





## INCOME, EXPENDITURE AND STAFF

This section describes how The Prince of Wales's and The Duchess of Cornwall's activities and Office are financed and outlines the responsibilities of their senior staff. The cost of staff and the majority of official and charitable activities are paid for from His Royal Highness's private income from the Duchy of Cornwall.

**LEFT**  
Clarence House – the official London residence of The Prince of Wales and The Duchess of Cornwall.

# INCOME AND EXPENDITURE ACCOUNT

Year to 31st March	2007 £000s	2006 £000s
<b>Income and funding</b>		
Duchy of Cornwall	15,174	14,067
Grants-In-Aid	2,026	1,584
Government Departments	428	489
<b>Total income and funding</b>	<b>17,628</b>	<b>16,140</b>
<b>Expenditure</b>		
Official duties and charitable activities	7,260	6,587
Grants-In-Aid:		
London office and official residence	461	355
Official travel by air and rail	1,485	1,149
Communications support	80	80
	<u>2,026</u>	<u>1,584</u>
Overseas tours and military secondees	428	489
Official expenditure	<u>9,714</u>	<u>8,660</u>
<b>Surplus after Official Costs</b>	<b>7,914</b>	<b>7,480</b>
Taxation on surplus	3,434	3,296
Non-official expenditure	2,614	2,181
<b>Operating surplus</b>	<b>1,866</b>	<b>2,003</b>
Capital expenditure less depreciation, loan repayments and transfer to reserves	(1,671)	(1,867)
<b>Net cash surplus</b>	<b>195</b>	<b>136</b>

## INCOME AND FUNDING

	Emillions
<b>Duchy of Cornwall</b>	<b>15.174</b>

### Duchy of Cornwall

As explained on pages 6 and 7, The Prince of Wales's private income comes from the Duchy of Cornwall, an estate comprising agricultural, commercial and residential property mostly in the South West of England. The Duchy also has a financial investment portfolio.

His Royal Highness chooses to use the majority of his income from the Duchy to meet the cost of his and The Duchess of Cornwall's public and charitable work. The 7.9 per cent increase in the Duchy's surplus in 2006-07 was mostly due to growth in income from the commercial property portfolio and financial investments, although this was partially offset by a significant increase in repairs and maintenance expenditure.

The Duchy of Cornwall's annual accounts are published by The Stationery Office (TSO) and can be ordered by; mail at TSO, PO Box 29, Duke Street, Norwich NR3 LGN, online at [www.tso.co.uk/bookshop](http://www.tso.co.uk/bookshop), and by telephone on 0870 600 5522. They are also available at [www.duchyofcornwall.org](http://www.duchyofcornwall.org).

	Emillions
<b>Grants-In-Aid</b>	<b>2.026</b>

The Prince of Wales and the Duchess of Cornwall do not receive money from the Civil List, but the Grants-in-Aid paid to The Queen's Household are used, in part, to support their official activities.

Funding to meet official costs incurred by or in support of The Queen as Head of State is provided by Parliament in return for the surrender of the revenue from the Crown Estate. This funding is provided in three ways: (i) a Civil List for The Queen and a Parliamentary Annuity for The Duke of Edinburgh, (ii) Grants-In-Aid, and (iii) costs met directly by Government Departments. The Prince of Wales and The Duchess of Cornwall do not receive a Civil List or Parliamentary Annuity, but the Grants-In-Aid paid to The Queen's Household are used, in part, to support their official activities.

There are three Grants-In-Aid: the Property Services Grant-In-Aid, which meets the costs of maintaining official residences and offices used by Members of the Royal Family and their staff; the Royal Travel by Air and Rail Grant-In-Aid, which meets the cost of official journeys undertaken by Members of the Royal Family and their staff by air and rail; and the Royal Communications and Information Grant-In-Aid, which is considerably smaller than the other two and meets some official communications costs incurred on behalf of Members of the Royal Family.

Annual accounts are published for the three Grants-In-Aid. Copies are reproduced on [www.royal.gov.uk](http://www.royal.gov.uk) or may be obtained from the Deputy Treasurer to The Queen, Buckingham Palace, London SW1A 1AA.

	Emillions
<b>Government Departments</b>	<b>0.428</b>

For The Prince of Wales and The Duchess of Cornwall, Government Departments meet expenditure in respect of the provision of staff on secondment from the Armed Services (£220,829 spent by the Ministry of Defence in 2006-07) and some costs of official overseas visits undertaken at the request of the Foreign and Commonwealth Office (£207,158 spent by the Foreign and Commonwealth Office in 2006-07).

## EXPENDITURE

	£millions
<b>Official duties and charitable activities</b>	<b>7.260</b>

Over 60 per cent of The Prince of Wales's after-tax income from the Duchy of Cornwall was spent on official and charitable duties. Of the £7.260 million, staff costs accounted for £4.8 million, or 66 per cent. An analysis of official expenditure is given on page 53.

The Prince of Wales employs 136.5 full-time equivalent staff. Of these, 106.5 support Their Royal Highnesses, including Prince William and Prince Harry, in undertaking official duties and charitable activities, and 30 are personal, garden and farm staff.

The table on page 48 lists the official staff by Household department and also gives the total cost, including salaries and other expenditure, of each department.

	£millions
<b>Grant-in-Aid: London office and official residence</b>	<b>0.461</b>

Clarence House is the London office and official residence for The Prince of Wales, The Duchess of Cornwall, Prince William and Prince Harry. It is used for official dinners, receptions and meetings, as well as for offices for Their Royal Highnesses' official staff. The principal rooms, which are on the ground floor of Clarence House, are open to the public from August until October annually, although closed for a few days during this period while The Prince and The Duchess are in residence. More than 2,500 people were entertained officially at Clarence House during the year, and there were 29,000 paying visitors. The Household also has offices in other parts of St James's Palace. The Property Services Grant-in-Aid meets the cost of the maintenance of Clarence House and of the other offices at St James's Palace.

	£millions
<b>Grant-in-Aid: Official travel by air and rail</b>	<b>1.485</b>

An important part of The Prince of Wales's role as Heir to The Throne is, with The Duchess of Cornwall, to bring together people in different parts of the UK, to act as a focal point for national life and to represent the country overseas. This involves a significant amount of travel that needs to be undertaken in a way which meets efficiency, security and presentational requirements. In 2006-07, Their Royal Highnesses travelled 52,268 miles to and from official engagements in the UK and overseas. This figure includes 31,500 miles of overseas travel. The cost of these journeys, excluding travel by car, amounted to £1.485 million in 2006-07 and was met by The Royal Travel by Air and Rail Grant-in-Aid.

This figure includes the variable costs only for journeys undertaken using 32 Squadron, The Queen's Helicopter and the Royal Train. This is because the fixed costs are incurred irrespective of whether the aircraft and train are used and do not result from undertaking specific journeys. For a full explanation, see the Grant-In-Aid for Royal Travel by Air and Rail Annual Report 2006-07 – available on [www.royal.gov.uk](http://www.royal.gov.uk).

In 2006-07, Their Royal Highnesses travelled more than 52,268 miles to and from official engagements in the UK and overseas. This figure includes 31,500 miles of overseas travel.

Emillions

**Grant-In-Aid: Communications support** 0.080

The Prince of Wales's Office incurs expenditure developing and running an overall communications programme, maintaining a Press Office, updating and developing its website and providing general and educational information to the press and public.

The Prince of Wales's Office incurs expenditure developing and running an overall communications programme, maintaining a Press Office, updating and developing its website, providing general and educational information to the press and public, and providing Press Officers to assist the media at official engagements and visits. The majority of these costs are met by The Prince of Wales personally. However, costs incurred in assisting the media at engagements throughout the country, referred to as communications support, have traditionally been met from the Royal Communications and Information Grant-In-Aid.

Emillions

**Military secondees and overseas tours** 0.428

The Equerries (one full-time and one part-time) and two of the four Orderlies are seconded from the Armed Forces to assist The Prince of Wales and The Duchess of Cornwall in undertaking official duties. The role of the Equerries is explained on page 49. The cost to the Ministry of Defence in 2006-07 was £220,829.

The Foreign and Commonwealth Office meets the cost of Official Visits abroad by The Prince of Wales and The Duchess of Cornwall (except for travel costs which are met from the Royal Travel by Air and Rail Grant-In-Aid). In 2006-07, His Royal Highness undertook official tours to Pakistan, four Gulf States (Kuwait, Qatar, Bahrain, and the United Arab Emirates), Sierra Leone, Nigeria and the United States of America. These visits are undertaken at the request of the Foreign and Commonwealth Office to build on and strengthen the good relations which the UK enjoys with countries throughout the world. The cost of these visits to the Foreign and Commonwealth Office amounted to £207,158 in 2006-07.

Emillions

**Tax** 3.434

The Prince of Wales pays income tax voluntarily on the surplus of the Duchy of Cornwall, applying normal income tax rules and at the current 40 per cent rate, and pays income tax on all other income and capital gains tax like any private individual. Tax for the year includes VAT.

Emillions

**Non-official expenditure** 2.614

In addition to paying for the official duties of The Prince of Wales and The Duchess of Cornwall, and Prince William and Prince Harry, some charitable activities and The Prince's income tax liability, the income from the Duchy of Cornwall is used to meet non-official expenditure of The Prince of Wales and his family.

Non-official expenditure includes the salary cost of 12.5 full-time equivalent staff, including personal secretaries and accounts and personnel staff, chefs, valets, chauffeurs and staff for The Duchess of Cornwall and Prince William and Prince Harry. In addition, there are 17.5 full-time equivalent estate, farm, garden and stable staff. Personal expenditure also includes, as the single largest item, the appropriate share of the cost of Highgrove House and Birkhall, and of maintaining the estate and garden at Highgrove. The garden is a valuable charitable asset visited every year, free of charge, by more than 20,000 people.

The results of Home Farm, The Prince's organic farm on the Highgrove Estate, are included under this heading. Home Farm is a working farm established by The Prince of Wales to demonstrate the commercial and environmental benefits of organic farming. It is visited by approximately 2,000 people annually to learn about organic farming.

## STAFF

As at and for the year to 31st March 2007

	Full-time equivalent staff	Official Costs £000s
<b>Principal Private Secretary and Assistants</b>	3.5	
Private Secretaries' Office		
Private Secretary	1.0	
Deputy and Assistant Private Secretaries	7.2	
Office of Prince William and Prince Harry	1.9	
Equerries	1.5	
Programme and Travel Co-ordinators	4.0	
Research and Administrative Staff	10.4	
Correspondence	3.6	
	<b>33.1</b>	<b>1,944</b>
<b>Finance, Personnel and Administration</b>		
Treasurer and Assistant	2.0	
Finance and Inventory	8.5	
Personnel	5.7	
Archives	3.0	
IT Systems Manager	1.0	
	<b>20.2</b>	<b>1,684</b>
<b>Communications</b>		
Communications Secretary and Assistant	2.0	
Press Secretary	1.0	
Assistant Press Secretaries	2.0	
Press Officers and Website Editor	4.0	
	<b>9.0</b>	<b>689</b>
<b>Master of the Household's Department</b>		
Master of the Household and Assistants	3.0	
Butlers	2.0	
Chefs and Kitchen Porters	6.2	
Orderlies	5.0	
Reception	2.1	
Chauffeurs	2.5	
House Managers and Housekeepers	6.8	
Valets and Dressers	1.5	
Orchard Room staff	0.7	
Gardeners and Estate Workers	8.0	
	<b>37.8</b>	<b>2,943</b>
<b>The Prince's Charities</b>		
Director and Assistants	3.0	
Deputy Director	0.6	
Head of Development	1.0	
Adviser	0.8	
Analyst	1.0	
	<b>6.4</b>	<b>-</b>
<b>Total Official Staff as at 31st March 2007</b>	<b>106.5</b>	
<b>Total cost of official duties and charitable activities year to 31st March 2007</b>		<b>7,260</b>

In addition to the above, The Prince's Charities Foundation employs four people working on The Prince's Accounting for Sustainability Project on a temporary basis.

## Offices

The principal office of The Prince of Wales and The Duchess of Cornwall and of Prince William and Prince Harry, where most of their staff work, is in Clarence House and other rooms at St James's Palace in central London. The cost of maintaining the fabric of Clarence House, as well as of utilities and fixed-line telephones (but not other costs for the London office), is met from the Property Services Grant-In-Aid (see page 46). There are also offices for official staff at Their Royal Highnesses' private residences of Highgrove and Birkhall to assist The Prince with his continuing work. Some costs incurred at Highgrove and Birkhall are, therefore, charged to the 'Official duties and charitable activities' expenditure category, although most costs incurred at these two residences are allocated to 'Personal expenditure.'

## STAFF AND OFFICE ORGANISATION

### The Principal Private Secretary

The Principal Private Secretary is the senior member of The Prince of Wales's and The Duchess of Cornwall's Household and is responsible for all aspects of running the Household and for overseeing His Royal Highness's charitable and other organisations.

### The Private Secretaries' Office

The Private Secretary is responsible for the day-to-day running of the Private Secretaries' Office. The Private Secretary and Deputy and Assistant Private Secretaries facilitate and support The Prince of Wales's and The Duchess of Cornwall's official duties, engagements and charitable activities. They compile Their Royal Highnesses' diary, organise their domestic and overseas programme of visits, arrange briefing sessions, receptions and other functions, administer correspondence, and coordinate research and briefing to support their work. Each Private Secretary is responsible for specific areas and for liaising with certain of The Prince's and The Duchess's organisations. These responsibilities, as well as those of other senior staff, are listed in the Appendix (see pages 54 and 55). They also ensure that His Royal Highness is kept informed about topical issues, and provide him with background information for letters he writes to ministers and other leading figures, and prepare drafts for his speeches and articles. The Private Secretaries are supported by researchers, personal assistants and administrative staff, and work closely with their colleagues in The Queen's Private Secretaries' Office.

The Private Secretary is responsible for the Equerry's Office, which coordinates the programme of engagements for The Prince of Wales and The Duchess of Cornwall. The Equerry's Office manages Their Royal Highnesses' diaries on a daily basis, providing an interface between staff, Police and outside organisations, and plan the longer-term programme. The Equerry's Office also manages the logistical and transport arrangements for official visits at home and abroad. There are usually several overseas tours a year. The Equerry is a serving military officer seconded from the Armed Forces to the Household for a period of approximately two years.

The Equerry and Temporary Equerry also provide a point of contact for military and defence issues. The Prince of Wales maintains close links with the Armed Forces, not just in Britain but also in the Commonwealth.

Each year The Prince and The Duchess receive thousands of invitations from a wide range of public and private sector organisations. Each is given careful consideration by Their Royal Highnesses and their staff. The Equerry liaises with the Private Secretaries, the Press Office, and key organisations to ensure that each year in their visits The Prince and The Duchess cover a broad range of interests and meet a wide cross-section of people in as many parts of the country as possible.

The Equerry and Temporary Equerry also provide a point of contact for military and defence issues. The Prince of Wales maintains close links with the Armed Forces, not just in Britain but also in the Commonwealth. The Prince also holds the rank of Admiral in the Royal Navy, General in the Army and Air Chief Marshal in the Royal Air Force.

The Prince of Wales maintains a special relationship with 12 regiments. He is also Honorary Air Commodore of Royal Air Force Valley, Commodore-in-Chief of the Royal Naval Command, Plymouth, Air-Commodore-in-Chief of the Royal New Zealand Air

Force, Colonel-in-Chief of the Royal Australian Armoured Corps, and he maintains a special relationship with eight Commonwealth regiments as their Colonel-in-Chief.

The Prince of Wales conducts Investitures at Buckingham Palace each year (he conducted six in 2006-07), and also attends state functions on behalf of The Queen. The Equerry's Office is responsible for the arrangements for these engagements.

The Prince of Wales, The Duchess of Cornwall, Prince William and Prince Harry receive a large number of letters each year. In 2006-07, for example, they received 31,853 letters. People from all over the world write to Their Royal Highnesses, although the majority of the letters are from the UK.

Letters cover a wide range of subjects and are often prompted by current issues and debates. Their Royal Highnesses see a wide selection of the correspondence and The Prince personally wrote 2,134 letters in 2006-07. The Duchess of Cornwall personally wrote 1,503, and they jointly wrote 53. Their Royal Highnesses ensure that letters not answered by themselves or their Private Secretaries are replied to by the Correspondence Section on their behalf. Where appropriate, the Correspondence Section will include with replies information about The Prince's, The Duchess's and Prince William's and Prince Harry's charitable work, interests and activities, as well as historical and other background information for schools and young people. In addition, The Prince and The Duchess receive many requests from a wide range of charities and other organisations for donations or items for auction. Requests for donations are dealt with by the Finance Section, while requests for items to auction are handled by the Correspondence Section. While it is not possible to respond to all the many requests for items to auction, His Royal Highness donates items such as lithographs of his watercolours, signed books and tours of the garden at Highgrove. In 2006-07, items donated for auction raised in excess of £180,000 for charity.

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### **The Office of Prince William and Prince Harry**

The Private Secretary to Prince William and Prince Harry is responsible for the day-to-day running of their office, including official engagements and charitable work. The office also supports, plans and advises with respect to the Princes' military and longer-term careers, and deals with personal administrative matters.

### **Finance, Personnel and Administration**

The Finance, Personnel and Administration Department is responsible for financial and personnel management, information systems and general administration across the Household. The department is headed by the Treasurer, assisted by the Financial Controller and the Head of Personnel and Administration.

The Finance Section exercises financial control through a combination of annual budgets, monthly management accounts and a series of accounting systems and procedures, particularly for the authorisation of expenditure. It is also responsible for achieving best value for money and maintains an inventory of Their Royal Highnesses' gifts and assets.

The Treasurer has financial and administrative responsibility for The Prince of Wales's Charities Foundation in the UK and the US Charitable Foundation. She is also responsible for one of the UK Foundation's trading subsidiaries, A. G. Carrick Limited, which receives the income from the sale of lithographs of The Prince's paintings and from royalties from the publication of books. The annual income of the two Foundations is in excess of £6 million. In addition, the Treasurer monitors the financial affairs of The Prince's key charities and is responsible for publishing, contractual and legal matters.

The Household seeks to provide a fulfilling work environment and to maximise individuals' contribution and job satisfaction. The Personnel Section manages the achievement of these objectives including staff recruitment, remuneration, training and career development, internal communications and employee relations. It also arranges secondments, national and international appointments and work experience placements.

The majority of the Household's information technology systems are provided and supported by the Information Systems Management section at Buckingham Palace. The IT Systems Support Manager is responsible for the daily operation of these systems.

Three Archivists are responsible for managing all the papers and files relating to the public life of The Prince of Wales since the late 1960s. The Senior Archivist also manages requests for The Prince and The Duchess to become Patron or President of organisations, as well as existing patronages and presidencies.

### Communications

As Heir to The Throne, there is extensive public and media interest in the activities of The Prince of Wales, as well as in The Duchess of Cornwall, and Prince William and Prince Harry.

As Heir to The Throne, there is extensive public and media interest in the activities of The Prince of Wales, as well as in The Duchess of Cornwall, and Prince William and Prince Harry. The Press Office's role is to provide information and facilitate a better understanding, for a wide audience, of The Prince of Wales's work and activities. The Press Office also handles media enquiries for The Duchess of Cornwall and the two Princes, and liaises closely with colleagues in the Buckingham Palace Press Office in respect of general issues to do with the Monarchy as a whole.

The Communications Secretary is responsible for the Press Office, which consists of a Press Secretary, two Assistant Press Secretaries, two Press Officers, an Assistant Press Officer, a Website Editor and a departmental PA.

The Press Office handles media enquiries about all aspects of The Prince of Wales's work and role, as well as those of The Duchess of Cornwall and Prince William and Prince Harry, dealing each year with more than 40,000 telephone calls from local, national and international media. The department arranges media facilities for all of Their Royal Highnesses' public engagements in the UK and overseas, and issues hundreds of press releases, announcements, media statements and operational notes each year.

Maintaining The Prince of Wales's website – [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk) – is also part of the Press Office's role. In 2006-07 the website was redesigned, and following the relaunch it was attracting an average of more than 1 million page impressions per month, and it remains a popular information resource for the media, researchers and the public from the UK and overseas. In addition to the latest news about Their Royal Highnesses' engagements, the site provides information about their work and charitable activities, as well as recent speeches, historical details, articles and a picture gallery. Information and news about Prince William and Prince Harry are also available on the site. Among the new elements of the redesigned site is a video facility, and the launch film featuring a day of engagements in Birmingham by Their Royal Highnesses was viewed almost 64,000 times in the first week it was available.

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### Master of the Household's Department

The Master of the Household and his department are responsible for Their Royal Highnesses' residences, offices and gardens, for personal staff and for the overall supervision of receptions and entertaining. Official entertaining is an important part of The Prince of Wales's and The Duchess of Cornwall's role. Last year they entertained 8,532 guests at Clarence House and other Royal residences. These occasions range from receiving official guests and foreign dignitaries to giving dinners and concerts to thank those involved with The Prince's and The Duchess's charities. In 2006-07, Their Royal Highnesses gave 75 receptions, seminars, lunches and dinners.

Most of the staff who manage and organise these occasions are required on duty seven days a week, including most evenings, with a week on/week off rota. The cost of staff who assist The Prince and The Duchess in a private capacity is allocated to personal expenditure. Butlers act as 'front of house' for Their Royal Highnesses, meeting guests, organising refreshments and setting up rooms. They work closely with the house managers, who oversee all the domestic and cleaning arrangements, as well as with the chefs. For larger receptions and dinners, the event managers oversee the planning and administrative and catering arrangements. One butler is on duty at all times.

The Prince of Wales has valets and travelling orderlies, working in pairs one week on and one week off, to assist him with his official clothing and uniforms, and with his personal clothing. The Duchess has two members of staff who perform a similar function for her.

The Prince of Wales and The Duchess of Cornwall use their private home at Highgrove, and in particular the Orchard Room within its grounds, for official engagements and entertaining. The Orchard Room was designed and built by The Prince specifically to entertain official guests. In 2006-07, it was used for 11 receptions, seminars and briefings for almost 1,200 guests, and all visitors to the garden have tea or coffee there.

Last year, The Prince and The Duchess invited more than 24,000 people to go round the garden at Highgrove, finishing with refreshments in the Orchard Room. In the Summer, up to 9 tours of 25 people can take place each day, amounting to just over 1,000 tours a year. The visitors between them voluntarily donated £163,704 to The Prince's charitable organisations. In addition, those attending Summer official receptions normally look around the garden. Committed to conserving Britain's natural heritage, The Prince uses the garden as a conservation area for endangered varieties of plants, flowers and trees, and hopes that those who visit enjoy seeing the benefits of natural land management and organic gardening.

Visitors to the garden include charitable and gardening groups, and gardening students and researchers work in the garden throughout the year. No charge is made for the tour or refreshments, but visitors are able to buy items from the Highgrove Shop which donates all its profits to The Prince's Charities Foundation.

The Prince employs a team of gardeners. Because the garden is mainly used for visits by members of the public, the majority of the costs of the garden are allocated to official expenditure (although official as well as personal costs are met from His Royal Highness's private income). The balance, which is assumed to relate to The Prince's and The Duchess's personal enjoyment of the garden, is allocated to personal expenditure. The Master of the Household's Department also includes Orderlies (who maintain office equipment and are responsible for office supplies, stationery and office cars), and Receptionists, and it has responsibility for health and safety, and with the Police, for maintaining security.

## Charities

The Charities Office is managed by the Director of Charities, supported by the Deputy Director. The costs of the Charities Office are met by The Prince's Charities Foundation.

The Office's primary responsibility is to provide support and advice to The Prince of Wales's Charities, in particular the core 18 organisations, on matters such as corporate governance, donations policy and fundraising, planning and communications. In the past two years, the Charities Office has published a comprehensive set of operating guidelines for use by all of the organisations, created a shared identity for them – they are collectively known as "The Prince's Charities" – and published various material to explain their work and achievements.

The Charities Office also facilitates liaison and synergy between the charities, helps with the appointment of chairmen and trustees, and oversees the development of new ideas and initiatives. It has also set up a new trading company to support various one-off projects, such as the "Concert for Diana" that Prince William and Prince Harry are organising in memory of their mother, "The Friendship Cup" cricket match between India and Pakistan, and the "Stairway to Heaven" television documentary. A separate company, Traditional Arts Limited, has also been established to develop and sell products based on the designs from students and alumni of The Prince's School of Traditional Arts. The Charities Office also manages The Prince's Accounting for Sustainability project.

## ANNUAL VISITS

The Prince and The Duchess make a number of visits to Scotland and Wales every year, and in addition stay for a working week at the Palace of Holyroodhouse in Scotland and for a series of official engagements in Wales. The cost of these longer annual visits, which principally relates to receptions and dinners, amounted to £30,479 in 2006-07, and is included in 'official entertaining' expenditure.

## OFFICIAL COSTS ANALYSED BY EXPENDITURE CATEGORY

Expenditure has been analysed and explained in the preceding sections by department. The following table analyses official duties and charitable activities expenditure by category.

Year to 31st March	£000s 2007	£000s 2006
Staff costs	4,800	4,374
Training, recruitment and staff welfare	159	109
Travel and subsistence (including vehicle costs)	221	252
External consultancy and professional fees	188	167
Official entertaining and receptions	391	387
Donations and gifts	50	42
Utilities	162	103
Residences and offices not paid for from the Grant-in-Aid	417	395
Press and information services	114	110
Stationery and office equipment	215	135
Computers and information systems	195	192
Housekeeping and office cleaning	106	101
Insurance	46	42
Gardens	41	41
Depreciation	155	137
<b>Total</b>	<b>7,260</b>	<b>6,587</b>

Some of the differences between current and prior-year expenditure are explained below.

### Salaries

The staff costs of £4.8 million relate to the 106.5 official staff and include salaries, National Insurance contributions, pension contributions and other benefits. During the course of the year, additional staff have been employed to strengthen the management team and to staff Clarence House.

### Travel and subsistence

The decrease in travel and subsistence costs does not reflect any particular trend, but rather the nature of the business undertaken during the year.

### External consultancy and professional fees

External consultancy and professional fees include legal and audit fees.

### Official entertaining and receptions

Official entertaining includes receptions, lunches and dinners that take place at Clarence House, the Orchard Room at Highgrove, Holyroodhouse and a number of other locations. The costs include the maintenance, upkeep and rent of the Orchard Room.

### Residences and offices

The increase in expenditure reflects a normal increase in budgeted spending.

# APPENDIX

## PORTFOLIOS OF THE SENIOR MANAGEMENT

### **Sir Michael Peat**

*Principal Private Secretary*

- Overall responsibility for the Household and Office
- Constitutional, state and ceremonial matters
- The Church (including the Roman Catholic Church)
- Chairman of The Prince's Charities Foundation
- The Duchy of Cornwall
- Duchy Originals Limited
- The Private Estates
- The Prince's Accounting for Sustainability Project

### **Elizabeth Buchanan**

*Private Secretary*

- Overall supervision of the Private Secretaries' Office
- Overall supervision of the programme and diary
- Responsible business, including Business in the Community and In Kind Direct
- Agriculture and rural affairs
- The natural environment, including The Prince's Business & the Environment Programme, and fishing
- The Police

### **Sir Malcolm Ross**

*Master of the Household, assisted by Andrew Farquharson,  
Deputy Master of the Household*

- Overall supervision of receptions and entertaining
- Personal and domestic staff
- All residences and gardens
- Security and confidentiality
- Social Responsibility
- Duchy Home Farm

### **Virginia Carington**

*Assistant Master of the Household*

- The Royal Collection
- Personal letters and private engagements

### **Leslie Ferrar**

*Treasurer, assisted by Gary Atack, Assistant Treasurer and Financial Controller, Mimi Watts, Head of Personnel and Administration, and David Hutson, Assistant Treasurer and Records Manager*

- Overall responsibility for all financial, accountancy and investment matters
- Personnel
- Information technology
- Inventory
- Archives and records management
- Publishing, commercial, contractual and legal matters
- AG Carrick
- Duchy Originals' company secretary
- Overall financial supervision of The Prince's Charities, with the Director, The Prince's Charities
- US Charitable Foundation

### **Paddy Harverson**

*Communications Secretary, assisted by Patrick Harrison,  
Press Secretary*

- All media matters for The Prince of Wales, The Duchess of Cornwall, Princes William and Harry and the Duchy of Cornwall

### **Sir Tom Shebbeare**

*Director, The Prince's Charities, assisted by Ann Chant,  
Deputy Director and Oliver Brind, Director of Development*

- Strategy for and overall co-ordination of The Prince's Charities, including, in particular, fundraising and governance
- Managing Director of The Prince's Charities Foundation

### **Mark Leishman**

*Deputy Private Secretary*

- Scotland, including The Prince of Wales's Scottish organisations
- Health, including The Prince's Foundation for Integrated Health
- Education, including The Prince's Teaching Institute
- Disability
- The elderly, including PRIME

**Manon Williams**

*Deputy Private Secretary*

- Wales
- The built environment, including The Prince's Foundation for the Built Environment
- Heritage, including The Prince's Regeneration Trust
- The Prince's Drawing School
- The Arts, including Arts & Business and The Prince of Wales's Arts & Kids Foundation
- PRIME-Cymru

**Clive Alderton**

*Deputy Private Secretary*

- Foreign affairs, including overseas tours
- International development, including The Prince of Wales's International Business Leaders Forum
- Ethnic and faith communities
- The Prince's School of Traditional Arts

**Amanda MacManus**

*Assistant Private Secretary (part-time)*

- Organisation and co-ordination of The Duchess of Cornwall's engagements, charitable work and diary

**Joy Camm**

*Assistant Private Secretary (part-time)*

- Organisation and co-ordination of The Duchess of Cornwall's engagements, charitable work and diary

**Katy Golding**

*Assistant Private Secretary*

- Organisation and co-ordination of The Duchess of Cornwall's engagements, charitable work and diary

**Jamie Lowther-Pinkerton**

*Private Secretary to Prince William and Prince Harry*

- Advising the Princes on their careers, charitable patronages and other matters, and organising official engagements

**Anita Kumar**

*Assistant Private Secretary*

- The Commonwealth
- Sustainable development in India, including The Bhumi Vardaan Foundation

**Jonathan Hellewell**

*Assistant Private Secretary*

- The Prince's Trust
- Northern Ireland
- Correspondence Department, managed by Claudia Holloway, Head of Correspondence

**Squadron Leader Jayne Casebury**

*Equerry*

- The Armed Forces and Veterans
- Programme, diary, travel and logistics
- Investitures
- The Emergency Services (excluding the Police)
- Sport, explorers and adventurers

## THE PRINCE'S CHARITIES

'The Prince's Charities' is a group of not-for-profit organisations of which The Prince of Wales is President; 16 of the 18 charities were founded personally by The Prince.

The group is the largest multi-cause charitable enterprise in the UK, raising just over £119 million annually. The organisations are active across a broad range of areas including opportunity and enterprise, health, the built environment, responsible business and education.

The charities reflect The Prince of Wales's long-term and innovative perspective, and seek to address areas of previously unmet need.



### OPPORTUNITY AND ENTERPRISE

#### The Prince's Trust

[www.princes-trust.org.uk](http://www.princes-trust.org.uk) Tel: +44 (0) 20 7543 1234

#### The Prince's Scottish Youth Business Trust

[www.psybt.org.uk](http://www.psybt.org.uk) Tel: +44 (0) 141 248 4999

#### PRIME

[www.primeinitiative.org.uk](http://www.primeinitiative.org.uk), [www.primebusinessclub.com](http://www.primebusinessclub.com)

Tel: +44 (0) 20 8765 7833

#### PRIME – Cymru

[www.prime-cymru.co.uk](http://www.prime-cymru.co.uk) Tel: +44 (0) 1550 721 813

### EDUCATION

#### The Prince's Drawing School

[www.princesdrawingschool.org](http://www.princesdrawingschool.org) Tel: +44 (0) 20 7613 8568

#### The Prince's School of Traditional Arts

[www.princesschooltraditionalarts.org](http://www.princesschooltraditionalarts.org) Tel: +44 (0) 20 7613 8500

#### The Prince's Teaching Institute (University of Cambridge)

[www.princesti.org.uk](http://www.princesti.org.uk) Tel: +44 (0) 20 3170 7926

### HEALTH

#### The Prince's Foundation for Integrated Health

[www.fih.org.uk](http://www.fih.org.uk) Tel: +44 (0) 20 3119 3100

### THE BUILT ENVIRONMENT

#### The Prince's Foundation for the Built Environment

[www.princes-foundation.org](http://www.princes-foundation.org) Tel: +44 (0) 20 7613 8500

#### The Prince's Regeneration Trust

[www.princes-regeneration.org](http://www.princes-regeneration.org) Tel: +44 (0) 20 7462 6440

#### Turquoise Mountain Foundation

[www.turquoisemountain.org](http://www.turquoisemountain.org) Tel: +44 (0) 1764 650 888

### RESPONSIBLE BUSINESS AND THE NATURAL ENVIRONMENT

#### Business in the Community

[www.bitc.org.uk](http://www.bitc.org.uk) Tel: +44 (0) 870 600 2482

#### The Prince of Wales's Business and the Environment Programme

[www.cpi.cam.ac.uk/bep](http://www.cpi.cam.ac.uk/bep) Tel: +44 (0) 1223 342 100

#### Scottish Business in the Community

[www.sbcscot.com](http://www.sbcscot.com) Tel: +44 (0) 131 451 1100

#### The Prince of Wales International Business Leaders Forum

[www.iblf.org](http://www.iblf.org) Tel: +44 (0) 20 7467 3600

#### In Kind Direct

[www.inkinddirect.org](http://www.inkinddirect.org) Tel: +44 (0) 20 7714 3930

### THE ARTS

#### Arts & Business

[www.AandB.org.uk](http://www.AandB.org.uk) Tel: +44 (0) 20 7378 8143

#### The Prince of Wales Arts & Kids Foundation

[www.artsandkids.org.uk](http://www.artsandkids.org.uk) Tel: +44 (0) 20 7940 6692



[www.princeofwales.gov.uk](http://www.princeofwales.gov.uk)

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Ink:	100% made from vegetable oil
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