



Registered Charity 1165231 (England and Wales)

Friends of Crystal Palace Dinosaurs

Trustees' Annual Report and Statement of Financial Activity

1 April 2020 – 31 March 2021

January 2022

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1 Approval of the Board of Trustees

The Trustees declare that they have approved the following Annual Report and Statement of Financial Activity.

Signed on behalf of the Trustees

A handwritten signature in black ink, reading 'Ellinor Michel' in a cursive script.

Name: Dr A. Ellinor Michel

Date: 31 January 2022

Role: Chair, Friends of Crystal Palace Dinosaurs

2 Executive Summary

The Crystal Palace Dinosaurs are a collection of 30 life-sized sculptures of dinosaurs, marine reptiles, mammals and other extinct animals, created by Benjamin Waterhouse Hawkins (1807–1894) in 1854. These sculptures are the first attempt in history to portray dinosaurs as full-scale, three-dimensional, living creatures and are located outdoors in Crystal Palace Park in southeast London. The sculptures are situated across a large set of islands with real and constructed geologic features, encouraging an understanding of changes through geologic Deep Time and also demonstrate the sources of Britain's industrial wealth in the 19th century. Although the reconstructions are often different from what we think of as 'correct' today, their very difference is a visible explanation on how science is an improving knowledge system based on new evidence and better interpretation. As the birthplace of 'Dinomania', they are a key monument in the history of science, and a much-loved London landmark. The statues are Grade I listed on Historic England's National Heritage List. In February 2020, Historic England added the Crystal Palace Dinosaurs to the Heritage at Risk register, which is designed to identify sites that are most at risk of being lost as a result of neglect, decay or inappropriate development.

Friends of Crystal Palace Dinosaurs is a charity registered with the Charity Commission for England and Wales (no. 1165231) whose purpose is to promote the long-term conservation of these statues and the larger geological site. We don't own the sculptures, and we don't control access to the site. Instead, we keep a close watch. We work with the custodians of the park, Bromley Council, other charities, and key national organisations such as Historic England to ensure the Dinosaurs get the care and attention they need. Our aim is to ensure the Dinosaurs survive our generation intact, so they can be enjoyed for future generations.

We also care deeply about public engagement. Everyone loves the Dinosaurs, and the site is as alive to visitors today as when the park opened in 1854 as the first major experiential public outreach on science, 'the first page in the book of popularising palaeontology'. Friends of Crystal Palace Dinosaurs keep that spirit alive and develop engagement programmes, give public lectures, encourage visitors to do more than take a few quick photographs, and help children think about the importance of science in their daily lives. We particularly aim to provide resources that will encourage others to draw their own meaning from the site.

A key part of engagement relates to history and heritage. The Victorian story of these statues is one that fascinates all who encounter it. Yet there is much that still remains a mystery to historians. Friends of Crystal Palace Dinosaurs are working to unravel some of that narrative. More importantly, the Victorians weren't the only people to encounter the Dinosaurs. What about the rest of us? No walk through the site seems to go by without hearing stories and memories from visitors. Whether it's families on a picnic, or dog walkers, or couples relaxing, or grandparents sharing a story from their youth, visits to the Dinosaurs form part of life for thousands of people every year. Friends of Crystal Palace Dinosaurs work to capture some of those encounters so we can preserve them for the future.

The period from April 2020 to March 2021 was challenging on a global scale. The usual activities of Friends of Crystal Palace Dinosaurs were constrained throughout the reporting period due to the outbreak of COVID-19 and the associated restrictions on social interactions. Public outreach projects were forced to be significantly curtailed or held remotely where possible.

Despite the reduction of much of our usual activity, there were many significant and some unexpected developments for Friends of Crystal Palace Dinosaurs.

After years of planning and fundraising, our innovative swing bridge was installed, allowing access onto the islands for vital conservation work, enhancement projects and outreach tours. This represents the culmination of a three-year project which would not have been possible without significant support from donors and local businesses, and funding from the Mayor of London. Special thanks are owed to Tonkin Liu (architects), Arup (structural design) and Cake Industries (fabrication) for their support and creativity throughout the project.

On a sadder note, the iconic *Megalosaurus* statue was significantly damaged in a suspected act of vandalism that compounded lack of maintenance and material deterioration. The public response to this was overwhelming and vital funds were quickly raised to restore 'Meg' to her former glory. Generous donations from the public allowed Friends of Crystal Palace Dinosaurs to provide additional funding to a £19,870 Cultural Recovery Fund award administered by Historic England, granted to Bromley Council, for a prosthetic 3D-printed *Megalosaurus* snout, delivered by conservators Taylor Pearce Ltd.

In collaboration with University College (UCL) and Historic Environments Scotland, we launched the 'Dinosaur Monitor' project, documenting changes to the sculptures and surrounds across the decades, through crowdsourced photographs submitted by the public. This is providing vital conservation information as well as being an emotionally engaging, personal citizen science project that reaches across generations.

We began a major collaborative project with palaeontologist and palaeoartist Dr Mark Witton to write the first new book on the Crystal Palace Dinosaurs in 25 years. Intensive historical research and new onsite observations for the book changed many aspects of our understanding of the history and conservation of the site. The book will be a richly illustrated, detailed hardback. Published as a fully-charitable fundraiser for Friends of Crystal Palace Dinosaurs' work, its initial impetus was the collapse of the *Megalosaurus* jaw.

Friends of Crystal Palace Dinosaurs are, as ever, grateful for the incredible support given to us by the public, local businesses and our stakeholders, especially during such difficult times.

3 Reference and Administration Details

3.1 Charity Name & Registration

Friends of Crystal Palace Dinosaurs (FCPD)

Registration number: 1165231

Friends of Crystal Palace Dinosaurs is a Charitable Incorporated Organisation, registered with the Charity Commission on 19 January 2016.

The charity is recognised by HM Revenue & Customs for Gift Aid.

3.2 Mission Statement

Friends of Crystal Palace Dinosaurs aims to:

- 1) Conserve the Dinosaurs and their surroundings for future generations.
- 2) Promote public knowledge and enjoyment of the Dinosaurs.
- 3) Research the history of the Dinosaurs, and share it with the public.
- 4) Work with local, national and international stakeholders to achieve the above aims.
- 5) Raise funds to achieve the above aims.

Where 'Dinosaurs' denotes the sculptures, Geological Illustrations and surroundings.

3.3 Charity Contact Details

Address 88b Thicket Road, London, SE20 8DR

Email info@cpdinosaurs.org

Facebook facebook.com/cpdinosaurs

Instagram [@cpdinosaurs](https://www.instagram.com/cpdinosaurs)

Twitter [@cpdinosaurs](https://twitter.com/cpdinosaurs)

Website cpdinosaurs.org

3.4 Organisational Structure

3.4.1 Trustees

Name	Role	Updates during reporting period
Francesca Canty		Appointed July 2020
Dr Jennifer Crees		
Prof. Adrian Lister		Reappointed August 2020
Dr Alice Ellinor Michel	Chair	Reappointed July 2020
Sarah Slaughter		Reappointed January 2021
Alison K Smith		
Dr Jeremy Young	Treasurer	Reappointed August 2020

All trustees are appointed/reappointed for a three-year term, with the exception of an initial four-year appointment of the Chair.

3.4.2 Management Board

The Management Board is intended to represent professional skills and knowledge from a diverse variety of backgrounds which fully support the charitable objects (4.2), including but not limited to: communications, conservation, corporate governance, creative arts, fundraising, history of science, horticulture, museum education, outreach, palaeontology and geology, policy, public sector administration, social media, and web development.

The Management Board meets a minimum of six times a year to coordinate projects and determine strategies for raising funds and awareness in line with the charitable objects.

It was agreed by the Management Board in November 2020 that it was appropriate to increase the frequency of board meetings to approximately once per month where possible, with members rotating responsibility for the roles of facilitator and secretary.

All trustees listed in 3.4.1 are members of the Management Board. The co-opted members of the Management Board are:

- Erica Brackenbury
- Anthony Lewis
- Charlotte Wightwick

3.4.3 Project Partners

Our trustees and management board are supported by additional advisory subject matter experts and professionals, many who help with practical tasks such as fundraising, arts engagement, administrative management, historic conservation, interpretation, design, landscape management, film making and project delivery. When advisors have committed to longer-term involvement with Friends of Crystal Palace Dinosaurs, but do not regularly attend board meetings, we refer to them as 'Project Partners'. They may lead on a project related to their skills, supported by the Board. A list of current and previous project partners is available on our website¹.

3.4.4 Members of Staff

Friends of Crystal Palace Dinosaurs does not employ any permanent members of staff, and activity is almost wholly undertaken by volunteers.

3.4.5 Contractors

Contractors may be engaged for specific projects where a longer-term commitment, level of technical skill or knowledge is required which cannot be performed by volunteers.

3.5 Key Stakeholders

Due to the publicly-owned status of Crystal Palace Park, and the heritage assets within, the Friends of Crystal Palace Dinosaurs work closely with multiple stakeholders.

3.5.1 Bromley Council

The legal custodians of Crystal Palace Park and the Crystal Palace Dinosaurs.

3.5.2 Crystal Palace Park Trust

The 'custodians in waiting', formed as part of the Crystal Palace Regeneration Plan².

It is intended that they will become primary custodians of the park in the coming years. Bromley Council are currently working to transfer responsibility in a phased approach, beginning with management, maintenance, and events³. As the future custodians of the Park, they have begun to take on organisation of some events, and will become increasingly important to the future of the Dinosaurs.

The Trust was incorporated as a Private Company Limited by Guarantee (company number: 11360503) in 2018 and received charitable status in 2021 (charity number: 1193331).

¹ <https://cpdinosaurs.org/about/project-partners>

² <https://crystalpalaceparkregenerationplan.com/regeneration-plan/>

³ https://www.bromley.gov.uk/info/200150/crystal_palace_park/1158/regeneration_of_the_park

3.5.3 Historic England

An executive non-departmental public body providing support and guidance regarding the protection of heritage assets. The Crystal Palace Dinosaurs have been listed as Grade I on Historic England's National Register of Heritage Monuments, and were placed on the 'Heritage At Risk' register in February 2020, making them the highest priority for conservation.

3.5.4 idverde UK

Responsible for the management of the parks, green spaces and countryside service throughout the London Borough of Bromley. idverde control access to the geological islands, a responsibility delegated by Bromley Council.

3.6 Informal Partnerships

3.6.1 Community Organisations

We have strong connections in Crystal Palace and Penge and often collaborate with local community organisations including:

- Crystal Palace Community Association (CPCA)
- Crystal Palace Foundation
- Crystal Palace Fun Runners
- Crystal Palace Museum
- Crystal Palace Overground Festival
- Crystal Palace Transition Town
- Friends of Crystal Palace Park (FoCPP)
- Friends of Crystal Palace Subway (FCPS)
- Invisible Palace
- Penge Heritage Trail
- Penge Tourist Board (PTB)
- Speaking Stones/Critical Moment Theatre Company

3.6.2 Museums, Education and Heritage

Our links with museums, education, and heritage outreach projects include:

- Capel Manor College
- City & Guilds Conservation Programme
- Emerald Ant Street Theatre & Education Company
- Lost Valley of London historic films

- Lyme Regis Fossil Festival
- The Natural History Museum, London
- University College London (UCL)
- Kings College London (KCL)

3.7 Grantmaking and Funds

We do not give grants or invest funds.

3.8 Risk Assessment

We keep a register of risks and risk mitigation strategies for the trustees to assess at each board meeting.

Trustee Dr Jeremy Young has created a conservation risk report specifically focused on potential risks to the sculptures, and mitigation strategies that can be adopted by Friends of Crystal Palace Dinosaurs and the key stakeholders.

4 Structure, Governance and Management

4.1 Type of Governance

Friends of Crystal Palace Dinosaurs is a Charitable Incorporated Organisation (CIO), managed by a board composed of the trustees (3.4.1) and co-opted members (3.4.2).

For issues of governance, the Management Board follows a 'foundation' model where the only voting members are the charity trustees. Co-opted board members may partake in discussions but are not eligible to vote.

When relevant, a trustee must declare any potential conflict of interest and may be requested by the board to absent themselves from any related discussion or vote.

A motion will be considered passed should it gain a majority of votes. In the event of an equal number of votes, the casting vote belongs to the Chair.

The quorum is two charity trustees, or the number nearest to one third of the total number of charity trustees, whichever is greater.

4.2 Charitable Objects

The objects of Friends of Crystal Palace Dinosaurs are:

- 1) The preservation and conservation of the Crystal Palace Dinosaurs, including the palaeontological statues, geological displays and related landscaping, for the public benefit.
- 2) The advancement of education for the public benefit in the subjects of the Crystal Palace Dinosaurs, palaeontology, biology, archaeology, history and local or national heritage and to promote science in connection with any or all of these subjects.

In the above objects the Crystal Palace Dinosaurs are a collection of over 30 statues and geological tableaux created by Benjamin Waterhouse Hawkins (1807–1894).

4.3 Trustees

4.3.1 Function and Duties of Charity Trustees

The charity trustees shall manage the affairs of the FCPD and may for that purpose exercise all the powers of the FCPD. It is the duty of each charity trustee:

- a) The preservation and conservation of the Crystal Palace Dinosaurs, including the palaeontological statues, geological displays and related landscaping, for the public benefit.
- b) To exercise [their] powers and to perform [their] functions in [their] capacity as a trustee of the FCPD in the way [they decide] in good faith would be most likely to further the purposes of the FCPD
- c) To exercise, in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to:
 - i. any special knowledge or experience that [they have] or [hold themselves] out as having
 - ii. if [they act] as a charity trustee of the FCPD in the course of a business or profession, to any special knowledge or experience that it is reasonable to expect of a person acting in the course of that kind of business or profession.

4.3.2 Trustee Selection Methods

Every trustee must be appointed or re-appointed for a term of three years by a resolution passed at a properly convened meeting of the charity trustees.

In selecting individuals for appointment as charity trustees, the charity trustees must have regard to the skills, knowledge and experience needed for the effective administration of Friends of Crystal Palace Dinosaurs in accordance with charity law.

The charity trustees will make available to each new charity trustee, on or before [their] first appointment:

- a) A copy of the current version of [the] constitution
- b) a copy of the FCPD's latest Trustees' Annual Report and statement of accounts

4.3.3 Trustee Induction

Trustee induction includes:

- a site visit;
- review of past accomplishments, and future goals;
- key governance documents;

- a commitment to read CC3: 'The essential trustee: what you need to know, what you need to do'.

4.3.4 Trustee Eligibility

- a) Every charity trustee must be a natural person.
- b) No individual may be appointed as a charity trustee of the FCPD:
 - i. if [they are] under the age of 16 years
 - ii. if [they] would automatically cease to hold office under the provisions of clause 12.1.3 [disqualified from acting as a charity trustee by virtue of sections 178-180 of the Charities Act 2011 or any statutory re-enactment or modification of that provision]
- c) no one is entitled to act as a charity trustee whether on appointment or on any re-appointment until [they have] expressly acknowledged, in whatever way the charity trustees decide, [their] acceptance of the office of charity trustee.
- d) At least one of the trustees of the FCPD must be 18 years of age or over. If there is no trustee aged at least 18 years, the remaining trustees may only act to call a meeting of the charity trustees, or appoint a new charity trustee.

5 Activities, Achievements and Performance

5.1 Statutory Declaration

The Trustees confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

5.2 *Megalosaurus* Damage and Prosthetic Repair

On 18 May 2020, Friends of Crystal Palace Dinosaurs were alerted to significant damage which had occurred to the *Megalosaurus* statue that occurred overnight on 17/18 May. This was investigated by the Metropolitan Police as suspected heritage crime, though no perpetrators were identified. The main damage was along a point already known to be structurally unstable, and a significant part of the nose and jaw were broken off the sculpture.



Figure 1: Detail of the damage to the *Megalosaurus* jaw showing exposed concrete, iron structural support and brickwork. © Friends of Crystal Palace Dinosaurs

Friends of Crystal Palace Dinosaurs published a press release on 23 May, confirming the damage and requesting the public to get in touch with the police if they had any information.

News of the damage was quickly reported in the national press, including the BBC (both online and the London television news evening bulletin)⁴, Metro⁵ and Time Out Magazine⁶.

The *Megalosaurus*, or 'Meg' is the flagship dinosaur of Friends of Crystal Palace Dinosaurs, featuring on the logo and much of the merchandise. The immediate response of support and donations following the press release represented the love for the Dinosaurs many people hold, worldwide, and was a timely reminder of why Friends of Crystal Palace Dinosaurs was established.

In the month after the damage occurred, many members of the public made individual donations, and a wide array of support and fundraising was offered to support the restoration of the *Megalosaurus* including:

- Boho & Bowie: 'Megalosaurus needs us' t-shirt sales
- Matthew Frank: Art sale
- Dave Hone: 'Knowledge for sale - ask a palaeontologist'
- PalaeoPlushies: 'Retro' *Megalosaurus* plushie sales
- Jim Parkyn, Aardman Animations: Instagram Live Q&A with FCPD and *Megalosaurus* plasticine sculpt
- Johnnie Smith: Crystal Palace to Brighton VW rally
- Steve White: Illustration auction
- White Tip Gamer: gaming live stream

In June 2020, Historic England undertook their first site visit permitted since lockdown restrictions eased to assess the damage to the *Megalosaurus*. The Friends of Crystal Palace Dinosaurs volunteer photogrammetry team (Rhys Griffin and board member Anthony Lewis) fully documented the fragments with 3D data, as part of a wider ongoing project to 3D-scan the sculptures, complementing their existing archive of pre-damage, high-resolution scans.

This information was included in the conservation grant application and was invaluable in understanding the breakage patterns and getting perspectives on conservation options. Rhys Griffin also made a 6-minute film exhibiting the fine detail in the 3D work, and its utility in digital reassembly of the fragments.

In a further unexpected development, in August 2022 a swarm of wasps was discovered nesting within the sculpture. Vicki Sims from local company Lady Bug Pest Control provided pro-bono services to ensure the *Megalosaurus* was made safe for conservation work to begin.

⁴ <https://www.bbc.co.uk/news/uk-england-london-52789270>

⁵ <https://metro.co.uk/2020/05/25/historic-life-size-crystal-palace-dinosaur-damaged-vandals-12754988/>

⁶ <https://www.timeout.com/london/news/one-of-the-crystal-palace-dinosaurs-has-been-damaged-in-a-suspected-act-of-vandalism-052620>



Figure 2: Lady Bug Pest Control removing the wasp nest from the *Megalosaurus*. © Friends of Crystal Palace Dinosaurs

In November 2020, the Department for Digital, Culture, Media & Sport awarded Bromley Council £19,870 from the Cultural Recovery Fund, administered by Historic England, towards conservation of the *Megalosaurus* with a temporary prosthesis and treatment of internal armatures. Courtesy of the donations and support received following the damage, Friends of Crystal Palace Dinosaurs were able to provide additional funding to enable the *Megalosaurus* to get her nose back.

Bromley Council contracted Taylor Pearce Ltd. to undertake the conservation work. Initially, the exposed armature was cleaned and treated for corrosion, then the damaged area wrapped with a breathable membrane.



Figure 3: The 'bandaged' *Megalosaurus* as viewed from the main path. © Erica Brackenbury

The broken pieces of the *Megalosaurus* jaw were rescanned by Architectural and Heritage Scanning with a white light scanner by and the data used to design a temporary 3D-printed prosthesis to replace the damaged section.



Figure 4: Scanning the exposed surfaces to design a close fit for the prosthesis. © Friends of Crystal Palace Dinosaurs

Design requirements for the prosthesis took in considerations such as fixing points, weather resistance and water trapping, and structural integrity.

In March 2021, the design was sent to Fluxaxis, a company specialising in 3D printing who created a new jaw for the *Megalosaurus*.



Figure 5: The 3D-print before installation.

5.3 Installation of the Dinosaur Bridge

In November 2019, Friends of Crystal Palace Dinosaurs gained unanimous planning permission from Bromley Council to install a new bridge to access the islands to support vital conservation and outreach work. Funds for this were raised in December 2018, via donations⁷ and match-funding from the Greater London Assembly's Crowdfund London project.

The bridge was designed as a swing bridge, allowing it to be rotated and locked to prevent unauthorised access to the islands.

⁷ <https://www.spacehive.com/bridges-to-the-crystal-palace-dinosaurs#/backers>

The initial plans for fabrication and installation in 2020 were significantly impacted by the COVID-19 pandemic and postponed from initial plans of installation in autumn 2020. The bridge was finally installed on 13 January 2021, with support from the following companies:

- Architect: Tonkin Liu
- Detailed substructure design: Cake Engineering
- Galvanising: Joseph Ash Galvanizing
- Lifting: City Lifting Limited / Forrest Lifting
- Main Contractor and fabricator: Cake Industries
- Piling detailed design: Michael Aubrey Partnership
- Piling: Capital Piling Ltd
- Steel supply and cutting: WEC Group Ltd
- Structural Design: Arup



Figure 6: The bridge is installed. © Friends of Crystal Palace Dinosaurs



Figure 7: Chair Dr Ellinor Michel and trustee Sarah Slaughter use the bridge. © Friends of Crystal Palace Dinosaurs



Figure 8: The bridge shown rotated to the locked position, preventing unauthorised access to the Dinosaur Islands. © Friends of Crystal Palace Dinosaurs

5.4 Dinosaur Monitor

Monument Monitor is a project developed by Rosie Bringham, as part of her PhD, supervised by Dr Josep Grau-Bove in the UCL Institute of Sustainable Heritage.

The project uses visitor images as a source of data for monitoring historic monuments. The initial web architecture was developed with backing from Heritage Environment Scotland (HES) to monitor relatively remote sites in Scotland. The proposal from the UCL team was that the project be extended to include the Crystal Palace Dinosaurs to create the Dinosaur

Monitor Project. This was approved by the board and launched in February 2021, including funding basic costs.

Friends of Crystal Palace Dinosaurs requested images of the Dinosaurs from the public prior to 2017. By October 2021, more than 340 images had been submitted, dating back to 1955.

The response has already provided great insight into the history of the Dinosaurs, including the varying colours they have displayed throughout the years and uncovered mysteries such as previously-unrecorded significant damage and repair to the standing Iguanodon in 2010.

Friends of Crystal Palace Dinosaurs will use these photographs to monitor long term issues affecting the sculptures, such as discolouration and colour change, moss and lichen growth, cracks and other damage, and historical conservation work. We are also interested in changes to vegetation, water levels and erosion of the surrounding environment, as well as exploring photos as an indicator how people use the park.

5.5 Research and Publications

5.5.1 'The Art and Science of the Crystal Palace Dinosaurs'

Dr Ellinor Michel, the Chair of Friends of Crystal Palace Dinosaurs and an evolutionary biologist, ecologist and taxonomist at the Natural History Museum, used time in lockdown to co-author *The Art and Science of the Crystal Palace Dinosaurs* with Dr Mark Witton, a palaeontologist and palaeoartist affiliated with the University of Portsmouth.

Scheduled for publication in spring 2022 by The Crowood Press, the book is an exploration of the Dinosaurs' history, their conception as a wider part of the Crystal Palace project, their execution using unorthodox building materials, their reception by nineteenth-century and modern critics, and their enduring mysteries. The book will be the most detailed treatment ever undertaken on the site, with extensive new archival work and many colour illustrations, significantly updating and expanding on the previous shorter, black and white book from 25 years previous.

5.5.2 'Dinosaurs Rock!'

In February 2021, Dougie Poynter, dinosaur fan and bassist for the band McFly, met with trustee Sarah Slaughter to learn more about the Crystal Palace Dinosaurs site and how this relates to the history of palaeontology, in addition to discussing the work of Friends of Crystal Palace Dinosaurs, as part of his book *Dinosaurs Rock!*

The non-fiction book aimed at ages 9–12 is scheduled for publication in February 2022 by Pan Macmillan.

5.5.3 National Geographic

‘See how we’re imagining dinosaurs in today’s ‘golden age’ of palaeontology’

The October 2020 issue of *National Geographic* magazine featured a cover story on the development of human understanding of dinosaurs. As the world’s first recreations of dinosaurs, the Crystal Palace Dinosaurs featured prominently, with a double-page spread of the *Megalosaurus* before damage. Friends of Crystal Palace Dinosaurs were acknowledged and facilitated a tour of the islands for the journalists alongside Dr Susannah Maidment of the Natural History Museum.

5.5.4 Structural Engineering International

‘The Dinosaur Bridge – Innovation in Structural Form & Fabrication Using Model Making and Prototyping’

A journal article in *Structural Engineering International* (vol. 31, issue 4) by David Knight (Cake Industries), Stuart Chambers (Arup) and Mike Tonkin (Tonkin Liu) exploring development of the Dinosaur Bridge and the importance of collaboration throughout the project⁸.

5.6 Outreach Projects and the Impact of COVID-19

In a typical year, Friends of Crystal Palace Dinosaurs undertake a range of outreach events. This has previously included:

- multiple events in the park including tours, art and craft activities, Open House, the Palaeo Planting Project and our ever-popular Dinosaur Days
- visits to local schools
- organising lectures by experts across fields including palaeontology, history, natural science, art, and architecture
- attendance at external events such as the Lyme Regis Fossil Festival and Natural History Museum Lates

Due to COVID-19 and rules on social distancing, these activities were regularly prohibited during the reporting period.

The management board quickly adjusted to the ‘new normal’ and regular board meetings continued online via Zoom, with more frequency than had often been possible when meeting face-to-face.

⁸ David Knight, Stuart Chambers & Mike Tonkin (2021) The Dinosaur Bridge – Innovation in Structural Form & Fabrication Using Model Making and Prototyping, *Structural Engineering International*, 31:4, 536-542, DOI: 10.1080/10168664.2020.1839000

With support from Bromley Council and filmmaker Jim Stephenson, Friends of Crystal Palace Dinosaurs were able to take part in London Open House online, creating a short video featuring trustees Ellinor Michel and Sarah Slaughter to share the Dinosaurs with people unable to physically visit the site.

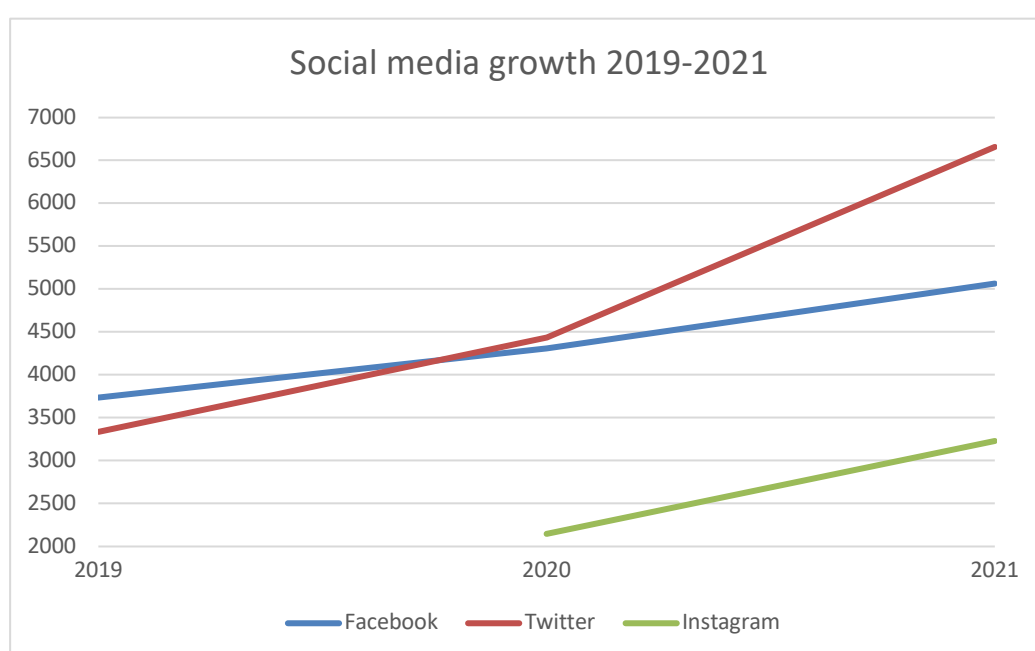
On 1 June 2020, episode 3 of *Monkman & Seagull's Genius Adventures* aired on BBC2. This episode focused on feats of the Victorian era and featured Eric Monkman and Bobby Seagull learning about the sculptures' significance and enjoying a dinosaur feast on the islands. Members of the management board took the opportunity to interact with new dinosaur fans 'live' on Twitter, through both the official Friends of Crystal Palace Dinosaurs account and personal accounts, answering queries about the sculptures and their history.

5.7 Communications

With much of Friends of Crystal Palace Dinosaurs activities taking place online, interactions with the website and across social media grew significantly.

Social media

Platform	Posts	Followers	Most interacted content	Most interacted reach
Facebook	140	+17.44%	Trespassers on the islands	24,000
Instagram	79	+50.44%	Spoof 'captcha' video	2,476
Twitter	872	+50.19%	Statement regarding Meg damage	181,000



Website

- 133,325 page views (107,701 unique page views)
- Averaging at c. 10,000-15,000 per month (c. 10,000 unique pageviews).
- 65,403 sessions
- 52,287 users, 52,242 were new users
- The most viewed blog was from 23 May 2020 on damage to the dinosaurs⁹ which had 2,568 page views.

5.8 How the Public Have Benefitted

The work of Friends of Crystal Palace Dinosaurs helps to promote the Dinosaurs and Crystal Palace Park as a significant recreation, tourism and education destination in London.

The Crystal Palace Dinosaurs have long provided a free attraction for schools and families, and encouraged use of the park's green spaces. During the past 18 months this need has become more acute as many families living in the area lack green space at home. The area around the park has a greater number of Black, Asian and minority ethnic residents than most of Bromley, giving a positive impact upon green space for those who disproportionately live within an area of deficiency.

The park is noted as a national attraction in Bromley's Open Space Strategy¹⁰ with a unique heritage, archaeological and historical environment. The Open Space Strategy has been developed to maximise the biodiversity, climatic, ecological, environmental, health, social and wellbeing benefits for residents and communities, as well as making its open spaces feel like 'destinations'. The Dinosaurs are a headline attraction, not only conveying their own rich environmental, scientific and historic narrative, but also acting as a draw that results in additional time and uses of the park by visitors. People come for 'the roar', and stay for more.

The Dinosaurs can be seen to positively impact the local economy. Visitors to the park typically use the opportunity to visit the park café, Brown & Green Life, in addition to exploring the Crystal Palace Triangle and its variety of independent shops and hospitality venues. An array of local artists and designers have been inspired to create and deliver products relating to the sculptures, donating a proportion of profits to the charity and in turn supporting growth of community networks.

The park holds a strategic location on both the Capital Ring and Green Chain 'Walk London' routes and contributes to the diverse portfolio of open spaces in Bromley and London. When possible during lockdown, the Crystal Palace Park Information Centre, run by volunteers with our partner organisation, Friends of Crystal Palace Park (FoCPP), was open for visitors to learn

⁹ <https://cpdinosaurs.org/blog/post/damage-to-the-dinosaurs>

¹⁰ https://www.bromley.gov.uk/download/downloads/id/6482/draft_open_space_strategy_2021-2031.pdf

more about the story of the Dinosaurs and the history of the park. The co-chair of FoCPP, David Vallade, has created a small exhibition space in the Info Centre that features tactile and graphic displays of our site and sculptures. This brings a hands-on, detailed insight into the history, science and conservation of the Dinosaurs.

We are currently working on expanding our educational themes to encompass geological perspectives on climate change. The site was originally designed to be experiential and didactic, a paradigm-shifting moment in popularisation of science and a cornerstone in democratisation of big ideas. It can still fulfil that role, addressing current issues, especially climate change. The site includes illustrations of iconic animals, plants and geology that allow us to explain the spectacular variation in past climate from Ice Age mammals to tropical forests of the Coal Measures.

We have interpretive programs to reach people from school ages to adults. Friends of Crystal Palace Dinosaurs have implemented a schools outreach programme targeting primarily Key Stage 1 and 2 students in the local area, ensuring that the core message of science history reaches a broad section of the community with representation from most demographics in the area. Part of the schools outreach programme targets older students in their late teens, and aims to empower them with the skills to set up and run creative or entrepreneurial projects of their own.

5.9 Trustee Development

Between January and June 2021, Friends of Crystal Palace Dinosaurs participated in the *Raising Our Game* webinar series, an opportunity for the Outdoor Sector to explore a range of themes around Equality, Diversity and Inclusion (EDI) in the outdoors. The free-to-attend webinar series was a collaboration between IOL (Institute for Outdoor Learning), AHOEC (Association of Heads of Outdoor Education Centres), Mosaic Outdoors, The Outward Bound Trust and the University of Cumbria. Over nine webinars running between January and June 2021, the vision was to stimulate conversation and collaboration on EDI, inspiring action on broadening participation and strategic leadership, particularly within the Outdoor Learning community.

In February 2021, Friends of Crystal Palace Dinosaurs began participation in the *Heritage Compass* programme run by Cause4 and funded by the National Lottery Heritage Fund and Department for Culture, Media and Sport. The programme is designed to provide support to small and medium sized heritage organisations and provides access to training, networking events, mentors and critical friends.

5.10 Looking Ahead

5.10.1 The *Megalosaurus*

In April/May 2021, the *Megalosaurus* conservation was completed, with the prosthesis carefully colour matched to the original sculpture.



Figure 9: *Megalosaurus* rhinoplasty – prosthesis in place, and after painting. © Friends of CP Dinosaurs



Figure 10: The restored *Megalosaurus* as viewed from the main path © Erica Brackenbury

5.10.2 Strategy

The stakeholder environment is changing considerably and beyond the reporting period, Friends of Crystal Palace Dinosaurs has started to work more closely with the Crystal Palace Park Trust.

The 'Heritage at Risk' status of the site declared by Historic England shortly before lockdown, followed by the significant damage to the *Megalosaurus* have highlighted how fragile the Dinosaurs are.

Friends of Crystal Palace Dinosaurs are using this opportunity to revisit our strategic aims. In the six years since charity registration we have grown considerably with regards to financial reserves, local recognition and a proven ability to deliver significant projects, such as the bridge, and are looking forward to this exciting next chapter in our organisation.

5.10.3 Outreach

Outreach activities including schools visits and Dinosaur Days were able to recommence in summer 2021, including a significant presence at the Lightopia festival held in the park throughout Christmas 2021.

6 Financial Review

6.1 Explanation of Accounts

The accounts are presented in terms of income received and expenditure undertaken over the 12-month reporting period. They thus represent a summary of the actual assets held by the society. During the reporting year the charity was running two grant-funded projects. To reflect this and to allow direct comparison with previous years, the income and expenditure items for the year are grouped by project where relevant. In addition, at the end of the accounts a statement is made of the balance of funds for each project. From this a summary is made of the uncommitted assets of the charity.

The externally funded projects the society was delivering during the reporting year were:

1) Palaeo Planting Project

A project to reinstate scientifically appropriate vegetation around the Dinosaur sculptures and to deliver a complimentary programme of public lectures. The project is funded primarily by the London Borough of Bromley with an additional grant from the Stanley Smith Horticultural Trust. Owing to the pandemic this project was in abeyance through most of the year and so expenditure was minimal, but the balance of funds was carried over for use subsequently.

2) Bridge to the Dinosaurs Project

A project to reinstate secure bridge access to the Dinosaur Islands. The project commenced in late 2018 as a part of the Greater London Authority Crowdfund London scheme and succeeded in raising £70,000 through crowdfunding, match funding from the GLA, and pledged professional design contributions (from Tonkin Liu and Arup). We subsequently received a Pocket Parks grant (£15,458.40) for the actual bridge manufacture, an award from Movement for Good (£1,000), and a contribution from Bromley Council (£5,000). The project was delayed by the pandemic but was completed in early 2021. Final accounts for the project have been presented to funding agencies, so it will not appear as a separate project in future accounts. There will be some ongoing expenditure related to access paths etc., but this will be included in general accounts.

3) General activities

In addition to these projects the general activities of the charity include running the website, trustee meetings, production and sale of publicity items, participation in public events, and research activities. We do not have a formal membership scheme but are well-supported by the public, especially locally, through donations and purchase of promotional

items. Due to the pandemic public events were greatly curtailed but we did hold a Dino Day event in July 2020. Trustee meetings moved from in-person to online meetings, and this resulted in a reduction of expenditure, even though the number of meetings increased.

Donations from the public increased significantly during the year, particularly following the damage to the *Megalosaurus* sculpture, which was widely publicised. We also received a useful level of income from partner sales (contributions from independent partners selling Crystal Palace Dinosaur themed items).

Activities resulting in significant expenditure included:

- 1) Purchase of a collection of casts of the maquettes of the sculptures produced in association with the creation of the sculptures. These will be used both for research on the sculptures and public education.
- 2) Purchase of wildlife cameras to allow monitoring of the security of the sculptures.
- 3) Funding of development of a bespoke website application ("Dinosaur Monitor"), to allow collection and archiving of photographs from the public.
- 4) A significant contribution to the repair of the *Megalosaurus*. This project was primarily funded by a grant from Department for Digital, Culture, Media & Sport (DCMS) via Historic England but having our partnership contribution was critical for securing the grant.

Results and reserves

Overall, the accounts show a net loss of £8,770. However, this is misleading since it is strongly affected by the expenditure of funds we held for the bridge project.

The more useful figure is the change in our level of uncommitted funds, these increased by £9,895 to £22,696. This increase reflects the reduced expenditure due to cessation of various activities due to the pandemic, combined with increased public generosity in response to the damage to the *Megalosaurus*.

This level of reserves constitutes a useful resource and will allow us increasingly to:

- 1) Fund small projects ourselves.
- 2) Contribute to larger projects, especially where match-funding can leverage larger grants.
- 3) Undertake projects which are funded retrospectively. The third factor has been crucial for both the Palaeo Planting Project here we incurred total expenditure of £14,000 before we

were reimbursed and for the Bridge Project where the final £25,000 of funds, from the GLA and Bromley Council, were only awarded after completion of the project.

Larger grants are less likely to be funded retrospectively, but we believe it is prudent to maintain reserves of ca £15,000–£25,000 in order to enable us to undertake grant-funded projects.

Dr Jeremy R. Young, Treasurer, January 2022.

Accounts checked and verified by:

Jenny Kitching, Senior Finance Manager TMEA, Tate & Lyle, 5 Marble Arch, London W1H 7EJ

6.2 Remuneration

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity.

Out-of-pocket expenses necessarily and reasonably incurred by Trustees and volunteers in promoting the purposes of the Charity are reimbursed at cost.

6.3 Financial Status

The charity's current resources from restricted and unrestricted donations are sufficient to meet its outgoings for at least next year.

All the indications are that this will remain the case for the foreseeable future.

6.4 Details of Any Funds Materially in Deficit

The Charity has no funds which are materially in deficit.

7 Statement of Financial Activity 2020/21

7.1 Declaration

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133.

7.2 Accounts for Financial Year 2020/21

	income	expenditure	net change
Opening balance (from 2019-20 accounts)			
uncommitted funds	£12,801.01		
Funds held for the Bridge Project	£18,648.30		
Funds held for Palaeo Planting Project	£3,372.20		
	£34,821.51		
General activities			
INCOME			
Donations (via bank)	£1,128.92		
Donations: PayPal giving	£2,336.00		
Donations: via website/paypal	£11,021.01		
Sales of promotional items	£790.12		
Partner sales (via bank)	£1,059.43		
Partner sales (via Paypal)	£1,075.70		
tour for D. Poynter	£305.00		
Witton & Michel book – advance expenses	£500.00		
EXPENDITURE			
Dino days event, July 2020		£102.05	
Trustee expenses (Archive boxes)		£43.98	
Trustee meetings (Zoom subscription)		£138.32	
Purchase of Maquettes		£925.00	
Website domain name		£22.00	
Wildlife cameras		£491.53	
Megalosaur banner		£396.90	
Megalosaur contribution to repair		£3,500.00	
Dino monitor website development		£1,750.00	
Paypal fees		£303.37	
	£18,216.18	£7,673.15	£10,543.03

Palaeo Planting Project			
Volunteer refreshments		£16.85	
		£16.85	-£16.85
Bridge to the Dinosaurs Project			
GLA grant balance	£5,000.00		
Bromley Council contribution	£20,000.00		
Planning application fees (via Tonkin Liu)		£234.00	
Construction, cramage, foundation (Cake Industries)		£43,462.34	
Donor name strip (Cake Industries)		£600.00	
	£25,000.00	£44,296.34	-£19,296.34
Total income/expenditure	£43,216.18	£51,986.34	-£8,770.16
total income			
Surplus	-£8,770.16		
Closing balance	£26,051.35		


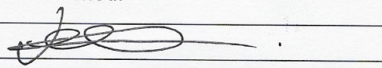
7.3 Statement of Assets and Liabilities

Actual Bank balances on 30th March 2021	
TSB Account	£20,144.36
PayPal Account	£5,906.69
Liabilities - invoices to be paid in 2020/21	£0.00
	£26,051.05


7.4 Designated or Restricted Funds

Funds held for the Bridge Project	£0.00
Funds held for the Palaeo Planting Project	£3,355.35
Uncommitted funds	£22,695.70
Change in uncommitted funds over the year	£9,894.69

8 Independent Examiner's Report on the Accounts

Section A		Independent Examiner's Report	
Report to the trustees/ members of	 CHARITY COMMISSION FOR ENGLAND AND WALES		
	Independent examiner's report on the accounts		
On accounts for the year ended	31 March 2021	Charity no (if any)	1165231
Set out on pages	1-2 of Accounts <small>(remember to include the page numbers of additional sheets)</small>		
Responsibilities and basis of report	<p>I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31 / 03 / 2021.</p> <p>As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").</p>		
Independent examiner's statement	<p>I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.</p> <p>I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:</p> <ol style="list-style-type: none"> 1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or 2. the accounts do not accord with those records; or 3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination. <p>I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.</p>		
Signed:			Date: 31/01/2022
Name:	Jennifer Kitching		
Relevant professional qualification(s) or body (if any):	Chartered Institute of Management Accountants (CIMA)		
Address:	Flat 3, 49 Wharfdale Road London N1 9RZ		

IER 105 1050100 1 October 2018

Section B		Disclosure	
		Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).	
Give here brief details of any items that the examiner wishes to disclose.		None	
		<p>Report to the trustees/ members of</p> <p>On accounts for the year ended</p> <p>Set out on pages</p> <p>1-2 of Accounts</p> <p>31 March 2021</p> <p>Charity No 1165231</p> <p>Friends of Crystal Palace Dinosaurs</p> <p>I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31 March 2021.</p> <p>As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").</p> <p>I report in respect of my examination of the Trust's accounts set out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(2)(b) of the Act.</p> <p>I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:</p> <p>1. accounting records were not kept in respect of the Trust as required by section 100 of the Act; or</p> <p>2. the accounts do not accord with those records; or</p> <p>3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.</p> <p>I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.</p> <p>Signed: </p> <p>Name: Jennifer Kitching</p> <p>Position: Chartered Institute of Management Accountants (CIMA)</p> <p>Qualification(s) or body (if any):</p> <p>Address: Flat 2, 45 Vauxhall Road</p> <p>London</p> <p>SE11 8PL</p>	