I get the clear impression that the designers have never taken their young families to Waterworld or anything like that, to anticipate the

 Department of Culture, Media and Sport and The Royal Parks

imagination with which children can utilise such a tempting asset. That is a shortcoming for their families.

Q98 Mr Bacon: Page 19 of the Report talks about the Green Flag award scheme run by the Civic Trust. It is an independent award scheme that aspires to give voice to public expectations about what parks can and should offer. The fact that it is independent seems to be a rather good thing and it only costs your agency £3,400 to apply for the award for all the parks. Have you done so?

Mr Camley: We have a programme in place. Two parks received Green Flags this year. They were Greenwich and Regent's Park. Parks have to apply each year. A further three parks, Bushy, Hyde Park and Kensington Gardens, will apply next year and it will be all parks in 2007.

Q99 Mr Bacon: Is part of it that you want to be sure that parks are in a good enough condition to get one when they apply?

Mr Camley: Part of it is making sure that all the paperwork that underpins it, the management plans and regimes, are properly in place.

Q100 Mr Bacon: Royal Parks Police, paragraph 1.7. It talks about the merger of The Royal Parks Constabulary with the Metropolitan Police. Dame Sue, what drove that? Cost?

Dame Sue Street: No. It was primarily driven by the public order and public safety needs, looking across London. It seemed extremely desirable that the Metropolitan Police should take care of the public in the parks.

Q101 Mr Bacon: When you say "looking across London", that is interesting because where I live, representing a very rural area, we are often disadvantaged if there is an incident in the major city, Norwich, because the police are drawn away from the rural area to deal with what tends to be a greater crime area, namely the urban area. I would have thought that the advantage of having a separate constabulary was precisely that those people were dedicated. They do not get drawn away to deal with crime in Oxford Street, for example. When you say "looking across the whole of London", are you saying that those police should be available all across London and for London's needs as a whole rather than just for parks, because that is what it sounded like.

Dame Sue Street: This was the operational advice from the Met. What drove this was a concern to ensure that the safety of the public in the parks was as expertly enforced and had the same access to the resources of the Metropolitan Police.

Q102 Mr Bacon: Apart from the unfortunate incidents of slippage and limb breakage by the Diana Fountain, what evidence was there that The Royal Parks Constabulary were unable to look after the public in the park?

Dame Sue Street: I do not for a moment cast aspersions on their ability.

Q103 Mr Bacon: I was not asking whether you were casting aspersions. I was asking what evidence there was that they were unable to do the job, because you just said the advice from the Metropolitan Police was it would be better if it was done by them.

Dame Sue Street: I thought that what was important was to understand what would be best overall for the safety of the public, so we opened a discussion not on the basis of evidence—

Q104 Mr Bacon: It was not an evidence based discussion?

Dame Sue Street: It was in the spirit of inquiry.

Q105 Mr Bacon: A spiritual discussion?

Dame Sue Street: Certainly not. This is quite an important matter.

Q106 Mr Bacon: I know it is and I speak with feeling because I used to work in The Royal Parks. It was my first job after university. I did not bother to declare it because it only lasted three weeks but I was an assistant gardener in The Royal Parks. I went round the world instead, but it was a very nice three weeks and there was a separate Royal Parks Constabulary. Many of the gardeners were not contracted out and it seemed to work perfectly okay. You have just said that the Metropolitan Police gave you advice that they should merge. I take it you did not take advice from The Royal Parks Constabulary as to whether they should merge, or did you?

Dame Sue Street: This has been agreed by all. I remember the bombs, as we all do, in The Royal Parks in 1982. These are obviously extremely important risks in this climate. What everybody wanted was to make sure that we are able to keep people in parks absolutely safe and that the accountability regimes the Metropolitan Police have in place apply to all.

Q107 Mr Bacon: I just heard the Chairman, who runs through the park often in the mornings and swims in the Serpentine with some other Members of Parliament each morning, say *soto voce* that there are no police in the parks at all. Certainly when I was in the parks you did see the police. What assurance can you give us that this is not going to lead to a further diminution in the amount of policing that goes on protecting the public in parks?

Dame Sue Street: I am extremely grateful to my colleague who has advised me that the police exceeded their targets for high visibility policing by 140% in 2004–05.

Q108 Mr Bacon: Could you send us a note about what the targets were?

Dame Sue Street: I will send you all the information I have³.

³ Details of targets are published within the Metropolitan Police, *Royal Parks Operational Command Unit Policing Plan*, and are available on the Metropolitan Police's website: www.met.police.uk

 Department of Culture, Media and Sport and The Royal Parks

Q109 Mr Bacon: When I worked there, on a Monday morning, the park was absolutely disgusting because it was covered in litter. My first job was to pick the litter up. I have not been in the park early on a Monday morning for some years. Is it still the case that at seven o'clock on a Monday morning the park is disgusting, or on a Sunday night?

Mr Camley: On a Monday morning I come through Hyde Park and it is in very good condition.

Q110 Mr Bacon: Is that because you now clean it up the night before?

Mr Camley: There are regimes for clearing up, yes.

Q111 Mr Bacon: I always used to think there should be swingeing fines for people who drop litter to encourage people not to, but is there a problem with security and terrorism that we simply cannot have enough bins?

Mr Camley: We could probably look at where we could have more bins, although we try to keep them away from the main areas of grassland and so on because they break up the view of the park.

Q112 Mr Davidson: You have only been appointed in the last six months or so?

Mr Camley: That is correct.

Q113 Mr Davidson: You were not the deputy before?

Mr Camley: No.

Q114 Mr Davidson: You are not guilty of anything that has previously happened. Is that fair?

Mr Camley: I was not there previously.

Q115 Mr Davidson: Am I right in thinking that there are a number of steps that have now been instituted which should result in the parks being woken up a bit and that the programmes that are being introduced are likely to result in the usage being much more socially inclusive?

Mr Camley: I hope so. My aim is for the parks generally to be more focused but that is about learning from others and bringing in other users.

Q116 Mr Davidson: If you produce a report for us indicating usage and how it has improved, say, for 12 months from now in terms of age, race and social class, all of that would be positive, you think?

Mr Camley: Yes.

Q117 Mr Davidson: Could I therefore ask that such a report is produced and that the figures are not made up.

Mr Camley: Of course⁴.

Q118 Chairman: Most people who currently use this park presumably want to go there for peace and tranquillity. I read in paragraph 2.7 that you are targeting with a view to attracting "disaffected young people". What planned activities have you for them?

Mr Camley: Sue mentioned the work we did with the Prince's Trust at Bushy Park, where people who had few job prospects were invited for a week of working in the park so that they could gain some experience.

Q119 Chairman: Like our friend, Mr Bacon? A disaffected youth?

Mr Camley: He has gone on to greater and better things since.

Q120 Chairman: He was more useful when he was working in the park.

Mr Camley: That is one of the ways in which we have tried to work with local communities, so that we can help people who are more deprived.

Q121 Chairman: How many were injured in the fountain in the first few weeks?

Dame Sue Street: There were 15 injuries in the first 16 days. Since the remedial works have been completed, since last May, with over 600,000 visitors there have been four accidents.

Chairman: Thank you very much for appearing before us. On behalf of all of us who use the park, may I thank you and your staff for the excellent job they do? If this was a near fiasco, I am sure no blame attaches to you or your staff. I suspect they were not adequately consulted. Thank you very much.nb

⁴ Note by witness: A report on the usage of the Parks will be published in 12 months time.

Memorandum updating the Comptroller and Auditor General's Report, *The Royal Parks: An Executive Agency* (HC 485 Session 2003–04: 2 April 2004)

1. The C&AG's Report *The Royal Parks: An Executive Agency* was published in April 2004 and included key data relating to the year 2002–03. The purpose of this note is to update key figures in the Report by providing data for the years 2003–04 and 2004–05.

2. In 2002–03 the Agency's grant from the Department for Culture, Media and Sport was £25.6 million and its self-generated income amounted to £6.1 million making a total income that year of £31.7 million, as shown below with corresponding information for 2003–04 and 2004–05.

The Royal Parks: Funding from Department for Culture, Media and Sport from 2002–03 to 2004–05

<i>Year</i>	<i>Departmental funding</i>	<i>Self-generated income</i>	<i>Total income*</i>
2002–03	£25.6 million	£6.1 million	£31.7 million
2003–04	£25.4 million	£5.7 million	£31.1 million
2004–05	£26.7 million	£6.9 million	£33.6 million

* Total income excludes lottery and other grants, and notional income.

Source: The Royal Parks Annual Report and Accounts 2004–05.

3. The main sources of self-generated income for the Agency (*Figure 11 and paragraph 4.2 on page 21*) for 2002–03 and updated for 2003–04 and 2004–05 are also shown in the table below.

Self-generated income achieved by the Agency from 2002–03 to 2004–05

<i>Income from:</i>	<i>2002–03</i>	<i>2003–04</i>	<i>2004–05</i>
Concessions	£2,111,000	£2,156,000	£2,563,000
Fees from events	£1,610,000	£1,482,000	£1,686,000
Licences and rents	£1,164,000	£1,015,000	£1,409,000
Fundraising			£9,000
Other fees and permits	£379,000	£393,000	£380,000
Royal Parks Constabulary	£180,000	£14,000	£5,000
Services	£136,000	£80,000	£91,000
Other	£562,000	£540,000	£713,000
Total Income	£6,142,000	£5,680,000	£6,856,000

Source: National Audit Office.

4. In 2002–03, The Royal Parks employed some 87 staff, together with 151 officers and civilian staff at The Royal Parks Constabulary (*paragraph 3 on page 1, paragraph 1.7 on page 8*) as shown in the following table with comparative numbers for 2003–04 and 2004–05. During 2004–05, a total of 103 Royal Parks Constabulary officers and civilians transferred to the Metropolitan Police Service, which has been co-policing The Royal Parks since 1 April 2004.

The monthly average number of staff (full time equivalents) employed by The Royal Parks from 2002–03 to 2004–05

<i>Year</i>	<i>The Royal Parks Staff</i>	<i>Royal Parks Constabulary officers and civilian staff</i>
2002–03	87	151
2003–04	97	140
2004–05	97	63

Source: The Royal Parks Annual Report and Accounts 2004–05.

5. Updated results of visitor satisfaction surveys for 2003–04 and 2004–05, relating to the overall quality and cleanliness of the Parks, are compared to figures for 2002–03 (*Figures 8 and 9 on page 18*) in the final table below.

The overall quality of the Parks (average score in visitor satisfaction survey) 2002–03 to 2004–05

<i>Year</i>	<i>Overall Target</i>	<i>Overall Outturn</i>	<i>Range across the Parks</i>
2002–03	89%: <i>Each Park to score at least 85%</i>	86%	Actual scores ranged from 80% to 89%
2003–04		86%	Actual scores ranged from 81% to 92%
2004–05	<i>Each Park to score at least 85%</i>	94%	Actual scores ranged from 93% to 95%

Source: The Royal Parks Annual Report and Accounts 2004–05.

Cleanliness in the Parks (average score in visitor satisfaction survey) 2002–03 to 2004–05

<i>Year</i>	<i>Overall Target</i>	<i>Overall Outturn</i>	<i>Range across the Parks</i>
2002–03	89%: <i>Each Park to score at least 85%</i>	88%	Actual scores ranged from 81% to 91%
2003–04	<i>Each Park to score at</i>	90%	Actual scores ranged from 84% to 97%
2004–05	<i>least 85%</i>	86%	Actual scores ranged from 81% to 94%

Source: The Royal Parks Annual Report and Accounts 2004–05.

6. The Report states (*paragraph 3.8 on page 1*), in reference to The Royal Park’s backlog of building maintenance, that “The Agency has previously estimated the backlog to be some £110 million, but in light of condition surveys is reassessing the extent of the backlog and the level of investment required”. Based on condition surveys completed by Carillion Services Limited (at a cost of £215,000) the Agency assessed that as at October 2004 its Accumulated Works Maintenance Liability⁵ stood at £64.5 million.

Memorandum submitted by the National Audit Office

DIANA, PRINCESS OF WALES MEMORIAL FOUNTAIN

INTRODUCTION

1. In March 2005, the then Chairman of the Committee of Public Accounts expressed an interest in progress on the Diana, Princess of Wales Memorial Fountain in Hyde Park and the costs to public funds of the upkeep, repair and maintenance of the memorial.

2. This paper describes the key events and decisions leading to the opening of the fountain on 6 July 2004. Following a series of problems, the fountain closed in January 2005 for a period of enhancement work and re-opened on 6 May 2005. Against this background, the paper summarises the costs of the construction, enhancement work and on-going maintenance of the fountain.

THE FOUNTAIN

The oval fountain comprises 550 Cornish granite sections and is set in a landscaped area about the size of a football pitch, which slopes towards the Serpentine. Water is pumped from storage tanks beside the Serpentine to the fountain and flows around the granite stone structure in different directions and at different speeds.

The main enhancement work, recently undertaken at the memorial, included:

- replacing the original turf worn away by the high number of visitors with a higher quality product;
- extending the existing pathway around the fountain to reduce the effects of large numbers of people on the turf and to improve access for visitors with impaired mobility;
- an enhanced drainage system to prevent the area becoming waterlogged in wet weather; and
- an improved leaf chamber for filtering out leaves.

3. The Department for Culture Media and Sport was the Senior Responsible Owner for the project up to its completion and accountable for the fountain’s success. The Department has provided £3.5 million of funding towards the project to date. The Royal Parks (an Executive Agency of the Department) was designated Project Sponsor and Director, and Citex Project Services the contracted project managers. The Royal Parks was the Senior Responsible Owner for the subsequent remedial works. The project had a number of other key stakeholders as shown in Figure 1 below.

Figure 1: Key Stakeholders

<i>Stakeholder</i>	<i>Role and responsibility</i>
Department for Culture, Media and Sport	Senior Responsible Owner of the project up to completion
The Royal Parks (Executive Agency of Department for Culture, Media and Sport)	Project Sponsor and Director with the on-going responsibility for maintenance of memorial. Senior Responsible Owner for remedial works
Diana, Princess of Wales, Memorial Committee	Committee set up as adviser to Government on memorials to Diana, Princess of Wales

⁵ The term—Accumulated Works Maintenance Liability—is a summary of the accumulation of expenditure required to maintain the hard fabric of The Royal Parks and replaces the use of the term backlog by The Royal Parks.

<i>Stakeholder</i>	<i>Role and responsibility</i>
Memorial Fountain Committee	Special committee set up to advise Diana, Princess of Wales Memorial Committee on location and design of the fountain and to oversee the construction process. Having been unable to make a majority recommendation on the choice of the design team, the Committee did not meet again to oversee the construction of the fountain.
Citex Project Services	Contracted Project Manager
Gustafson Porter	Design Team
Ove Arup	Engineers
Geoffrey Osborne Ltd	Main construction and enhancement works contractor
Whitehorse Contractors	Turf and drainage contractor (enhancement works only)

TIMETABLE OF EVENTS

4. At the end of 1997, the Chancellor of the Exchequer established a committee to advise the Government on memorials to commemorate the life of Diana, Princess of Wales, following her death earlier that year. The Committee recommended a number of commemoration projects. In July 2000, the Department for Culture, Media and Sport announced it would provide funds to construct a memorial fountain in The Royal Parks. A further committee was set up in December 2000 to advise on the location and design of the fountain and to oversee its construction and in July 2002 Gustafson Porter was selected as the winning designer. The Queen opened the fountain on time in July 2004. It closed at the beginning of this year for enhancement work and re-opened—as planned—in May.

5. Figure 2 below sets out in detail, the key events and decisions that led to the opening of the fountain.

Figure 2: Key Events

August 1997	Death of Diana, Princess of Wales
December 1997	Diana, Princess of Wales, Memorial Committee established by the Chancellor of the Exchequer to advise Government on how best to commemorate the life of the Princess, based on proposals from members of the public. Membership of the committee is at Appendix 1. The Committee complements the work of the Diana, Princess of Wales Memorial Fund, an independent charity.
November 1998	The Memorial Committee announces its final recommendations for commemoration projects after a number of meetings: <ul style="list-style-type: none"> — community nursing teams for sick children; — awards for school children for service to their communities; and — a commemorative £5 coin with sales from the coin going towards the costs of the memorials. — a number of memorial projects in The Royal Parks including a walk through Kensington Gardens, Hyde Park, Green Park and St James's Park; and a substantially new children's playground, close to Kensington Palace. A proposal to create a memorial garden with a fountain in Kensington Gardens is shelved following earlier consultation with local residents and other stakeholders.
September 1999	The Prime Minister and the Chancellor of the Exchequer announce the creation of a permanent memorial to the press. The Chancellor's statement to the press suggests this will be a fountain.
July 2000	The Secretary of State for Culture, Media and Sport announces in the Commons that the Department is providing funds to construct a memorial fountain within The Royal Parks. The Department and The Royal Parks meet to discuss implementation of the project. They agree there should be a competition to select a design team to work with The Royal Parks on developing the memorial, rather than to select a single design.
February 2001	An HM Treasury Press Release announces a special committee has been set up, and includes landscape designers, architects and art experts. The Fountain Committee, chaired by Rosa Monckton, a close friend of the Princess of Wales, is to advise the Memorial Committee on the location and design of a fountain and oversee its construction. The Memorial Committee considers a fountain an appropriate additional memorial to those projects already established.

June 2001	The Fountain Committee announces that the fountain will be located in Hyde Park, next to the Serpentine. The site has the approval of the Department for Culture, Media and Sport. The Committee had considered a number of sites proposed by The Royal Parks.
September 2001	A competition to appoint a design team is launched which receives 58 expressions of interest.
12 December 2001	The Fountain Committee invites 11 design teams to tender for the project.
July 2002	The Fountain Committee refers two final bidders to the Secretary of State for Culture, Media and Sport who announces Gustafson Porter as the winning team as the Committee is unable to reach consensus on a winner.
27 February 2003	Final design for an oval granite fountain set in a landscaped area receives planning permission from Westminster City Council.
30 June 2003	Work on the fountain site begins. Many contractors including mechanical and civil engineers, construction companies, landscapers and stonemasons work on the project.
6 July 2004	The Queen officially opens the memorial fountain and in the following days, up to 5,000 people an hour visit the memorial.
22 July 2004	After a number of incidents, including flooding and slippages in and around the fountain, The Royal Parks close the memorial. Due to the fountain's popularity, The Royal Parks decide to fence off the area and employ staff to supervise it and control numbers. Visitors are requested not to walk or run in the water.
20 August 2004	The Royal Parks re-opens the fountain under this new regime.
December 2004	The Royal Parks announce the fountain will close on 10 January 2005 until May 2005 for a period of enhancement works. The necessary works included: replacement of turf worn away by the high number of visitors; extension of the existing pathway to facilitate visitor access and to reduce the pressure on the grass; an improved leaf chamber to filter out leaves and an enhanced drainage system to prevent the area becoming waterlogged in wet weather.
6 May 2005	The Royal Parks re-open the fountain.

COSTS OF FOUNTAIN

6. The Department for Culture, Media and Sport set a budget of £3 million for the project and to date has provided funding of £3.5 million (excluding £212,800 towards the costs of the Opening Ceremony). The Department and The Royal Parks estimate the final costs for the project, including the recent enhancements, will be some £5 million and running costs will be at least £250,000 a year. Figure 3 summarises these costs against the original budget.

Figure 3: Costs, to Date, of Diana, Princess of Wales, Memorial Fountain

<i>Budget*</i>	£3,000,000
<i>Costs</i>	
Initial design and construction costs—Project management, procurement, inspection/enabling works, construction, professional fees, VAT. Estimate, could be reduced by up to £39,000, subject to agreement of contractor's final invoice and confirmation of VAT treatment.	£4,247,700
Opening Ceremony (July 2004)	£318,700
Post-opening improvements (August 2004)—Costs of stone surface enhancements not included as yet to be agreed.	£8,735
Enhancement works (January to May 2005)	£700,000
Total	£5,275,135
Actual running costs to December 2004	£202,000
Estimated annual running costs in future	£250,000

* Of the £3 million budget, the Memorial Fountain Committee and The Royal Parks anticipated £1 million forming an endowment for future repair and maintenance. However, the budget was allocated specifically for the design and construction of the memorial and ultimately the £1 million was re-allocated to the capital budget.

APPENDIX 1

DIANA, PRINCESS OF WALES MEMORIAL COMMITTEE

MEMBERS

1. Gordon Brown, Chancellor of Exchequer (Chair);
2. Lord Chamberlain Lord Camoys, representing Royal Household (later replaced by Lord Luce, the Lord Chamberlain to the Royal Household);
3. Lady Sarah McCorquodale, the Princess's sister and representing the Earl Spencer (who also attended when he was in Great Britain) and the Princess's family;
4. Lord Attenborough, film producer;
5. Paul Burrell, the Princess's butler;
6. Baroness Chalker, the former Minister for Overseas Development;
7. Diane Louise Jordan, TV presenter;
8. Anthony Julius, solicitor;
9. The Hon Rosa Monckton, the Princess's friend; and
10. Jane Tewson, charity representative.

THE MEMORIAL FOUNTAIN COMMITTEE (SUB-COMMITTEE SET UP BY THE MEMORIAL COMMITTEE TO ADVISE ON FOUNTAIN)

MEMBERS

1. Hon Rosa Monckton (Chair) and member of Diana, Princess of Wales Memorial Committee;
2. Richard Cork, Chief Art Critic, Times;
3. Edward Jones, Architect in private practice;
4. James Lingwood, Co-director Artangel Trust;
5. Sandra Percival, Director, Public Art Development Trust;
6. William Weston, then Chief Executive, The Royal Parks Agency;
7. Kim Wilkie, Principal, Kim Wilkie Associates, landscape design expert;
8. Dr Giles Worlsey, Architecture correspondent, Daily Telegraph; and
9. David Sylvester, a former chairman of the Arts Council (died in July 2002 before final decision on fountain reached. Not replaced on the committee).

Supplementary memorandum submitted by The Royal Parks

Question 48 (Mr Richard Bacon): Estimated annual running costs of the Diana, Princess of Wales Memorial Fountain

Annual costs

Fountain Mechanics Specialist Maintenance	£11,900
Grounds Maintenance	£37,500
Horticultural purchases	£10,000
Supervision staffing	£120,000
Electricity	£34,200
Water abstraction licence	£1,200
Website maintenance	£400
	£215,200
Deduct—Previous notional cost of parkland maintenance	£1,200
	Total Annual Costs £214,000

Non-Annual costs

Periodic replacement of fountain mechanics equipment—pumps, fittings etc (annualised replacement cost)	£7,000
Re-coat path surfaces with resin every 3 years (Annualised cost)	£2,500
	Total Non-Annual Costs £9,500

Contingency

Many of the above costs are estimates, and we have not yet completed one “normal” year of operation—Allow approx 5% contingency to allow for resultant uncertainty.

£11,175

Total Estimated 2005–06 running costs including replacement cost provision and contingency

£234,675

November 2005