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The purpose of this Annual Review is to provide a brief overview of The Prince of Wales's and The Duchess of Cornwall's official and charitable activities, and to provide information about their income and official expenditure for the year to 31st March 2011.

A longer and more detailed version of the Review – complete with additional information, photographs, films and statistics – is available online at [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk), the official website for The Prince of Wales, The Duchess of Cornwall, The Duke and Duchess of Cambridge and Prince Harry.

The website also contains the latest news, press releases, videos, speeches, articles and diary information relating to Their Royal Highnesses, plus a wide range of biographical detail.

TOP: LEFT TO RIGHT  
 Reception in recognition of Police family liaison officers at Clarence House, London in February 2011.

Ceremony at the British Australian cemetery at Fromelles, northern France in July, 2010.

Service for the Victoria Cross and George Cross Association in November 2010.

RIGHT  
 The Prince of Wales meets soldiers from The 3rd Battalion, The Mercian Regiment (Staffords), who were training on Salisbury Plain as they prepared to deploy on operations to Afghanistan, in February 2011.



[www.princeofwales.gov.uk](http://www.princeofwales.gov.uk)  
 The Prince's website carries details of all official engagements, and of speeches, articles and a wide range of biographical and factual information.



**£123 million**

Raised for charity

LEFT  
 The Prince of Wales and The Duchess of Cornwall during their visit to the Long Clawson Dairy at Long Clawson, Melton Mowbray, Leicestershire in January 2011.

ABOVE  
 The Duchess of Cornwall celebrates 15 years of the National Young Readers' Programme in November 2010.

FRONT COVER  
 The Prince and The Duchess enjoying a visit to the 'Start' festival in the gardens of Clarence House in September 2010.



LEFT  
The Prince of Wales and The Duchess of Cornwall speak to soldiers during the Prince's visit to meet members of the Explosive Ordnance Disposal Regiment in Oxfordshire in February 2011.

96

The Prince and The Duchess undertook 96 engagements with the Armed Forces at home and abroad

This Annual Review covers the year to 31st March 2011. In addition to this introduction, which includes a selection of engagements from the year, an explanation of the environmental impact of Household activities and a brief overview of the principal elements of Their Royal Highnesses' role, it has two sections: one illustrating how The Prince of Wales and The Duchess of Cornwall make a difference through their activities and the work of their charities, initiatives and organizations; and one briefly outlining how Their Royal Highnesses' work and office are financed.

While there is no established constitutional role for The Heir to The Throne, The Prince of Wales seeks, with the support of his wife The Duchess of Cornwall, to do all he can to make a difference for the better in the United Kingdom and internationally. The way in which His Royal Highness does so can, in simple terms, be divided into three parts: undertaking royal duties in support of The Queen; working as a charitable entrepreneur; and promoting and protecting national traditions, virtues and excellence. More details on Their Royal Highnesses' roles and work can be found on pages 08-09 and at [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk).

**Summary**

The way The Prince of Wales fulfils his public duties is largely constant from year to year, and in 2010-11 the key themes were: working with the private, public and NGO sectors on sustainability, the regeneration of communities and turning young people's lives around; Their Royal Highnesses' support for the Armed Forces; and their work for the British Government on overseas visits.

“With British Forces operating around the world, the Royal Family plays an important role in highlighting their work and sacrifice and in supporting morale among the troops and their families.”

**INCOME AND EXPENDITURE**

Year to 31st March	2011 £000s	2010 £000s
Income from Duchy of Cornwall	17,796	17,161
Funding from Grants-in-Aid and Government Departments	1,962	1,664
<b>Total income and funding</b>	<b>19,758</b>	<b>18,825</b>
Official expenditure	11,406	10,723
<b>Surplus after official costs</b>	<b>8,352</b>	<b>8,102</b>
Taxation	4,398	3,484
Non-official expenditure	2,539	1,694
Capital expenditure (less depreciation), loan repayments and transfers to reserves	1,184	2,695
<b>Net cash surplus</b>	<b>231</b>	<b>229</b>

For historical financial data please visit: [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk)

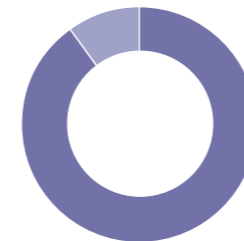
For historical emissions data please see: page 46

**SUSTAINABILITY ACCOUNT**

Year to 31st March	2011 Tonnes	2010 Tonnes
<b>CO<sub>2</sub> equivalent emissions</b>		
Household: sources under the Household's control	1,523	1,581
Household: official overseas travel	438	1,479
The Home Farm	2,025	2,060

**Income and funding**

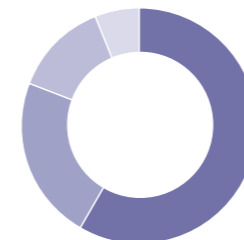
(Total £19.758m)



- £17.796m Income from Duchy of Cornwall
- £1.962m Funding from Grants-in-Aid and Government Departments

**Expenditure and tax**

(Total £19.527m)



- £11.406m Official expenditure
- £4.398m Taxation
- £2.539m Non-official expenditure
- £1.184m Capital expenditure (less depreciation), loan repayments and to reserves

The Prince has been drawing attention to the problems of over-consumption of finite natural resources and climate change for many years, and in 2010 two events stood out: in May he gave the keynote speech at the Oslo Climate and Forest Conference in Norway, a summit organized to support efforts to reduce the destruction and degradation of the world's rainforests; and in September he spent a week touring the UK by train visiting sustainability projects as part of his 'Start' initiative to encourage people and communities to take practical steps to reduce their energy use and carbon footprint.

With British Forces operating around the world, the Royal Family plays an important role in highlighting their work and sacrifice and in supporting morale among the troops and their families, and in 2010-11 The Prince and The Duchess undertook 96 engagements with the Armed Forces at home and abroad.

During the year, Their Royal Highnesses undertook official overseas tours to India (where The Prince officially opened the 19th Commonwealth Games in Delhi on behalf of The Queen), and to Portugal, Spain and Morocco, as well as several shorter working trips abroad.

## ENGAGEMENTS AND ACTIVITIES

In 2010-11, The Prince of Wales undertook a total of 639 official engagements, of which 73 were overseas, and The Duchess of Cornwall undertook 233 engagements, of which 46 were overseas.\*

Full listing of this year's engagements and activities can be found at [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk)

**229**  
Meetings and briefings

**9,658**  
Guests attended events at Royal residences

BELOW  
The Prince of Wales prepares to lay a wreath in the Neuve-Chapelle First World War Indian Memorial, in northern France in July 2010.



LEFT  
The Duchess of Cornwall buys a mango as The Prince of Wales looks on, during a visit to Brixton Market in July 2010.

**102**  
Towns and cities in the UK visited by Their Royal Highnesses



ABOVE  
Their Royal Highnesses on stage at The Garden Party To Make A Difference at Clarence House, during the project 'Start' festival in September 2010.

BELOW, LEFT TO RIGHT  
The Prince of Wales during the official opening of the Sheridan Games sports field in Ballater, Scotland, in October 2010.

The Duchess of Cornwall, President of Maggie's Cancer Caring Centres, takes a tour of the new Maggie's Centre garden in Cheltenham before she officially opens the building in October 2010.

**35,968**  
Letters received from the public

RIGHT  
The Prince of Wales is given a gift of daffodils from Teah Ross (left), 6, and her sister Amelia, 4, during his St David's Day visit to the town of Llandoverly in south Wales in March 2011.

**34,287**  
Miles travelled to and from official engagements in the UK and overseas



LEFT  
The Duchess of Cornwall during a Service of Remembrance for the Desert Rats 7th Armoured Division at Orwell Park Prep School in Suffolk in November 2010.

**127**  
Receptions, seminars, lunches and dinners



\* These statistics incorporate four days of overseas public engagements at the beginning of April 2011, which took place after the financial year-end. They have been included to be consistent with the figures from overseas tours reported in previous Annual Reviews.

## ENVIRONMENTAL RESPONSIBILITY

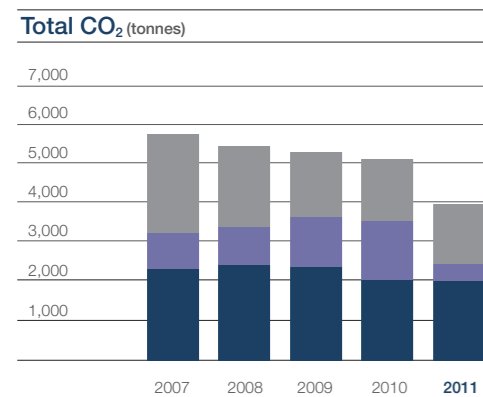
The Prince of Wales has been an environmental leader for nearly 40 years, working with businesses, governments and other organizations to help protect the environment and tackle climate change. Their Royal Highnesses' Household strives to minimize its carbon emissions, which have been reduced by 31 per cent since 2007.

Reductions in emissions have been made when travelling in the UK and overseas and from domestic and office buildings by cutting fossil fuel use and increasing the use of renewable energy. This year 29 per cent of the Household's total energy use came from renewable sources including wood chip boilers, heat pumps, solar panels, biofuels for transport and electricity from renewable sources.

The Household also monitors greenhouse gas emissions and the wider impacts of The Home Farm at Highgrove with a view to achieving long-term reductions. The Farm has been run on an organic basis for over 25 years, producing a wide range of foods in a way that benefits the environment.

The Prince of Wales has also continued to help address the challenge of climate change through the work of his various initiatives and projects, often in partnership with governments, the private sector and non-governmental organizations. These include the International Sustainability Unit (which works to facilitate a consensus on tackling environment-related challenges such as food security, ecosystem resilience and the depletion of natural capital), and sector-based initiatives such as the 'ClimateWise' group of leading insurance companies, the 'P8' group of leading pension funds and the Legal Sector Alliance, The Prince's May Day Network of over 3,500 UK businesses and The Prince's Accounting for Sustainability Project.

In overall terms, His Royal Highness adopts an integrated approach to tackling environmental problems, encompassing not just efforts to reduce his Household's carbon footprint and energy use and his specific environmental projects and initiatives but also his work in many other fields. This work covers a wide range of inter-connected areas, from encouraging sustainable agriculture, supporting small farmers and highlighting the importance of local food sourcing and better food education, to promoting a more sustainable approach to planning and designing homes and communities in a way that enhances and adds value to the social, natural and built environment.



- Household: Sources under the Household's control
- Household: Official overseas travel
- The Home Farm

Further information on the Household's environmental impact, including a full Sustainability Account, is available at [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk)

NB. Prior year emissions have been restated to reflect a change in UK reporting guidance on emissions from electricity use. More details are available at [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk)

In 2010, The Prince of Wales added solar photovoltaic panels to the list of renewable energy sources used by the Household to help cut its fossil fuel use and carbon emissions.

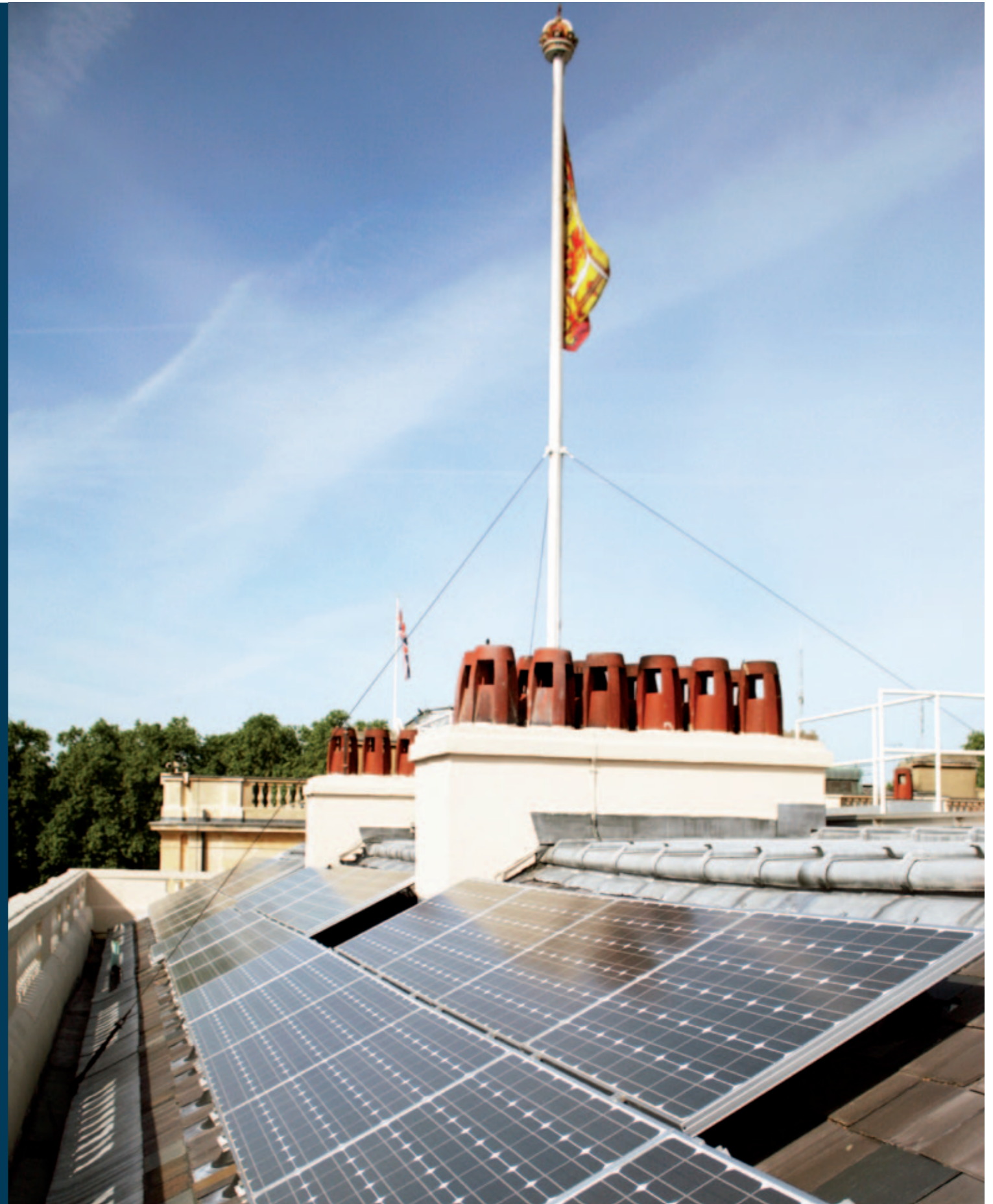
An array of 30 panels was installed on the roof of Clarence House. They are expected to produce about 4,000 kWh of green electricity per year, saving over two tonnes of carbon emissions.

This year, about half of the Household's domestic and office energy comes from renewable sources. These include wood chip boilers at Highgrove, Birkhall and Llwynywermod, solar thermal and ground and air-source heat pumps at Highgrove and purchased electricity from renewable sources.

At The Home Farm, an array of over 400 solar photovoltaic panels is being installed that will generate about 80,000 kWh per year, saving over 40 tonnes of carbon emissions.

"Total carbon emissions have been reduced by 22 per cent this year, bringing the total to a 31 per cent reduction since 2007."

RIGHT  
Solar photovoltaic panels on the roof of Clarence House, Their Royal Highnesses' official London residence.



## ROYAL DUTIES AND CHARITABLE ACTIVITIES

The work of The Prince of Wales and The Duchess of Cornwall includes supporting The Queen in her role as a focal point of national pride, unity and allegiance, championing charitable endeavour through the many charities, patronages, projects and initiatives with which they are associated, and promoting and protecting the country's traditions, virtues and excellence.

### Supporting The Queen

During the year Their Royal Highnesses undertook a wide variety of engagements, both at home and abroad, ranging from attending ceremonial and national occasions and supporting the Armed Forces to undertaking official overseas tours to further Britain's international interests. In the UK, The Prince and The Duchess visited communities across England, Scotland, Wales and Northern Ireland in the course of their duties, while their work overseas on behalf of the Government took them to India, Portugal, Spain, Morocco, France, Norway and Belgium.

### Charitable Activities

For more than 30 years The Prince of Wales has been a leader in identifying charitable need and setting up and driving forward charities to meet it. From the early days of The Prince's Trust in the mid-1970s his charitable interests have grown to the point when his 20 charities represent, as a group, the largest multi-cause charitable enterprise in the UK. Employing almost 1,600 people between them, the charities are active in a broad range of areas including opportunity and enterprise, the built environment, responsible business, and education.

Such is the scale of work that in 2010-11 His Royal Highness assisted, directly or indirectly, with raising £123 million to support their activities. Additionally, significant sums of money are donated to charitable causes from the income of his social enterprises, among them the Duchy Originals food business.

While each one of them is an independent entity with a separate Board of Trustees, they all work together within The Prince's Charities group. They work closely on matters such as corporate governance, fund-raising, planning, finance, communications, human resources and research to maximize synergy, efficiency and cost-effectiveness.

The Duchess of Cornwall is also very actively involved in supporting charitable endeavour, primarily through the 60 charities and organizations of which she is patron or president. Her charity work is varied but several themes prevail: health, promoting literacy, helping those in need, Cornwall-based charities, heritage and the arts, and animal welfare. Perhaps her best-known involvement is with the National Osteoporosis Society, the charity with which she has had a long association after the brittle-bone disease caused the death of her mother and grandmother.

### Promoting and Protecting

The Prince of Wales and The Duchess of Cornwall seek to promote and protect, through their work, the country's enduring traditions, virtues and excellence. Among other things, His Royal Highness's work involves highlighting achievements or issues that, without his support, might otherwise receive little exposure, supporting Britain's rural communities, encouraging sustainable farming, and promoting tolerance and greater understanding between different faiths and communities.

"The Prince helped to raise, directly or indirectly, £123 million to support his charities' activities."

RIGHT  
The Prince of Wales accompanied by The Duchess of Cornwall takes the salute as the flags of the Royal British Legion parade through Cardiff to commemorate Armed Forces Day in June 2010.

BELOW FROM LEFT TO RIGHT  
The Duchess of Cornwall watches children pond dip, during a visit to the KIND charity, where she met children attending the summer school and joined a tea party to celebrate KIND's 35th birthday, in Liverpool in July 2010.

The Prince of Wales speaks at The Prince's Trust Celebrate Success Awards at the Odeon Leicester Square, in central London in March 2011.

The Prince of Wales and The Duchess of Cornwall pose with the President of India Pratibha Patil (centre) and her daughter Jyoti Rathore (right) in the Mughal garden while visiting Rashtrapati Bhavan (Presidential Palace) in New Delhi, India in October 2010.



MAKING A DIFFERENCE

BELOW  
Steve Hardie from Arbroath, is a typical example of the people whose lives have been transformed by the support of the Trust.



Ever since The Prince's Trust was established in 1976 by The Prince of Wales, Britain's biggest youth charity has been helping some of the country's most troubled young people make a fresh start in life.

Steve Hardie from Arbroath in Scotland is a typical example of the people whose lives have been transformed by the support of the Trust. After struggling for many years with depression, drug abuse, and self-harm and other mental health issues, the 24 year-old approached The Prince's Trust for help. Like so many others who call on the charity for help, Steve was directed to his

local 'Team' programme, in his case the one run by Dundee College.

At the college he met like-minded people and began building up enough confidence to make friends and start to think positively about his future. The programme inspired him to pursue a career in youth work and he now has a part-time job at a youth drop-in centre in Brechin, a deprived area where many of the young people use drugs.

The job has helped to build Steve's confidence in the workplace – an important development for a young man who once believed he could never work again. He also volunteers for the local Youth-Link Dundee

project, finding the work extremely rewarding as he helps young people who are struggling with life.

To show his appreciation for The Prince's Trust, he has recently become one of the charity's Young Ambassadors, a role which involves raising public awareness about the work of the Trust and the importance of giving young people a second chance. He is a great example of what The Prince of Wales calls the "virtuous circle" – if young people can be helped to rebuild their lives they, in turn, can encourage others to do the same.

42,000

young people supported by The Prince's Trust during the year

More details on [www.princes-trust.org.uk](http://www.princes-trust.org.uk)



ABOVE  
The Prince of Wales pins a medal on the uniform of a member of the Commando Helicopter Force during a ceremony at Clarence House in December 2010.

The Prince of Wales and The Duchess of Cornwall regularly award campaign medals to servicemen and women returning from operations. These are always very special and moving occasions for everyone involved and, whenever it is possible, Their Royal Highnesses will invite troops to a Royal residence – be it Clarence House, Sandringham or Birkhall – to receive their medals.

Last year, Their Royal Highnesses presented campaign medals at eight ceremonies. One of those occasions was in December 2010 when The Prince of Wales invited personnel of the Commando Helicopter Force to Clarence House to receive their operational medals for service in Afghanistan. The Commando Helicopter Force is an elite aviation group consisting of four Naval Air Squadrons and has been involved in front-line operations since the first Gulf War in 1991.

After marching from Wellington Barracks along the Mall to Clarence House, the Force personnel lined up in the garden to receive their medals from The Prince in front of their families, all of whom then joined His Royal Highness inside his home for a reception.

Speaking after he received his medal, Lieutenant Jim Shattock said: "It was a real honour and a privilege to meet The Prince here at Clarence House. Commando Helicopter Force have been out in Afghanistan for over three years now and many of us have done several tours and are going out again, so its great to be recognized in this manner."

MAKING A DIFFERENCE



“It is brilliant to have this recognition from The Duchess.”

Acting Detective Sergeant Vanessa Lawson of the Metropolitan Police

LEFT  
The Duchess of Cornwall is shown the facilities at the Derbyshire Rape Crisis Sexual Assault Referral Centre in February 2011, during one of several engagements last year to highlight the work done to support victims of sexual assault.



ABOVE  
Antony Biddle, a life-long Camp Hill resident, praises the efforts of The Prince's Foundation for the Built Environment.

As part of her ongoing support for the victims of sex crimes, in March 2011 The Duchess of Cornwall visited the East London Rape Crisis Service Centre in Ilford, where she praised the “fantastic” work of the therapists, counsellors, specialist police officers and others involved in dealing with women who have suffered from rape and sexual abuse.

Karen Ingala Smith, chief executive of the Nia Project, a group which started in 1975 as a women's refuge and now provides a range of services to women and children, said after the visit: “The Duchess really seems to have a genuine interest in the issue of violence against women and girls and she really engages well. I think for somebody in her role to take an interest in something that is still taboo, something that is an unfashionable issue, is really incredible.”

After visiting the centre, Her Royal Highness hosted an evening reception at Clarence House for the Metropolitan Police's specialist Sexual Offences Investigative Techniques (SOIT) squad. Officers can volunteer to join SOIT but the work is exceptionally tough, with emphasis not only placed on bringing attackers to justice, but also on victims' support and care. Acting Detective Sergeant Vanessa Lawson, who trains SOIT recruits, said at the event “It is brilliant to have this recognition from The Duchess.”

About 60 officers attended the reception, and at the end of the evening The Duchess told them: “You do a fantastic job and not nearly enough people know what you do. But I do, and just wanted to get you here tonight to say a big thank you.”

“The Duchess really seems to have a genuine interest in the issue of violence against women and girls and she really engages well. I think for somebody in her role to take an interest in something that is still taboo, something that is an unfashionable issue, is really incredible.”

Karen Ingala Smith, chief executive of the Nia Project

More details on [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk) [www.princes-foundation.org](http://www.princes-foundation.org)

The Prince of Wales believes everybody, regardless of their income, should be able to enjoy a sense of ownership and pride in their neighbourhood. This is one of the main purposes of his charity, The Prince's Foundation for the Built Environment, which exists to improve the quality of people's lives by helping them plan or rebuild their neighbourhoods.

A good example of the Foundation's work can be seen on the Camp Hill Estate in Nuneaton, Warwickshire. Hit hard by the closure of local coal mines during the 1980s, Camp Hill suffered from a cycle of deprivation and rising crime and by 1998 it was in the top 10 per cent of deprived wards in the UK. The Prince's Foundation identified the area as having potential for regeneration and in 1999 helped to form the “Pride in Camp Hill” regeneration initiative. Since then the Foundation has worked with local authorities and developers to conduct extensive community consultations and has advised on street layout,

character and design issues. The result of this work has been some much-needed affordable homes, a new high street including vital local amenities such as a post office, chemist, supermarket and a £2 million community building.

Antony Biddle, a life-long Camp Hill resident, praises the efforts of the Prince's Foundation for the Built Environment: “I have lived in Camp Hill all my life and have always been proud to say I am from the area. But, having grown up here, it was a real shame to see the area in decline during the 80s and 90s. Since the Prince's Foundation and The Prince of Wales inspired the regeneration activities – and the new Camp Hill began to take shape – I have witnessed first-hand the regrowth of the community. We now have an area we can be proud of, new services on our doorstep and a revitalized community spirit. I am excited about the future for the area and the people who live here.”





For the past five years, The Turquoise Mountain Foundation has been working in Afghanistan's capital Kabul to revive ancient building skills, create jobs, and renew a sense of national identity through the regeneration of the country's traditional crafts and artistic heritage.

Since it was established by The Prince of Wales in 2006, the Foundation has set up the Institute of Afghan Arts & Architecture, rebuilt homes, preserved historic buildings and opened a school and clinic in Murad Khane, the artistic quarter of Kabul's old city. It has also sold more than \$1.2 million worth of traditional Afghan arts and crafts products.

Among those to have benefited from the Turquoise Mountain's remarkable work has been Fazel Ahmad Durrani. The 23 year-old former plumber graduated in December 2010 from

the Institute of Afghan Arts & Architecture, where he learned the traditional art of jewellery-making which, according to him, "is an art diminishing in the new generation, as 30 years of war and destruction have overshadowed this part of our ancient cultural heritage." Having saved money from commissions earned during his final year at the Institute, Fazel has since set up a jewellery workshop called "Key of Art". "Through establishing my own workshop, I want to create an opportunity for future graduates and young Afghans to get a job," he explains. Fazel feels indebted to Turquoise Mountain, which provided him a chance to learn the traditional skills that now enable him to prosper in a new career.

He is determined to pass on this skill to other young Afghans, so as they can earn a living and enjoy a new sense of national pride in their revived cultural heritage.

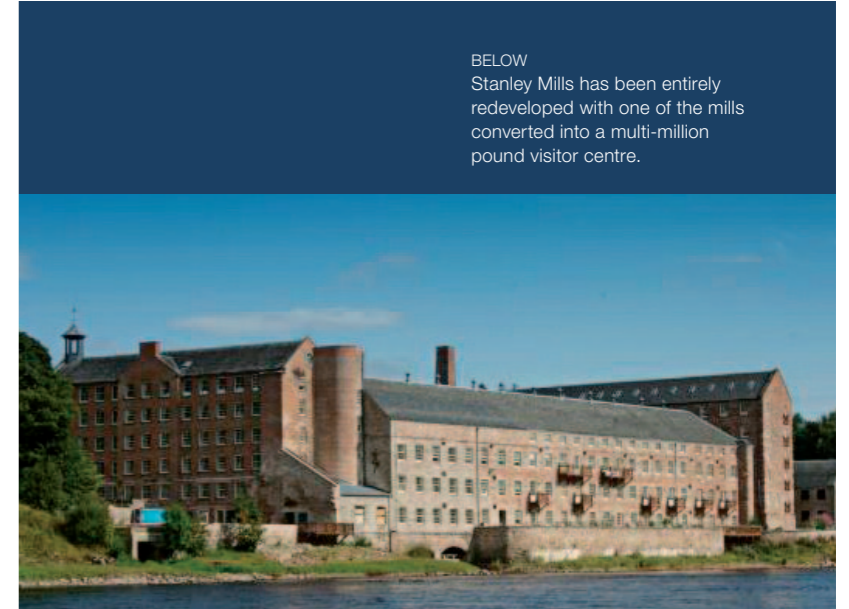
The Turquoise Mountain Foundation has set up the Institute of Afghan Arts & Architecture, rebuilt homes, preserved historic buildings and opened a school and clinic in Murad Khane, Kabul.

\$1.2 million

The Foundation has sold more than \$1.2 million worth of traditional Afghan arts and crafts products

LEFT  
Among those to have benefited from the Turquoise Mountain's remarkable work has been Fazel Ahmad Durrani. The 23 year-old former plumber graduated in December 2010 from the Institute of Afghan Arts & Architecture.

More details on [www.turquoisemountain.org](http://www.turquoisemountain.org) and [www.princes-regeneration.org](http://www.princes-regeneration.org)



BELOW  
Stanley Mills has been entirely redeveloped with one of the mills converted into a multi-million pound visitor centre.

The idea of 'heritage-led regeneration' has been championed by The Prince of Wales for several decades, and there are few better examples of how the concept works than Stanley Mills in Perthshire, a complex of 18th Century cotton mills given new life with the help of The Prince's Regeneration Trust (PRT) and Historic Scotland.

The mills were saved from demolition in 1995 with the help by intervention by The Prince, who asked his then new charity, The Phoenix Trust (now known as the PRT), to help rescue the buildings and put them back into use.

Since then the complex has been entirely redeveloped with one of the mills converted into a multi-million pound visitor centre by Heritage Scotland and two others into residential accommodation by the PRT. It is now a major visitor attraction, generating jobs and income for the local area.

In June 2010, The Prince visited Stanley Mills to meet staff, residents and former employees who had worked in the mills before they closed. His Royal Highness had not seen the mills since 1997 and was delighted with the

remarkable changes. During the visit his PRT received the prestigious Europa Nostra award. Europa Nostra is a pan-European network of heritage organizations.

Speaking at the presentation of the award, Professor Sir James Dunbar-Smith, former vice president of Europa Nostra, said the Trust was held up in countries across Europe as an "exemplar as to how these things can and should be done."

Kaye Finlay, the Centre Manager at Stanley Mills and a resident in one of the converted apartments, spoke of her pleasure at living there: "I sometimes forget I'm actually living in a former mill. The Trust have not only cleverly created some beautiful homes in a unique setting, but at the same time preserved a magnificent building for future generations to enjoy."

“The Campaign for Wool has increased demand worldwide and put new heart into the UK sheep industry, we can now see a real future for our wool thanks to The Prince of Wales.”

Lesley Prior, a wool grower from Devon

1,000

Independent carpet companies joined the week-long promotion of wool in October 2010

BELOW  
Part of Savile Row was turned into a lush meadow, complete with a flock of sheep in October 2010 to promote 'Wool Week'.



**Determined to support the struggling wool industry and to raise awareness of the vital importance of wool as a natural, sustainable fabric, The Prince of Wales launched The Campaign for Wool in January 2010.**

The Campaign aims to promote British and Commonwealth wool by demonstrating its sustainable production and superiority as a fabric compared with synthetic materials – in crafts, in fashion, inside the home and in the insulation of buildings. In doing so, the Campaign hopes to help sheep farmers by increasing the use and value of wool.

In October 2010, the UK launch of 'Wool Week' saw over 70 fashion brands, half-a-dozen national department stores and almost 1,000 carpet independents sign up to participate in a week-long promotion of wool. One of the highlights of the week was the 'Field Day' at Savile Row, the famous central London headquarters of British tailoring, which saw 12 top tailors put on a sheep fair in the middle of their specially-turfed street.

Since then the Campaign has gone from strength to strength with sheep farmers receiving higher prices for their clip and consumers responding with a greater demand for wool. The global reach of the Campaign is also increasing. Having made it as far as Australia and New Zealand, there are plans under way for an International Wool Week in October 2011 to take place in Amsterdam, Tokyo, Düsseldorf, Oslo and New York.

The response from within the industry worldwide to His Royal Highness's initiative has been universally positive. John Thorley, chairman of The Campaign for Wool says: "The Campaign for Wool is one of the most effective unifying forces seen in the wool industry for decades." Lesley Prior, a wool grower from Devon says: "The Campaign for Wool has increased demand worldwide and put new heart into the UK sheep industry, we can now see a real future for our wool thanks to The Prince of Wales." Stuart McCullough, chief executive of Australian Wool Innovation Ltd, says the Campaign for Wool "has signalled a turnaround in the fortunes for wool," while Edward Waterhouse, marketing manager at the Yorkshire textile mill Bulmer & Lumb believes The Prince "has done the global wool industry a huge service by re-educating the end consumer on the value and luxury of the natural wool fibre."

More details on [www.campaignforwool.org](http://www.campaignforwool.org)



LEFT  
The Prince of Wales speaking at the annual Accounting for Sustainability Forum at St James's Palace, London, in December 2010.

One of the biggest challenges facing business around the world is to develop business models fit for the 21st Century, responsive to the constraints of a finite planet and a growing global population. In response to this challenge The Prince of Wales established his Accounting for Sustainability Project (A4S) in 2004, to provide organizations with practical advice on how to integrate sustainability into day-to-day decision-making and mainstream reporting.

Over the past year, A4S has worked with international standard setters in the field of financial and sustainability reporting, as well as business, investors, securities regulators and other stakeholders, to launch the International Integrated Reporting Committee (the IIRC).

The Committee's ambition is to bring together the separate strands of financial, environmental, social and governance reporting to create an integrated reporting model fit-for-purpose in the 21st Century. Over the year, discussions have been held across the world, including in China, India, the US, Australia and Europe to inform proposals for a new Integrated Reporting framework.

Ishaat Hussain, Finance Director of Tata Sons Ltd, and member of the IIRC, said: "In Tata group, the core belief is what we do must benefit society and this is why we support the development of Integrated Reporting. Sustainability must be in your DNA."

Business leaders, including Sir Richard Branson, Sir Stuart Rose, Theo Paphitis and Deborah Meaden

are all champions of the A4S message and worked together to produce a short film for the A4S Annual Forum, at which the UK Chancellor of the Exchequer, George Osborne spoke about the UK Government's commitment to better accounting for sustainability.

The focus now is on establishing the global framework for integrated reporting, which will help organizations embed sustainability in decision-making; and give value to the planet's natural, social and human capital which individuals and businesses depend on.

More details on [www.accountingforsustainability.org](http://www.accountingforsustainability.org) [www.emmaus.org.uk](http://www.emmaus.org.uk)

BELOW  
The Duchess of Cornwall talking to Hayden Spokes during a visit to Emmaus Gloucestershire in March 2011.

"Her visit gave all of us a real boost."  
Hayden Spokes, March 2011



The Duchess of Cornwall has been Patron of Emmaus UK since August 2006. Emmaus tackles the problem of homelessness through a network of self-supporting communities, where people are offered a home, work and a sense of belonging. Emmaus residents, known as Companions, each have a room of their own and work together.

Since coming to stay at Emmaus I have become much more confident and positive about my life and my outlook on life in general. Being with Emmaus has also made me realize how fortunate I am to be able to be doing something that is very worthwhile."

After meeting Her Royal Highness, Hayden talked of what it meant for the charity to have such a high-profile and enthusiastic supporter. "I really enjoyed the visit... I thought that it was very kind of her to come and see us, and I realized when I met The Duchess what a warm, considerate and compassionate person she is. The visit gave all of us a real boost."

Each Emmaus Community aims to become self-sufficient through raising income in this way. In an atmosphere of practical support, Companions have an opportunity to gain new skills and regain their self-respect, while working to support other people in greater need. There are currently 20 Emmaus Communities around the UK and more in development.

In March 2011, The Duchess visited Emmaus Gloucestershire home to 22 Companions. During the visit, The Duchess met Hayden Spokes, a Companion who has been living at Emmaus Gloucestershire since October 2010. Hayden says the charity has helped to transform his circumstances, saying: "Before I came to Emmaus I was experiencing a particularly disruptive period in my life.

## INCOME, EXPENDITURE, STAFF AND SUSTAINABILITY

This section describes how the activities and offices of The Prince of Wales, The Duchess of Cornwall, The Duke and Duchess of Cambridge and Prince Harry are financed and outlines the responsibilities of their senior staff. The majority of staff and official and charitable activities are paid for from The Prince of Wales's private income from the Duchy of Cornwall. This section also reports the Household's sustainability performance.

LEFT  
Clarence House in central London, the London residence of the Prince of Wales and the Duchess of Cornwall



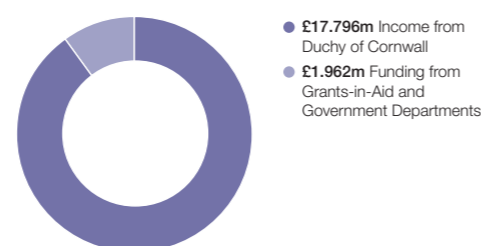
## INCOME AND EXPENDITURE ACCOUNT

### INCOME AND EXPENDITURE ACCOUNT

Year to 31st March	2011 £000s	2010 £000s
<b>Income and funding</b>		
Duchy of Cornwall	17,796	17,161
Grants-in-Aid	1,608	1,132
Government Departments	354	532
<b>Total income and funding</b>	<b>19,758</b>	<b>18,825</b>
<b>Expenditure</b>		
Official duties and charitable activities	9,444	9,059
Grants-in-Aid:		
London office and official residence	450	360
Official travel by air and rail	1,080	692
Communications support	78	80
	<u>1,608</u>	<u>1,132</u>
Overseas tours and military secondees	354	532
Official expenditure	<u>11,406</u>	<u>10,723</u>
<b>Surplus after Official Costs</b>	<b>8,352</b>	<b>8,102</b>
Tax (includes VAT)	4,398	3,484
Non-official expenditure	2,539	1,694
<b>Operating surplus</b>	<b>1,415</b>	<b>2,924</b>
Capital expenditure (less depreciation), loan repayments and transfer to reserves	1,184	2,695
<b>Net cash surplus</b>	<b>231</b>	<b>229</b>

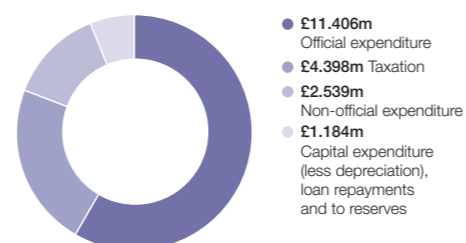
#### Income and funding

(Total £19.758m)



#### Expenditure and tax

(Total £19.527m)



“His Royal Highness chooses to use the majority of his income from the Duchy to meet the cost of his, The Duchess of Cornwall’s, The Duke and Duchess of Cambridge’s and Prince Harry’s public and charitable work.”

### INCOME AND FUNDING

	£millions
<b>Duchy of Cornwall</b>	<b>17.796</b>

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, The Duchess of Cornwall’s, The Duke and Duchess of Cambridge’s and Prince Harry’s public and charitable work. The 4 per cent rise in income was due primarily to increased returns from financial investments. The Duchy of Cornwall’s annual accounts can be obtained online at [www.duchyofcornwall.org](http://www.duchyofcornwall.org).

	£millions
<b>Grants-in-Aid</b>	<b>1.608</b>

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) the 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, The Duke and Duchess of Cambridge and Prince Harry do not receive funding from the Civil List or Parliamentary Annuity, but the three Grants-in-Aid paid to The Queen’s Household – for Property Services, Travel and Communications – are used, in part, to support their official activities.

Further details of Grant-in-Aid payments can be found at [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk). Annual accounts are published for the three Grants-in-Aid and 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.

	£millions
<b>Government Departments</b>	<b>0.354</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 (£320,060 spent by the Ministry of Defence in 2010-11) and some costs of official overseas visits undertaken at the request of the Foreign and Commonwealth Office (£34,227 spent by the Foreign and Commonwealth Office in 2010-11).

### EXPENDITURE

	£millions
<b>Official duties and charitable activities</b>	<b>9.444</b>

Over 70 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 £9.444 million, staff costs accounted for £6.4 million, or 68 per cent. A more detailed analysis of official expenditure is available on page 45.

The Prince of Wales employs directly 158.9 full-time equivalent staff. Of these, 132.8 support Their Royal Highnesses, including The Duke and Duchess of Cambridge and Prince Harry, in undertaking official duties and charitable activities, and 26 are personal, garden and farm staff. The table on page 40 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>0.450</b>

Clarence House is the London office and official residence for The Prince of Wales and The Duchess of Cornwall, and the official residence for The Duke and Duchess of Cambridge 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 the end of September annually. More than 3,554 people were entertained officially at Clarence House during the year, and there were 12,299 paying visitors. The Household also has offices in other parts of St James's Palace, including the Household of The Duke and Duchess of Cambridge and Prince Harry. 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>1.080</b>

An important part of The Prince of Wales's role as Heir to The Throne is, with The Duchess of Cornwall, to bring people together around 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 2010-11, Their Royal Highnesses travelled 34,287 miles to and from official engagements in the UK and overseas, a figure which includes 14,051 miles of overseas travel on behalf of the Government. The cost of all of these journeys, excluding travel by car, amounted to £1.080 million in 2010-11 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 2010-11 – available at [www.royal.gov.uk](http://www.royal.gov.uk).

	£millions
<b>Grant-in-Aid: Communications support</b>	<b>0.078</b>

The Prince of Wales's Office incurs expenditure developing and running a 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, some of the costs incurred in assisting the media at engagements around the country, referred to as communications support, have traditionally been met from the Royal Communications and Information Grant-in-Aid.

“The Prince of Wales pays income tax voluntarily on the surplus of the Duchy of Cornwall, applying normal income tax rules and at the 50 per cent rate, and pays income tax on all other income and capital gains tax like any private individual.”

“Their Royal Highnesses undertook tours to India in October 2010 and to Portugal, Spain and Morocco in March and April 2011. They also made shorter visits, jointly or separately, to Norway, France and Belgium.”

	£millions
<b>Military secondees and overseas tours</b>	<b>0.354</b>

Three members of the Equerry's Office and two of the five Orderlies are seconded from the Armed Forces to assist The Prince of Wales and The Duchess of Cornwall in undertaking official duties. The cost to the Ministry of Defence in 2010-11 was £320,060.

The Foreign and Commonwealth Office meets the cost of official visits abroad by The Prince of Wales, The Duchess of Cornwall, The Duke and Duchess of Cambridge and Prince Harry (except for travel costs which are met from the Royal Travel by Air and Rail Grant-In-Aid). In 2010-11, Their Royal Highnesses undertook tours to India in October 2010 and to Portugal, Spain and Morocco in March and April 2011. They also made shorter visits, jointly or separately, to Norway, France and Belgium. These visits are undertaken at the request and in support 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 £34,227 in 2010-11.

	£millions
<b>Tax</b>	<b>4.398</b>

The Prince of Wales pays income tax voluntarily on the surplus of the Duchy of Cornwall, applying normal income tax rules and at the 50 per cent rate, and pays income tax on all other income and capital gains tax like any private individual. The £4.398 million includes VAT. If employer's National Insurance contributions and Council Tax are included, the total increases to £4.9 million.

	£millions
<b>Non-official expenditure</b>	<b>2.539</b>

In addition to paying for the official duties of The Prince of Wales, The Duchess of Cornwall, The Duke and Duchess of Cambridge and Prince Harry, some charitable activities and The Prince's tax liabilities, 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 8.6 full-time equivalent personal staff, including personal secretaries, chefs, valets, and staff for The Prince of Wales, The Duchess of Cornwall, The Duke and Duchess of Cambridge and Prince Harry. In addition, there are 17.4 full-time equivalent estate, farm, garden and stable staff. Personal expenditure also includes 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, and was visited last year by 31,402 people.

The costs of The Home Farm, The Prince's organic farm on the Highgrove Estate, are included under this heading. The Home Farm is a working farm established by The Prince of Wales to demonstrate the commercial and environmental benefits of organic and sustainable farming. It was visited by approximately 1,250 people last year.

## STAFF

As at and for the year to 31st March 2011

	Full-time equivalent staff 2011	Official costs £000s 2011
<b>Principal Private Secretary and Assistants</b>	3.5	
<b>Private Secretaries' Office</b>		
Private Secretary	1.0	
Deputy and Assistant Private Secretaries	6.1	
Research and Administrative Staff	12.6	
Correspondence	2.5	
<b>Office of The Duke and Duchess of Cambridge and Prince Harry</b>	7.8	
	<b>33.5</b>	<b>2,817</b>
<b>Finance, Personnel and Administration</b>		
Treasurer and Assistants	2.0	
Finance and Inventory	11.0	
Personnel	7.6	
Archives	3.0	
	<b>23.6</b>	<b>2,086</b>
<b>Communications</b>		
Communications Secretary and Assistant	2.0	
Press Secretary	1.0	
Assistant Press Secretaries	2.2	
Press Officers and Website Editor	6.0	
	<b>11.2</b>	<b>824</b>
<b>Master of the Household's Department</b>		
Master of the Household and Assistants	5.4	
Equerries	2.0	
Programme and Travel Co-ordinators	4.0	
Butlers	1.3	
Chefs and Kitchen Porters	3.3	
Orderlies	5.3	
Reception	1.0	
Chauffeurs	3.0	
House Managers and Housekeepers	11.8	
Valets and Dressers	2.5	
Gardeners and Estate Workers	18.7	
	<b>58.3</b>	<b>3,717</b>
<b>Director of Charities Office</b>		
Director and Assistants	2.7	
Head of Operations	0.5	
Operations Manager & Marketing Officer	2.0	
Governance & Project Manager	1.0	
	<b>6.2</b>	<b>-</b>
<b>Total Official Staff as at 31st March 2011</b>	<b>132.8</b>	<b>9,444</b>
<b>Charitable Activities based at Clarence House</b>		
International Sustainability Unit	9.7	
Accounting for Sustainability	4.6	
Other Charitable Projects	2.0	
	<b>16.3</b>	<b>-</b>

“In 2010-11, almost 36,000 letters were sent by the public to The Prince of Wales, The Duchess of Cornwall, The Duke and Duchess of Cambridge and Prince Harry. Each one received a reply.”

**Offices**

The principal office of The Prince of Wales and The Duchess of Cornwall, where most of their staff work, is in Clarence House and other parts of St James's Palace in Central London. The office of The Duke and Duchess of Cambridge and Prince Harry is also in St James's Palace. The cost of maintaining the fabric of the buildings, as well as of utilities and fixed-line telephones (but not other costs for Clarence House and the London office), is met from the Property Services Grant-In-Aid (see page 38). There are also offices for official staff at Their Royal Highnesses' 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.

**STAFF AND OFFICE ORGANIZATION****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 organizations.

**The Private Secretaries' Office**

The Private Secretary is responsible for the day-to-day running of the Private Secretaries' Office. He and the other Private Secretaries facilitate and support The Prince of Wales's and The Duchess of Cornwall's official duties, engagements and charitable activities. They are responsible for Their Royal Highnesses' diaries, arrange briefing sessions, receptions and other functions, administer correspondence, and co-ordinate 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 organizations. These responsibilities, as well as those of other senior staff, are listed in the Appendix (see pages 50 and 51). They also ensure that His Royal Highness is kept informed about topical issues, and provide him with background information for his communications with Government Ministers and other leading figures, and prepare drafts for 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, The Duchess of Cornwall, The Duke and Duchess of Cambridge and Prince Harry receive a large number of letters each year. In 2010-11, for example, they received 35,968 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 reply to many of the letters they receive. The Prince personally wrote 2,164 letters in 2010-11. The Duchess of Cornwall personally wrote 1,374. They jointly wrote 13. Their Royal Highnesses ensure that letters not answered by themselves or their Private Secretaries are replied to by the Correspondence Section on their behalf. In addition, The Prince and The Duchess receive many requests from a wide range of charities and other organizations 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. Each year, these items raise tens of thousands of pounds for charity.

### The Household of The Duke and Duchess of Cambridge and Prince Harry

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

### The Treasurer's Office

The Treasurer's Office is responsible for Finance and Inventory, Personnel and Administration, and Archives. The Office is also responsible for information systems across the Household.

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 authorization 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'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 royalties from the publication of books. 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 maximize individuals' contributions 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, with the Household's cost met by The Prince of Wales.

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 organizations, as well as existing patronages and presidencies. Two inventory controllers are responsible for the recording and safekeeping of gifts and assets owned by Their Royal Highnesses.

### 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, The Duke and Duchess of Cambridge 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, The Duke and Duchess of Cambridge and Prince Harry, and liaises closely with colleagues in the Buckingham Palace Press Office in respect of general issues to do with the Monarchy.

The Communications Secretary is responsible for the Press Office, which consists of the Press Secretary, three Assistant Press Secretaries (one of whom is responsible specifically for handling day-to-day enquiries about The Duke and Duchess of Cambridge and Prince Harry as their designated Press Secretary), three Press Officers, an Assistant Press Officer, a Website Editor, an Assistant Website Editor and a departmental PA.

In 2010-11 [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk) attracted 7.9 million page impressions. It is 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 and articles, biographical details, and a picture gallery. Information and news about The Duke and Duchess of Cambridge and Prince Harry are also available on the site. Videos made in-house by the Press Office are available on the official website and on The Royal Channel on YouTube which is part-managed with Buckingham Palace. The Royal Channel has just over 120,000 subscribers and the 309 videos have been viewed more than 31 million times. Among other forms of popular social media, Clarence House has a presence on Facebook as part of the British Monarchy's page, on Twitter, where the Household has 148,000 followers, and on the photo-sharing website Flickr.

“During the year more than 9,000 guests were entertained at Clarence House and other Royal residences.”

“The Royal Channel on YouTube has over 120,000 subscribers and the 309 videos have been viewed more than 31 million times.”

The Prince's Charities Community website (<http://princescharities.org>) is run by the Charities Office and brings together news and blogs from all The Prince of Wales's charities. People are encouraged to join the community which enables them to receive a monthly newsletter and enter competitions.

### Master of the Household's Department

The Master of the Household is responsible for the programme of engagements for The Prince of Wales and The Duchess of Cornwall, the Equerry's Office, Their Royal Highnesses' residences, offices and gardens, personal staff, receptions and all entertaining, together with security and confidentiality. The Equerry's Office manages Their Royal Highnesses' diaries on a daily basis, providing an interface between staff, Police and outside organizations, 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 visits a year. 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 and The Duchess receive thousands of invitations from a wide range of public and private sector organizations. Each is given careful consideration by Their Royal Highnesses and their staff. The Equerry liaises with the Private Secretaries, the Press Office, and key organizations 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 Assistant 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 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 conducts investitures at Buckingham Palace (he conducted 12 in 2010-11) and 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 and The Duchess of Cornwall's role. Last year they entertained 9,170 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 2010-11, Their Royal Highnesses gave 127 receptions, seminars, lunches and dinners. For larger receptions and dinners, external event managers oversee the planning and administrative and catering arrangements.

Most of the staff who manage and organize these occasions are required to be 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 non-official expenditure. Butlers act as 'front of house' for Their Royal Highnesses, meeting guests, organizing 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.

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 clothing and uniforms, and with the many transport and travelling requirements. The same valets and orderlies also perform a similar role for The Duke and Duchess of Cambridge and Prince Harry. The Duchess of Cornwall has two members of staff who perform a similar function.

The Prince of Wales and The Duchess of Cornwall use their 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 2010-11, it was used for 18 receptions, seminars and briefings for more than 2,000 guests, and visitors to the garden have refreshments there. It also contains one of the three Highgrove shops.



Last year, more than 31,000 people toured the garden at Highgrove, taking the total number of visits since the garden was opened to the public in 1992 to 275,000. Entrance charges generated almost £500,000 for charity, and the proceeds of which were donated to The Prince's Charities Foundation. Visitors were also able to buy items from the Highgrove shop, which donates all its profits to The Prince's Charities Foundation. 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.

Gardening students and researchers work in the garden throughout the year and 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 is 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 non-official 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. The Master of the Household, in conjunction with the Metropolitan Police, is also responsible for security and confidentiality.

#### The Prince's Charities

The Charities Office is managed by the Director of Charities, supported by a 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 charities covering corporate governance, donations policy and fund raising, planning, finance and communications.

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. The Charities Office also manages The Prince's Accounting for Sustainability Project, The Prince's Rainforests Project and The Prince's International Sustainability Unit.

“More than 31,000 people toured the Highgrove gardens during the year, helping to raise almost £500,000 for charity.”

## 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 Edinburgh and at their Llwynywermod home in Wales. The cost of these longer annual visits, which principally relates to receptions and dinners, amounted to £32,529 in 2010-11, 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.

As at 31st March	2011 £'000	2010 £'000
Staff costs	6,399	6,303
Training, recruitment and staff welfare	216	174
Travel and subsistence	274	229
External consultancy and professional fees	141	141
Official entertaining and receptions	323	252
Donations and gifts	128	78
Utilities	200	193
Residence and office not paid for from the Grant-in-Aid	594	545
Press and information services	122	116
Stationery and office equipment	207	186
Computers and information systems	319	364
Housekeeping and office cleaning	156	122
Insurance	44	58
Gardens	155	125
Depreciation	166	173
<b>Total</b>	<b>9,444</b>	<b>9,059</b>

## SUSTAINABILITY ACCOUNT

The Household uses the Connected Reporting Framework, developed by The Prince's Accounting for Sustainability Project, to report its sustainability performance. By bringing together financial, environmental and community-related information, the framework provides a more complete and balanced record of an organization's overall performance and condition.

The Household's main sustainability impacts are as a result of Their Royal Highnesses' work with people, communities and organizations, actions taken to reduce greenhouse gas emissions from travel, office and domestic energy use, and sustainable farming at Highgrove.

### Communities

Support for people, communities and organizations is a major part of The Prince's vision and work and a primary focus for his charities and engagements programme.

Year to 31st March	2011 £m	2010 £m	2009 £m	2008 £m
Funds raised for The Prince's Charities	123	110	130	122
Expenditure on official duties and charitable activities	9.4	9.1	9.5	8.0
Total taxes paid	4.9	4.0	3.6	3.9
Total number of official engagements <sup>1</sup>	751	755	743	671

<sup>1</sup> The total number of official engagements comprises all Their Royal Highnesses' engagements undertaken separately and jointly in the UK and abroad.

The Prince's Charities represent, as a group, the largest multi-cause charitable enterprise in the UK. Much of the work of The Prince's Charities is focused on creating, developing and strengthening communities.

Similarly, Their Royal Highnesses' engagements are intended to cast a light on excellence and achievement in communities across all sectors of society, to bring people together in support of community-based initiatives and endeavours, to promote and protect traditions that are shared and valued by people from many different walks of life and to act as a focal point for local and national unity and cohesion.

### The environment

Their Royal Highnesses' Household strives to minimize its carbon emissions. This is achieved by reducing energy consumption and by greater use of renewable energy.

### Greenhouse gas emissions

Year to 31st March	2011	2010	2009	2008
<b>CO<sub>2</sub>e emissions</b>	<b>tonnes</b>	<b>tonnes</b>	<b>tonnes</b>	<b>tonnes</b>
Office and domestic energy use <sup>1</sup>	800	826	857	896
UK official and other travel	723	755	818	1,177
Emissions attributable to the Household	1,523	1,581	1,675	2,073
Emissions attributable to overseas official travel	438	1,479	1,253	962
<b>Household CO<sub>2</sub>e emissions</b>	<b>1,961</b>	<b>3,060</b>	<b>2,928</b>	<b>3,035</b>
The Home Farm at Highgrove <sup>2</sup>	2,025	2,060	2,387	2,432
<b>Total emissions</b>	<b>3,986</b>	<b>5,120</b>	<b>5,315</b>	<b>5,467</b>
<b>Expenditure</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Expenditure to balance out emissions <sup>3</sup>	22	25	25	23
Investment to reduce emissions	61	17	70	498

### Total CO<sub>2</sub>e emissions (Tonnes)

Year to 31st March



- Household: Sources under the Household's control
- Household: Official overseas travel
- The Home Farm

<sup>1</sup> Emissions from office and domestic energy use for prior years have been restated to reflect a change in UK reporting guidance for electricity use. All supplies are now reported at 'grid average' emissions factors. Emissions were previously reported as: 2010: 484 tonnes; 2009: 530 tonnes; 2008: 656 tonnes.  
<sup>2</sup> Emissions from The Home Farm have also been restated – see page 49 for details.  
<sup>3</sup> Contributions to sustainable energy and forestry projects by the Household and under the Government Carbon Offsetting Facility.

Combined greenhouse gas emissions from the Household and The Home Farm fell this year for the fourth year in a row – with a reduction this year of 22% and a total of 31% since 2007. Emissions from the Household, excluding The Home Farm, have fallen by 43% since 2007, exceeding the target of a 25% reduction a year early. The following sections provide further detail on the various sources of emissions.

### Travel

Year to 31st March

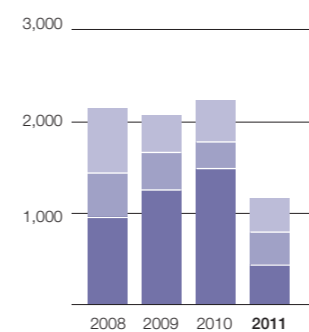
	2011	2010	2009	2008
<b>CO<sub>2</sub>e emissions</b>	<b>tonnes</b>	<b>tonnes</b>	<b>tonnes</b>	<b>tonnes</b>
Official overseas travel	438	1,479	1,253	962
Official UK travel by air and rail	347	287	405	466
Total official travel <sup>1</sup>	785	1,766	1,658	1,428
Other travel <sup>2</sup>	376	468	413	711
<b>Total CO<sub>2</sub>e emissions from travel</b>	<b>1,161</b>	<b>2,234</b>	<b>2,071</b>	<b>2,139</b>
<b>Expenditure on official air and rail travel</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
	<b>1,080</b>	<b>692</b>	<b>1,710</b>	<b>1,157</b>

<sup>1</sup> Further details about official travel are given on page 38.

<sup>2</sup> 'Other travel' includes all staff travel, staff commuting and Their Royal Highnesses' private travel.

### CO<sub>2</sub>e emissions (Tonnes)

Breakdown of CO<sub>2</sub>e emissions for travel



- Other travel
- Official UK travel by air and rail
- Official overseas travel

The 2011 carbon emissions are calculated according to the Household's Carbon Reporting Policy and Household emissions have been subject to independent assurance.

Further details are available at [www.princeofwales.gov.uk](http://www.princeofwales.gov.uk)

Total carbon emissions from travel vary each year according to the programme of engagements that Their Royal Highnesses undertake. This year emissions from official overseas travel on behalf of the Foreign and Commonwealth Office are particularly low as there was only one long-haul trip – to India – as opposed to two in the previous year. The use of smaller aircraft where possible has also helped reduce the environmental impact of travel.

Emissions from official UK travel by air and rail, which is directly under the Household's control, rose by 21 per cent this year reflecting an increase in the number of official engagements to 691 (2010: 620) and an increase in the distance travelled within the UK to 20,236 miles (2010: 15,772 miles). However, the previous year's emissions were particularly low and emissions remain below the annual average between 2007 and 2010.

Steps are taken to minimize the environmental impact of travel as far as possible given financial, logistical and security considerations. Other measures are also taken such as operating the Royal Train on biodiesel made from used cooking oil, encouraging staff to use public transport wherever possible and providing facilities for staff who cycle to work.

### Office and domestic energy use

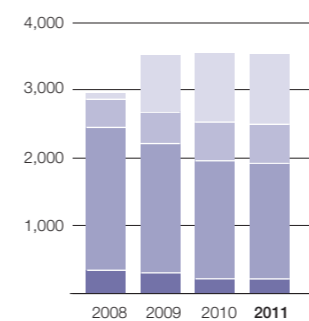
Year to 31st March

	2011	2010	2009	2008
<b>Energy use</b>	<b>MWh</b>	<b>MWh</b>	<b>MWh</b>	<b>MWh</b>
Electricity – derived from fossil fuels <sup>1</sup>	219	221	314	350
Heating – gas and oil	1,711	1,740	1,910	2,100
<b>Total derived from fossil fuels</b>	<b>1,930</b>	<b>1,961</b>	<b>2,224</b>	<b>2,450</b>
Electricity – renewable sources <sup>1</sup>	565	573	462	419
Heating – renewable sources	1,042	1,008	825	79
<b>Total derived from renewables</b>	<b>1,607</b>	<b>1,581</b>	<b>1,287</b>	<b>498</b>
Total energy use	3,537	3,542	3,511	2,948
<b>CO<sub>2</sub>e emissions from office and domestic energy use<sup>2</sup></b>	<b>tonnes</b>	<b>tonnes</b>	<b>tonnes</b>	<b>tonnes</b>
	<b>800</b>	<b>826</b>	<b>857</b>	<b>896</b>
<b>Expenditure on energy</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
	<b>191</b>	<b>196</b>	<b>187</b>	<b>150</b>

<sup>1</sup> The split of electricity purchases has been restated from previous years based on revised information on fuel mix from suppliers.

<sup>2</sup> CO<sub>2</sub>e emissions from energy use for 2008 to 2010 have been restated; see the note to the greenhouse gas emissions table on page 46.

### Energy use by source (MWh)



- Heating – renewable sources
- Electricity – renewable sources
- Heating – gas and oil
- Electricity – derived from fossil fuels

Total energy use and emissions vary each year according to the weather but in the long term the Household aims to reduce its carbon emissions from energy use through energy efficiency measures and through greater use of renewable energy. In 2010-11 an estimated 45 per cent (2010: 45 per cent) of energy for domestic and office use was derived from renewable sources. These include wood chips, heat from air- and ground-source heat pumps, electricity from renewable sources and, new this year, electricity from solar panels installed on the roof of Clarence House in London.

### Natural resources

The Household aims to make sustainable use of the resources provided by natural capital including fresh water, raw materials and capacity to assimilate waste and pollution.

### Waste

The Household collects a range of materials for recycling at each of the residences, diverting waste from landfills. Food remains such as vegetable peelings are composted for use on the gardens where possible or, in London, collected separately for producing fertilizer.

### Water

Year to 31st March

	2011	2010	2009	2008
<b>Water use</b>	<b>m<sup>3</sup></b>	<b>m<sup>3</sup></b>	<b>m<sup>3</sup></b>	<b>m<sup>3</sup></b>
Total measured water use	7,622	5,926	4,773	8,113
<b>Expenditure on water</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
	16	16	13	15

Measured water use has increased this year and the Household continues to look into ways to reduce its used of processed mains water. These currently include the collection of rainwater and grey water recycling at Highgrove and Birkhall. Bottled water for meetings has been replaced by filtered tap water. Cleaning products used are designed to minimise their environmental impact.

### Paper use

Year to 31st March

	2011	2010	2009	2008
<b>Paper use</b>	<b>kg</b>	<b>kg</b>	<b>kg</b>	<b>kg</b>
Paper use per member of staff (FTE)	34	35	46	44

Members of staff are encouraged to reduce printing and photocopying and to use double-sided printing as far as possible. Recycled paper and other stationery items that have a reduced environmental impact are used where available.

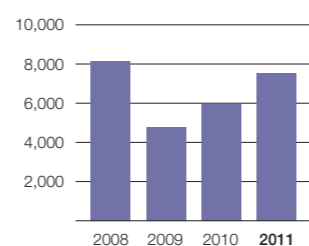
### The Home Farm

Duchy Home Farm has been run on an organic basis for several decades, producing a wide range of foods in a way that works with nature, protecting and enhancing nature's capital. As with all farms, food production results in a range of environmental and social impacts, often called "public goods", that are not usually accounted for when considering the value of the farm's output. A recent study identified several benefits, some of which are set out on page 49.

**Biodiversity:** this covers all living organisms including insects that pollinate crops, clover that adds fertility to the soil and fungi that help provide nutrients to the crops. Biodiversity is promoted in many ways including growing traditional crop varieties, keeping over 1,000 rare varieties of apple tree and raising rare breed livestock to help maintain natural genetic diversity that supports a sustainable and more resilient food supply. Bees are kept to pollinate crops and provide honey.

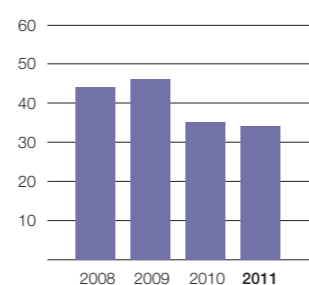
### Water use (m<sup>3</sup>)

Measured water use, m<sup>3</sup> ('000s litres).



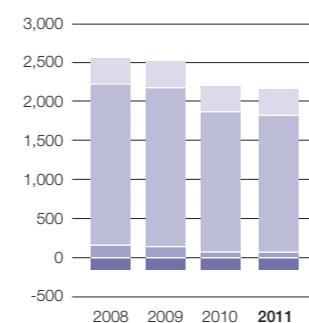
### Paper use

per staff member (kg)



### The Home Farm CO<sub>2</sub>e (tonnes)

CO<sub>2</sub>e emissions (and storage) in tonnes by key sources/sink.



- Energy use
- Livestock and manure
- Crops and other sources
- CO<sub>2</sub> capture in woodland

**Soil management:** a healthy living soil, a key part of nature's capital, underpins organic agriculture; management practices are focused on protecting and enhancing the soil as it is this that feeds crops rather than artificial fertilisers. These include a traditional crop rotation that uses nitrogen-fixing plants and animal manure to provide vital nutrients and the use of hedgerows and cover-crops to protect soil from being blown or washed away. A healthy soil contributes towards healthy plants, animals and people.

**Animal health and welfare is a priority.** Pigs and sheep are kept outside all year round and cattle are put out to pasture for at least half of the year. Routine use of antibiotics is not allowed, so the focus is on ensuring animal health through natural means such as a forage-based diet for cattle.

**Food security:** The farm's reliance on inputs is minimized by avoiding the use of artificial fertilizers and by feeding livestock, as far as possible, on grass and other forage plants grown on the farm rather than cereals. The majority of crops produced go for human consumption and produce is sold locally and regionally to minimize transportation. A range of crops is produced, including fresh fruit and vegetables.

**Greenhouse gases:** Greenhouse gas emissions are an unavoidable impact of agriculture; they come mainly from nitrogen in manure and crops (nitrous oxide) and from livestock (methane). The farm is managed to try to minimize emissions through the careful timing of manure applications and the sowing of plants that "catch" the nitrogen. By incorporating cattle manure and plant-matter in the soil, significant quantities of carbon can be stored, reducing net greenhouse gas emissions. Avoiding energy-intensive artificial fertilizers also reduces greenhouse gas emissions in the supply chain.

Steps are also taken to reduce fossil fuel use. A "conservation tillage" machine that uses significantly less fuel than a conventional plough is being trialled, energy-efficient heat exchangers and solar thermal heating help reduce electricity use in the dairy; and a large array of solar panels is being installed to provide the dairy and other buildings with renewable electricity. There are also plans to increase the use of renewable energy for heating.

### Home Farm

Year to 31st March

	2011	2010	2009	2008
<b>CO<sub>2</sub>e emissions</b>	<b>tonnes</b>	<b>tonnes</b>	<b>tonnes</b>	<b>tonnes</b>
Energy use <sup>1</sup>	335	325	345	334
Livestock and manure <sup>2</sup>	1,762	1,808	2,043	2,083
Crops and other sources <sup>2</sup>	77	76	148	164
CO <sub>2</sub> capture in woodland <sup>3</sup>	(149)	(149)	(149)	(149)
<b>Total CO<sub>2</sub>e emissions</b>	<b>2,025</b>	<b>2,060</b>	<b>2,387</b>	<b>2,432</b>
<b>Energy</b>	<b>MWh</b>	<b>MWh</b>	<b>MWh</b>	<b>MWh</b>
Energy use	1,073	1,053	1,100	1,078
<b>Other natural resources</b>	<b>m<sup>3</sup></b>	<b>m<sup>3</sup></b>	<b>m<sup>3</sup></b>	<b>m<sup>3</sup></b>
Water use, 000s litres	14,172	13,873	15,936	15,692

- Emissions from energy use have been restated to reflect a change in UK reporting guidance for electricity use. These were previously reported as 2010: 309 tonnes; 2009: 335 t; 2008: 324 t.
- Emissions are estimated using a standard UK methodology and are subject to significant error margins due to the complexity of the factors affecting emissions.
- CO<sub>2</sub> capture in woodland is estimated using the area of woodland and age profile of trees.

A significant proportion of fossil-fuel use comes from diesel used by tractors that varies each year according to the impact of the weather on soils and according to the different stages of the crop rotation.

## 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 International Sustainability Unit
- Chairman of The Great Steward of Scotland's Dumfries House Trust

**Mark Leishman***Private Secretary*

- Management of the Private Office
- Programme policy and supervision of engagements
- Scotland
- Health
- Education

**Wing Commander Richard Pattle***Master of the Household*

- Overall supervision of the programme and logistics
- The Equerry's Office
- Overall supervision of receptions and entertaining
- Personal and domestic staff
- All residences and gardens
- Security and confidentiality
- Social responsibility

**Leslie Ferrar***Treasurer, assisted by Clara Pearce, Assistant Treasurer and Financial Controller, Polly McGivern, Assistant Treasurer (Legal and Commercial), 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
- A. G. Carrick Limited
- Director of Duchy Originals and Traditional Arts Ltd
- Overall financial supervision of The Prince's Charities, with the Director, The Prince's Charities
- US Charitable Foundation
- The Home Farm

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

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

**Clive Alderton***Private Secretary for Foreign and Commonwealth Affairs*

- Foreign and Commonwealth affairs, including overseas tours
- International development
- Minority, ethnic and faith communities
- The Police
- The Prince's School of Traditional Arts
- The Prince's Youth Business International
- The British Asian Trust
- Turquoise Mountain Foundation, Afghanistan

**Manon Williams***Private Secretary for Wales (part-time)*

- Wales, including The Prince of Wales's Welsh organizations
- PRIME-Cymru

**Emily Cherrington***Assistant Private Secretary*

- The built environment, including The Prince's Foundation for the Built Environment
- The Great Steward of Scotland's Dumfries House Trust
- Heritage, including The Prince's Regeneration Trust
- The Prince's Drawing School
- The Arts, including Arts & Business and The Prince's Foundation for Children & the Arts
- PRIME-Cymru

**Benet Northcote***Deputy Private Secretary*

- Responsible business, including Business in the Community, The Prince's Business and the Environment Programme, In Kind Direct and the UK Corporate Leaders Group on Climate Change
- Agriculture and rural affairs
- The natural environment and fishing

**Amanda MacManus***Assistant Private Secretary (part-time)*

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

**Joy Camm***Assistant Private Secretary (part-time)*

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

**Sophie Densham***Assistant Private Secretary*

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

**Jonathan Hellewell***Assistant Private Secretary*

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

**Sarah Kennedy-Good***Assistant Private Secretary*

- The Commonwealth
- Minority, ethnic and faith communities

**Major Peter Flynn***Equerry*

- The Armed Forces and Veterans
- Programme, diary, travel and logistics
- Investitures
- The Emergency Services
- Sport, explorers and adventurers

**Virginia Carington***Assistant Master of the Household*

- The Royal Collection
- Personal letters and private engagements

## THE HOUSEHOLD OF THE DUKE AND DUCHESS OF CAMBRIDGE AND PRINCE HARRY

**Jamie Lowther-Pinkerton***Private Secretary to The Duke and Duchess of Cambridge and Prince Harry*

- Advising Their Royal Highnesses on their careers, charitable patronages and other matters, and organizing official engagements

## THE PRINCE'S CHARITIES

**Sir Tom Shebbeare***Director, The Prince's Charities*

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

**Justin Mundy***Director, The Prince's International Sustainability Unit*

- Sustainability programmes and projects, including The Prince's Rainforests Project and The Prince's Accounting for Sustainability Project
- Oversight and coordination for the international work of The Prince's Charities, including those operating in China, India, Romania and Afghanistan

# THE PRINCE'S CHARITIES

The Prince's Charities is a group of not-for-profit organizations of which The Prince of Wales is President. 18 of the 20 charities were founded personally by The Prince.

The group is the largest multi-cause charitable enterprise in the United Kingdom, raising over £100 million annually. The organizations are active across a broad range of areas including opportunity and enterprise, the built environment, responsible business, and education. Additionally, a number of social enterprises make a significant contribution by donating all their profits to charity.

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

To find out more visit: <http://princescharities.org>

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## OPPORTUNITY AND ENTERPRISE

The Prince's Trust  
[www.princes-trust.org.uk](http://www.princes-trust.org.uk) Tel: +44 (0) 20 7543 1234  
Freephone 0800 842 842

The Prince's Scottish Youth Business Trust  
[www.psybt.org.uk](http://www.psybt.org.uk) Tel: +44 (0) 141 248 4999

The Prince's Youth Business International  
[www.youthbusiness.org](http://www.youthbusiness.org) Tel: +44 (0) 203 326 2060

The Prince's Initiative for Mature Enterprise (PRIME)  
[www.prime.org.uk](http://www.prime.org.uk)  
[www.primebusinessclub.com](http://www.primebusinessclub.com)  
Freephone 0800 783 1904

PRIME Cymru  
[www.prime-cymru.co.uk](http://www.prime-cymru.co.uk) Tel: +44 (0) 1550 721 813  
Freephone 0800 587 4085

The British Asian Trust  
[www.britishasiantrust.org](http://www.britishasiantrust.org)  
Tel: +44 (0) 20 7024 5739 or +44 (0) 20 7024 5646

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## 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.psta.org.uk](http://www.psta.org.uk) Tel: +44 (0) 20 7613 8500

The Prince's Teaching Institute  
[www.princes-ti.org.uk](http://www.princes-ti.org.uk) Tel: +44 (0) 20 3174 3106

The Prince's Foundation for Children & the Arts  
[www.childrenandarts.org.uk](http://www.childrenandarts.org.uk) Tel: +44 (0) 20 3326 2230

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## 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

The Great Steward of Scotland's Dumfries House Trust  
[www.dumfries-house.org.uk](http://www.dumfries-house.org.uk) Tel: +44 (0) 1290 425959

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## RESPONSIBLE BUSINESS

Business in the Community  
[www.bitc.org.uk](http://www.bitc.org.uk) Tel: +44 (0) 20 7566 8650

The University of Cambridge Programme for Sustainability Leadership  
[www.cpsl.cam.ac.uk](http://www.cpsl.cam.ac.uk) Tel: +44 (0) 1223 768850

Scottish Business in the Community  
[www.sbcscot.com](http://www.sbcscot.com) Tel: +44 (0) 131 451 1100

In Kind Direct  
[www.inkinddirect.org](http://www.inkinddirect.org) Tel: +44 (0) 20 7398 5510

Arts & Business  
[www.artsandbusiness.org.uk](http://www.artsandbusiness.org.uk) Tel: +44 (0) 20 7378 8143

The Prince's Countryside Fund  
[www.princescountrysidefund.org.uk](http://www.princescountrysidefund.org.uk) Tel: +44 (0) 20 7566 8650  
Email: [victoria.elms@bitc.org.uk](mailto:victoria.elms@bitc.org.uk)

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## SOCIAL ENTERPRISES

Duchy Originals  
[www.duchyoriginals.com](http://www.duchyoriginals.com)

North Highland Initiative  
[www.mey-selections.com](http://www.mey-selections.com) (for product)  
Tel: 01955 606600  
[www.northhighlandsscotland.com](http://www.northhighlandsscotland.com) (for tourism)  
Email: [info@northhighlandsscotland.com](mailto:info@northhighlandsscotland.com)

Highgrove Enterprises  
[www.highgroveshop.com](http://www.highgroveshop.com) Tel: +44 (0) 845 521 4342

Turquoise Mountain Arts  
[www.turquoisemountain.org](http://www.turquoisemountain.org) Tel: +93 (0) 799 34 17 25

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## FOUNDATIONS

The Prince's Charities Foundation

The Prince's Charities Foundation (Canada)

The Prince's Charities Foundation (China)

The Prince of Wales Foundation (USA)



