

Income and Expenditure Account

Years to 31st March	2004 £000s	2003 £000s
Income and Funding		
Duchy of Cornwall	11,913	9,943
Grants-In-Aid	3,856	2,798
Government Departments	292	304
Total income and funding	16,061	13,045
Expenditure		
Official duties and charitable activities	5,947	5,627
Grants-In-Aid:		
London office and official residence	2,951	2,207
Official travel by air and rail	825	478
Communications support	80	113
	3,856	2,798
Overseas tours and military secondees	292	304
Tax and personal expenditure	4,406	3,843
Total expenditure	14,501	12,572
Operating surplus	1,560	473
Capital expenditure less depreciation, loan repayments and transfer to reserves	1,442	802
Net cash surplus (deficit)	118	(329)

Income and Funding

	Emillions
Duchy of Cornwall	11.913

The Prince of Wales's income comes from the Duchy of Cornwall, which consists of around 57,088 hectares of land in 25 counties, mostly in the South West of England. The landed estate includes agricultural, commercial and residential property. The Duchy also has a financial investment portfolio.

The Duchy estate was created in 1337 by Edward III for his son and heir, Prince Edward, and its primary function was to provide him and future Princes of Wales with an income from its assets. It was traditional for many centuries for families with landed estates to settle the land and other assets in trust, so that each generation could live off the income but was unable to sell the assets. This was done to ensure that the estate, and the income which it provided, survived from generation to generation.

The same principle was applied to the Duchy of Cornwall. Under the 1337 charter, as confirmed by subsequent legislation, The Prince of Wales does not own the Duchy's capital assets, and is not entitled to the proceeds or profit on their sale, and only receives the annual income which they generate (which is voluntarily subject to income tax). Because of the importance of the beneficiary, the Duchy's 'trust provisions' have, over the years, been set out in legislation, with the financial security of the Duchy overseen by HM Treasury.

His Royal Highness chooses to use a large proportion of the income from the Duchy of Cornwall to meet the cost of his public and charitable work. In 2003-04, the income due to The Prince of Wales's Office from the Duchy amounted to £11.913 million, compared with £9.943 million in 2002-03.

For a number of years, following the major purchase of the Prudential agricultural property portfolio, the Duchy has been restructuring its property portfolio of commercial, agricultural and residential properties. The 20% increase in the surplus this year is a combination of increased rental income from commercial properties newly acquired in line with this policy, and rent reviews on existing properties.

The Prince of Wales is actively involved in running the estate, which is required to be operated on a commercial basis by its parliamentary legislation. However, the long history of the Duchy of Cornwall and The Prince's own commitment to pass down to his successors an estate in a better and stronger condition than when he became the beneficiary also requires a long-term stewardship approach.

With this in mind, The Prince of Wales ensures that environmental and agricultural best practice, and working in partnership with its tenants and local communities, are at the heart of the Duchy's management approach. He has shown that preserving and sustaining rural communities, as well as supporting traditional craftsmanship and architecture, are not incompatible with achieving a satisfactory financial return. Both the Duchy's income and the value of its capital assets have increased significantly in recent years.

An analysis of The Prince of Wales's income from the Duchy of Cornwall between the principal asset categories is as follows.

Years to 31st March	2004 %	2003 %
Commercial properties	43	39
Agricultural land and forestry	30	33
Residential properties	14	15
Financial assets	13	13
	100	100

The Duchy of Cornwall's annual accounts are published by The Stationery Office (TSO) and a copy can be ordered by mail:

TSO, PO Box 29, Duke Street, Norwich, NR3 LGN
 online: www.tso.co.uk/bookshop
 by telephone: 0870 6005522
 by fax: 0870 6005533

Grants-In-Aid	3.856
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Funding to pay for 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 does not receive money from the Civil List, but the Grants-In-Aid paid to The Queen's Household are used, in part, to support his 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 or may be obtained from the Deputy Treasurer to The Queen, Buckingham Palace, London SW1A 1AA

Government Departments	0.292
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The Civil List, Parliament Annuity and the Grants-In-Aid are funds transferred to, and spent and controlled by, the Royal Household. In addition, Government Departments meet directly expenditure incurred in support of The Queen as Head of State. For The Prince of Wales, Government Departments meet expenditure in respect of the provision of staff on secondment from the Armed Services (£214,000 spent by the Ministry of Defence in 2003-04) and the cost of official overseas visits undertaken at the request of the Foreign and Commonwealth Office (£78,000 spent by the FCO in 2003-04).

Expenditure

Emillions

Official duties and charitable activities	5.947
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Approximately 50% of The Prince of Wales's income from the Duchy of Cornwall was spent on official duties and charitable activities. Of the £5.947 million, £3.213 million was the cost of the staff who supported His Royal Highness in carrying out his official duties. An analysis of official expenditure is given on page 44.

The Prince of Wales employs 124 full- and part-time staff in his Household, which equates to 111.8 full-time staff. Of these, 84.1 support him in undertaking official duties and charitable activities and 27.7 are personal staff for himself, Prince William and Prince Harry, and Mrs Parker Bowles. Of the official staff, 4.5 are seconded without charge by the armed services as referred to above.

The table over the page lists The Prince of Wales's official staff by Household department and also gives the total cost, including salaries and other expenditure, of each department.

Grant-In-Aid: London office and official residence	2.951
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The Property Services Grant-In-Aid is the annual funding provided by the Department for Culture, Media and Sport to the Royal Household to meet the cost of the maintenance of, and certain utilities and related services for, the Occupied Royal Palaces.

Clarence House is the London office and official residence for The Prince of Wales, Prince William and Prince Harry. It is used for official dinners, receptions and meetings, as well as for offices for His Royal Highness's 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 is in residence.

Grant-In-Aid: Official travel by air and rail	0.825
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The Royal Travel Grant-In-Aid is the annual funding provided by the Department for Transport to meet the cost of official royal travel by air and rail. Official travel by car for The Prince of Wales is paid for from his income from the Duchy of Cornwall.

It is an important part of The Prince of Wales's role as Heir to the Throne to bring together people in different parts of the United Kingdom, 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 2003-04 His Royal Highness travelled more than 43,500 miles to and from official engagements in the United Kingdom and overseas. This figure includes almost 26,000 miles of overseas travel. The cost of these journeys amounted to £825,000 in 2003-04.

This figure includes the variable costs only for journeys undertaken using 32 Squadron, The Queen's Helicopter or the Royal Train. This is because the fixed aircraft and train costs are incurred irrespective of whether they are used and do not result from undertaking specific journeys. For a full explanation, see the Grant-In-Aid for Royal Family Travel by Air and Rail Annual Report 2003-04 – available on www.royal.gov.uk.

Grant-In-Aid: Communications support	0.08
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The Royal Communications and Information Grant-In-Aid is the annual funding provided by the Department for Culture, Media and Sport for communication and information services in connection with official royal functions and engagements.

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 have traditionally been met from the Communications and Information Grant-In-Aid. The cost of this support amounted to £80,000 in 2003-04.

Overseas tours and military secondees	0.292
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The Equerries (one full-time and one part-time) and three of the four Orderlies are seconded from the armed forces to assist The Prince of Wales in undertaking official duties. The role of the Equerries is explained on page 42-43. The cost to the Ministry of Defence in 2003-04 was £214,000.

The Foreign and Commonwealth Office meets the cost of The Prince of Wales's Official Visits abroad (except for travel costs which are met from the Royal Travel Grant-In-Aid). In 2003-04 His Royal Highness visited Russia, India and Oman, Iraq, Iran and Saudi Arabia. These visits are undertaken at the request of the Foreign and Commonwealth Office to build on and strengthen the good relations which the United Kingdom enjoys with countries throughout the world. The cost to the Foreign and Commonwealth Office for The Prince of Wales's official overseas visits amounted to £78,000 in 2003-04.

Tax and personal expenditure	4.406
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The Prince of Wales pays income tax voluntarily on the surplus of the Duchy of Cornwall, applying normal income tax rules and at current tax rates, and pays income tax on all other income and capital gains tax like any private individual.

In addition to paying for The Prince of Wales's official duties and charitable activities and his income tax liability, the income from the Duchy of Cornwall is used to meet personal expenditure for The Prince of Wales, Princes William and Harry, and some personal costs of Mrs Parker Bowles.

Personal expenditure includes the salary cost of 27.7 full-time equivalent personal staff, including personal secretaries, a chef, grooms, valets, gardeners, farm staff and estate workers and staff for Princes William and Harry and Mrs Parker Bowles. Personal expenditure also includes the appropriate share of the cost of Highgrove House and Birkhall, and of maintaining the estate and garden at Highgrove.

Personal expenditure includes the cost of His Royal Highness and Princes William and Harry playing polo. The Prince of Wales now plays polo only to raise money for charity. During 2003, it is estimated that £875,000 was raised.

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.

Staff

As at and for the year to 31st March 2004	Full-time equivalent staff	Official Costs £000s
Private Secretary and Assistants	3.0	
Private Secretaries' Office		
Deputy Private Secretary	1.0	
Assistant Private Secretaries	3.0	
Research and Administrative Assistants	7.1	
Correspondence	3.5	
	<u>17.6</u>	<u>1,198</u>
Finance and Administration		
Treasurer and Assistant	2.0	
Finance	6.0	
Personnel	3.4	
Archives	3.0	
IT Systems Manager	1.0	
Orderlies	3.5	
Reception	2.0	
	<u>20.9</u>	<u>1,565</u>
Communications		
Communications Secretary and Assistant	2.0	
Press Secretary	1.0	
Assistant Press Secretaries	2.0	
Press Officers and Website Editor	3.0	
	<u>8.0</u>	<u>474</u>
Senior Equerry's Office and Official Engagements and Receptions		
Senior Equerry and Assistant	2.0	
Equerries	1.5	
Programme and Travel Co-ordinators	4.2	
Butlers	2.0	
Chefs	3.0	
Chauffeurs	2.0	
House Managers and Housekeepers	7.5	
Valet	1.0	
Orchard Room staff	2.0	
Gardeners and Estate Workers	8.4	
Garden Tours Administrator	1.0	
	<u>34.6</u>	<u>2,710</u>
Charities		
Director of Charities and Assistant	2.0	
Deputy Director of Charities	1.0	
	<u>3.0</u>	
Total official staff as at 31st March 2004	<u>84.1</u>	
Total cost of official duties and charitable activities for the year to 31st March 2004		<u>5,947</u>

Offices

The Prince of Wales's principal office, where most of his staff work, is in Clarence House, which is adjacent to St James's Palace in central London.

The cost of maintaining the fabric of the London office, 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 37). There are also offices for official staff at Highgrove and Birkhall, The Prince of Wales's private residences. 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 The Prince's Personal Expenditure.

The duties of each department are described in the following sections.

The Private Secretary

The Private Secretary is the senior member of The Prince of Wales'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 Deputy Private Secretary is responsible for the day-to-day running of the Private Secretaries' Office. The Deputy and Assistant Private Secretaries facilitate and support The Prince of Wales's official duties, engagements and charitable activities. They help compile The Prince of Wales's diary, organise his domestic and overseas programme of visits, arrange briefing sessions, receptions and other functions, administer correspondence, and coordinate research and briefing to support his work.

Each Private Secretary is responsible for specific areas and for liaising with certain of The Prince's organisations. These responsibilities, as well as those of other senior staff, are listed in the Appendix (see page 46). 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 national figures, and 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 Prince of Wales, Prince William and Prince Harry receive a large number of letters each year. In 2003-04, for example, they received over 33,000 letters. People from all over the world write to The Prince of Wales and his sons, although the majority of the letters are from the United Kingdom.

Letters to the Princes cover a wide range of subjects and are often prompted by current issues and debates. The Prince of Wales sees a wide selection of the correspondence and writes personally over 2,000 letters a year. His Royal Highness ensures that letters not answered by himself or his Private Secretaries are replied to by the Correspondence Section on his behalf. Where appropriate, the Correspondence Section will include with replies information about The Prince's charitable work, interests and activities, as well as historical and other background information for schools and young people.

In addition, The Prince of Wales receives 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 2003-04, items donated for auction raised in excess of £100,000 for charity.

Finance and Administration

The Finance 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 is putting in place the necessary staff resources to review regularly all categories of spending.

The Treasurer has financial and administrative responsibility for The Prince of Wales's UK and US Charitable Foundations. He 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 Charitable Foundations is in excess of £2.5 million. In addition, the Treasurer monitors the financial affairs of His Royal Highness's key charities and is responsible for publishing, contractual and legal matters.

The Personnel Section manages staff recruitment, remuneration, training and development, health and safety and employee relations.

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 day-to-day operation of these systems.

The department also includes Orderlies (who maintain office equipment and are responsible for office supplies, stationery and office cars), and Receptionists.

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. More recent papers in the archive are kept at St James's Palace and older records are stored in the Royal Archives at Windsor Castle. The Senior Archivist also manages requests for The Prince to become Patron or President of an organisation, and dealings with 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, and of 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 two young 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.

A new post of Communications Secretary was created in February to oversee the communications strategy and act as senior media adviser to The Prince of Wales, Prince William and Prince Harry. The Communications Secretary is responsible for the Press Office, which consists of a Press Secretary, two Assistant Press Secretaries, two Press Officers and a Website Editor.

The Press Office handles media enquiries on all aspects of The Prince of Wales's work and role, as well as those of Prince William and Prince Harry, dealing each year with more than 50,000 telephone calls from local, national and international media. The department arranges media facilities for all of The Prince's public engagements in the United Kingdom and overseas, and issues more than 1,000 press releases, announcements, information bulletins and operational notes each year.

Maintaining The Prince of Wales's website – www.princeofwales.gov.uk – is also part of the Press Office's role. The website attracts over 950,000 hits per week and is a popular information resource for the media, researchers and the public from the United Kingdom and overseas. In addition to the latest news about His Royal Highness's engagements, the site provides information on his 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.

Senior Equerry's Office and Official Engagements and Receptions

Staff in The Equerry's Office co-ordinate The Prince of Wales's programme of engagements. They manage his diary on a daily basis, providing an interface between staff, police and outside organisations, and plan his long-term programme. They also manage the logistical and transport arrangements for The Prince's official visits at home and abroad. There are usually three overseas tours a year. The Senior Equerry is a permanent member of staff, but the Equerry is a serving military officer seconded from the armed forces to the Household for a period of approximately two years.

Each year the Prince receives thousands of invitations from a wide range of public and private sector organisations. Each is given careful consideration by The Prince of Wales himself and his Office. The Senior Equerry and Equerry liaises with the Private Secretaries, the Press Office, and The Prince's organisations to ensure that each year His Royal Highness covers a broad range of interests and meets a wide cross-section of the people in as many parts of the country as possible.

The Equerry and Temporary Equerry 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. As well as holding the rank of Vice Admiral, Lieutenant General and Air Marshal in each of the nation's armed services, he is also Colonel-in-Chief of 11 regiments of the British Army and six Commonwealth regiments. In addition, he is Colonel of the Welsh Guards, and Honorary Air Commodore of RAF Valley.

The Prince of Wales conducts eight Investitures at Buckingham Palace each year and also attends state functions on behalf of The Queen. The Equerry's Office is responsible for the arrangements for these engagements.

Official entertaining is an important part of The Prince of Wales's role. Each year he entertains about 9,000 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 his charities. In 2003-04, His Royal Highness gave 88 receptions, seminars, lunches and dinners, ranging from small lunches to events for many hundreds of guests.

Twenty-six (full-time equivalent) staff manage and organise these occasions. Most of these staff are required on duty seven days a week, including most evenings, with a week on/week off rota worked. Staff who assist The Prince of Wales in a private capacity are not included, and their cost is allocated to personal expenditure.

Butlers act as 'front of house' for The Prince of Wales, 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 to assist him with his official clothing and uniforms, and with his personal clothing. That part of their time devoted to The Prince's official engagements is charged under the 'official engagements and charitable activities' heading. Similarly, the costs associated with Chauffeurs driving The Prince of Wales to official engagements and related expenditure are charged in this way.

The Prince of Wales uses his 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 for the purpose of entertaining official guests. It is heavily used: in 2003-04, for example, it was used for 37 receptions, seminars and briefings for over 2,900 guests.

Each year The Prince invites more than 18,000 people to go round the garden at Highgrove, finishing with refreshments in the Orchard Room. In the summer, up to eight tours of 25 people can take place each day, amounting to nearly 700 tours a year. In addition, those attending official receptions normally may look around the garden. These tours are designed to recognise service or special situations, but they also demonstrate, by example, the benefits of natural land management and organic gardening. Committed to conserving Britain's natural heritage, The Prince uses the garden as a conservation area for endangered varieties of plants and flowers.

Visitors to the garden include charitable and gardening groups, while gardening students and researchers also 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 of Wales's UK Charitable Foundation. In 2003-04 this raised nearly £90,000 for charity.

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 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 personal enjoyment of the garden, is allocated to personal expenditure.

Charities

A new Charities department has been created with the appointment of a Director and Deputy Director of Charities. The new team has responsibility for providing support and advice to The Prince of Wales's charities, in particular the core 17 organisations, on matters such as corporate governance, donations policies and fundraising, planning, and communications. The department also facilitates liaison and synergy between the charities and helps with the appointment of chairmen and trustees.

Annual Visits

The Prince makes a number of visits to Scotland and Wales every year, and in addition stays 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, amounts to approximately £50,000, 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.

	£000s 2004	£000s 2003
Salaries	3,213	3,131
Training, recruitment and staff welfare	148	150
Travel and subsistence	176	189
External consultancy and professional fees	238	614
Official entertaining	655	843
Donations and gifts	72	45
Utilities	116	108
Residences and offices	643	160
Press and information services	84	85
Stationery and office equipment	80	71
IT systems	241	62
Housekeeping	64	26
Insurance	40	24
Gardens	38	67
Depreciation	139	52
Total	5,947	5,627

The main variances between current and prior year expenditure are explained below.

Salaries

The salary costs of £3.2 million relate to the 84.1 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. The 2002-03 figure included restructuring costs.

External consultancy and professional fees

External consultancy and professional fees fell, partly as a result of the appointment of the Communications Secretary during the year and partly because of exceptional costs in the previous year, including the inquiry by Sir Michael Peat and Mr Edmund Lawson. Professional fees include legal and audit fees.

Official entertaining

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. Although the costs fell, the level of official entertaining during 2003-4 was broadly comparable. The nature, and therefore the cost of entertaining is variable which, combined with improved cost control, resulted in an overall reduction for the year. The costs include the maintenance, upkeep and rent of the Orchard Room.

Residences and offices

The increase in expenditure reflects the occupation of Clarence House. The majority of the expenditure on the refurbishment of Clarence House was met by the Property Services Grant-In-Aid. However, the cost of some of the redecoration of Clarence House and the refurbishment of most of its contents was met by The Prince of Wales.

IT systems

During the course of year, the Household met its objective of providing all office staff with external e-mail and internet access. In addition, the Household invested to develop further the use of information technology as part of the ongoing process of improving management systems and procedures.

Housekeeping and Depreciation

The increase in both categories of expenditure reflects the occupation of Clarence House.

Corporate social responsibility

The Prince of Wales has long been an advocate of businesses being aware of their social responsibilities, and requires his own Household to achieve best practice in this area.

On environmental matters, His Royal Highness has set targets, among other things, to reduce air emissions by using more fuel-efficient vehicles, reduce waste by purchasing more recyclable products, reduce paper consumption through greater use of double-sided printing, and reduce electronic equipment waste by donating used computers to charities and recycling mobile phones.

The Household also actively seeks to support its local communities in Westminster (Clarence House) and Gloucestershire (Highgrove). For example, last year children from a state school in London visited the St James's Palace offices as part of their history and citizenship curriculum at GCSE, while in Gloucestershire each year, many local groups are invited to tour the Highgrove gardens and the nearby Home Farm to learn something about horticulture and organic farming. The Prince's staff also contribute to their community as individuals.

Appendix

Portfolios of Private Secretaries and other Senior Staff

Sir Michael Peat

Private Secretary

General management and oversight of all aspects of the Household
Constitutional, state and ceremonial matters, with the Equerry
Overall supervision of media matters
The Duchy of Cornwall, with The Treasurer
The Prince of Wales's Charitable Foundation (UK), assisted by the Treasurer
Duchy Originals Limited
Patronages
Overall supervision of The Prince of Wales's organisations

Elizabeth Buchanan

Deputy Private Secretary

Deputising for the Private Secretary in respect of Private Secretarial matters
Wales
The Prince's Trust
Rural affairs, agriculture and fishing
Business in the Community (including Scottish Business in the Community)
Relations with business and industry
The natural environment
The Prince of Wales's Business and the Environment programme

Kevin Knott

Treasurer, assisted by Philippa Norman, *Financial Controller*, Mimi Watts, *Head of Personnel and Administration*, and David Hutson, *Archivist*

Deputising for the Private Secretary in respect of financial, management and administrative issues
Financial management, Personnel and IT
Archives and office paper-flow
The Duchy of Cornwall, with the Private Secretary
The Prince of Wales's UK and US Charitable Foundations
A.G. Carrick Limited
Publishing, contractual and legal matters
Tradesmen's Royal Warrants of Appointment
Overall financial supervision of The Prince of Wales's organisations, with the Private Secretary

Paddy Harverson

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

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

Liaising with the Prince of Wales's charities and organisations on media matters
Press facilities for visits and engagements in the UK and overseas
Publications
Management of The Prince of Wales's Website

Paul Kefford

Assistant Private Secretary

The Prince's Foundation for the Built Environment, with the Private Secretary, and other architectural, heritage and built environment matters
The elderly, including PRIME and hospices
Disability
Gardening
Relations with the Anglican and Catholic Churches

James Kidner

Assistant Private Secretary

Foreign and Commonwealth relations, including overseas tours
Northern Ireland
The Prince of Wales's International Business Leaders Forum
International development
Ethnic and faith communities
The arts

Mark Leishman

Assistant Private Secretary

Scotland, including Holyrood week
The Prince of Wales's Foundation for Integrated Health, and other medical and health related charities and issues
Education

Rupert Lendrum

Senior Equerry

Overall supervision of the programme and diary
Domestic staff
All residences
Security Issues

Squadron Leader Richard Pattle

Equerry

Programme and diary
State and ceremonial, with the Private Secretary
Military, including veterans and emergency services
Sport

Virginia Carington

Special Assistant to The Prince of Wales

The Royal Collection
Personal letters and private engagements
Assisting the Press Office with TV and other films

Claudia Holloway

Head of Correspondence Section

Core Organisations of The Prince of Wales's charitable enterprise

Arts and Business
www.aandb.org.uk

Business in the Community
www.bitc.org.uk

Business and the Environment
www.cpi.cam.ac.uk

In Kind Direct
www.inkinddirect.org

PRIME - Cymru
www.prime-cymru.co.uk

PRIME - England
www.primeinitiative.org.uk

Scottish Business in the Community
www.sbcscot.com

The Prince's Drawing School
www.princesdrawingschool.org

The Prince's Foundation for The Built Environment
www.princes-foundation.org

The Prince's School of Traditional Arts
www.princes-foundation.org/traditionalarts

The Prince's Scottish Youth Business Trust
www.psybt.org.uk

The Prince's Trust
www.princes-trust.org.uk

The Prince of Wales's Arts & Kids Foundation
www.artsandkids.org.uk

The Prince of Wales's Foundation for
Integrated Health
www.fihealth.org.uk

The Prince of Wales's International Business
Leaders Forum
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John Stillwell

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